



# جامعة الخليج الطبية

## GULF MEDICAL UNIVERSITY

EDUCATION • HEALTHCARE • RESEARCH



## STAFF HANDBOOK 2017

### GULF MEDICAL UNIVERSITY



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## PREFACE

The Staff Handbook is designed to provide information, be used as a reference and offer guidance to GMU Staff on various aspects of the university; hence, it is essential for the staff members to read, understand, and comply with the policies, as well as all applicable laws and regulations. The handbook is also designed to offer guidance in matters of concern and to improve communication throughout the University.

Faculty as defined in this handbook is an individual who holds academic rank, either full-time or part-time, and performs a combination of teaching, research, and service functions.

Staff as defined in this handbook is an individual who works part-time or full-time under a contract of employment, and has recognized rights and duties.

The rules and procedures contained in the handbook supersede those issued by Gulf Medical University in all previous publications, rule and procedure memoranda or statements, and administrative directives. In the event that contradictions occur between the requirements or privileges provided in the handbook and those provided in an employee's letter of appointment, the provisions of the letter of appointment shall be followed.

This handbook is provided for the purpose of giving general information only and should not be considered as a statement of contractual obligation. Gulf Medical University reserves the right to change or discontinue, without notice, any policy or condition set forth herein. In such circumstances, the affected university faculty will be notified of such changes; and the new or revised policies and/or procedure shall supersede any previous policies or procedures.

The content of this Handbook is for the internal use of GMU staff members and other academic-based personnel. External access of this document does not in any manner rescind GMU rights to its content. Consequently, this document may not be copied, reproduced, or distributed without the explicit consent of Gulf Medical University.



## **WELCOME MESSAGE FROM GULF MEDICAL UNIVERSITY**

**Dear Staff,**

### **Welcome to Gulf Medical University!**

We are excited to have you as part of Gulf Medical University. We are committed to high quality work and superior customer care in all aspects of our business. As part of the team, we hope you will discover that the pursuit of excellence is a rewarding aspect of your career here. This Handbook is designed to acquaint you with GMU and provide you with information about working conditions, employee benefits, and some of the policies affecting your employment. One of our objectives is to provide a work environment that is conducive to both personal and professional growth.

The contents of this Handbook are confidential and are not intended for distribution outside of our University. Interpretation of the Staff Handbook in specific instances and resolution of conflicts over them may be made jointly by the Chancellor and the CHRO.

This Handbook may be unilaterally amended by Gulf Medical University at any time, with or without notice. Amendments can be made to existing policies and consequently to the Employee Handbook. New policies take effect once announced by the Chancellor's office. New policies shall appear in the next version of the Staff Handbook. Amendments to the Staff Handbook affect all Gulf Medical University. The HCM Department can initiate such a revision or change if necessitated by a change in structure, need or responsibilities. You can refer to the HCM Department for more information, feel free to discuss with us any questions you may have about this Handbook or about your employment at Gulf Medical University.

### **Gulf Medical University**



## MESSAGE FROM FOUNDER, PRESIDENT BOARD OF TRUSTEES



Gulf Medical University is a learning community, committed to meeting diverse educational needs in a stimulating environment, with partnerships that contribute to the education and economic growth of the country.

Faculty members are the stewards of the learning process. You are entrusted with the most diverse groups of learners, each looking to fulfill a dream. We truly believe that the mission of the University and the work done here create the most outstanding part of their education. We are dedicated and committed to our students and to each other. We take seriously the need to assist faculty and staff members to grow and develop in their professional roles.

While you will be concerned with developing personally, you should not lose sight of our shared responsibility to our students and this institution. You and I—and everyone at this campus—must keep first and foremost quality in teaching and offer a superior educational experience for our students.

This handbook shall serve as a guide and a ready resource for you. The contents have been developed by faculty and staff who understand their commitment to teaching and learning and who can guide you through some of the intricate policies, procedures and agreements. The information will assist you while working in this University.

Enjoy your work here. If there are ways in which we could assist you, please feel free to contact the Office of Human Resources.

**Dr. Thumbay Moideen**

Founder

President-Board of Trustees

## MESSAGE FROM CHANCELLOR, GULF MEDICAL UNIVERSITY



After 20 years Gulf Medical University is now considered as a leading institute in the field of Health Profession Education in UAE, the Arab world and internationally.

Its programs, students, graduates, faculty and staff reflect quality in higher education and healthcare. The staff handbook is an important document which guide and provide all staff with relevant information and rights about their professional life at GMU.

The staff handbook is under continuous revision and improvement in order to help the staff to perform, excel, grow and be proud to be a member of the GMU family.

**Prof. Hossam Hamdy**  
Chancellor  
Gulf Medical University



## Glossary of Terms and Abbreviations

ADPCS	Associate Degree in Preclinical Sciences
BBMS	Bachelor of Biomedical Science
BLS	Basic Life Support
BOT	Board of Trustees
BPT	Bachelor of Physiotherapy
CAA	Commission of Academic Accreditation
CDP	Career Development Plan
CHRO	Chief Human Resource Officer
COD	College of Dentistry
CoHE	College of Health Economics
CoHS	College of Health Sciences
COM	College of Medicine
COO	Chief Operating Officer
COP	College of Pharmacy
DMD	Doctor of dental Medicine
GLD	Governance Leadership and Direction
GMU	Gulf Medical University
HCM	Human Capital Management
HOD	Head of Department
IDP	Individual Development Plan
IT	Information Technology
L&D	Learning and Development
LLC	Limited Liability Company
MBBS	Bachelor of Medicine, Bachelor of Surgery
MIS	Management Information System
MOPA	Ministry of Presidential Affairs
Pharm D	Professional Degree in Pharmacy
SEHA	Abu Dhabi Health Authority Services Company
SL	Sick Leave
SMART	Specific, Measurable, Attainable, Relevant & Timebound
TAT	Turnaround Time
TNA	Training Need Assessment
TNI	Training Need Identification
UAE	United Arab Emirates
UAQ	Umm Al Quwain



## ABOUT GULF MEDICAL UNIVERSITY

### Our Organizations History

The Gulf Medical University (GMU) is a private university that came into existence on 1st July 2008 with the issue of a Decree by His Excellency Sheikh Nahyan Bin Mubarak Al Nahyan, the Minister of Higher Education & Scientific Research. It is owned and run by GMU, a diversified international business conglomerate headquartered at DIFC – Dubai. Dr. Thumbay Moideen, Founder President of GMU had established the Gulf Medical College (GMC) in 1998, the first private medical college in the United Arab Emirates to accept students of both genders and all nationalities into its medical and physiotherapy programs.

The Gulf Medical University has evolved from the Gulf Medical College [now renamed College of Medicine, Gulf Medical University], which came into existence by Decree No. 1, dated 28 January 1998 issued by His Highness Sheikh Humaid Bin Rashid Al-Nuaimi, Ruler of Ajman and Member of the Supreme Council, U.A.E. Gulf Medical University is a Commission of Academic Accreditation [CAA]-licensed private entity located in the Northern Emirates of UAE. GMU is registered as a Limited Liability Company [LLC] with the Ajman Municipality, Ajman and the Chamber of Commerce of the Federal Government of UAE.

The vision and mission of Gulf Medical University to be a leading international Academic Healthcare Institution through the integration of quality health professions education, research, healthcare and social accountability for sustainable community development.

The Gulf Medical University has five major academic units: College of Medicine (COM), College of Dentistry (COD), College of Pharmacy (COP), College of Health Sciences (COHS) and College of Health Economics (CoHE) and 3 newly established Institutes: Thumbay Institute for Precision Medicine, Thumbay Institute of Population Health and Thumbay Institute of Health Workforce Development.

GMU offers 14 degree programs run by these 4 constituent colleges; the College of Medicine offers the Bachelor of Medicine and Bachelor of Surgery (MBBS), Bachelor of Biomedical Sciences (BBMS), Associate Degree in Preclinical Sciences (ADPCS) programs, one diploma in Toxicology and 3 Master programs in Clinical Pathology, Toxicology and Public Health. The College of Dentistry offers the Doctor of Dental Medicine (DMD) program; the College of Pharmacy offers the Doctor of Pharmacy (PharmD) program; the College of Health Sciences offers 5 bachelor programs - Bachelor of Physiotherapy [BPT], Bachelor in Medical Laboratory Technology, Bachelor in Nursing Sciences, Bachelor in Medical Imaging Sciences, and Bachelor in Anesthesia and Surgical Technology programs and a master program – Master in Physiotherapy; The Institute of Health Workforce Development offers non-degree courses.

Gulf Medical University has recently undergone major transformation of its academic programs, research facilities, hospitals and clinics. The Gulf Medical University and its Healthcare Division are both owned by the GMU. In alignment with international trends and as one of the main strategic initiatives of GMU, the Board of Governors and the Board of Trustees passed a resolution in April 2017 approving the establishment of the “Gulf Medical University Academic Health System” which will allow the integration, collaboration, effectiveness and efficiency of its component units. Thus, GMU colleges, Institutes, programs and the university clinical training sites will all be under a single governing body.

In support of the GMU Academic Health System, three new Institutes have been approved by GMU Board of Governors, Thumbay Institute for Precision Medicine, Thumbay Institute of Population Health



and Thumbay Institute of Health Workforce Development. All units of GMU Healthcare i.e. Hospitals, Clinics, Pharmacies, Diagnostic Labs have integrated education and research in their mission.

Thumbay Hospital, Ajman serves as the main teaching hospital recognized by the Ministry of Health and Prevention for the GMU students. The GMU Teaching Hospitals in Sharjah, Fujairah and Dubai are the other clinical training sites also available for the medical, physiotherapy, dental, pharmacy and health sciences students and interns. The vision of the Thumbay Hospitals is to be the leading network of academic hospitals in the Middle-East and the mission is to provide patient-centered care of the highest quality in an academic set-up. All GMU Hospitals have obtained JCI Accreditation.

The affiliated clinical training sites are Umm Al Quwain Hospital, UAQ under the Ministry of Health, Mafraq Hospital in Abu Dhabi under SEHA and Sheikh Khalifa Hospital, Ajman and Sheikh Khalifa Specialty Hospital, Ras Al Khaimah under Ministry of Presidential Affairs (MOPA). Programs conducted at these sites.

GMU has established alliances with reputed national and international organizations as an important part of its strategic plan. GMU takes continuing efforts to develop academic and research collaboration with various universities of repute like Salford University-UK, Medical University of Lublin-Poland, Osaka City University-Japan, Medical College of Wisconsin-USA, Virginia Commonwealth University-USA, Houston Methodist Global Healthcare Services-USA, Heidelberg University Medical Center Mannheim-Germany, etc. The scope of the collaboration is mainly for student electives, twinning program, research and internship.



## **1. UNIVERSITY VISION, MISSION & CORE VALUES**

### **Vision**

To be a leading international Academic Healthcare Institution through the integration of quality health professions education, research, healthcare and social accountability for sustainable community development.

### **Mission**

To pursue excellence through integration of health profession, education, translational research, quality healthcare, innovation and social accountability enhanced by national, international partnerships and community engagement.

### **Core Values**

- Commitment to High Standards
- Respect for individuals
- Advancing knowledge
- Personal development and leadership
- Commitment to health



## UNIVERSITY ORGANIZATION STRUCTURE AND GOVERNANCE

Organization Structure of Gulf Medical University is a reflection of its Mission, Vision and strategic goals. It also reflects the nature of its program and implication of its educational strategies on operations and implementation. Through the academic Executive Board Academic Health System, the university emphasizes the collaboration between the Academia, Healthcare and Research. The revised Organization structure of GMU has been approved by the Board of Trustees as on 24<sup>th</sup> July 2017.

FIGURE-1:



## **MANPOWER PLANNING, RECRUITMENT & SELECTION**





## 1. MANPOWER PLANNING, RECRUITMENT & SELECTION

Gulf Medical University is committed to recruiting the right employees for the right position to ensure optimum utilization of human resources to achieve business objectives, therefore it is the policy of the company to adhere to the manpower planning and recruitment policy.

There is a firm belief that successful Staff recruitment is essential for the success of any university, as such success depends to a large extent on the quality of human resources. In this context, only high caliber staff would be able to help the University fulfill its mission of being a center of excellence in teaching, research, and services to the community. Therefore, it is critical for Gulf Medical University to select its new staff members with care and diligence to ensure that the university employs the most qualified people.

All University officers who make hiring decisions should be aware of and comply with the University's guideline as they relate to the recruitment and selection process and these officers are responsible for ensuring that hiring practices are applied consistently.

GMU is fully committed to equal opportunity at all levels without discrimination on the basis of race, gender, religion, age, family status, or national origin.

### PURPOSE

The purpose of this policy is to provide a sound framework for the recruitment and selection of staff based upon the guidelines which meets the objective of GMU and all other relevant employment legislation.

- To identify current and future manpower needs.
- To outline the criteria and process guidelines to enable GMU attract the best talent available for its manpower requirements as per the TAT (Turnaround Time) in a cost-effective manner.
- Provide existing employees opportunity to grow within the company and enhance employer brand by treating all employees fairly equitably and efficiently in accordance with the guidelines from the governing authorities in UAE.

## **POLICY DETAILS**

GMU is committed to recruit the right talent for the right position at the right time using a competitive process underpinned by the principles of merit, equality (regardless of gender, race, nationality etc.), diversity and transparency to achieve business objectives in line with the University mission, vision, value and the relevant employment legislation.

There are a number of key stages in recruiting and selecting for a post. The employment function is centralized in the Human Capital Management Department.

### **Manpower Planning**

GMU carries out annual manpower planning by estimating or forecasting the number of personnel required on a calendar year basis. Manpower planning is finalized by the respective Colleges annually with due justification for all the requirements and finally approved by GMU Board of Trustees.

### **Manpower Requisition**

Whether filling a newly created position or vacancy created by an incumbent staff's resignation, retirement, termination or death the Department Head/Dean, to whom the position reports must complete the Manpower Requisition Form along with the Job Description detailing the Duties and responsibilities along with the Key Performance Indicators or the Success Factors.

The recruitment procedure will be initiated post approval of the Manpower Requisition Form. Recruitment and onboarding TAT (Turnaround Time) is maintained in a cost-effective manner.

## **Recruitment Sources**

### **Job Posting and Employee Referrals**

As part of GMU's employee's career development plan, openings for all positions are posted on GMU website. Current employees who are qualified for and interested in a posted position or an employee's referral shall apply through proper channel. Based on their qualifications, internal applicants shall be given every consideration for placement in the open position.

### **Recruitment Methods and Sourcing**

In addition to internal applicants and candidates referred by current employees, GMU, recruits qualified candidates through a variety of sources. Depending on the position, knowledge, skills, ability, or experience levels required, HCM Department, in consultation with the College Deans and Directors, shall place classified advertisements in local, regional, national or international newspapers; employ the services of an outside agency; contact other colleges; use the Social Media; Association of Medical Journals; or use additional means to locate and attract qualified applicants. In using any of these recruitment sources, GMU strives to ensure compliance with its equal employment opportunity.



## **Recruitment Quality Norms**

GMU perceives employees as its most valuable asset, hence it ensures right utilization of knowledge, skill and attitude that they possess. Besides checking the presence of role specific key competence and behavioral attributes, few eligibility criteria is considered as below:

- Appropriate Academic Qualification
- Reference Check – HCM ensure reference check is done before extending the offer to a selected candidate for Key Positions.

## **Employment Selection**

Based on the HCM's preliminary review of a candidates' qualifications and other criteria's, applicant's CV who appear to best meet the criteria for the position will be forwarded to College Recruitment Panel, based on their recommendation, the application is forwarded to the University Recruitment Committee for final decision.

Candidates (within UAE) called for interview by HCM: Complete expenses for travel are borne by the candidate.

Candidates (Outside UAE) called for interview by HCM including Overseas Recruitment: All expenses will be pre-approved and shall be taken care by the University.

Verification of reference and background information provided by candidates on application forms or resumes and in interviews is the responsibility of HCM Department.

## **2. EMPLOYEE CLASSIFICATION**

Employees are classified in order for GMU to determine how they are to be dealt with purposes of overtime calculation and eligibility for benefits. HCM Department works in conjunction with the hiring department in order to correctly classify employees when hired by GMU and its companies.

### **PURPOSE**

Proper classification of employees is important for administering salaries, determining eligibility under GMU' employee benefits plan, and complying with employment policies. GMU offers full-time, or temporary part-time employment opportunities to meet a variety of staffing requirements and to accommodate employee needs and preferences.

### **Basic employee classifications are as follows:**

Full-time regular employees are employees hired to regularly work 48 hours in a week. Full- time regular employees may be eligible or not be eligible for overtime pay as per policy.

Part-time regular employees are employees typically hired to regularly work 30 hours or more per week. Part-time employees are salaried.

Temporary employees are part-time or full- time employees hired by GMU to work for the duration of specific projects or assignments. Temporary assignments generally do not extend beyond a six (6) - month period. Temporary employees can be salaried or be paid on hourly basis.

Contract employees are employees of firms with which GMU has contracted for services or self-employed individuals with which GMU has contracted directly.





### **3. EMIRATIZATION POLICY**

GMU is committed to attract high potential nationals for clinical, non-clinical positions and equip them with the state-of-the-art facilities, mentoring, coaching and training interventions to make appropriate contributions to the performance of the individual and achieve the organizational and governmental requirements.

#### **PURPOSE**

The purpose of this policy is to document and set forth the nationalization strategy of the company and the process of attracting, training & development and retention of UAE nationals.

This document lists out the policy involved in Emiratization or nationalization plan in GMU.

#### **POLICY**

GMU uses a combination of methods to attract UAE nationals for employment i.e, work placement programs, summer training programs, Colleges, universities site visit, flexi work timings etc.

GMU supports the community by offering work placement opportunities for a specified term to UAE nationals from colleges and universities, as part of their graduation requirement.

### **4. RE-EMPLOYMENT**

Any re-employment is subject to the written request from the candidate and fulfilling the below mentioned criteria:

- Suitability of the candidate for the position.
- Past Performance and conduct.
- Exit terms
- Approval from Management

### **5. RECRUITMENT OF PEOPLE WITH SPECIAL NEEDS**

GMU employs people with special need in the job suited to their aptitudes, abilities and qualifications whenever practicable. It endeavors to continue the employment of those who become people with special need whilst in the GMU employment either by restructuring the employee's own job - retraining and/or rehabilitation if necessary.

GMU provides employees with special need with the same opportunities for promotion, career development and training as those afforded to other employees; it makes full use of the special services offered by the HCM talent acquisition wherever practicable in relation to adaptations to premises, modification of equipment and the use of special aids to employment so that GMU can retain the people with special need or recruit them.

### **6. EMPLOYMENT OF RELATIVES**

The GMU's commitment to non-discrimination is further supported by its policy on the employment of relatives. The employment of relatives is permitted so long as it does not create an environment that is discriminatory or harassing to other employees.



## 7. EMPLOYMENT OF STUDENTS

GMU believes that actual work experiences can enhance the richness of the education of its students. It is therefore the policy of GMU to employ students in certain situations with certain parameters. GMU provides employment opportunities to eligible students, when possible, provided that the student meets the requirements of the position available. All policy requirements for employment at GMU will apply to students applying for employment at GMU.

### **All student applicants must complete a Student Employment Form available at the Dean's Office.**

Students are considered for employment based on their financial need, qualifications, seniority and involvement in student life. All interviews are scheduled through the Dean's Office. No students will be employed unless the Dean's Office has processed their employment papers and time sheets, in advance. All Student's appointments should get final approval from the Chancellor and the Board of Trustees.

If either the student's registration or academic standing does not meet the provisions of this policy, the Dean's Office will notify the student that he or she is ineligible for candidacy for the job for which they are applying.

## 8. PROBATIONARY PERIOD

All employees are hired on a probationary basis for the first six months of their employment. The probationary period serves as a training or familiarization period, and during this period the employee will be under close observation by his/her supervisor.

The decision to retain the individual as a regular employee depends, among other things, upon the quality and quantity of his / her work, and the demonstration of cooperativeness, dependability, initiative, and other job-related behaviors during the tenure of his/her work. This period also affords the employee time to decide if she/he fits the Group's environment and the job. During the probationary period, the employee will be entitled to all paid government holidays.

Leaves of absence may be granted, but the period of the leave will be added to the probationary period. The probationary period must be successfully completed before the employee is eligible for GMU's other benefit programs.

At the end of the probation period of the first six (6) months, the employee will be confirmed or dismissed. The Employer reserves the right to terminate an Employment Contract without prior notice during the probation period.



## 9. NEW EMPLOYEE INDUCTION & ORIENTATION

GMU is committed to providing a workplace where its employees can be successful. Employees need information about the work environment prior to starting work. This policy is designed to provide new employees important information about GMU and their job in order that they can get off to a good start in their new position with GMU.

### PURPOSE

All the employees joining at GMU, should be familiar and knowledgeable about the;

- Vision, Mission & Goals of GMU.
- Services provided by the HCM Department including Policies and Procedures of institution
- Department goals, mode of operation, administrative procedures and other policies and procedures related to their job.
- Job responsibilities and scope of work
- Effective and efficient use of the 'University Information and Management System Software' in their respective work-related modules.
  - Information Technology Policy of the GMU
  - Mandatory Trainings like Fire safety, BLS etc. as per requirement

### SCOPE

All new employees shall receive an orientation to the organization. The orientation is a two-step process. The first step is conducted by the HCM Officer and the second step is conducted by the supervisor in the employee's department.

New employees recruited, as full-time staff are required to attend the New Employee Orientation Program conducted by HCM Department. The employee's supervisor will discuss specific department work rules, show the employee the work area, introduce him or her to key people or co-workers, review the probationary performance report and make known any safety regulations. In addition, it is the responsibility of the supervisor to introduce, orient and integrate the new employee to his/her new work situation and work group.



## **WORKING AT GULF MEDICAL UNIVERSITY**



## **10. ORGANIZATIONAL CODE OF CONDUCT**

The guiding policy relating to conditions of work and personal conduct is that the quality of work and the atmosphere in which it is done, be consistent with the reputation of GMU as a leading institution. An employee's conduct while working for or representing GMU, should meet acceptable standards of the community and show respect for the law and the rights of others.

GMU expects its staff to foster an environment which reflects GMU's values while performing their duties. An Employee Code of Conduct offers guidance to its employees on standards of integrity and conduct. No code can address every situation an employee may encounter; as a result, employees are expected to be guided by the professional code of conduct, and to exercise good judgment. In circumstances where they are unsure as to the proper course of action; they are to seek guidance from their immediate supervisor.

### **ESTABLISHED WORK RULES**

GMU will comply with all applicable laws and regulations and expects all its employees to conduct business in accordance with relevant UAE laws and regulations and to refrain from any illegal, dishonest, or unethical conduct. GMU will endeavor to provide a safe and healthy work environment that is free of hazards and offer support, wherever possible, for employee development and growth.

#### **Harmony & Inclusion at Workplace**

GMU encourages and supports harmony and inclusion at workplace. Hence employees should refrain themselves from loose talks within and outside his/her domain. GMU encourages employees to Think Positive, Talk Positive and Feel Positive.

#### **Employee Relations**

GMU employees should support equal, ethical and respectful treatment of all Customers, students, employees and other individuals associated with the organization.

#### **Communication & Consultation**

Employees should promptly inform their Line Managers of any problems or difficulties they face in performing their daily duties and functions.

Should there be any difference in opinions, on any matter between the employee and his Line Manager which they are unable to solve between them, the employee may put the concern in writing, and bring it to the attention of appropriate Department.

#### **Absenteeism or Tardiness**

Employees are expected to be at work on time and to work their full schedule. If an employee is absent from work for any reason, the employee must call his/her HOD and the HCM.

#### **Breach of Confidence or Security**

No breaches of security measures or of confidential business relationships will be tolerated.



### **Conflict of Interest**

Employees are prohibited from transacting any business that competes with the interests of GMU. The staff must communicate any instances of such conflict to the administration.

- Conflict of Interest includes any outside obligations, financial interests, and/or employment that can affect the objectivity of decisions.
- Staff shall inform and take permission before undertaking any decision to review manuscripts or applications, test products, conduct research, or to undertake work assisted, supported, or sponsored by outside sources.

### **Damage to Property**

Deliberate reckless or careless damage to GMU's property will not be tolerated. GMU, at its discretion, may report such damage of its property to law enforcement agencies for necessary action.

### **Discourtesy or Disrespect**

All employees must be courteous, polite and friendly to customers, students, visitors, and to fellow employees. No one should use profanity or show disrespect or engage in any activity that could harm the reputation of GMU.

### **Fighting, Threats, or Weapons**

Fighting, threatening words or conduct, loud or abusive language, or any other actions that could injure a customer, student, fellow employee, or member of the public, regardless of where such words or actions occur are not allowed. The possession of weapons of any kind on the premise is prohibited.

### **Fraud, Dishonesty or False Statements**

No employee or applicant may falsify or make any misrepresentations on or about any application, document establishing identity or work status, medical history record, insurance form, invoice, time sheet, time card, or any other document. If such a violation is observed this must be reported to the Head of the Department immediately.

### **Gifts or Gratuities**

Employees shall not accept any gift or gratuity of any kind from a customer or supplier.

### **Harassment**

GMU strictly prohibits harassment or discrimination based on race, color, sex, nationality, age, disability, or any other category prohibited by law.

### **Injuries and Accidents**

Every injury, no matter how slight, must be immediately reported to the Head of the Department for first aid treatment or medical care.

### **Insubordination**

Employees shall not refuse to follow the directions of Head of the Department or administrative official, unless there is disagreement and discussion of the application of a policy or practice.



### **Misuse of Property**

Employees shall not misuse or use without authorization any equipment, vehicle or other property of GMU.

### **Poor Performance**

All employees must make every effort to learn their job and to perform at a satisfactory level. Employees who fail to maintain a satisfactory level of performance are subject to disciplinary action. Periodic performance evaluation will be done by the Head of the Department / Supervisor and HCM department for this purpose.

### **Misuse of E-mail and Computer Systems**

The IT Policy contains a code of conduct for use of e-mail and computer systems. Employees who breach this policy may be subjected to disciplinary action.

### **Shortages**

Employees who handle cash as part of their job duties will be held accountable and may be required to pay for all shortages. Employees who handle cash as a part of their job duties may also be disciplined for such shortages, up to and including termination.

### **Sleeping or Inattention**

To protect the safety of all employees and to properly serve our objective, everyone needs to be fully alert while on the job. Sleeping or inattention on the job will not be tolerated.

### **Substance Abuse**

Employees who test positive for the presence of drugs or alcohol may be subject to termination.

### **Theft**

Stealing or attempting to steal GMU's property or property belonging to others is strictly prohibited. To protect employees, management reserves the right to inspect all purses, briefcases, packages, lockers, tool boxes, desks, cabinets, vehicles, and any other containers or items within GMU's premise.

### **Unlawful Activity**

Employees should not engage in any unlawful or unethical activity, including, but not limited to activity either in the premises or off the job, since such activity can adversely affect GMU's reputation.

## **11. ATTENDANCE POLICY**

### **PURPOSE**

The purpose of the Attendance Policy is to encourage its staff members to arrive to work on time. One of the Group's most valuable resources is its staff member. In order for this resource to be utilized, the staff member must be present to contribute his or her skills, experience, and work efforts toward the fulfillment of the organization's many obligations.

### **POLICY**

The Attendance Policy shall be administered in an atmosphere of mutual respect between the supervisor/ Head of the Department and staff member. It is the responsibility of Supervisor/Manager/Head to inform their staff member(s) of the responsibilities at work, their obligations to provide appropriate



notification when they are absent, and the results of poor attendance. All staff members are expected to report to work on time every day as per the schedule.

### **Authorized Absences**

Staff members (employees) shall be responsible for providing advance notification for the following types of absences, whenever possible. Documentation of the absence may be required for

- On-the-Job Injury
- Approved Vacation
- Approved Personal Leave
- Sick Leave

### **Unauthorized Absences**

Unauthorized absence includes absence without appropriate notification and /or sufficient justification. Such absences would include:

- Failure to call in an absence
- Absence with no reason given
- Failure to submit Request for Leave Form as required by HCM
- HCM Department shall issue an Electronic Punching ID to the employee on the day of joining duty.
- The employee should punch in on his arrival for duty and punch out at the end of duty hours.
- If the employee is going out of the work place during the duty hours, the employee should punch out at the time of exit and punch in at the time of re-entry into the Office. The employee should inform the HOD and HCM through online employee portal.
- An employee experiencing any practical difficulty in electronic punching can contact HCM team.

Poor attendance may result in disciplinary action.

## **12. ABSENCE REPORTING**

GMU staff members are expected to be dependable and prompt with regard to attendance. Any employee unable to report to work must notify the Head of the Department no later than one-half hour after the scheduled time for reporting to work. The employee must apply through online employee portal immediately after returning to duty. Employees must also keep the Head of the Department informed if the absence continues as well as when they expect to return to work. Any employee who is absent from duty habitually or for three or more successive days, without leave and without notice to the Head of the Department may be subjected to Disciplinary Action.

## **13. EMPLOYEE HEALTH SAFETY AND HYGIENE**

GMU has a moral obligation to protect staff health and safety, for their own sake and that of their fellow employees. Employees are required to:

- Wear appropriate personal protective equipment issued to the staff.
- Follow instructions given to ensure safety.
- Report Accidents immediately
- Work Safely at all times
- HYGIENE: Everyone must ensure they observe strict personal hygiene.





#### **14. DRESS CODE**

- Staffs of GMU are expected to maintain decorum in their dress in accordance with the dignity.
- Staff must wear aprons (wherever applicable), uniforms, if allotted, and Identity cards. The security and duty staff have the right to reject admission to the Campus/Premises when not properly dressed or when not wearing the ID Cards.
- Male staff shall wear formal shirts with tie and trousers.
- Other women staff shall take special care in their dress so as not to offend the local cultural and religious faith/beliefs. They shall have their hair properly tied up and shall not keep the hair loose.
- T-Shirts, Jeans Trousers and slippers are not acceptable.
- Muslim women staff can wear “Abaya” if they prefer.



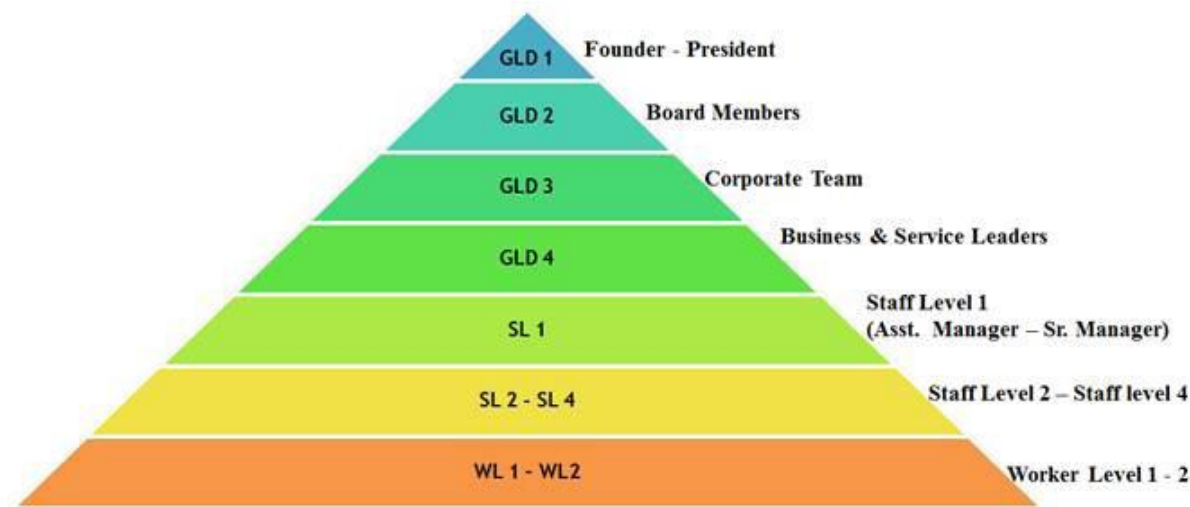
## 15. COMPENSATION AND BENEFITS

Recruiting and retaining the industry's top performers and providing them with incentives to excel have been critical to GMU's growth and success against competitors in the Gulf region. Accordingly, GMU strives to reward employees at every level based on merit, intellectual excellence, and job performance.

### **GMU salary administration system is intended to support the goals of:**

- internal pay equity and consistency within and across various departments of GMU.
- consistent and systematic methods for establishing and applying salary structure; and
- A high degree of employee morale, motivation, and performance through competitive salaries.

### **GRADING STRUCTURE**



**There are three Major categories of levels in the Grading Structure which are further subdivided as mentioned below:**

- Governance Leadership & Direction Level – GLD
  - Grades GLD is from 1 to 4 (GLD 4 Lowest and GLD 1 Highest)
- Staff Level – SL
  - Staff level is from 1 to 4 (SL 4 Lowest and SL 1 Highest)
- Worker Level - WL
  - Worker level is from 1 to 2 (WL 2 Lowest and WL 1 Highest)

## 16. PAYROLL ADMINISTRATION

The payroll department shall process the monthly pay roll in consultation with the HCM Department and pay salaries to the employee through their respective Bank Accounts.

### **Annual Leave Salary**

All full-time employees are entitled for one-month annual vacation and annual leave salary shall be credited on completion of every one year of service with GMU.

### **Air Travel Allowance**

The employees who are eligible for Air Travel allowance are paid as per their Employment Contract. Air Travel Allowance shall be processed along with payroll and shall be paid as and when the employee is due for it.

### **Transportation Policy**

GMU shall provide transportation based on the employment contract.

### **Accommodation / House Rent Allowance Policy**

- GMU is committed to provide furnished accommodation to its staff as per the Job Contract signed between the employee and employer.
- Water, Electricity, telephone bills (utility bills) shall be borne by the Employee.
- The furniture and gadgets provided in the company accommodation are property of GMU and the employee is responsible for the same.
- The employee should adhere to the rules and regulations of the Land Lord
- The apartment should be kept neat and clean
- The employee should not indulge in any kind of illegal activities in the company accommodation.
- If the employee do not want to avail or wish to move out of the accommodation provided by the GMU, they should get in touch with the HCM Department for information regarding House Rent Allowance as applicable.
- House Rent shall be paid along with the monthly payroll.

### **Availing the accommodation facility**

- The employee will be handed over the key of the apartment by the General Services Department on the day of arrival / joining.
- The employee has to fill up the Accommodation Occupation Form and submit to the HCM Department.

### **Surrendering the Accommodation**

- The Employee has to get a clearance certificate from the Housing Section and submit to the HCM Department.

### **Employment Visa & Labour Card Procedures**

#### **Visa**

GMU shall process residence visa for the selected candidates that shall give permission to a person to enter UAE and take up employment under the sponsorship of a company.

#### **Visa Stamping**

Once the employee enters UAE on a residence visa, the visa stamping procedures are to be completed within 60 days from the date of entry.

#### **Medical Fitness & Finger Print Registration**

HCM shall arrange for Medical Examination and finger printing formalities to facilitate the visa stamping. After the stamping procedures, the residence visa will be valid for a period of two years with multiple entry facility from the date of stamping.



**Labour Card.**

The respective Ministry will issue an electronic labour card with a validity of 2 years.

**Emirates ID**

After stamping the residence visa, the respective Ministry will issue an Emirates ID which will be valid as per the validity of the Visa. The employee should always carry the Emirates ID card and show it to the officials when asked for verification of personal identity. Emirates ID is also required for any kind of money transactions through the money exchange centers.

**Renewal of Visa & Labour card**

The visa, Emirates ID and labour card are renewable every two years, subject to the approval of the employee and employer.

**Cancellation of Visa & Labour card**

On termination of the employment contract, both visa and labour cards are to be officially cancelled and the employee should leave the country within 30 days with effect from the date of cancellation of the residence visa (subject to Immigration rules)

**17. PERSONNEL RECORD**

It shall be the policy of GMU to maintain personnel records of its employees and protect the confidentiality of all information in its records and shall be limited to the availability of such information only to those persons with a legitimate need to know after ensuring that proper administrative, technical and physical safeguards have been established and followed. To ensure confidentiality of employment records and to protect the privacy of the employee, information contained in personnel files shall be available only to authorized users for authorized purposes.

**18. ISSUE OF EMPLOYMENT CERTIFICATES AND OTHER DOCUMENTS**

GMU shall issue the following documents related to their employment on the request of the employee and subject to the fulfillment of required criteria, terms and conditions of Job Contract and prior approval from the Management.

**19. ISSUE OF IDENTIFICATION CARDS**

Identification cards shall be provided to each new employee immediately on joining of work. These cards shall be distributed through the HCM Department. The card may be used both within and outside of GMU for the purposes of identifying the individual as an employee. This card shall be worn at all times during work.

**20. SEPARATION POLICY**

GMU recognizes that conditions may arise which result in voluntary or involuntary employee separations (Terminations / Resignations), and will separate the employer-employee relationship equitably and consistently in accordance with this policy.



## POLICY

Separation of employment is the separation of the employment relationship between GMU and the individual. It shall be regarded as permanent and the individual will, as of the date of separation, forfeit all accrued continuous service and benefits in accordance with the labor law. Should a separated employee be rehired at a later date, he or she will be treated as a new employee, i.e., no concessions or consideration shall be given for records of previous service.

## RESIGNATIONS

Resignation, is a separation initiated by the employee. The employee should submit a signed and dated resignation letter or statement through proper channel to the HCM Department providing notice period as per labor law.

## TERMINATION

Termination of service is initiated by the HCM for what it considers justifiable reason. Unacceptable job behavior or performance, as determined by the management and the inability to perform assigned duties are examples of reason for service termination. GMU may terminate the contract (or pay salary in lieu thereof) with specifying reasons by giving notice as stated in the contract. In potential disciplinary situations, the employee may be suspended with the concurrence of HCM Department until all facts are verified.

**Final Wage Payment:** Employees separating from GMU will be paid all dues as per the Labour Law of UAE. Final payment will be made after HCM receives clearances from all departments and confirmation of visa / labour card cancellation for GMU sponsored employees.

**Separation: The date of employment separation will be governed as follows:**

- **Last Working Day:** The normal date of separation for employees will be the last day actually worked.
- **Employee's Intent Not to Return to Work:** The date of separation for employees who give notice of intent not to return to work while on paid or unpaid authorized leave will be effective from the date such notification is received.
- **Death:** The date of separation for deceased employees shall be the date of death.
- **Failure to Return from Personal Leave:** The date of separation in the event an employee fails to return from personal leave of absence shall be the last day of the authorized leave granted.
- **Separation Processing:** When the services of an employee are to be terminated and HCM Department has been contacted, the following steps shall be taken to relieve the employee from his responsibilities.
  - **Exit Interview:** All employees to be separated must be referred to HCM Department for an exit interview. This is a voluntary interview.
  - **Disposition of Employee Benefits:** All employee benefits are automatically cancelled on the employee's effective date of separation.
  - **Computer Security:** The Information Technology Department shall deny access to the employee by removing his/her allotted user name from the local area network.



**Retention of GMU Properties:** As soon as it is known that an employee will leave GMU, the department Head of the concerned department will take appropriate steps to prevent the removal of Group's properties to which the employee being terminated has access.

The department Head or appropriate designee will arrange to monitor the removal from GMU premises of personal effects of the employee being terminated in order to retain all the properties, including equipment, furniture and fixtures, supplies, policy manuals, organization manuals, and all business documents, papers, and files, to which the terminating employee had access during period of employment.

The department head or a representative from HCM Department will collect all authorized cards (medical insurance, access cards), as well as the employee's identification card.

Upon receipt of the aforementioned items, HCM Department will arrange for the cancellation of all ID issued by the institution.



# LEAVE



## **LEAVE POLICY**

### **21. PAID LEAVE/ANNUAL VACATION**

All the employees at GMU are entitled for 30 days paid leave on completion of every one year of continuous service with the institution or as per the employment contract.

#### **SCOPE**

These procedures shall apply to full time staff on continuous appointments of more than one year. An employee is entitled to avail paid leave only on the leave becoming due as per the contract. Paid leave can only be availed in full and leave-in parts is not permissible under ordinary circumstances except with special approval.

#### **POLICY**

At all times, while applying for entitled leave, the operational requirements of the department must be considered. Leaves will be scheduled according to the needs of the company as well as the employees.

It is the responsibility of the Department Head to ensure leave is planned well in advance by the staff in order to accommodate leave requirements of staff as well as support the ongoing operational needs of the department. Leave plan should take into account the following.

- All employees must be treated equally when considering sanction of leave during periods when maximum applications received at a time (e.g. vacations of school children, festivals, and religious holidays).
- Leave schedule should be designed such a way that department operations do not suffer, and adequate staff coverage is provided at all times.
- Once the leave schedule is approved by the Department Head, the applicant should forward the Leave Application Form to the HCM Department through online employee portal.
- The Applicant shall forward the Leave Application to the HCM Department not less than a period of 45 days from the intended date of commencement of leave.
- The HCM Department will inform the Applicant the status of application as soon as it is processed through online employee portal.
- The Applicant can avail the leave only after getting approval.

#### **Changing or correcting Paid Leave Application**

If the employee wishes to change his/her leave dates after applying, the employee can edit the same in the employee portal after informing the HOD.

#### **Extension of leave period**

In case of any extension of the leave period due to an emergency or any unforeseen circumstances, the applicant shall obtain prior consent from the Management not less than 5 days before the end date of the approved leave. The need for extension and circumstances shall be communicated to HCM Department by fax or email seeking approval for the same.

The extended leave period shall be treated as unpaid leave unless otherwise approved by the management. If the applicant fails to resume duty as per the leave approved, the management has the right to evoke disciplinary action including dismissal.





The employee can prefix the official holidays & weekly off at the beginning of the approved leave. Post fixing the Public holidays with a leave period will be permitted provided the employee report on duty on the very next day of the Public Holiday. Any official holidays falling within a leave period shall be considered as part of the leave.

### **Returning from Leave**

All Employees shall be required to resume work on their scheduled day of return from leave. They may report to the HCM Department by applying online and resume duty, if resumption is as originally scheduled.

## **22. UNPAID/EMERGENCY LEAVE**

The Employee can avail emergency leave without pay for unavoidable circumstances. This leave will be excluded from the active service days of the employee while calculating compensation / vacation benefits.

### **SCOPE**

This policy applies to all staff. Emergency leave may be granted on a discretionary basis to meet a particular circumstance and is considered on a case-to-case basis. Emergency leave includes all leave except paid leave and sick leave.

### **POLICY**

- The Employee should meet the Head for availing more than 3 days emergency / unpaid leave and then forward the Application Form to the HCM Department through online employee portal, at least one week before the commencement of leave.
- If the emergency / unpaid leave is 3 days, application should be forwarded online to the HCM Department at least a week in advance. Under real emergency circumstances the employee must at least intimate the Head of the department and HCM Department at least 30 minutes after starting time of duty.
- The HCM Department will verify the application and forward it to the concerned departments for their recommendations and then forward for further approval.
- The HCM Department will inform the employee the status of the application as soon as it is processed. The applicant can proceed on leave only after getting approval.
- The employee can prefix the official holidays & weekly off at the beginning of the approved leave. Post fixing the Public holidays with a leave period will be permitted provided the employee report on duty on the very next day of the Public Holiday. Any official holidays falling within a leave period shall be considered as part of the leave.



## 23. SICK LEAVE

### POLICY

The Employee is entitled to paid sick leaves after completion of six months continuous service with GMU as per the UAE Labour Law. The staff should provide evidence of his illness warranting sick leave by an official medical certificate. If the illness is directly caused by the staff's misconduct, he /she is not entitled to any wages during the sick leave. Sick leave is not an entitlement and cannot be encashed. It is to be used only in cases where the employee is suffering from a genuine non-occupational sickness or injury that makes it impossible to come to work. Employees will be paid for sick leave:

Full wage for the first 15 days

Half wage for the next 30 days

Any following period will be without wage.

### Proof of sickness and fitness to return to work

If an employee is absent due to sickness, then the employee must obtain a written medical certificate from a Certified Physician, stating the reason for the absence, the number of days absent and when the employee can return to work. The employee will be considered as "ABSENT WITHOUT PAY" until the Medical Certificate is provided to HCM Department for approval through the proper channel.

A "Fit to Return to Work Certificate" may also be requested in some instances. Such a certificate will be required after an absence due to an illness that exceeds two (2) weeks in duration.

During a prolonged illness, the employee must furnish evidence of a medical examination every thirty (30) days.

GMU reserves the right to terminate an employee on medical grounds who has a continuous and/or interrupted illness, which has resulted in absence from work. In such cases the employee will be paid all benefits as per labour law.

### Absence Reporting

When a staff member is absent because of sickness he/she should ensure that his/her Head of the Department & HCM Department are informed at the earliest possible time, normally not later than 30 minutes before starting time. Reasonable notice shall also be required for a scheduled sick leave e.g. for undergoing surgical procedure.

- The sick leave can neither be carried forward to the next year nor is it reimbursable.
- Appropriate intimation to the HCM Department / Head of the Department / section must be conveyed about the Employee's absence from duty on grounds of sickness.
- Online Sick Leave Application with authenticated Medical Certificate should be forwarded stating the nature of illness and period of incapacity on the date of rejoining.
- If the employee's illness is directly caused by the Employee's misconduct, the employee is not entitled to any paid sick leave.
- The Employee can check their sick leave eligibility in their employee portal.



## **24. HAJ LEAVE**

### **POLICY**

To assist Muslim employees in fulfilling their obligation to make the pilgrimage, they are entitled to a special leave without pay to go for Haj (pilgrimage), which should not exceed 30 days once during his/her employment period.

- The applicant should apply online for Haj Leave not less than a period of 45 days from the intended date of commencement of leave.
- The HCM Department will inform the applicant the status of application through online portal.
- The applicant can avail the leave only after getting approval.

## **25. PUBLIC HOLIDAYS**

### **POLICY**

The employee can avail official holidays with full pay as per the notification from the administration.

- Any public holidays or Fridays / weekly offs falling in a leave period, is a part of leave.
- Public holidays & weekly off can be prefixed with a leave period provided that the employee works on the previous day of the commencement of holidays.
- Public Holidays (not weekly offs) can be suffixed with a leave period provided that the employee comes for duty on the very next day of the end of public holidays.

## **26. MATERNITY LEAVE**

This policy is designed to provide maternity leave benefits to female employees who are pregnant and who desire to return to work after completion of their pregnancy. The employee should notify her supervisor in advance of the expected time of leave and estimated date of return. Upon delivery, the employee will be entitled to receive paid leave for 45 consecutive calendar days as Maternity Leave. An employee who has not completed one year's service is entitled to the same number of days leave, but at half pay.

For the purpose of breast-feeding the baby, female employees can take off one hour a day, which may be taken in two intervals of half an hour each, for a period of 18 months as per labour law. After each interval the employee will resume their normal work schedule. The employee's salary will not be reduced during this period; neither should this time be made up by the employee.

The Group reserves the right to request a certificate of confinement signed by the employee's physician prior to granting the maternity leave.

At the end of the maternity leave, a working staff may extend her maternity leave for a maximum period of 100 days without pay. The inability to work must be confirmed by a physician licensed by the competent health authority.



## 27. PROFESSIONAL CONFERENCES

As part of GMU's development plan for non-instructional staff, they shall be eligible for attending conferences only after completion of the probation period. As a policy matter, non-instructional staff are not supposed to attend scientific programs conducted by pharmaceutical companies in their official capacity.

### Policy

#### **Policy for attending professional conferences for Non-Faculty staff**

The Non faculty shall be eligible for attending conferences to fulfill the licensing requirements by the Ministry of Health, UAE and to upgrade professional knowledge & skills. As a policy matter, employees are not supposed to attend scientific programs conducted by Pharmaceutical companies in their official capacity.

- They are eligible to avail paid leave for a maximum of 10 days in a year (MOH License renewal period) only after completion of probation period and after processing the MOH License.



## LEARNING & PERFORMANCE



## 28. TRAINING & DEVELOPMENT

GMU believes that the staff learning and development is an integral part of its strategic planning so that staffs can perform their jobs effectively and, in doing so, ensure that the group achieves its objectives.

GMU HCM Talent Development will enforce the learning and development of all staff at corporate level. Learning objectives should be related with GMU's objectives and these organizations objectives should be communicated to the employees by the HODs.

### **This policy encompasses:**

- New Employee Induction
- Training Need Assessment
- Training Program
- Training Bond
- Individual Development Plan
- Career Development Plan
- Training Assessment
- Training MIS

There is a shared responsibility between individuals, HODs and Training and Development team, for learning & development of staff at GMU, and this should be ensured through impeccable communication starting from identifying the training need of the staff catering to the need identified till effectiveness check of the training imparted.

All new and tenure staff will be expected to be proactive and take ownership of their own knowledge, skill and abilities enhancement, which is crucial for their personal and professional development. Individuals will be enabled and supported in doing this throughout their tenure with the organization.

### **Training Need Identification (TNI)**

Individual staff learning needs are identified with the respective HODs periodically. Collective learning needs may be identified within staff groups or teams and discussed with the appropriate HODs.

### **Training Need Analysis (TNA)**

A training needs analysis is to identify the gaps post TNI process and also to identify those who need training and what kind of training is needed. A Training Needs Analysis helps to put the training resources to good use.

### **Training Calendar**

GMU training calendar is made on a monthly basis, It is developed based on the TNI and training requests from the stakeholders. After need analysis the number of training hours, along with the training intervention (both internal and external trainings) are decided and the same is spread strategically on a monthly basis.



### **Training Pre and Post Assessment**

Pre-Training Assessment- Assessments conducted before the scheduled training Programme to check the existing level of knowledge and skill.

Post-Training Assessment - Assessments conducted after the scheduled training Programme to evaluate the effectiveness of the Programme conducted.

### **Training Effectiveness Evaluation**

Training effectiveness is evaluated to understand the return on investment on Training.

Training feedback should be unbiased and sincere to identify and improve training services provided by L&D Team of GMU.

## **29. CDP & IDP**

GMU mainly focuses on Training and Development strategy as its first goal for the preparation of Career Development Plan and Individual Development Plan. GMU encourages the use of IDPs & CDP to guide individual training and development activities.

It can be considered as a “living document” and use it regularly to keep a record of completed developmental activities and to reflect any changes in the work assignments needs or goals. In case of change of positions within or outside the current process, the IDP is also carried forwarded and adapted to suit the new position or role.

## **30. PERFORMANCE MANAGEMENT SYSTEM**

The purpose of the Policy on Performance Management is to enhance communication between supervisors and employees regarding employee performance and to link employee performance to the accomplishment of GMU's objectives. Performance management involves giving staff timely, relevant and effective feedback in an effort to promote job satisfaction, increase competence, and develop staff in their chosen profession. By adopting Performance Management System, GMU seeks to improve organizational performance by developing the effectiveness of its employees, both as individuals and as teams. The policy strives to encourage individual responsibility and work improvement, and to seek cultivate partnerships built on trust, open communication, and mutual respect. To this end, the system seeks to ensure that all employees are:

- Aware of what is expected of them,
- Provided with continuous feedback about their performance,

### **Provided with opportunities for training and development**

It is the policy of GMU that the management of each division, department and unit of the GMU adheres to the Performance Management System as described herein. The system is based on the importance of managing each individual's work and maintaining continuous communication between employees and their supervisors.

To be effective at evaluating an employee's performance, it is necessary for a Line Manager to understand the entire performance management and appraisal process. In other words, Line Managers need to see the “Big Picture” in order to recognize how the various parts of the system fit together. This can be



achieved by looking at all of the system's parts, individually, and then studying how the various parts relate to one another. One of the best methods to accomplish this is to look at each of the parts of the process sequentially. Those parts include:

- Performance Planning (Goal Setting Phase)
- Mid-Year Review
- Annual Review

### **Performance Planning (Goal Setting Phase)-**

The most important part of the performance management process is the establishment of realistic, challenging, yet attainable, performance expectations and standards. Employees with easily accomplished expectations and standards may have their knowledge, skills and abilities overstated, while employees with very difficult or unattainable expectations and standards may have their knowledge, skills and abilities understated. The first group may appear better than they actually are and the second group may appear worse. Thus, line managers must be able to develop and communicate expectations and standards to employees in a manner that can clearly be understood and accepted by the employee. It is difficult, if not impossible, for employees to accept or “buy into” expectations and standards they do not understand and/or do not agree with. With specific expectations and standards, employees can understand clearly what performance is required of them — what they are being paid to do or achieve. As a result, work activities can be precisely targeted and planned and performance is likely to improve. Without specific expectations and standards, work activities are spread over too wide a range (through trial and error) and, due to a lack of focus, performance will likely diminish. The goals set should be SMART goals.

### **Mid-Year Review**

Near the middle of the performance cycle (toward the end of the first six months of performance), Line Managers are required to meet individually with each subordinate employee to conduct a formal, mid-year review of the employee's performance. During this meeting, the Line Manager must provide feedback to the employee concerning the employee's strengths, weaknesses (if any), and performance during the primary performance cycle. If appropriate, the Line Manager may develop a performance improvement plan which describes the action(s) the employee must take to improve his or her performance to the “achieved expectations” level.

For a second period, not to exceed six months, the employee performs the tasks, duties, and responsibilities which were communicated to him or her at the Goal Setting phase or as revised during the Mid-Year Review. During this period, the employee may also be required to focus on accomplishing the specific objectives of any ongoing Performance Improvement Plan.

### **Annual Review**

Within 30 days following the end of the performance cycle, supervisors are required to meet individually with each of their subordinate employees to review and rate the performance of each employee during the entire performance cycle.





## **Coaching and Counseling-**

A performance plan by itself will not improve performance, it is only the first step in an ongoing process. Line Managers must monitor employee progress and conduct periodic reviews to discuss successes and areas needing improvement. The feedback Line Managers provide in this part of the process should be specific. The Line Managers should solicit comments and ensure that criticism is constructive. Avoid emphasizing the negative and always find and acknowledge some employee successes. Poor performance on the part of an employee can usually be traced to one of the following reasons:

- The employee does not know what is expected
- The employee does not know how he or she is performing
- The employee cannot do the job because he or she does not know how
- The employee lacks organizational support and help from the supervisor
- The supervisor and the employee have developed a poor working relationship

The employees' feelings about their employer's performance management system are closely related to their satisfaction and trust in their Line Managers and the feedback they are given. Specifically, when compared to those not satisfied with their Line Managers, employees who are satisfied with their Line Managers are over 1½ times more likely to say they are satisfied with the performance management system. If Line Managers cannot be trusted to give credible feedback aimed at improving an employee's weaknesses, the performance management system will similarly lack credibility and fail to motivate employees to improve.

Coaching and counseling is an attempt to overcome performance weaknesses and build on performance strengths. Coaching and counseling is actually a set of relationships between a Line Managers and an employee, rather than a series of skills to be taught. It can take many forms, including analysing performance problems, identifying performance that can be improved, correcting improper or dangerous practices, discussing work with an employee to discover his or her point of view, and providing assistance and encouragement to the employee.

Generally, coaching and counseling:

- Involves face-to-face guidance and instruction
- Is meant to improve job effectiveness and efficiency
- Is based on the Line Manager's knowledge or developmental opportunities that he or she can provide
- Ensures close attention to individual employee needs
- Occurs on an on-going basis rather than on infrequent occasions.



**Employee Feedback:**

On completion of performance evaluation, employees are encouraged to share his or her experience on the whole performance management process.

**Performance Ratings:**

Ratings are used to rate employee goals as part of their evaluation in a performance document.

**Rating 1: Does Not Meet Expectations – <60%**

Unacceptable performance with no extenuating factors and an exit strategy to be implemented.

**Rating 2: Partially Achieved Expectations – 60% - 80%**

Performance needs to be improved and specific actions laid out to bring about improvement & reviewed on a quarterly basis. (No increment)

**Rating 3: Achieved Expectations – 80% - 90%**

Good performer. Meets requirements and performs at a competent level.

**Rating 4: Exceeds Expectations – 90% - 100%**

An excellent contribution. Meets more than the targets. Performance significantly exceeds the requirements of the role and has achieved significant contribution above the normal demands.

**Rating 5: Significantly Exceeded Expectations – 100% & above**

An outstanding contribution. Exceeds all the set targets. Performance goes beyond all expectations and has made an outstanding impact on the business or function that is clearly recognized. Planned for higher responsibilities.

**Proficiency Ratings:**

Ratings are used to evaluate the Competencies of the employee as part of their evaluation in a performance document.

- Not Applicable
- Fundamental Awareness
- Novice
- Intermediate
- Advanced
- Expert

**Questionnaire Ratings:**

Ratings are used for Feedback from all functional, cross-functional colleagues as selected by the Line Manager and Unit HC as part of their evaluation in a performance document.

- Strongly Agree
- Agree

- Disagree
- Strongly Disagree

#### **Potential Ratings:**

Ratings are used for Talent Reviews solely by Line Manager & Strategic HC. This forms the basis for Succession Planning.

- **Under Performing**
- **New to Role**
- **Misaligned Talent**
- **Solid Performers**
- **Core Talent**
- **Ready to New Opportunities**
- **Outstanding Performers**
- **Emerging Leaders**
- **Top Talent**

#### **Appraisal Interview:**

4-6 months prior to contract renewal, an appraisal interview is conducted, where, based on the performance ratings, appraisal amount is disclosed.

#### **Performance Appraisal Linkage:**

All the Promotions, Increments, Performance Improvement Plans, Individual Development Plans and Succession Planning is linked to Performance Appraisal

### **31. PROMOTION & TRANSFER**

GMU is committed to providing career development opportunities for its employees. In seeking to foster an open and supportive environment to aid personal growth, GMU takes the position that individuals are responsible for the planning and management of their own careers. To facilitate such personal development, the Group has established a wide range of policies and programs, including an internal search policy, the classification system for administrative staff, part-time employment opportunities, HCM development programs and the availability of a job posting system.

#### **PURPOSE**

To promote career advancement, GMU offers the means for full time employees to transfer from their current position to other positions within the Group for which they are better qualified.

#### **SCOPE**

All full- time employees are eligible. Employees are required to work in a position for a period of at least



12 (twelve) months before they are eligible to take advantage of transfer opportunities offered through the Transfer Opportunity Program (TOP).

## **POLICY**

All full-time openings shall be posted within the Group prior to seeking external candidates.

When a new or vacant position becomes available, the supervisor with the vacancy shall first consider the current members of his or her staff for promotion. If no current staff member has the necessary skills or other attributes required for the promotion or if qualified staff members are not interested in the job, the job shall be open for bidding by other internal employees.

Job vacancy announcements shall be posted on GMU Website Employees who meet the minimum requirements and have completed the probationary period successfully in their current position and have been in their current position for 15 (fifteen) months can apply for jobs in the same or higher grade than their current position by submitting an application form if one is not currently on file or an up-to-date C.V. The application forms shall be available in the HCM Department.

Job vacancy announcements will be posted for 30 days or until the job is filled, whichever comes first. However, after the job has been posted internally for ten working days, the Department may begin recruiting from outside the organization, with the approval. Interested employees should submit their applications as soon as possible to ensure they will be considered for the position, if they meet the minimum qualifications.

HCM Department shall screen all internal applications for essential qualifications. If there is a pre-test for the position, HCM Department shall schedule only qualified applicants for the test. All applicants meeting the minimum qualifications shall be referred to the concerned department Head. Candidates not meeting the minimum requirements stated in the job advertisement will be automatically disqualified.

After reviewing qualifications, work records, and test scores, if any, the hiring manager or supervisor shall contact the HCM Officer to begin scheduling interviews for the applicants he or she believes are the best candidates. The recommendation of the supervisor / department head shall be forwarded through proper channel based on consideration of all factors. Although management reserves the right to consider external applicants for any position, they are encouraged to promote an internal applicant (full time employee) who meets the minimum qualifications for the vacant position.

In cases where the new job responsibilities are significantly different the successful applicant will be placed on probation in the new position for three months (refer to Probationary Period provisions above). During this time, the supervisor provides a written performance evaluation after three months on the job.

## **SALARY INCREMENT**

When promoted to a higher-position employee are eligible for salary for promoted position.

The following procedure should be followed for promotional increases:



- After getting Approval of the Chairman, Board of Trustees for promotion / salary increment, the HCM shall be sending a letter to the individual informing them of the change in salary or benefits.
- HCM notifies payroll for payroll action.

### **32. SUCCESSION PLANNING**

The GMU ensures depth of competencies exist, especially in key management, leadership and technical positions where skills are both critical and scarce. Pro-active and deliberate planning must ensure that GMU can sustain effective continuity where incumbents in such select position/s vacate the post/s. Human Capital shall identify those key positions where the organisation is vulnerable to incumbents vacating those positions, and where there are not sufficient competent possible successors.

At GMU, we pursue Succession Planning as a:

- proactive and future focused process, which enables the company to assess, evaluate and develop a talent pool of individuals who are willing and able to learn and occupy higher positions when needed.
- method, which helps the organization in preserving its information and knowledge that will be lost due to retirement, promotion and attrition.
- tool to meet the necessary manpower requirements of the company in terms of quality and quantity, by addressing competency and skill gaps.
- developmental tool whereby high performing associates at various levels act as an understudy for the next position and take up the responsibility whenever necessary.

#### **Through this policy, GMU will:**

- Plan and shape the progression of employees by aligning individual expectations and preferences for defined development against organization imperatives and resourcing requirements up to the point of selection and placement.
- Identify “scarce, critical and specialists” posts and develop employees for these posts.
- Develop employees internally to address the competitive nature and uniqueness of GMU’s resourcing requirements and build a potential development pool for the future.
- Improve and positively impact upon retention, performance and motivation through a recognized and proven programme of succession planning.
- Ensure there is a “return” for the substantial investment to be made in learning and development activity.
- Use existing Staffing Policy to enable selection decisions based on fair and objective criteria.
- Principal activities in succession planning will involve the following:

#### **The identification of Critical Positions:**

- The identification of the scarce, critical and specialist skills forms a fundamental basis for the succession planning policy.
- It is GMU’s stated intention to create a “potential pool” of employees with which to build capacity (required competencies) to fill those posts in the short, medium or long term.



- Continually assess how employees match up against the requirements of scarce, critical and specialist.
- Create and deliver development plans for employees who are identified as having the potential to fill the scarce, critical and specialist posts.

#### **The Vertical Promotion:**

- This provides the appropriate access to and development for employees expressing an aspiration for promotion into line management role and to ensure that there is suitable “talent pool”.
- Provide for a fair and effective process for managing promotion.
- Ensure that all selection processes are conducted fairly, are equal and do not deny opportunities to targeted “talent pool”.

#### **The Lateral Development:**

- This provides for employees who do not have aspirations for promotion into a line management role, continue to have access to developmental opportunities as specialists.
- Succession planning is owned by line manager, driven by HC, and guided and supported by the Board and Founder President.



## GRIEVANCE REDRESSAL



### 33. GRIEVANCE REDRESSAL

There is a greater diversity in the workplace today, comprising employees from different age, nationality, and gender, ethnic and religious background. In such work environment, miscommunication and misunderstanding are likely. If not managed properly, such misunderstandings will affect employees' morale and productivity. To foster a supportive and pleasant workplace for everyone, GMU encourages employees to communicate their grievances. Open communication and feedback are regarded as essential elements of a satisfying and productive work environment. GMU encourages its employees to resolve any issues or concerns that they may have at the earliest opportunity.

Our grievance policy explains how employees can voice their complaints/grievances in a constructive way. Supervisors and senior management should know everything that annoys employees or hinders their work, so they can resolve it as quickly as possible. Employees should be able to follow a fair grievance procedure to be heard and avoid conflicts.

To outline the process for the resolution of work/employment related grievances, complaints or problems of employees as and when it arises.

A Progressive Corrective / Disciplinary Action Plan shall be required when employees fail to correct behavior or performance deficits after one or several discussion(s) with their Head of the Department, depending on the severity of the infraction. Typically, each action taken, at each level of the progressive process, shall be more severe in consequence if the behavior/performance is not corrected. It shall be noted that certain work rule violations or behaviors may warrant immediate termination, depending on their seriousness.

GMU establishes mechanisms to promote fast and efficient resolution of workplace issues. It is of utmost importance that our employees should feel comfortable discussing issues with their manager or supervisor in accordance with the procedures as outlined in this document.

#### **The Grievance Redressal policy follows the following principles:**

- All employees are treated fairly at all times
- Complaints raised by employees are dealt with courtesy and in a timely manner
- Complaints are treated efficiently and fairly
- All formal avenues for handling of grievances will be fully documented and the employee wishes will be taken into account in determining the steps and actions if found appropriate.
- All employees will be treated with equality and respect without any fear of intimidation.
- Employees can be assured of the confidentiality of information as deemed necessary.
- Grievance handling ends with the decision of the Founder President within the organisation if found unaddressed by the various levels of redressal.
- Any appeal to external parties shall be dealt as a separate legal exercise.





### **Awareness of the Grievance Redressal Mechanism**

- Employees are informed of avenues to escalate their complaints within the organization, and their rights if they are not satisfied with the resolution of their complaints.
- Every employee in the organization should be aware of the grievance redressal procedure and the responsibilities as an employee.

### **Sensitizing Supervisor and above on addressing grievances**

- Supervisory staff and above should be aware of the roles and responsibilities as a grievance redresser in order to efficiently handle the complaints as different employees perceive and react differently.

### **Communication**

- The communication about the grievance is to be in written statement. However, in case the employee is not comfortable he / she can communicate orally.

Employees whose service has been terminated due to their unsatisfactory job performance shall not have the right to invoke the grievance procedure.

### **Internal Machinery to Handle Employee Grievance**

GMU has appointed designated officials for addressing the grievances at all levels including a separate office at the Head Office who are responsible to ensure that the complaint is resolved within the stipulated timeline.

Any employee who has a grievance may, within three working days of its arising, bring the matter to the attention of his immediate superior or, where such grievance is against his immediate superior, to the attention of his HOD.

If the grievance/dispute is one of a confidential or serious nature and is against the reporting manager and HOD, the complainant may discuss the issue directly with the Unit HCM Manager/ Business Unit In charge /Head Office Grievance Redressal Unit.

Every attempt will be made to offer the employees for suitable and appropriate alternate solutions wherever possible. However if the employee continues to remain dissatisfied with the resolution, he/ she can escalate the issue through the grievance redressal mechanism.

Suitable timelines have been set for addressing the grievances and employees are kept informed of delays if any, in the resolution.

Complaints/grievances must be carefully looked at before forwarding, as GMU doesn't tolerate false grievances and proper disciplinary proceedings shall be taken in such cases.



## DISCIPLINARY ACTION



## **34. DISCIPLINARY ACTION**

### **PURPOSE**

A Progressive Corrective / Disciplinary Action Plan shall be required when employees fail to correct behavior or performance deficits after one or several discussion(s) with their Head of the Department, depending on the severity of the infraction. Typically, each action taken, at each level of the progressive process, shall be more severe in consequence if the behavior/performance is not corrected. It shall be noted that certain work rule violations or behaviors may warrant immediate termination, depending on their seriousness.

### **POLICY**

The GMU administers a progressive discipline policy designed to help employee's correct deficits in work performance or conduct that has become unsatisfactory. The emphasis shall be on solving problems and restoring harmony and productivity to the work environment.

Corrective action shall be taken as soon as possible after the occurrence of an offense. The employee's Head of the Department and COO of the division shall be responsible for prompt and thorough investigation of the offenses and shall obtain and consider relevant facts, including any mitigating circumstances.

HCM Department shall keep all documentation related to the facts of each case including investigations, statements and any other relevant documents. The COO shall recommend appropriate corrective action.

### **Counseling or Oral Warning**

This step shall be required when the Head of the Department has held informal discussions with an employee regarding a work habit or work performance issue and he or she fails to correct the problem. A private discussion shall be held with the employee describing the behavior or performance issue that needs correcting. The responsibility for a plan of corrective action shall rest primarily with the employee although it shall be appropriate to ask the employee if he or she needs any help from his or her Head of the Department.

The employee shall know that the corrective action shall be formal and shall be placed in his or her personnel file. Throughout this discussion the Head shall listen and respond with empathy, to the employee, being careful not to remove the responsibility from the employee for correcting the problem.

### **First Written Warning**

This step shall be used after a formal oral warning/counseling has been issued or administered and the work habit or behavior has still not been corrected. Usually, it is not corrected as a result of unwillingness, rather than inability. It shall be considered to take the second step in the progressive process although Head of the Department may go directly to this step if the violation/infraction is more serious and warrants such action.

A formal letter shall be issued stating which rule was violated or a description of the unsatisfactory job performance; the area needing improvement; the desired improvement needed; what the plan of corrective action shall be; the time given for correction; and, the consequences of not correcting the problem. Again, a discussion shall be held in private with the employee to review the contents of the



letter. The same format as outlined in the oral warning/counseling process described above shall be used. A copy of the letter shall be given to the employee and another copy shall be placed in the personnel file, with appropriate notations.

### **Suspension**

Suspensions are primarily implemented as per labor law in cases where the employee must be removed from the work environment to assist the investigation process or occasionally as a sanction. A meeting shall be held in private with the employee where he or she shall be given a written letter specifying the reason(s) for the suspension. In addition, it shall specify the date and time that the suspension shall become effective. Again, the accompanying letter shall be given to the employee with a copy given to him or her and a copy placed in his or her personnel file with appropriate notation.

### **Termination**

The department Head shall review the matter with the COO prior to forwarding the recommendations to terminate an employee. If a decision to terminate is determined, the approval is required from the Board.

### **Appeal**

Throughout the process, an employee shall retain the right for appeal. The ultimate decision shall rest with the management.



# CONFIDENTIALITY



### **35. CONFIDENTIALITY TERMS**

All Employee/ Personnel data is considered confidential and will be treated as such at GMU.

Personnel data include, but are not limited to, all data submitted at the time of joining GMU, such as Name, Nationality, date of birth, marital status, details about dependents, educational qualification(s) and work experience, previous employers and photograph(s).

It also includes all records of employment, such as salary information and initial job offer, performance appraisals, increment notifications, disciplinary action notices or warnings, leave tracker, training log and results of any assessments.

Employee names and information in the system should be exactly as per official passport/documents submitted by the employee (Nick names in the system are not allowed).

The HCM Department is responsible for ensuring the safe and secure storage of all employee data and limiting access to that information to authorized personnel only.







جامعة الخليج الطبية

**GULF MEDICAL UNIVERSITY**

EDUCATION • HEALTHCARE • RESEARCH

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