جامعة العلوم والتقنية بالفجيرة

University of Science and Technology of Fujairah

Staff Handbook

صَاحِبُ السَّمُوِّ الشَّيْخ خَلِيفَةِ بْنِ زَايِدِ آلِ نَهْيَانِ

رئيس دولة الإمارات العربية المتحدة

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PRESIDENT OF THE UNITED ARAB EMIRATES

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1 | Introduction

1.1 USTF History

The establishment of University of Science and Technology of Fujairah (USTF) comes as a response to the importance H. H. Sheikh Khalifa bin Zayed Al Nahayan, President of the United Arab Emirates (UAE), attaches to education, and in particular to higher education. In light of this, and to assist the development of the UAE and the region, H. H. Sheikh Hamad bin Mohamed Al Sharqi, Member of the Supreme Council, Ruler of Fujairah, gave his blessing to the foundation of USTF as a full-fledged and independent university

USTF replaced Ajman University (AU) - Fujairah Campus, which was launched in 2000. The timing of the launch of the University made it a pioneering force on the higher education scene as it was the first private University established in the eastern region of the UAE. The history of the University demonstrates its efforts to promote high quality in education and to serve the needs of the region. As an independent university, USTF will continue to remarkably enhance and solidify its elite reputation among national and regional Universities.

1.2 USTF Vision

University of Science and Technology of Fujairah (USTF) aims to be a proactive university in creating and integrating cutting-edge learning, impactful research, and effective community engagement to serve the people of the UAE and beyond.

1.3 USTF Mission

University of Science and Technology of Fujairah (USTF) is a multicultural university offering a wide range of academic programs that satisfy the needs of students, alumni, labor market and the community. USTF formulates and implements a research strategy to strengthen its recognition and profile and to enhance research impact on society. USTF develops graduates with creative minds, high level of professional skills and social responsibility to contribute to the sustainable development of the UAE, the region and the world..

1.4 Employees' Recognition

The employees, their welfare and concerns are very important to USTF success. USTF encourages a working environment based on mutual trust and confidence, which should provide opportunities for individual effort and reward. USTF success as an academic institution is built on the recognition of the skills and efforts made by each employee and the University policy is to work with all members of this team in a friendly manner and treat each team member with dignity and respect. This close cooperation will undoubtedly give a competitive edge to USTF.

This Staff Handbook is a guide to USTF practices. It is not a contract for employment, either expressed or implied, nor does it guarantee any terms or conditions of employment.

The institution or employees have the right to terminate employment at any time, with a notice and/or cause as per the rules and regulations set by the Ministry of Human Recourses and Emiratization and applied in the UAE. USTF expects the employees and management staff to abide by the policies set forth in this Staff Handbook.

1.5 Safety

USTF is committed to the safety of its employees; its property and equipment (read Health and Safety Policy in the Policies and Procedures Manual). It is necessary that USTF establishes safety rules and regulations to be observed by all employees at all times. Disregard of any safety rule and regulation may result in disciplinary action.

- Should a safety regulation be modified so that an employee's safety is something less than it should be, the employee should inform the Office of Human Resources (OHR)
- It is the responsibility of each manager and supervisor to see that every employee at the USTF is provided with safe working conditions, all safety regulations are observed and employees use good common sense to protect themselves as well as others.
- The most important part of safety is the employee himself. It is the responsibility of each employee to abide by the safety rules; these rules are made for their protection. Employees are expected to report any personal injury immediately, however minor.

1.6 Drug Free Workplace

USTF is to notify each employee that, as a condition of employment, each employee must:

- Comply with the USTF's Drug-Free Workplace rule.
- Notify USTF of any Conviction for drug-related offense committed in the workplace within three (3) days of conviction.
- Any employee who violates USTF rules and regulations should be subject to disciplinary action including termination of employment.

USTF's Drug-Free Workplace prohibits employees from engaging in any of the following activities:

- Use, possession, manufacture, distribution, dispensation or sale of illegal drugs on USTF premises, in USTF supplied vehicles, or during working hours.
- Storing in a locker, desk, automobile or other storage area on USTF premises any controlled substances whose use is unauthorized.
- Being under the influence of a controlled substance on USTF premises or while on USTF business, or while in USTF supplied vehicles.
- Unauthorized Use of Prescribed Medicine. An employee undergoing prescribed medical treatment with a drug, which may alter their physical or mental ability, must report this treatment to the USTF's Office of Human Resources. The Human Resources Assistant should determine whether a temporary change in the employee's job assignment is warranted during the period of treatment.

2 | Employment

2.1 Personnel Administration

USTF Office of Human Resources is responsible for personnel administration and it is competent to answer any questions on this Staff Handbook.

2.2 Personnel Records

USTF should maintain a personnel file on each staff. The Employee's personnel record begins with their completed employment application form and resume. From time to time information may be added to this personnel record regarding an individual's employment status with USTF. Personnel records are the property of USTF and should be treated the same as any other confidential USTF information.

The following provisions apply with respect to the USTF standards for establishing, maintaining and handling staff personnel records:

- All official records concerning an employee should be kept up to date and all employees shall promptly report all pertinent personal information and data changes to the Office of HR.
- Employee should be permitted to review their personnel records at reasonable times and in accordance with policy.
- The personnel file of an employee terminating employment should be maintained for a minimum of (three) 3 years.

Contents of Personnel Files

Employee personnel records should include the following (but may be filed separately):

- Passport Copy / Photo ID (where required).
- Spouse and Children passport copies
- Academic Degrees and transcripts
- Promotions (Academic Rank for faculty members)
- Resume
- Employment Offer (visitor/resident)
- Academic Rank Evaluation Form
- Contract
- Joining Date Form
- Attendance and Absence Records.
- Vacation and sick leave records.
- Yearly leave records.
- Recommendation letters from senior management or other employees.
- Work Correspondence between employee and supervisor.
- Disciplinary memos issued to employee.
- Job descriptions.

- Performance evaluations issued to employee; employee's responses.
- Resignation letter (when applicable).
- Termination notice issued to employee.
- Transfer or promotion requests or transaction.

Employee Information

Employees are asked to help keep USTF informed about any major change, which may affect their employment status. Important changes to report include:

- Name.
- Address.
- Home telephone number.
- Marital status.
- Spouse and Dependents' place of residency and other related information
- Any important health information.
- Emergency telephone numbers and whom to notify in case of emergency.
- Change of beneficiary if needed.
- Authorized payroll deductions.
- Additional education and special training courses.

Employee's Request for Review of Personnel Records

The following provisions apply with respect to an employee's request to review their personnel record:

- The HR Assistant should have the responsibility of coordinating the review of an employee's personnel record with the employee's immediate supervisor.
- A member of the Office of HR must be present while the employee reviews his/her personnel file.
- The staff may take notes, but may not remove, photocopy, deface or otherwise make notations on the documents in their personnel file unless authorized by local law.

Management Review of Personnel Files

All information in the employee's personnel files is considered confidential. This information should only be available to the Office of HR, senior management personnel, supervisors or managers who are responsible for the employee. The supervisor of the department to which an employee may be transferred should be allowed to review the employee's file with the approval of the HR Manager and the staff's immediate supervisor.

2.3 Service

USTF provides appropriate accommodation to its employees during their transition into or out of service with USTF.

Employee Categories

USTF policies apply to all categories of employees. Employees are divided into the following categories for the purpose of compensation and benefits.

Full-Time:

Employees hired full time (40 hours a week) on a full workweek basis are considered full-time employees for compensation and benefit purposes

Part-Time:

Employees whose work schedule is less than full time (less than 40 hours a week) on a full work week basis are part-time employees. Part-time employees are not eligible for benefits such as leave, insurance, tickets, etc.

Temporary:

Employees hired as temporary replacement for full-time or part-time employees, or for short periods not to exceed 6 months consecutively of employment such as summer month, peak periods and vacations are considered temporary employees. Temporary employees are not eligible for benefits, leaves regardless of the number of hours or weeks worked.

Time Records

Employees are required to clock in when they report to work and clock out when they leave. Employees must clock in no later than ten (10) minutes after their starting time and clock out after their scheduled shift has ended.

Hiring and Selection Procedures

USTF shall give preference first to UAE national applications, then to the suitably qualified 'internal employees who have completed at least one-year in his/her current job position' over 'external candidates' wherever possible in filling any vacancy.

All employees should be notified of available internal positions via posting on the USTF's web site. Positions are normally posted for a period of two (2) weeks and until filled. The applicable contact person should be included on the posting notice. Interested qualified employees should forward a letter of application and current resume to the contact person or Office of Human Resources after acquiring their direct supervisor approval using the designated forms (please refer to the "Internal Transfer Policy" for more details).

The Office of Human Resources may find it necessary to supplement the interview (due to advertised position technicality or level of expertise), with other forms of assessment. Short-listed candidates shall be informed in advance of the assessment technique associated to the advertised position.

Assessment techniques could be, but not limited to, one of the ensuing:
- An oral presentation on a specific subject.
- Level of expertise in using a specific tool or equipment.
- Assessment of MS Office skills, programing skills or drawing skills.
- Writing correspondence on a particular topic.

The following steps are usually followed by the Office of HR in order to ensure smooth and transparent hiring of administrative staff:
- Manpower planning.
- Advertisements in proper channels.
- Proactive search for quality candidates.
- Pre-screen pool of applicants - conducted by the Office of HR.
- Interviews/assessments - by the respective College/Department.
- Selection and salary advice.
- Educational background verification.
- References check.
- Work permit.
- Orientation program.
- Probationary period evaluation.

Employment Offer/Contract and Termination

After the completion of the selection process, the selected candidate shall receive an open-ended employment contract. USTF or the employee may terminate the contract at any time, by giving the other party a notice in writing at least 30 days prior to termination.

Employment of Relatives

USTF discourages the employment of close relatives. However, under certain strict conditions, management may waive this policy where competence, expertise of the candidates can bring advancement, expertise to the institution. Close relatives are defined as: spouse, mother, father, son, daughter, brother, sister, grandparent or in-laws.

Family members should not be allowed to directly supervise another family member and should not be hired in the same department.

Promotions

Promotions within USTF should be based on such factors as merits, quality of work, prior job performance, experience, educational background, attendance, and the ability to work well with others.

USTF policy is to promote from within when the University has personnel fully qualified to perform the duties of the position. Otherwise USTF can post for the position. Being employed by USTF for more than 1 or 2 years does not necessarily mean automatic promotion to the next highest level.

Transfer of Employees

Transfer of employees is applicable in order to meet USTF requirements. Requests for transfer by employees should be made in writing and given to the Office of HR for consideration before being interviewed for another position.

A transfer may be made if USTF management determines it is in the best interest of the University and the employee. Employees that wish to transfer or apply to an open position should be given first consideration. However, the timing of any transfer should be planned so that ongoing commitments are not jeopardized.

Separation of Employment

Employees may be separated from employment voluntarily resignation, redundancy or termination. However, if any misconduct warranting discipline is severe enough, the management may discharge an employee immediately.

In the case of termination all USTF property in the employee's possession including the health insurance card(s) must be returned to the University upon separation from employment and before the final paycheck is released upon submission of clearance form.

Probationary Period

During the first ninety (90) days of employment, USTF and the new employee are given an opportunity to evaluate whether the employment relationship should continue. Before the end of this ninety (90) day period, the employee should be notified of their future employment status by their management. An extension of the probation period can be given to the supervisor up to another (90) days.

If, during or at the conclusion of the ninety (90) or (180) day probation period, either USTF or the employee believes that employment should not continue, separation from employment should follow immediately.

Extra Income

USTF makes every effort to keep its employees as fully employed as possible and at a good rates of pay. When an employee is on the job, this means that 100% of his/her effort is required. If an employee chooses to work outside of their job and USTF Management approves it, opportunities for promotion and advancement with USTF may be limited by their decision.

If Management feels that outside employment refrains an employee from fulfilling their obligations to USTF, they should be asked to resign or to leave their outside employment. All management and supervisory personnel are expected to enforce this policy and, by example, refrain from taking outside employment paid or unpaid.

Teaching Load inside USTF

Employees may teach outside the normal working hours, and be paid as overtime, provided that they hold the appropriate degree and the head of the academic department approves it.

2.4 Process Improvement

Management-employee relations are strengthened when employees are consulted in decisions affecting them. Hence, the usefulness in establishing a structured environment, to encourage open communication between managers and employees, is focused on issues of common concern. This may take the form of a committee, quality of work groups, facilitated team-building, or employee meetings set aside for this purpose.

Employee-Management Meetings

Employee-management discussions concentrate on analyzing and developing recommendations to resolve work-related problems and enhance institutional effectiveness. They should avoid personal attacks and discussions of individual personnel actions and formal grievances.

Employees are encouraged to participate in such open discussion with management. Managers should patiently demonstrate by their actions:
- They value employee involvement in work-related issues.
- There will be no negative repercussions (immediately or eventually) for introducing a concern or suggestion.
- Their ideas will be seriously considered and used to improve the workplace where possible.

Areas of productive discussion can include:
- How to improve the quality of services, work products, or eliminate process redundancy?
- Methods used to determine assignments, performance appraisals, work performance standards, shift and overtime assignments, and priority of leave requests, promotions, and other personnel management practices.
- Training needs.
- Morale problems.
- Equipment and other resource needs.

3 | Payroll and Benefits

3.1 Benefit Eligibility

The term "eligible employee(s)" used in the following sections of this manual refers to full time employee(s) unless otherwise designated. Employees should be advised of the status of their position when they are hired. Full-time employees are entitled to the benefits stated in this manual provided they qualify for each individual benefit. Part-time and Temporary employees are not eligible for benefits, hired on a week/monthly basis, for a period might be more than six months. In order to have a record of an employee's benefits, a continuous service date should be maintained for each full-time employee. The continuous service date should be the employee's first day of employment and should continue uninterrupted as long as the employee remains a full-time employee.

3.2 Payroll Information

Immediately upon accepting employment, the new employee should be given personal information form along with insurance forms to complete. The completed forms, the employment offer, and information regarding starting pay, starting date and other pay or benefit information should be forwarded to the Office of HR.

Benefits

The Full-Time Employee shall be entitled to the following benefits in accordance with the Employer's policies and bylaws according to the grade of the employee on the administrative salary scale (as amended from time to time at the Employer's sole discretion):

HR Grades	Salary Structure [Applicable for UAE and Non Nationals]		
	Min. (AED)	Mid. (AED)	Max. (AED)
AD-17	55,500	80,000	104,500
AD-16-A	49,800	71,900	94,000
AD-16-B	44,300	64,000	83,700
AD-15	33,400	48,200	63,000
AD-14	26,000	39,750	53,500
AD-13	20,900	31,950	43,000
AD-12	15,900	24,300	32,700
AD-11	12,100	17,850	23,600
AD-10	9,300	13,700	18,100
AD-9	7,200	10,650	14,100
AD-8	6,700	9,350	12,000
AD-7	5,300	7,450	9,600
AD-6	4,800	6,750	8,700
AD-5	4,500	6,250	8,000
AD-4	2,100	3,950	5,800
AD-3	1,200	2,350	3,500
AD-2	1,000	1,900	2,800
AD-1	800	1,525	2,250

*This Structure is according to the current status

Monthly salary, consisting of two main elements:

o   Basic salary: represents 65% of the total salary, and it will apply to employees allocated on Grades 5 and higher. Otherwise, for grades 4 and lower, the basic salary represents 60% of the total salary only.

o   Cost of Living Allowance: * represents the remaining ratio of the monthly salary.

Housing Allowance: All employees allocated on Grade 5 and higher, shall be entitled to an annual housing allowance.

Annual Education Allowance: (for Grade 5 and higher): The Employee shall be entitled to an annual education allowance in accordance with the Employer's education allowance policy (as amended from time to time at the sole discretion of the employer).

Airline Tickets: Employees are divided into two main entitlements groups:

Managerial and Supervisory: The employee spouse and three (3) of the employee's dependent children shall be entitled to one annual round trip economy class air ticket each to the employee's home country (as per employee nationality) after completion of each year of service on the employee's joining anniversary date. The cost of tickets should not exceed the defined limit of the grade (Other Staff Member: Fixed amount to be paid after one year of service on the employee joining anniversary date).

HR Grades	Air-Tickets	Education Allowance for Overall Children (AED)	Housing Allowance (AED)
AD-17	For Five (5) Family Members Staff Member 1 Spouse 3 Children	54,000	130,000
AD-16-A		54,000	130,000
AD-16-B		54,000	130,000
AD-15		29,000	78,000
AD-14		29,000	78,000
AD-13		24,000	65,000
AD-12		19,000	45,500
AD-11		14,000	32,500
AD-10		8,000	23,400
AD-9	2000 *	8,000	15,600
AD-8		8,000	7,800
AD-7		8,000	7,800
AD-6		8,000	7,800
AD-5		8,000	7,800
AD-4		0	0
AD-3		0	0
AD-2	1000*	0	0
AD-1		0	0

Medical Benefits:

- The employee, the employee's spouse and three (3) dependent children (dependents are sons up to 18 years old, and daughters up to 22 years old) shall be entitled to participate in the University's private medical insurance scheme in accordance with the University's medical policy (as amended from time to time at the sole discretion of the University), subject to the providers/insurers of such schemes/plans being willing to accept the employee into membership on reasonable terms. The University will pay all the contributions in respect of the employee's medical insurance to the insurance provider on his/her behalf. The university will pay the contributions of the employee's family mentioned above except for the sum of AED 1,415 per each family member to be deducted from the employee's monthly salary.

- After the end of the contract, the employee shall hand over all the relevant insurance cards to the Office of HR of the University. In case the insurance cards are not returned, any fees or medical costs undergone by the employee, spouse or their dependents; from the period after the end of the contract to the date the insurance cards are handed over, shall be deducted from the end-of-service gratuity of the employee.

Pay Rate Schedule – Hourly Paid Employees

USTF has established pay rate schedules for hourly-paid employees based upon work classifications. The length of time in a classification is a general guideline. For example; USTF students, a maximum of four hours per day is set, and can be extended to six hours with official permission.

Payroll Deductions

USTF should deduct health coverage, lateness, loans, and loss or destruction of USTF property from an employee's gross pay.

- The employee must authorize all deductions (other than statutory deductions) in writing.
- Deductions should be itemized on the staff's pay slip.
- Questions regarding payroll deductions should be directed to the Office of Human Resources.

Overtime

Overtime is allowed to compensate employees that are required to work extra hours to fulfill extra duties. Employees are eligible for a maximum of (50) hours/month providing that they submit specific work pre-assignment permission from the Office of Human Resources. Please refer to the "Overtime Policy" for further details.

Payroll Errors

Every precaution is taken to ensure that employees are paid correctly. In the event of an error USTF should make every attempt to adjust the error immediately or no later than the employee's next pay period.

Pay at Time of Separation

Employees separated from employment should be paid for time worked (less deductions) on the next regular pay day according to the applicable Federal Law No 8. An employee who has completed one or more years of continuous service shall be entitled to severance pay at the end of his employment. The days of absence from work without pay shall not be included in calculating the period of service.

For employees hired after 1/03/2008, the severance pay shall be calculated as follows:
- 21 days' wage for each of the first five years of service.
- 30 days' wage for each additional year of service provided always that the aggregate amount of severance pay should not exceed two years' wage.

For employees hired prior to 1/03/2008, the severance pay shall be calculated as follows:
- 30 days' wage for each of the first five years of service.
- 45 days' wage for each additional year of service provided always that the aggregate amount of severance pay should not exceed two years' wage.

USTF may determine if the going-out employee has any outstanding debt owed to USTF and whether the individual has in their possession any USTF property.

Upon resignation or termination, the employee should consult the Office of Human Resources with regards to health insurance and to address any financial issues. Any employee terminating their employment is expected to return any USTF property in their possession.

In case of employee's death, their family will be paid the total salary on the month of death and three total salaries for the three consequence months; and according to official papers submitted by the inheritances, they can decide if they want the salaries to be paid to them or bank transfer.

The End of Service Benefits must be transferred to the bank account of the employee.

All benefits (except the education allowance) of the deceased employee stop at the day of death and their End of Service Benefits is calculated until the date of death. The installment of Education Allowance paid to the employee (equivalent to the 50%) shall not be reimbursed back to the university USTF bears the expenses of preparing and transporting the mortal remains and their family to their home country.

3.3 Attendance and Leave

Attendance is of vital importance for work at USTF. If an employee is absent, this may cause others to work overtime in order to accomplish work that is not completed by the absent person. Therefore, absenteeism may have an overall negative impact on USTF's effectiveness.

Annual Leave

Full-time administrative employees earn 33 working days' annual leave after their first year or service and have two (2) days holiday per week, whereas service staff earn 22 working days after their first year of service and have one (1) day holiday per week.

A new employee passing his/her probation period is eligible for short leave, but will only be granted annual leave after the first year of service.

Sick Leave Policy

Medical leave credits do not accrue during approved leaves of absence without pay. Medical leave credits do accrue during periods of medical leave with pay. Any termination of employment shall cancel all unused accrued sick leave.

Part-time and Temporary employees are not entitled to leaves of absence with pay because of medically related disability.

Sick Leave Policy - Usage

"A worker who contracts an illness that is not a work-related injury shall report his illness within a maximum of three (3) working days after resuming work.;

"A worker shall not be entitled to any paid sick leave during the probationary period"

"A worker who contracts illness after completing six months probationary period in the continuous service of an employer shall be entitled to a sick leave not exceeding 180 days, successive or otherwise, in respect of each year of service, to be calculated as follows".

- The first 45 days: with full pay
- The next 45 days: with half pay
- The next 90 days without pay.

Any subsequent period will be subject to the medical committee and higher management at USTF.

Sick leave from external medical centers shall be checked and authenticated by the Office of Medical Services at USTF

The time during which an employee is unable to work because of a disability caused or contributed to by pregnancy, miscarriage, abortion, childbirth and recovery there from, should be treated as medical leave and subject to the conditions thereof in addition to maternity leave conditions.

Medical, Dental and Optical Appointments

Routine medical, dental and optical appointments should be scheduled outside working hours. When this is not practical, occasional absences for such reasons are to be charged to sick leave. Employees may use vacation time instead of sick leave with the special approval of the management.

Pallbearer, Funeral, Emergency Leave

The Office of HR should, when satisfied by evidence presented, grant an employee time off with pay as follows:

- Not to exceed five working days for each occurrence in the case of death in employee's immediate family residing abroad.
- Not to exceed three working days for each occurrence in the case of death in employee's immediate family residing within the UAE.

All such time off may not be granted in excess of the employee's accrued leave. For the purpose of this rule, immediate family is defined as and limited to the employee's spouse, children, grandchildren, foster children, step children, parents, grandparents, step parents, brothers, step brothers, in-laws.

Maternity Leave

Female employees that have completed one year of service are eligible for Maternity Leave (45 days, including both pre and post-natal periods). In the event a female worker who has not completed 1 year of service but has work more than 6 months; she is entitled to maternity leave with half pay from total gross salary. However, a female employee who has not completed 6 months of service shall not be entitled to maternity leave.

USTF grants accumulated medical leave for time during which an employee is physically unable to work because of temporary disability caused or contributed to by pregnancy, miscarriage, abortion, childbirth, and recovery there from. The following steps should be followed when a maternity leave of absence is granted:

- The employee's doctor should determine the period of disability. The doctor should document such decision in written form.
- Maternity leave should be granted for such time only when certified by an employee's physician and approved by USTF Office of Medical Services.

During the 18 months following her delivery, a female worker shall be entitled to one hour break each day for the purpose of nursing her child. Any abuse of this program seriously affects all other employees and jeopardizes the continuance of the plan.

Hajj (pilgrimage) Leave

Muslim employees are entitled to a paid leave once during their period of service, in order to perform the Hajj (pilgrimage). The haj leave entitlement shall be 14 calendar days.

Leave of Absence (unpaid leave)

An employee may ask for a personal leave of absence without pay from USTF. Any request for a leave of absence must be submitted by HRnet and must be approved in advance by management.

During any approved leave of absence, the following provisions apply:

- USTF may suspend the employee's salary, allowances, and benefits during his/her leave

- Credit for paid vacation leave and the end of service gratuity cannot be accrued during an approved un-paid leave.
- If the personal leave is approved the employee should retain his/her original employment data showing no interruption in service.

Death provision During Staff Tenure

In accordance to UAE inheritance law, upon the death of a staff, the court provides official papers (which shall be submitted to the Office of Human Resources) naming the deceased beneficiary, whom shall receive the staff final wages and benefits due.

This will amount to a total salary on the month of demise, plus three (3) total salaries for the three consequence months, in addition to accrued vacation pay, and any other fund due to the staff.

Based on the beneficiary choice, the salaries can either be paid to the beneficiary or transferred to his/her bank account. However, the End of Service Benefits must be transferred to the deceased staff bank account. All benefits of the deceased staff (except education allowance) shall stop on the day of passing and the End of Service Benefits is calculated until the date of passing. The installment of Education Allowance paid to the employee (equivalent to the 50%) shall not be repaid back to the University.

USTF will bears all expenses related to the preparation and transportation of the deceased and the deceased staff to their home country.

3.4 Medical Insurance

USTF maintains a medical insurance program, which is provided by a selected Insurance company. Every full-time employee becomes eligible for coverage under this program effective from is joining date, if proper documentation is provided. USTF contribute to the entire premium cost of the employee, his/her spouse and three dependents (three children only, even in the case of married couple who both work for (USTF). The insurance grade is determined based on the following categorization:

Employee Category	Insurance Grade
Top Management (Grade 11 and above)	A
(Grade 5 to 10)	B
(Grade 1 to 4)	C

As health care costs continue to rise, USTF will attempt to provide the best possible health coverage to its employees at an affordable cost. Details of the various insurance programs are set forth in the original insurance documents and employees are urged to refer to the original policy documents in order to understand the full implications of all these policies. Employees are always welcome to ask questions and discuss certain aspects of these policies with the Office of Human Resources.

3.5 Break Areas

USTF provides a break and luncheon area for employees convenience. Consumption of food is only permitted in the break area and other designated areas.

3.6 Educational Assistance

A full-time administrative or support staff member who has passed the probation period and has formally been appointed to his/her position, may apply, before the end of the add and drop period during the same semester, for a tuition fee discount for his family members (two seats per semester) as per the details below (the discount is applicable to undergraduate programs only):

- In case the application is approved, a 75% discount shall be granted for employee dependents enrolment at any USTF college except the College of Dentistry and the College of Pharmacy and Health Sciences (for undergraduate studies only).

Dentistry and Pharmacy	Other colleges	Number of child
75%	100%	First
45%	75%	Second and

- 25% discount shall be granted to siblings or spouses for enrolment at any USTF college.

In the event a beneficiary dependent withdraws from the University, no changed in the order of discounts shall be applied. Any USTF employee or faculty member who resigns or take a long unpaid leave shall automatically lose any existing or future discount. In the event of termination, the discount shall remain valid until the end of the semester in which the termination takes place. Final approval for all educational assistance and possible reimbursement should be made by management.

4 | USTF Employees Classifications

4.1 Employee Categories

Employee Categories	Description
Full Time	Employed on a regularly scheduled 40-hour basis for a non-specified period
Part time	Employed on a regularly scheduled basis which is less than full time but equals or exceeds 20 hours per week for a period not to exceed 90 days. A PT employee may be continued for one additional 90-day extension period upon request from the operating manager of the Office with the concurrence of Human Resources. After the 180-day period, the employee will either be converted to regular status or released.

4.2 Employee Administrative Ranks

	Employee Classifications	Descriptions
AD-16	USTF Executives	USTF executives are responsible for running the organization. They hold the higher posts in USTF.
AD-15		
AD-14	Senior Management	Is a team of individuals at the highest level of management of USTF, who have the day-to-day tasks of managing their offices? They hold specific executive powers delegated to them with and by authority of USTF Executives.
AD-13		
AD-12		
AD-11	Professionals	Is a team of employees whose jobs requires a specific training, education or work experience and are hired to perform a specific profession? These are positions which require a college degree and advanced knowledge and skills
AD-10		
AD-9		
AD-8		
AD-7		
AD-6		
AD-5		
AD-4	Occupational Staff	This group combines positions that are primarily physically-oriented labor (custodian, Agricultural labours, maintenance, etc.) or positions which supervise or manage such work (Foremen), and positions performing services and hospitality functions.
AD-3		
AD-2		
AD-1		

4.3 Terminologies

Terminology	Description
USTF	UNIVERSITY OF SCIENCE AND TECHNOLOGY OF FUJIARAH
Office of HR	Office of Human Resources
Line Manager	- Dean shall be considered as the Line Manager in Academics; - Head of Departments shall be considered as Line Managers in Administration;
HRM	Human Resources Manager
SME	Subject Matter Expert
T and D	Training and Development Section
TMO	Talent Management Officer
TNA	Training Needs Analysis
VCAFA	Vice Chancellor for Administrative and Financial
Training	Training simply refers to the process of acquiring the essential skills required for a certain job
Development	Development includes the acquisition of behavioral skills including communication, inter-personal relations, leadership acumen and other related skills

5 | Employees Responsibilities

5.1 Work Schedules

Each employee is expected to complete a normal workday, workweek, and work whatever reasonable additional hours required meeting USTF needs.

Working Hours

USTF's regular workweek begins at 7:30 a.m. on Sunday and ends at 3:30 p.m. on Thursday. Otherwise, the following hour(s) shall apply according to the occasions as follows:

- **Ramadan:** the workday begins at 9:00 and ends at 14:00.
- **Semester Breaks:** the workday begins at 8 a.m. and ends at 2:00 p.m. according to the academic calendar and based on the discretion of USTF Chancellor.
- **Short Breaks:** normally prayers, lunch or meal periods should not exceed the practiced norm in order not to hinder the workflow.
- **Overtime:** if overtime is required, employees should be expected to work any additional time necessary. Overtime shall not exceed two hours in a day except in some cases necessary to prevent undesired loses.

Employees Assignments

Work schedules should be established according to requirements, and employees should be notified in advance of changes in the starting time of their shifts. USTF has adopted a work schedule of eight hours per day, Sunday through Thursday. However, because of varying requirements, there may be an occasional reduction in hours or employees may be required to work overtime.

Where overtime may be required, USTF should make every reasonable effort to notify employees affected as early in the day as practical, thus; Office of Human Resources should be also notified to take the necessary arrangement for compensating the employee, accordingly.

Clean Work-Place

A clean work environment everywhere on USTF premises is essential. Everyone on the premises working in offices is responsible for keeping his/her office area in a neat and clean condition at all times.

5.2 Legal and Ethical Conduct

It is USTF's policy that each employee conducts his/her business affairs with such standards of integrity that no conflict of interest exists or can be reasonably implied or construed. The following paragraphs set forth legal and moral restrictions with respect to legal and ethical business conduct.

Ethical Standards

All employees should comply with the ethical standards of USTF as set forth in this Manual. Unethical conduct, actions or even the appearance of unethical behavior is unacceptable under any conditions. The reputation of USTF depends on each employee applying common sense in situations where specific rules of conduct are insufficient to provide clear direction. A strong sense of personal ethics, which should extend beyond compliance with applicable laws, is necessary to guide the behavior of all employees.

Conflicts of Interest

A conflict of interest can arise in day-to-day transactions such as with suppliers, banks, insurance companies, and people in other organizations with whom we interact and enter in agreements.

The following actions and conditions are specifically prohibited, but are not intended to enumerate all actions or situations, which might be avoided:

*   Working for any of the groups mentioned above and others for personal gain.
*   Employee should not have any direct interest in any company that competes with USTF, which sells or supplies to, or buys any products or services from USTF
*   Borrowing from, or lending money to, individuals representing organizations with which business dealings are conducted.
*   Employee should not borrow money or accept advances or other personal payments or gifts or entertainment, from any company or firm (or any person acting directly or indirectly for any company or firm), which has transactions with USTF, as described above.

Any situation involving a possible conflict of interest, which arises in relation to the above outlined terms, must be brought to the attention of the employee's immediate supervisor or manager for possible action.

Personal Conduct

USTF expects that all of its employees should conduct themselves with the pride and respect associated with their positions, their fellow employees, students, suppliers and everyone else associated with the institution in one form or another. Employees should always use good judgment, discretion, and the highest standards of ethical conduct in carrying out USTF's business.

Confidentiality

USTF requires that a strict code of confidentiality of information be maintained. No employee should store information outside of the institution (in either written or electronic form) about any matter pertaining to the conduct of the USTF's business. No information regarding the USTF's financial figures or processes shall be given to anybody without permission of senior management.

Any employee who compromises information may be subject to dismissal.

In addition, idle gossips or dissemination of confidential information within USTF, such as personal information, financial information, salary etc. should subject the responsible employee to disciplinary action or possible termination.

Bribes, Kickbacks and Illegal Payments

Bribes, kickbacks and other illegal payments to or from any individual with whom we conduct business (in any form and for any purpose) are prohibited. Certain types of rebates to USTF from suppliers (but not to or from an individual employee) are legitimate.

Patents and Copyrights

Any patent or copyright developed by an employee is property of USTF. Any information pertaining to such patent or copyright must remain on USTF premises. An employee sharing any internal information relating to USTF must have prior approval of management to do so.

5.3 Misconduct

All employees are expected to abide by certain work rules of general conduct and performance at all times. Management, supervisors and all employees are expected to monitor and enforce these work rules equally.

Generally, there are four types of transgressions that constitute misconduct:
- Absenteeism and tardiness.
- Policy and procedure violations.
- Bad performance.
- Behavior and conduct infractions.

These transgressions can occur simultaneously and the disciplinary action taken is a result of the severity of the offense.

Committed offenses shall be recorded in the employee's file. Management reserves the right to terminate or discipline any employee as considered necessary in individual circumstances.

Misconduct Description

Misconduct involves activities that undermine USTF's morale or focus, thus leading to a loss of attention to detail, quality or professionalism. USTF management's first response should include verbal warnings to alert staffs to the unacceptable behavior.

The disciplinary action for misconduct for the second offense should be a written notice with a copy to the employee's personnel file. A third occurrence should result in a final written notice that could lead to either the employee being disciplined or the employee being terminated.

The following offenses enumerate, but are not limited to all actions or situations, which might be avoided:

- Unauthorized distribution of literature in the work area or posting on institution property.
- Using profane language on institution property, which in management's opinion is offensive to guests and to other employees.
- Performing substandard work both in quality and quantity after having been instructed in proper procedure and technique.
- Falsification of any reports, reports pertaining to absence from work, and communications or records including personnel and production records.
- Misuse or removal from the premise, without authorization, of USTF property.
- Threatening, intimidating, coercing or interfering with any person on USTF premises at any time.
- Sleeping during working hours.
- Altering, defacing or removing institution notices and bulletins that are posted on the institution bulletin board.
- Gaining unauthorized access to institution records and files whether they are locked or otherwise.
- Careless or negligent use or operation of tools or equipment.
- Theft of any property on institution premises.
- Gross insubordination - a willful and deliberate refusal to follow reasonable orders given by a member of management.

Misconduct / Disciplinary / Grievance / Complaints Investigations

Employee Misconduct cases shall be dealt as under –

- All misconduct, disciplinary, grievances, complaints should be addressed to the VCAFA office;
- VCAFA shall forward the same to the "Employee Legal Affairs Committee" to investigate and provide recommendations;
- The committee is chaired by the Dean of the College of Law, and the members are a Human Resources representative and the Legal Advisor.
- The VCAFA receives the committee recommendation(s) and then makes the final decision.

In case the employee does not agree or is not satisfied with the final decision made by the VCAFA, he/she has the right to submit a written appeal letter to the VCAFA office within one week after receiving the decision letter.

The VCAFA then, based on the nature of the appeal, will decide one of the following:

- Reject the appeal, if the grounds for appeal unsubstantiated by clear and persuasive evidence.
- Forward the appeal letter to the "Employee Legal Affairs Committee" to investigate the appeal and make recommendations

5.4 Dismissal

USTF may dismiss an employee without notice in all cases relevant to UAE Labor Law according to Article (120) of the Law.

5.5 Transportation and Travel

USTF will make efforts to provide comfortable and secure accommodations for lodging, meals and travel for employees that travel to represent the USTF's interests.

However, these items are not intended to be perquisites and USTF reserves the right to deny reimbursement of expenses that are considered lavish or extravagant. Expenses are to be within established institution guidelines and will be reimbursed with proper documentation. Employees are expected to spend USTF's money as carefully and judiciously as they would their own.

Meals and Transportation Allowance

Transportation and Meals allowance of official tasks within UAE are issued after the submission of the "Transportation and Meals" form by the employee along with the budget approval form.

Per Diem Policy

Employees might be asked or be nominated (including self-nomination) to attend conferences, workshops, fairs, exhibitions, trainings and the like. They can also be requested to undertake site visits for consultation purposes or otherwise. Such visits and/or trips can be local, regional or international. Per Diem payments are made as one lump sum before the employee's departure to attend an event be that in the UAE, in the region or overseas. Payment is calculated for full days.

In order to qualify for a per diem payment, the following requisites need to be met:
- That staff complete the Per Diem Application Form;
- That the event be pre-approved by the direct line manager;
- That the event is a full day (6 hours minimum) or requires overnight stay;
- That the employee has been employed by the University for at least a year (exemptions might apply);
- That the employee be eligible for travel to the destination country;
- That the employee has the required valid travel documents and/or residency stamps…etc.;
- That the purpose of the event be directly related to the nature of the employee's job/duties; and
- That the employee be of "good standing" in terms of performance appraisal, job performance and overall conduct in the 12 months prior to application.

5.6 Appearance and Belongings

Employees are expected to use their good judgment and common sense in presenting themselves as "appropriate" for their positions. Clothing, hairstyles or personal hygiene should not pose a safety hazard or create an unacceptable appearance.

Personal appearance, proper hygiene and appropriate attire are important to the work environment. Clients may measure the quality of USTF by the attention the Institution employees show to their personal appearance and clothing.

Employees are expected to report to work wearing clean clothing appropriate to their position. Business situation such as meeting with clients or customers or representing the University require business outfit; whereas normal working hours that do not require client meetings allow for a more relaxed but appropriate clothing.

Articles of clothing that either exposes too much of the employee, is in state of disrepair, contains obscene references or are too casual are considered to be unprofessional and should not be worn.

Personal Belongings

USTF recognizes an employee's desire to display mementos pertaining to their family or other personal items. While USTF can take no responsibility for the safekeeping of these items, it welcomes its employees to personalize their work areas for added comfort or pleasantness. However, several guidelines must be observed. They are as follows:

- Nothing can be displayed that (in the opinion of management) is derogatory to any person or system of beliefs.
- Objects (in the opinion of management) that are inappropriate or hinder work efforts should not be allowed and must be removed upon request.
- Safety comes first - No object should interfere with job safety as viewed by USTF management.

Medication

An employee placed on medication by a physician should report that fact to their supervisors and present a release form from the physician indicating that the individual is able to perform their daily work routine.

Smoking Policy

Smoking is not permitted on USTF's premises and vehicles and all areas within USTF are designated as "No Smoking" areas.

5.7 Equipment and Facilities

All employees should be concerned with the care and safe use of USTF-owned equipment and facilities tidiness is expected from everyone.

Parking

In 2003, USTF started with 342 car parking spaces with a total area of 4,788 m^2. Later, in 2012, another 123 parking spaces were added to give a total of 465 car spaces with a total area of 6,510 m^2. In 2013, USTF added 192 car spaces at the front side, outside the University premises. This currently allows for a total of 657 car spaces. Parking is free for faculty, staff and students. Employees shall cooperate by not blocking any gate or driveway area. USTF assumes no responsibility for employees' vehicles or their contents while on USTF property.

Telephone Use

USTF telephones are important to our everyday operation and are provided to facilitate official business use. Staffs should restrict their personal telephone calls to emergency matters only. The use of USTF phones for personal calls, faxes, or other electronic communication is discouraged. In the event that charges are incurred for the use of USTF resources, then the staff should inform the Office of Human Resources and reimburse the incurred charges.

Motor Vehicle and Workplace Equipment

Employees authorized to drive an USTF vehicle are completely responsible for fines resulting from traffic violations. Only USTF employees are authorized to ride in or operate an USTF vehicle. Any changes to your driving record must be reported to the Office of Human Resources in a timely manner.

USTF Tools and Equipment

USTF will furnish all necessary tools and equipment to complete job assignments. Each employee is reminded that all items purchased by USTF represent a very valuable asset and remain the property of USTF. It is the responsibility of the employee, to whom tools and equipment are assigned, to maintain and safeguard these assets as if they were their personal property. If lost, stolen, or damaged through negligence; it is the policy of USTF to hold the employee responsible and request their replacement at their expense. When leaving a work area, it is recommended that all tools that cannot be secured in safe places or locked storage be removed from the work area.

Waste Prevention

Waste of energy and equipment can ultimately be costly is not dealt with in a responsible manner. Hence, employees should act consciously and conserve energy at every opportunity by turning lights and other electrical equipment off when not in use. All scrap materials and parts remain the property of USTF, and Management has the final decision on their usage.

Security

It is the responsibility of each employee to keep at each day's end all files, equipment, tools, or material locked securely when not in direct use. Locks should be checked regularly. Lost keys must be reported immediately and any concerns about security should be directed to the Office of Human Resources.

6 | Training and Development

6.1 Introduction

At University of Science and Technology of Fujairah (USTF), training and development plays an important role towards achieving the mission of nurturing the talent and potential of every employee (academic and administrative), which in-turn helps in achieving the goals and professional objectives of the individual and the University.

At USTF, training on one hand targets specific goals, for instance understanding a process and operation of a certain machine or a system. Development, on the other, puts emphasis on broader skills, which are applicable in a wide range of situations, which includes effective communicating, imaginative problem-solving, efficient decision-making, creative thinking and human resources management.

The purpose of this document is to:

- Provide USTF with tools and methodologies to help in developing and optimizing the talent asset of the University;
- Provide training and development team with the required policies, procedures, guidance and templates to conduct the training activity seamlessly with a strategic direction.
- USTF's staff training and development has been designed on the basis of the following principles:
  - o **Strategic Alignment:** Training and development activities are conducted with a clear comprehension of the strategic requirements and direction of USTF;
  - o **Career Progression:** Ample opportunity to be provided for each employee to improve and enhance their skills and competencies;
  - o **Simplicity:** A user-friendly interface and system that can be easily understood, implemented and used;
  - o **Continuous Improvement:** An open environment where processes and systems may be formally improved under the guidance of the change management mechanism.

6.2 Process Description

Applicability

Applicable to all USTF administrative staff.

Objectives

- Define and outline the training and development processes and their sub-methodologies;
- Provide the training and development team with a transparent, dynamic and scalable framework which fosters efficacy and timeliness in the conduction of training and development sessions; and

- Thrive a strong retention mechanism to develop and retain the best talents available in the University.

Exceptions

There shall be no exceptions to this process. All exceptions and deviations to this process will require the approval of the VCAFA.

Glossary

Terminology	Description
USTF	University of Science and Technology of Fujairah
VCAFA	Vice Chancellor for Administrative and Financial Affairs
Line Manager	Dean shall be considered as the Line Manager in Academics and Head of Departments shall be considered as Line Managers in Administration
OHR	Office of Human Resources
HRA	Human Resources Assistant
TNA	Training Needs Analysis
Training	Training simply refers to the process of acquiring the essential skills required for a certain job
Development	Development includes the acquisition of behavioral skills including communication, inter-personal relations, leadership acumen and other related skills

6.3 Key Roles and Responsibilities

Vice Chancellor for Administrative and Financial Affairs (VCAFA):

- VCAFA shall ensure that the training and development activities are in conformance of the strategic goals and direction of the University;
- Facilitates the continued sponsorship of the training and development initiatives by the allocation of sufficient funding;
- Ensures that Office of Human Resources (OHR) shall be informed/discussed-with while any improvements-new interventions in the realm of training and development are being set-in-motion;
- VCAFA shall be accountable for overseeing the strategic initiatives and outcomes in the training and development realm; shall review and approve the strategic training plan; and
- VCAFA shall review the performance of training and development and provide directions towards improvements.

Office of Human Resource:

The Office of Human Resources shall own, manage and improve (from time-to-time) the training and development processes and systems;

- The training and development activities of the Office of Human Resources shall conduct an Induction-Program for all USTF new employees.

- The training and development shall ensure that appropriate in-house training programs are made available to all employees.
- Furnish an annual training and development report including summary information on training provided and funds expended to USTF Higher Management.

Internal Audit Department:
- Assessing internal control effectiveness and efficiency of the training and development processes and systems;
- Conducting periodic internal audits to access the conformance of training and development practitioners to the set processes and procedures;
- Following up with the training and development practitioners with a mitigation plan to ensure that non-conformances are closed; and
- Suggesting preventive and corrective actions on non-conformances.

6.4 Training Categories

- Induction training is an orientation sessions given to a new employee after the commencement date;
- Planned training is conducted as per the published annual training calendar; and
- Ad-Hoc Training is done to cater to the ad-hoc individual's, department's and college's training and development needs;

6.5 Training Types

- Classroom Training
- e-Learning Session
- Mentoring and Coaching Session
- On-the-Job Orientation
- Self-Learning
- Workshop and Conference

6.6 Training Modes

Training and development during the process of training shall use the services of both internal trainers, external trainers, and training vendors as appropriate based on the following factors:
- Subject matter of the training course;
- Availability of internal subject matter of experts; and
- Cost feasibility in engaging external trainers.

For the approval to engage an external training vendor, training and development supervisor shall liaise with the Office of Human Resources to ensure that the cost of this service is approved as under:
- The Office of Human Resources shall discuss and agree on engaging the external trainers;

- To proceed, an approval request needs to get initiated from training and development sent to Office of Human Resources for approval;
- The training and development supervisor shall receive the approval from Office of Human Resources; in case of rejection, the reasons for the same are also to be furnished.

6.7 Training Approval Criteria

The following criteria shall be applied for approving training requests:
- Employee's need for training in relation to the university's mission, goals and set performance objectives;
- Cost feasibility of the training, including travel cost, if applicable;
- Amount of time staff needs to be away from work;
- Employee's position and qualifications in relation to established pre-requisites or level of training under consideration;
- Other similar training courses previously attended by the employee;
- Projected benefits to USTF from the employee's improved knowledge, skill, and performance outputs from the requested training; and
- Employees' consent on a 'Training Consent Form' for courses or certificates exceeding a certain monetary value.

6.8 Technical Training Consent Process

Technical Training Consent is an essential part of the USTF training and development process. It has been devised to simplify the process for obtaining technical certificates or training courses for employee development in their fields. This is an official process to ensure that a trainee is acquainted with all the procedures and costs involved in his/her technical development endeavor. This activity applies to all USTF employees, who are eligible for technical training.

The rationale of the 'Consent Form' is to advise the trainee about his/her conditional resignation; besides the likely cost incurred by the university on the technical training and the likely amounts to be reimbursed to USTF, so the employee is aware of them prior to registering for a training program.

Guiding Principles:
In conformance with USTF objectives of bridging the gap between theory and practice, and enhancing the skills of its members in all fields, eligible USTF staff may be nominated to attend or participate in any course or training session, be it theoretical or practical, within the UAE or abroad, for which USTF bears all the training program related costs, whereby the employee shall abide by this regulation in serving USTF for a duration not less than one specified in this document.

General Guidelines:
- To inform the trainee about the nature of the training program and the varieties of benefits that could be gained by participating in a training program;

- For regular training programs, the trainee commits to continue his/her work tenure for USTF for:
    - One (1) year (if the training cost is between AED 8,000 to 9,999);
    - Two (2) years (if the training cost is more than AED 10,000);
- For professional certificates or diplomas, the trainee commits to continue his/her work tenure for USTF for:
    - One (1) year (if the training cost is less than AED 8,000);
    - Two (2) years (if the training cost is between AED 8,000 to 9,999);
    - Three (3) years (if the training cost is more than AED 10,000);

This regulation shall be applied after the end of the training program and once the trainee passes the professional certificate or diploma examination from the first attempt'; For the professional certificates or diploma; passing the examination is mandatory 'or else' the cost shall be borne entirely by the trainee.

In the event of an employee's resignation before completing the service period (as depicted in the above section), the University shall be liable to recover the training costs incurred as depicted in the below table:

Training Type	Commitment Period	During First Six Months	During Second Six Months	During Third Six Months	During Fourth Six Months	During Third Year
Regular Training Program	One (1) Year (AED 8,000 - 9,999)	Recovery of 100% of Training Cost		Not Applicable	Not Applicable	Not Applicable
	Two (2) Years (> AED 10,000)			Recovery of 50% of Training Cost	Recovery of 25% of Training Cost	Not Applicable
Professional Certificate or Diploma	One (1) Year < AED 8,000			Not Applicable	Not Applicable	Not Applicable
	Two (2) Years (AED 8,000-9,999)			Recovery of 50% of Training Cost	Recovery 25% of Training Cost	Not Applicable
	Three (3) Years (> AED 10,000)			Recovery of 50% of Training Cost	Recovery of 50% of Training Cost	Recovery of 25% of Training Cost

6.9 Training and Development Producers

Training Requests

- Line Managers/Deans (training-requestor) shall provide their training needs by the end of June (which is for the next academic-year's training requirements) to the training and development supervisor. These training needs shall be captured in the 'Training Request Form'.
- The training requests may be based-on or the outcome of the unit objectives, trainees' requirements, employee development oriented initiatives by the Office of Human Resources, individual's-request for training and development, leadership development initiatives, mitigating under performance, achieving organizational training objectives, alleviating performance gaps, professional up-gradation and succession planning initiatives;
- The training requestor shall indicate the preferred training type like classroom sessions, on-the-job orientations etc.
- Training and development supervisor shall review, discuss and agree with the 'training requestor' on the best training methodology - 'training mode' and 'training type';
- Then training and development supervisor shall collate the training request 'details' into the 'Strategic Training Plan' (which is subject to change based on the outcome of the 'Training Need Analysis');
- Ad-hoc 'training requests' being received shall not be routed through the 'strategic training plan and hence needs to go through the stipulated approval process.

Training Need Analysis

- The training and development supervisor shall conduct the training need analysis (TNA), if there is a persuasive need to ascertain the necessity and imperativeness of a training request;
- TNA can be done for an individual or for a group of individuals like team for a department, an office or a unit;
- TNA typically involves a thorough assessment of:
  - o Whether a training course would help the cause in improving the skills and competencies of an employee;
  - o The true training needs versus performance issues;
  - o The knowledge and skills to be developed. This is often based on a problem or an issue that is driven by one of the sources mentioned above in the 'training requests' section;
  - o The inhibitors towards successful implementation of a training solution at this stage.
- Training and development supervisor shall discuss with the training requestor on the role expectations and performance gaps which prompted the training request;
- The training requestor shall agree on the TNA findings and sign the TNA form;

- Training and development supervisor shall again review the training mode and training type (as required based on the discussions with the training requestor);
- Then training and development supervisor shall enter all the relevant training need analysis details into the Strategic Training Plan.

Training Approval

- Training and development supervisor during the 'TNA' phase shall capture cost of the training course;
- After the TNA is completed, the training and development supervisor would duly complete the 'Strategic Training Plan' and present the same for approval to the 'VCAFA;
- The VCAFA shall return the 'Strategic Training Plan' for any review corrections to the training and development supervisor as required;
- The VCAFA shall approve the 'Strategic Training Plan' and forward the same to HRM;
- The Office of Human Resources shall direct the training and development supervisor to populate the requisite and relevant details of the 'strategic training plan' into the 'Training Calendar' and publish the same to all the appropriate stakeholders.
- For ad-hoc training requests training and development supervisor after completing the due process of collecting the 'training request', shall populate the training modes /training types/training cost fields (as appropriate) and then present the same for VCAFA's approval;

Training Course Design

- The training and development supervisor shall assess if a new training course needs to be designed or an existing course fits the current training request;
- If a new training course design is required, the following steps shall be followed:
  - Ascertain the best-fit training mode;
  - Ascertain the best-fit training type;
  - Develop a new course-material or improve/update an existing course-material with a SME and the training instructor to suit a particular training need;
- The Office of Human Resources shall review and approve the course design including the course-material;
- The training and development supervisor shall update the 'training course-material' master with appropriate details.

Training Conduction

This involves coordinating with all the stakeholders with respect to getting the training started and successfully completed;

- Coordinating with the trainers, trainees and reporting managers on the impending training session;
- Coordinating with the 'Office of University Facilities' for 'training venue bookings';
- Indenting for specific needs like stationeries, special infrastructure needs etc.

- Obtaining the stipulated training related feedbacks using the 'training feedback forms' just after the completion of a training session.

Training Effectiveness Measurement

Training effectiveness shall be measured by a three (3) pronged skill assessments i.e. trainer's evaluation of trainees, trainees' evaluation of the trainer and on the job assessments of trainees (after a minimum time-lag of one (1) to three (3) months) by the reporting manager as below:

- Training and development supervisor shall do a systematic analysis of all the feedbacks and ratings obtained to arrive at a 'training effectiveness index' based on the below ratio:
  - o 25% weight-age for trainee's feedback on the trainer;
  - o 30% weight-age for trainer's feedback on trainees; and
  - o 45% weight-age for reporting manager's assessment on trainees;
- Training and development supervisor shall also capture the feedback on the improvements and 'lessons learnt', which can be incorporated in the subsequent training courses; this in-turn will help towards continuously improving the training effectiveness benchmark.

Update USTF Employee Skill Database

- Training and development supervisor shall ensure that all employee's skill details are updated immediately after the successful completion of a 'training course', or certification;
- Training and development supervisor submits the updated skill database to HRM for review/quality check;
- The Office of Human Resources posts quality overview and suggests any corrections/improvements.

6.10 Training and Development Roles

Grouped below are the definitive training and development responsibilities that various role incumbents are expected to perform at their respective levels:

Line Managers/Deans (Training Requestor):

- Identifying appropriate training objectives for the Office/Department 'in-general' and individuals within the Office/Department 'in-particular';
- Identifying specific training courses for the team members in their respective Office/Departments;
- Providing direction and learning opportunities to ensure employees achieve their objectives and potential;
- Coaching/mentoring (as required) and supporting employees in their learning and development activities;
- Facilitating the preparation of an 'individual learning plan' for each of the team members in line with their performance and potential;

- Ensuring all the policies and procedures set for the conduction of training and development are adhered to;
- Providing honest and on-time reporting manager's feedback on the trainees (as applicable);
- Following up with the trainees (team members) and training and development in evaluating the effectiveness of all training and development activities.

Employees
- Participate actively in the training identification process with their respective Office /Departments;
- Identify and communicate their training and development needs specific to their roles
- Participate readily in the planned/agreed training development activities;
- Provide on-time feedback to their reporting managers/supervisors on the outcomes from training and development courses they have undertaken;
- Update the 'skill/competency' section of HRIS after successfully completing the trainings/certifications.

Talent Management Officer/Coordinator
- Initiate/follow-up on the requests for 'Training Request Form' ;
- Conduct Training Need Analysis;
- Partake in the Training Design phase as and when required;
- Coordinate with the SME's and training instructors on the development of 'training course-materials' (as applicable);
- Coordinate on the impending training course with nominated trainees, trainer, reporting managers and other administrative staff (as required);
- Administer, follow-up and collect the training assessment /feedback forms from all the stakeholders i.e. 'Trainer', 'Trainee' and 'Reporting Manager' (as applicable);
- Prepare training reports and maintenance of 'training records' in the HRIS:
  o Strategic Training Plan Template
  o Training Calendar Template
  o Training Need Analysis Forms
  o Month-Wise Training Tracker
  o USTF Employee Skill Database

Human Resources Assistant
- Verify the 'Strategic Training Plan';
- Verify the 'Annual Training Calendar';
- Review the need for engaging an external training vendor /trainer;
- Participate in Training Needs Analysis;
- Verify and approve the TNA(s);
- Participate in the training design phase as and when required;
- Verify and approve the training design being incorporated for a new training course;

- Verify, suggest and approve corrections to the 'Employee Skill Database';
- Share the up-to-date 'Employee Skill Database' to all the requisite stakeholders at the end of every quarter;
- Suggest process improvements in training and development;
- Maintain an interface with external training consultants/agencies;
- Ensure that presentation, delivery and content of a training course are as per the USTF's Code of Conduct.
- Offer professional advice, expertise and guidance to managers and individuals.
- Coordinate and scrutinize the financial details for general training funds, which shall be submitted by departments as part of the normal budget process.

6.11 Approval Matrix

Approval For	Approval By	
	1st Level	2nd Level
Strategic Training Plan	Office of Human Resources	VCAFA
Training Calendar	Office of Human Resources	VCAFA
Training Request Form	Line Manager	HRM
Training Need Analysis Form	Line Manager	HRM
Engaging Training Vendors	Office of Human Resources	VCAFA

7 | Performance Appraisal

7.1 Description of Performance Appraisal

Scope

This policy applies to all staff members of USTF across all grades, colleges and offices. It recognizes the mutual obligation of management and staff members to be responsible for their performance.

Objectives

- Reconcile and cascade USTF's strategic goals down to the individual levels.
- Share and communicate performance expectations to all staff members.
- Identify and recognize high performers and potentials in the University.
- Identify staff members who do not meet the minimum performance standards.
- Identify performance gaps and determine performance improvement strategies.
- Link staff members' performance with rewards system.

Performance Appraisal Templates

- The performance of staff members at all levels is assessed using a Performance Appraisal Template.

- The template consists of two main sections; Section A - Objectives, and Section B - Behavioral Competencies.
- A total weight of 100 is equally distributed among both sections, which are embedded in the forms, as elaborated in the table below.

Appraisal Criteria	Staff Members (All Grades 1-15)
Section A: Objectives	50%
Section B: Behavioral Competencies	50%

Section A - Objectives:

- Across all grades, minimum number of objectives is 2, and the maximum should not exceed 5 objectives.
- An objective-setting meeting is to be scheduled between each staff member and his/her direct supervisor at the beginning of each academic year to discuss the objectives that the staff member is expected to achieve through the end of the year.
- Objectives could be taken from the job description and/or could involve special assignment or project.
- Objectives should be specific, measurable, achievable, relevant and within time-bound (SMART objectives).
- All objectives will have equal weight - total weight divided by the number of objectives.
- Objectives can be amended during the year due to justifiable changes that might arise during a given year. The direct supervisor shall communicate the change with the staff and officially inform the Office of Human Resources in order to incorporate such changes.

Section B- Behavioral Competencies:

Behavioral Competencies are categorized into core and leadership competencies.

- The staff member and his/her direct supervisor will select from a list of behavioral competencies.
- A number of 6 (six) behavioral competencies, being the most relevant to the staff's job description and work nature, shall be jointly agreed between each staff member and his/her direct supervisor, to be used as part of the annual performance appraisal of each staff.
- The 50% of the total overall weight is equally distributed among the 6 behavioral competencies.
- Staff members who fall within grades 1-11 must select only core competencies.
- Staff members who fall within grades 12-15 can select a mix of core and leadership competencies.
- Staff members will be evaluated against each behavioral competency by their direct supervisor/manager/dean at the end of the academic year.

- Once behavioral competencies are pre-defined for the staff, they may not be changed during any given academic year. However, behavioral competencies can be revised/changed from one year to another.

    Please check Appendix A for full list and description of the core and leadership competencies.

Planning Phase
- The VCAFA announces to all deans, managers and staff members the performance appraisal commencement (usually at the beginning of the academic year).
- The Office of Human Resources distributes by email to all respective deans and managers the relevant performance appraisal (PA) forms along with the list of personnel to be evaluated, submission deadline, process guidelines (in English and Arabic) and any other related documents,
- The deans/managers run orientation sessions with all related staff members in their colleges/offices to provide general guidance on the evaluation process, determine areas of importance, prioritize objectives, and suggest the behavioral competency expectations.
- The staff members shall fill in the PA forms their objectives in section-A (soft copies), and then forward to their direct supervisor who will review the forms before being finally forwarded to the Office of Human Resources.
- The Office of Human Resources shall obtain and review all the forms submitted, and communicate with concerned colleges/offices in case any changes/modifications are needed.

Note: A hard copy signed by both parties should be also sent to the Office of Human Resources.

Evaluation Phase
- The VCAFA announces to all deans, managers and staff members the Annual Evaluation Phase (usually end of Spring semester).
- The Office of Human Resources will send via email the soft copies of the performance appraisal (PA) forms to the respective deans and managers across different colleges and offices.
- The deans and managers will forward the PA forms to all staff members in their colleges and departments.
- Individual meetings shall be conducted between the supervisors and staff members to discuss the appraisal of their performance and reach a consensus on the rating. In case of disagreement on the rating, the supervisor's rating will be considered and filled in the rating column.
- Finally, both staff and his/her direct supervisor shall sign the form,
- In case the staff doesn't agree on the rating; she/he can select the option of "disagree" to the rating and then sign the form.

- Upon the completion of ratings, the forms (both soft and hard copies) shall be forwarded from deans and managers to the Office of Human Resources.
- The Office of Human Resources shall review and validate the ratings for final consideration, before an official notification on the final PA rating can be sent to each staff member by email, with a copy to his/her direct supervisor.

Confidentiality of PA Results:

The individual performance rating is confidential and represents part of personal information. Staff members may not share their or other staff's performance rating, unless being discussed for the purposes of grievance or re-evaluation by an official individual or committee as assigned by the top management.

Changes of Employment Conditions

In case of staff member being promoted or transferred to another role during the academic year, the following measure applies:

- If the period spent in the new position is less than 3 months at the time of PA, the previous supervisor will be responsible for staff's performance evaluation.
- If the period spent in the new position is from 3 to 6 months at the time of PA, there should be a combined evaluation from both supervisors – previous and the new one. The final evaluation shall be jointly agreed by both supervisors.
- If the period spent in the new position is more than 6 months at the time of PA, then the new supervisor will be completely responsible of evaluating the staff member.

7.2 Performance Ratings

Categories of performance rating:

Outstanding (O)
The staff member is an exceptional contributor to the success of his/her college/ office and the University. He/she frequently exceeds job requirements and demonstrates role model behavior.

Meets Requirements (M)
The staff member is a solid contributor to the success of his/her college/office and USTF. He/she consistently meets job requirements.

Needs Improvement (NI)
The staff member consistently fails to meet the job requirements. He/she needs significant improvement in critical areas of the expected job results or behavioral competencies.

Performance Rating Validation

- A rating of "Meets Requirements" (M) is the expected rating for the majority of staff members. A normal distribution test will be conducted by the Office of Human Resources per each college and office to ensure the compliance of results to the normal distribution.

- For any employee receiving an overall rating of (O) or (NI), the direct supervisor should clearly justify the ratings by submitting additional relevant details; supporting documents, description of extraordinary achievements or failure situations of the job requirements, specific incidents of good or bad behavior, problematic areas, …etc.
- A specialized PA Committee shall be formed by the top management to conduct a comprehensive review of the overall PA results to ensure clarity, transparency, and reasonable distribution of the results. The committee may call for meetings with any of the managers or staff to review and validate any PA results.

Please refer to Appendix A and Appendix B for further details on the rating in relation to the specified evaluation criteria.

Resolving Appraisals Conflicts:

- If any staff member is not satisfied with his/her performance appraisal's final rating, he/she may request an appointment with their direct supervisor to discuss this matter.
- If no compromise is reached, and the staff member still believes that he/she had been subjected to any type of discrimination, personal judgement, biased rating, harassment or unfair treatment during the performance appraisal process, the staff may raise an official complaint in writing to the Office of Human Resources. The complaint/appeal letter to be submitted within two weeks from the time receiving the final appraisal results.
- Accordingly, the Office of Human Resources will review the matter and set a meeting with both parties to resolve and then finalize the issue.
- If the dispute still persists, the Office of Human Resources shall escalate these cases to the PA Committee for discussion and recommendation to the VCAFA for a final decision.

7.3 Performance Appraisal Consequences

- The Annual Performance Appraisal (APA) rating shall be used to determine any incentive related benefit; either being a continuing merit increase or a one-time bonus.
- The top management shall decide and announce such incentive scheme upon the completion of the PA process (i.e. prior to the end of each academic year), along with the eligibility criteria to such incentives based on the performance ratings. However, the decision whether to announce such incentive scheme or not is completely discretionary as it relates to the financial performance and the budget availability.
- As for those who are rated with "Needs Improvements" (NI), a grace period of 3 to 6 months is given to improve their performance. In case of non-improvement in their performance, the management preserves the right to decide on their continuity at work or any other relevant disciplinary action.
- In case a bonus-based incentive scheme is announced by USTF top management for the benefit of staff members whose performance was subject to evaluation, the applicable bonus amount shall be calculated on pro rata basis, proportionate to the period of duty served during the year.

- Staff members whose services end (i.e. resigned or terminated) by prior to the end of the academic year shall not be entitled to any kind of incentives (i.e. bonuses).
- Staff members who are eligible to any other type of an incentive scheme are not entitled to any bonus-based incentive scheme. However, they are still entitled to a merit increase, if announced by USTF management, and based on the PA ratings.

Eligibility of Participation in the PA Program

- All full time contracted staff members who have been employed and have worked for a minimum of (6) six months, and successfully completed their probationary period during the same academic year are entitled to undertake performance appraisal with their direct supervisors. The direct supervisor is expected to define the relevant objectives and behavioral competences, agree with the staff member, and communicate the same with the Office of Human Resources.
- The following categories are excluded from the PA program.
  - All who work at USTF on consultancy contract basis.
  - Part-time staff members.
  - Staff members who didn't complete the probationary period as of the PA date.
  - All staff members whose accumulated leaves during the year (either being annual, sick, or any other type of leaves) exceed a period of 6 months.
  - Personnel serving as trainees or on voluntary basis.

7.4 Appendix 7A

Core Competencies dictionary with detailed explanation of what each rating represents in relation to the specified evaluation criteria.

1.	Communication Skills
O	Presents an open and accepting person that allows even the most reluctant person to express his/her views; encourages an open exchange of ideas and different points of view; delivers accurate, clear, and concise messages that inform and frequently persuade audiences to take action; adapts style appropriately, the needs of diverse audiences and/or complex situations.
M	Actively listens to co-workers and customers to put him/herself in other people's shoes to gain a better understanding; Communicates intentions, ideas and feelings openly and directly; Consistently delivers accurate, clear, and concise messages orally and/or in writing to effectively inform an audience; Listens attentively to the speaker and actively asks questions to confirm understanding and avoid miscommunications.
NI	Talks over others; demonstrates an unwillingness to listen to others and is "stubborn" in holding on to his/her own perspective without considering other people's views and insights; Develops written and/or oral communications that are confusing, misrepresent the facts; assumes others understand what he/she is trying to communicate and moves forward in his/her communications without confirming others in understanding.

2.	Accountability
O	Exceeds his or her commitment to others by frequently delivering work early; Presents oneself as a polished professional who exemplifies success and credibility. Generates enthusiasm among team members for accomplishing shared goals. Holds a strong commitment to exceeding the expectations for how the institution should provide service to its customers.

M	Follows through and meets personal commitments to others on time; Consistently presents a calm, competent, and professional image to the public and other State employees; Commits to the institution's goals and finds ways to get team members more involved toward accomplishing its objectives; meets the expectations for quality, service, and professionalism.
NI	Rarely meets commitments to others; Always presents oneself in a way that is inconsistent with the image the institution wants to portray; Dismisses the importance of his/her responsibilities and the connection between his/her job and public perceptions; Fails to take ownership of personal or team performance; refrains from coaching team members to improve performance.

3.	**Customer Service Skills**
O	Takes extraordinary action to meet customer needs when required; Maintains positive, long-term working relationships with clients; is adept at focusing individualized attention resulting in consistent, high-level customer satisfaction. Regularly updates customers' needs and quickly adapts solutions as needed. Consistently exceeds customer expectations by applying a solid understanding of what customers need and value.
M	Follows through on customer commitments despite time pressures or obstacles; Develops relationships with customers that are marked by attention and customer satisfaction; Seeks out customer input to better understand their needs; develops ideas for how to meet those needs; Demonstrates a solid understanding of customer needs by consistently meeting their expectations.
NI	Always fails to follow through on customer commitments; does not develop any relationships with customers; Does not seek new ways to enhance the customer relationship with new service offerings; Does not demonstrates a fundamental understanding of customer needs in his/her daily work; does not meet customer expectations.

4.	**Commitment to Quality**
O	Manages own time exceptionally well and frequently completes tasks early and with higher-than-expected quality; Frequently uses fewer than expected resources while still delivering high-quality work on time, resulting in cost savings or improved efficiencies.
M	Manages own time well in order to complete allocated tasks on time and with high quality; Uses resources as expected, resulting in quality work that stays within established budgets; Establishes clear, specific performance goals, expectations, and priorities.
NI	Always tends to secure and/or use more resources than are needed to complete a task, which results in budget deficits; is always apathetic before difficult problems; always sets unrealistic goals - goals that are either too easy or too difficult to achieve.

5.	**Initiative**
O	Takes the initiative to complete assignments early; consistently exceeds expectations regarding the timing of deliverables; Successfully completes tasks with minimal guidance from his/her supervisor. Demonstrates the ability to complete unfamiliar tasks independently.
M	Completes assignments without the need for prompting from his/her supervisor or others; Seeks out information on his/her own initiative; may need to follow up with his/her supervisor for guidance or direction; Successfully completes most tasks independently but asks for additional support, as appropriate, when faced with unfamiliar tasks or situations.
NI	Always needs reminders to complete work assignments; Always wait until his/her manager provides a complete set of information before proceeding with assigned tasks; Always tend to unnecessarily involve others in his/her work or not involve others when it is appropriate.

6.	**Teamwork**
O	Motivates team members and promotes values of working together as a team; encourages employees, students and faculty members to build relationships and cooperate across teams. Builds consensus within individuals across departments/groups/teams; gives clear direction during cross-departmental collaborations.
M	Works collaboratively with all team members to integrate individual perspectives; provides encouragement and acknowledgement of others' contributions and inputs. Communicates within

	and across teams/ departments to break down barriers and achieve team goals; takes on the role of expert or leader when necessary.	
NI	Do not value the importance of working collaboratively with other colleagues/Offices/Colleges; Always reluctant to share information/data with others; Always tend to work alone and do not like to share credits with their team members.	

7.	**Flexibility and Adaptability**
O	Demonstrates understanding of the rationale for and importance of the change and advocates for change. Quickly and resourcefully adapts to multiple changing work demands by adjusting team/group/office priorities to fit new circumstances. Takes responsibility for achieving University/office performance objectives under changing circumstances, utilizes different opinions to expand own knowledge and perspective.
M	Seeks information to understand the rationale for and importance of change. Adapts quickly to competing demands and shifting priorities, and modifies viewpoints and direction in light of new information. Listens to and considers other colleagues, staff and students' view points and is open to considering new ways of doing things.
NI	Do not take any effort to understand the rationale behind change and its importance. Resist and does not accept change easily.

8.	**Analytical Skills**
O	Breaks down complex problems into smaller and more manageable parts in order to better identify better issues. Analyses data and makes connections towards proposing high value-added solutions. Analyses variables and situations from different points of view while constantly developing new schemes to connect different variables and data. Understand the causes of the problem and identifying long-term solutions and related consequences.
M	Follows a logical and organized approach to gathering data and analyzing situations. Uses systematic and structured approach to investigate, organize and analyze data. Puts a problem in context and uses critical judgement by taking a logical approach to problem solving.
NI	Weak ability in identifying issues and obtaining relevant information to analyze and identify alternative solutions to those issues.

9.	**Fostering Relationships**
O	Develops a broad base of relationships by seeking out individuals inside and outside of the department; begins to build external relationships with customers. Grows relationships with key organizational influencers and customers by building credibility and trust. Extend and enhance social networking sites. Collaborates with others across a network of internal and external contacts to achieve goals across the teams.
M	Initiates and develops relationships with key individuals within the organization. Builds relationships through mutual sharing and on-going contact.
NI	Not good in building a good relationship with the internal and external customers. Not seen as a team player and often fails to achieve individual and departmental goals due to weakness in communication/negotiation and collaboration with others.

10.	**Objectivity**
O	Ensures that individual and departmental goals are achieved in a fair and ethical manner. Adopts plans and organizes work to manage priorities. Acts and makes decisions that have direct impact on the departmental goals that serve the overall benefit of the department /University regardless of own and others personal opinions.
M	Accomplishes tasks assigned by direct supervisor in the manner that is outlined. Makes decisions that impact own work in a fair and impersonal manner.
NI	Subjective, cannot evaluate situations objectively. His/her decisions often influenced by the opinion of other people around him/her.

11.	**Effective Decision Making**
O	Looks beyond obvious solutions, considers multiple options and integrates input from multiple sources before making decisions. Monitors the execution of the decisions taken. Analyses the

	interconnections among decisions; considers resource availability and organizational objectives when making decisions.
M	Incorporates personal work experiences with available information to make non-routine, more advanced decisions. Balances making decisions independently versus seeking inputs from others; escalates complex decisions to appropriate organizational level. Considers the short-term implications of decisions and learns how to identify the longer term implications.
NI	Do not attempt to collect relevant information, which is useful in making decision, or to produce alternative solutions to issues that may rise.

12.	**Conflict Management**
O	Manages conflict productively, encouraging diverse opinions and highlighting common ground; views conflict as an opportunity to address issues openly and build mutual understanding. Diffuses tense, emotionally escalated situations in a productive manner. Uses various techniques to resolve conflicts in a fair and positive manner to ensure mutually beneficial outcomes.
M	Maintains composure during a conflict, asking questions to better understand others' views, needs, and interests. Openly discusses disagreements with others in working relationships. Provides suggestions for ways to resolve conflicts between co-workers and mediates disagreements between others when progress is delayed.
NI	Weak in managing disputes and handling conflicts in fair and positive/respectful manner.

13.	**Planning and Organizing Skills**
O	Identifies opportunities for synergy in goal setting by looking for new ways to organize assignments/ projects and tasks to improve results. Creates detailed project plans that include breakdown of tasks, milestones, resources and budget, timeliness and assignment of responsibilities. Conducts project reviews at critical milestones to determine team progress and to adjust the plan if necessary.
M	Sets project goals and ensures that individual goals are aligned with team goals. Coordinates plans and integrates timelines with other team members as needed. Consistently meets individual deadlines, tracks milestones and delivers results.
NI	Fails to plan and organize his/her work, and to prioritize tasks in order to maximize the utilization of time and resources.

14.	**Cultural Awareness/ Orientation**
O	Demonstrates interest in cultural differences, adapting own behavior to others' cultural convention. Encourages colleagues and students to understand and respect cultural differences. Addresses inappropriate behaviors among colleagues or students. Promotes and encourages others to respect and promote local culture and traditions.
M	Learns about cultural differences to identify and remove barriers for getting work done. Demonstrates fairness and avoids biased decisions when providing support to anyone based on factors other than professional related criteria. Accepts and respects local culture and traditions and acts accordingly.
NI	Do not attempt to learn about other's culture and do not show respect to other cultures identity and differences.

15.	**Continuous Learning and Development**
O	Actively engage self in development activities and serves as a role model for continuous self-improvement. Encourages colleagues, students to learn from each others' experiences. Encourages others to participate in learning opportunities and incorporate learned skills and behaviours. Supports a culture of continuous self-improvement by creating learning opportunities within the Department/ University.
M	Establishes personal growth goals and realistic career and development plans. Proactively seeks out and uses feedback from others for self-improvement. Identifies opportunities to improve and grow, balancing performance feedback and career development.
NI	Do not show any interest or participate in learning activities. Do not like to gain new knowledge and skills nor encourages others to do so.

16.	Results/ Goals Orientation
O	Seeks progressively more challenging short- and long-term goals and responsibilities; pushes the subordinates/ students to work towards their goals. Regularly assesses the extent to which goals have been achieved for the team; ensures that goals are met by tracking results and milestones.
M	Establishes individual goals that stretch own capabilities. Displays the appropriate sense of urgency in accomplishing goals; persists in taking action, remaining focused on individual results. Measures own work to track progress against goals; seeks assistance to choose corrective actions.
NI	Fails to focus on individual and/or departmental goals and objectives.

17.	Attendance and Punctuality
O	Knows how to manage time in most efficient way by setting priorities – Put important things first. Avoids time wasters and manages to meet objectives/tasks on-time. Planning the annual vacation ahead of time and timely return to work.
M	Follows all the rules and regulations related to the "Attendance Policy". Comes to work on-time, punctual on daily/weekly duty shifts. Completes all the required tasks on-time. Do not take long or unnecessary breaks from the work. Avoids any unplanned vacation interruptions.
NI	Often come late to work with and without permission. Do not properly plan for annual leaves. Fail to meet deadlines.

7.5 Appendix 7B

Leadership-Competencies dictionary with detailed explanation of what each rating represents in relation to the specified evaluation criteria.

1.	Effective Management
O	Motivates employees to commit to the University's mission and strategy; Consistently provides subordinates'/ students with opportunities to stretch their capabilities and provides coaching as needed; Monitors the performance of direct reports on a continuous basis; provides constructive performance feedback when employees need improvement.
M	Creates a clear line of sight between employees' individual goals and the University's strategy and mission. Accurately assesses subordinates'/ students' performance and capabilities and provides for additional resources as needed for them to succeed. Provides frequent performance feedback to team members as tasks are completed.
NI	Are ineffective in communicating departmental objectives to the team, and assigning tasks/goals to the individuals. Do not follow up on the progress of employees' performance through the year, thus fails to provide feedback and directives to the subordinates.

2.	Leading and Managing Change
O	Manages change exceptionally well, exceeding implementation requirements and providing the opportunity to exceed expectations on other objectives. Coaches others in techniques for evaluating change initiatives within USTF. Energizes others to generate support within the workforce.
M	Implements changes successfully within established timeframes without disrupting progress toward other objectives. Identifying long-term adjustments. Shows enthusiasm and confidence in new ideas and generating support for change initiatives among co-workers.
NI	Fails to implement change initiatives on time without tracking the effects of the change; fails to verbalize support for a change initiative and does not show enthusiasm, confidence, or belief in the change through actions.

3.	Strategic Thinking
O	Communicates the strategic direction in such a way that employees, at all levels, fully understand their role in achieving USTF's goals; engages direct reports regularly about customers, so they understand their importance. Revising or modifying existing standards/methods for implementing changes; has an established reputation for being an innovative and creative problem solver. Willing to help others and solve problems that are not necessarily linked to his/her own department/area.
M	Ensures direct reports understand the USTF's vision and goals by translating those goals into day-to-day practices. Uses established standards/methods to solve common problems; responds to recurring problems by investigating the underlying causes and taking steps to eliminate them;

	Delegates decision-making responsibilities to the appropriate organizational level and holds decision makers accountable for the results of their decisions.
NI	Fails to communicate the USTF's vision or fails to explain the broader business purpose to team. Tends to jump to solutions without analyzing and understanding problems; Tends to make decisions about the day-to-day operations of the organization that could be handled at a lower organizational level.

4.	Team Leadership
O	Encourages a sense of mutual accountability in team settings that motivates individuals to do his/her best for each other and exceed goals; Identifies the most important priorities for the team and focuses attention effectively; Helps team members develop their ability to anticipate problems. Effectively gives constructive feedback even when the message is extremely difficult to deliver.
M	Involves team members in defining ways to achieve desired results and defining expectations about how team members will work together. Sets clear goals for the team members and coach them how to successfully navigate around them. Provides feedback regarding both strengths and development needs on a regular basis.
NI	Fails to involve his/her team in defining goals and planning the ways to achieve team success; Sets goals for the team but does not communicate those goals to get everyone "on board". Does not anticipate any potential problems or/and provide any feedback to the team members.

5.	Business Alignment
O	Consistently links organizational goals with his/her personal/departmental goals and shows common understanding of the purpose and goals of the organization. Regularly sees the long-range, big-picture and conveys it to the team members.
M	Links organizational goals with his/her personal/departmental goals and shows common understanding of the purpose and goals of the organization. Sees the long-range, big-picture and conveys it to the team members.
NI	Does not link organizational goals with his/her personal/departmental goals or show common understanding of the purpose and goals of the organization. Never sees the long-range, big-picture and conveys it to the team members.

6.	Delegation and Empowerment
O	Creates a culture of ownership and delegation by giving individual authority and responsibility to others; Provides input and suggestions to other leaders within the Department/ University regarding efficient delegation and staffing decisions.
M	Empowers direct reports to make independent decisions and judgements regarding their assignments within the Department/ University.
NI	Do not delegate or/and empower their direct reports due to lack of trust in their subordinates and feeling of insecurity. Do not put any effort in developing the staff members in order for them to be capable of handling more critical and advanced tasks.

7.	Strategic Decision Making
O	Uses knowledge of the business model, and challenges assumptions and conventional thinking to develop new strategies for the department/University. Communicates the University's vision to the office. Ensures that others understand the implications of decisions; monitors the execution of the decisions taken.
M	Considers different future scenarios, opportunities and risks to generate operational plans that align with the University's strategic vision. Translates the department/ University's vision and goals into clear, specific and achievable objectives. Considers the short-term implications of decisions and learns how to identify the longer-term implications.
NI	Fail to recognize short and long-term objectives of the organization, which result in poor decision-making, which in turn lead to undesired consequences.

8.	Visionary Leadership
O	Takes a long-term view of the University and develops strategies that will result in fulfilment of the mission. Generates motivation and commitment among employees by creating line of sight between their contributions and how they affects the University's strategic goals.
M	Develops effective short-term plans that assist the University in reaching its strategic goals. Has a basic understanding of the University's future state. Creates motivation and commitment by connecting people to assignments/ projects based on interests, abilities and their professional developments.
NI	Do not recognize the importance of understanding the future challenges that might affect the existence and the continuity of USTF. The focus is only on current situation/objectives and almost no focus on the future.

8 | Promotion Policy

8.1 Introduction

University of Science and Technology of Fujairah (USTF) has adopted a promotion policy to foster the advancement of its Staff Members within the University by recognizing Staff Member contribution to the University and providing growth opportunities. The policy also helps build a healthy talent pipeline of high performing Staff Members.

The promotion policy is based on the recognition that in the course of meeting University goals and objectives, the duties and functions of a Staff Member may change in complexity and responsibility. Promotions therefore, are based on status changes that involve increasing responsibility levels. The added benefits of promotion serve as an incentive for better work performance, enhance morale and create a sense of individual achievement and recognition. The guidelines listed in this policy are designed to make the process fair and equitable to all, regardless of rank and category.

8.2 Policy Description

Applicability:

Applicable to all Staff Members of USTF

Objectives:

- Recognizing Staff Members who display strong performance, by providing them with opportunities to grow within USTF and subsequently build a high performance culture that is merit-oriented and objective;
- Providing equal opportunities to USTF Staff Members, utilizing their performance in the best manner, and engaging the Staff Members by establishing concrete criteria for advancement and development;
- Ensuring proper utilization of Staff Member's experience, training, aptitude and educational qualifications;
- Guarantee that all Staff Members are provided with fair promotion opportunities in accordance with the guidelines mentioned in this policy;

- Provide Supervisors/ Reporting Managers clarity on the promotion process and required criteria

Exception

There shall be no exceptions to this policy. All exceptions and deviations (if any) to this policy will require the approval of the VCAFA

Glossary

Terminology	Description
USTF	University of Science and Technology of Fujairah
Promotion	Performance driven movement of Staff Members from their current grade to a higher grade, whether within the same Office/ Department or to another Office/ Department
HR	Office of Human Resources
Line Managers	- Dean shall be considered as the Line Manager in Academics; - Director/ Manager shall be considered as Line Manager in Administration;

Key Roles and Responsibilities

Vice Chancellor for Administrative and Financial Affairs (VCAFA)

- VCAFA shall ensure that the 'Promotion Policy' is in conformance to the strategic goals and direction of USTF;
- Overseeing adherence to the promotion policy and guidelines;
- Approving the recommendations regarding Staff Member promotions.

Office of Human Resources

- HR shall own, manage and upgrade (from time-to-time) the 'Promotion Policy";
- Working with Supervisors/ Reporting Managers to identify promotion candidates;
- Seeking all relevant approvals for the promotion;
- Documenting and communicating all changes to staff members' role and entitlements after a promotion.

Supervisors /Reporting Managers

- Tracking Staff Member performance;
- Identifying and nominating Staff Members for promotion;
- Providing required inputs and documentation to support the promotion nomination.

Personnel Affairs Committee

- Objectively reviewing and agreeing on successful Staff Members for promotions
- Managing and evaluating any deviations/exceptions from the policy

8.3 Promotion Policy Details

Policy Guidelines

- Promotion as per the provisions of this policy is the movement of a Staff Member from his/her current grade to a higher grade, involving more complex duties and greater responsibilities.
- Promotions might carry higher pay and/or offering better privileges whether within the same Department/ Office or to another Department/ Office.
- Promotions allow Staff Members to enhance their roles and responsibilities and shall be based on availability of an open position, which may occur as a result of the following:
  - The existence of a job vacancy in the higher grade for which the Staff Member is being considered for;
  - A new position is created in USTF due to organization restructuring or University expansion;
  - Upgrade of an existing job through job evaluation, which in turn leads to upward movement in grades.

Promotion Eligibility Criteria

- Candidates eligible for promotion shall be identified by the Supervisors/ Reporting Managers, based on performance record in the current role, ability to take on additional responsibilities and documented proof of pre-requisite skills and credentials for the new role.
- Any Staff Member nominated for promotion shall meet the following criteria:
  - A Staff Member has consistently good performance evaluations for the past 2 performance cycles and their Manager deems them ready for the next step in their career
  - Minimum level of educational qualifications required for the new role, including the minimum number of relevant experience years;
  - Must have worked at USTF for at least 12 months in the given role;
  - Fulfill requirements stated in the job description of the new role;
  - Ensure that a period of twelve months has elapsed since the date of the last promotion.

Exceptions and Exclusions

- A Staff Member who has been subject to a disciplinary action may not be promoted during the validity period of such disciplinary action.
- Length of service is not a qualifying criterion for promotions, and meeting all the above stated criteria is not a guarantee for being promoted.
- When Staff Members have equal past performance track records and experience, the priority shall be given to the one who has a higher educational qualification and/or has

additional professional or specialized qualifications related to the job, as the case may be.

- In case they are still equal in all the above criteria, the recommendation regarding promotion of the Staff Member shall be submitted to the Personnel Affairs Committee that has the authority to recommend the promotion of the most suitable Staff Member for the job.
- Any exceptions will need to be supported with a strong business case indicating the Staff Member's exceptional performance and readiness for promotion, by the Supervisors/ Reporting Managers and/or Manager of Office.
- Such requests shall be reviewed jointly by the Personnel Affairs Committee. Some examples of exceptions include:
  o Mid-year promotion;
  o Promotions due to unplanned critical skill vacancies during the year;
  o A Staff Member acquires a credential (Degree, License, etc.) which allows him/her to take on more responsibilities;
  o Creation of unplanned critical new position in USTF, which requires to be filled on an urgent basis.
- In all such exceptional cases, the Personnel Affairs Committee will evaluate to see if the business, organizational, fiscal and legal implications of the exception are fully explained and justified, before taking any decisions.

Promotion Increment
- Promotion shall take effect from the issuance date of promotion decision and may not be implemented retrospectively.
- The promoted Staff Member shall receive an increment, which shall be in accordance to the business norms for the year.
- The new salary including the proposed increase shall not exceed the maximum limit of the grade promoted to. If it becomes clear that the salary of the promoted Staff Member shall exceed this maximum limit, his/her salary shall be capped at that limit.
- The promoted Staff Member shall be entitled to benefits of the grade he/ she occupies as of the date of promotion.

8.4 General Procedures

- The promotion window shall start at the end of the performance management cycle at USTF, once all Staff Member performance ratings have been finalized by the respective Supervisors/Reporting Managers and Deans.
- In the case of large functions, all recommendations regarding promotions shall be submitted by the Supervisors/Reporting Managers to the concerned Manager of the Office, while keeping in mind the promotion eligibility criteria.
- The Office of Human Resources shall review the consolidated nomination lists submitted and shall ensure all promotion candidates meet the eligibility criteria. In case

one or more candidates do not meet the eligibility criteria, the Manager of the Office and/or respective Supervisors/Reporting Managers shall be requested for more information/justification if they still wish to support the candidate/s for promotion.

- To facilitate the promotion decision, the Office of Human Resources shall prepare a shortlist of all candidates including all relevant information (ratings, skills, available promotion opportunities whenever needed).
- The Personnel Affairs Committee with consultation of the Office of Human Resources shall approve/reject the promotions put forward.
- The Manager of the Office and/or Supervisors/Reporting Managers shall be notified of all approved and rejected promotions by the Office of Human Resources through a memo.
- The Supervisors/Reporting Managers shall ensure smooth transfer of the successful Staff Member into the new role and shall oversee any required handover of duties.
- An official letter shall be issued to the Staff Member by the Office of Human Resources, informing about the promotion and change in staff member status as well as the effective date of promotion and salary adjustments.
- The Office of Human Resources must document any promotion changes in the Staff Member's file.

9 | Standing Committees

9.1 Personnel Affairs Committee - Standing Committee

The Personnel Affairs Committee (PAC) is responsible for the review of all employees' grievances and requests of promotions by Line Managers. The Committee shall make recommendations to the VCAFA regarding the employment status of applicants and their career development, remuneration adjustment, and possible promotions.

Terms of Reference
- Reviews Staff Members claims and grievances;
- Submits recommendations to the VCAFA on received requests;

Membership
- Faculty Member   Chair
- USTF Legal Advisor   Member
- Office of Finance Manager   Member
- Office of HR Assistant   Member and Rapporteur

9.2 Procurement Committee - Standing Committee

The Procurement Committee (PC) is mandated to ensure that procurement processes are undertaken in full compliance with the policies of the University.

Terms of Reference

- Receives and reviews purchase orders;
- Provide quotations from different vendors to meet internal requirements; and
- Ensures all procurement processes are done in a fair manner.

Membership

- Faculty Representative Assistant Professor   Chair
- Representative from Office of IT   Member
- Representative from Office of Finance   Member
- Representative from Office of University Facilities   Member
- Representative from Office of Procurement   Rapporteur

9.3 Fixed Assets Committee - Task force Committee

USTF has appointed a task force on Fixed Asset Management to execute the task of optimizing the controls over its fixed assets and to capitalize on the importance of continuously improving its processes.

Terms of Reference

- To coordinate with selected external company (SGE Company), deans, managers and directors to facilitate conducting the physical identification and inspection of fixed asset items;
- To set forth relevant controls over FA acquisition, transfer and disposal procedures, and ensure maintaining updated and accurate records which are fully compliant to applicable policies, procedures, financial standards and best practices.

Membership

- Office of Finance Manager   Chair
- Representative from Office of IT   Member
- Representative from Office of University Facilities   Member and Rapporteur

10 | Policies and Procedures

Faculty and Staff Appeal Policy and Procedures			
Policy Name	Faculty and Staff Appeal Policy and Procedures		
Policy Owner	Manager, Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Purpose

- To provide an opportunity to faculty members to request a review of a decision that he/she believes is in violation of due process or misapplication of some policy or procedure and accordingly has adversely affected his/her career.

- To determine whether appropriate procedures were followed in making certain kinds of academic or administrative decisions, rather than to re-evaluate the merits of the decisions themselves.

Policy Statement

A faculty member or a professional staff can file a written appeal to the University Chancellor requesting a review of a decision made by an official of the University. The decision must have directly affected the academic or professional activities of the faculty member as an individual. The appeal will be processed in accordance with the specified procedure of the University and the concerned faculty member will be informed about the final decision after the completion of the process.

Policy Details

- A faculty member has the right to file an appeal requesting a review of a decision related to evaluation, contract renewal, promotion, termination or other important aspect of his/her career and profession.

- An appeal process can be initiated by a faculty member if he/she feels that an academic or administrative decision is based on some violation of academic freedom, violation of due process, or misapplication of some policy or procedure.

- The appeal is not meant to challenge the merits of the concerned policies and procedures, but rather to determine if those policies and procedures were properly applied.

- The final decision on the appeal shall be made by the University Chancellor.

Procedures

- The appellant should file his or her appeal directly to the University Chancellor within 30 days of being notified of the decision that he/she considers to have violated academic freedom or rules of fair evaluation or is based on incorrect application of some policy or procedure.

- After making a preliminary review of the matter, which may include consultations with whomever the University Chancellor deems appropriate, the University Chancellor may grant the appeal, or remand the matter to a lower administrative level, or refer the matter directly to the concerned College, or reject the appeal if it is found to be without merit. The University Chancellor may also appoint a committee to investigate the matter and report back to him.

- In case the University Chancellor refers the appeal to a committee, the matter will be thoroughly investigated by this committee. For this purpose, the committee shall hold such consultations as it deems necessary to arrive at responsible recommendations consistent with the policies of the University.

- At the completion of the investigation, the committee will prepare a detailed report and submit it to the University Chancellor.

- After receiving this report, the University Chancellor will make the final decision that he deems appropriate.

- The appellant will be informed about the final decision made by the University Chancellor.

Faculty and Staff Grievance Policy and Procedures

Policy Name	Faculty and Staff Grievance Policy and Procedures		
Policy Owner	Manager, Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Approval Date	

University of Science and Technology of Fujairah (USTF) is committed to providing a workplace with an ambience of mutual respect so that faculty members, administrative staff and students can all work amicably and discharge their duties effectively without any harassment or problems. However, as is natural, disputes may arise from time to time between a faculty member and an administrator or other individual.

In such a case, if the dispute is not resolved informally between the concerned parties, the faculty member may report it to the Dean for his/her intervention. If the Dean's intervention also fails to resolve the dispute to the satisfaction of the concerned faculty member, he/she may proceed to file a formal complaint to the Chairperson of the Grievance Committee (GC) at the university level. In this case, the complaint shall be referred to as "grievance" and the concerned faculty member filing the complaint shall be referred to as "grievant". It is important to note that a grievance may also be filed if a non-action by an administrator has adversely affected the faculty member's terms of contract, academic freedom, or other provisions as stated in the Contract, Faculty Handbook or other published documents of the University.

Policy Purpose

- To make faculty members aware of their right to formally submit a grievance against an administrator or another individual or party concerning any dispute that could not be resolved amicably.
- To explain the procedure for filing the grievance and how it will be processed by the Grievance Committee (GC) of USTF.

Policy Statement

A faculty member is entitled to formally submit a grievance to the Faculty Grievance Committee (GC) of USTF if a dispute between the faculty member and an administrator or other individual(s) at the University could not be solved amicably between the two parties. A grievance may also be filed if a non-action by an administrator has adversely affected the faculty member's terms of contract, academic freedom, or some other provisions. The GC shall determine, if the grievant has been substantially harmed as a result of the filed grievance, and if so, what relief should be given to the grievant.

The University Chancellor appoints members of the GC and its Chairperson. The findings and recommendations of the GC will be forwarded to the University Chancellor for necessary action. In making its recommendations, the GC shall make a determination of whether a violation of regulation, policy, or procedure has occurred. If it is determined that there was a violation, the GC shall consider factors such as whether the violation was intentional or unintentional and if it was due to some negligence or misunderstanding of rules and regulations.

a. The duties of the Chairperson of GC shall include the following:

- Provide relevant information to the grievant for filing a grievance.
- Receive the written grievance.
- Arrange for GC meetings and schedule the hearings.
- Preside over the meetings and ensure the hearings are conducted in accordance with the specified procedure.
- Ensure that all records are maintained.
- Submit the findings of GC and its recommendations to the University Chancellor.
- Inform the concerned parties about the final decision taken by the University Chancellor.

b. The members of the GC are responsible for:

- Reviewing the grievance and ensuring that it is complete with all required information and documents.
- Deciding if the grievance does in fact need processing by the GC.
- Hearing the evidence presented by the grievant as well as arguments presented by the defendant(s) and questioning both sides with the aim of finding exactly what happened. This shall also cover the witnesses from both sides and their cross-examination.
- Reaching a decision based on presented evidence, discussions, and cross-examinations and making appropriate recommendations.
- Making sure that confidentiality is strictly maintained.

In case the Chairperson or any other member of the GC is him/herself the grievant or defendant, he/she must quit the Committee. The University Chancellor will appoint a replacement for that member. The same will apply to a member who is on leave or absent during the hearing process.

Procedure

- The grievance must be filed within one month after the grievant becomes aware of a substantial violation of his/her rights as stipulated in published documents, including the Faculty Handbook. The Grievance Form is provided in the Faculty Handbook. In filing the grievance, the grievant must provide the following information:
  - A detailed account of the incident, situation or circumstances that caused the grievance. The grievant must specify the party against whom the grievance is filed, and specifically explain how that party has violated his/her rights or affected his/her ability to work in a professional or academic capacity, and accordingly what harm or damage occurred.
  - Explain what informal actions were taken to resolve the dispute. It is required that the grievant mentions the date when he/she informed the Dean about it, and why he/she is not satisfied with the solution, if any, achieved by the Dean. If the Dean was not involved before filing the grievance, the grievant must provide reasons for not doing so.
  - Specify what relief is being sought through the grievance procedure.
  - Provide the name, phone number and e-mail address of each person that he/she would like to call as a witness during the hearing process.
  - Upon receipt of the grievance, the Chairperson of the GC will conduct an informal inquiry and meet with the grievant to resolve the matter. If the grievance cannot be resolved within two weeks of its receipt, the Chairperson will forward it to the committee members for review, and they will decide if the grievance requires a formal hearing. If it does, the process

for a formal hearing shall be initiated; otherwise, the University Chancellor and the concerned parties shall be informed in writing that the grievance does not deserve a hearing by the GC as it does not fall within its jurisdiction.

o   As a first step in the hearing process, the GC shall notify the University Chancellor about initiation of the process. It will also inform the concerned parties and provide them with relevant information and documents in order to prepare for the hearing. In this regard, the Chairperson of the GC shall be responsible for all communication. The concerned parties shall be given reasonable time for preparation and allowed to present their views personally, provide evidence, call witnesses and cross- examine the witnesses of the other party. Each party shall be informed about the identity of the witnesses at least three working days prior to the date of the hearing. It must, however, be noted that the witnesses will only come to the hearing on a voluntary basis and cannot be forced by either party to attend the hearing. A record of the hearing shall be prepared.

o   The GC will try its best to obtain reliable and sufficient information to reach a decision. At the completion of the hearing, the GC members will deliberate and reach a decision by majority vote. Within one week of the decision made by the GC, the Chairperson shall present a report to the University Chancellor describing its findings and giving its recommendations. The report shall also include the account of the evidence presented by all parties. It must be noted that the recommendations of the GC are of an advisory nature only and the University Chancellor makes the final decision. In addition, the report of the GC may not be used as evidence by either party in a related legal action. After the University Chancellor has made a decision, the Chairperson of GC shall inform the concerned parties about the final decision.