



جامعة الخليج الطبية

**GULF MEDICAL UNIVERSITY**

ACADEMIC HEALTH CENTER

# **STAFF HANDBOOK**

## **2023-24**



## Table of Contents

Preface .....	04
Welcome Message from Gulf Medical University .....	05
Message from Founder, President Board of Trustees .....	06
Message from the Chancellor, Gulf Medical University .....	07
Living in UAE .....	08
Glossary of Terms and Abbreviations .....	10
About Gulf Medical University .....	11
Vision, Mission and Core Values .....	14
Organization Structure & Governance .....	14
Manpower Planning, Recruitment & Selection .....	16
Employee Classification .....	18
Emiratization Policy .....	19
Re-employment .....	20
Recruitment of People with Special Needs .....	21
Nepotism .....	21
Employment of Students .....	21
Terms of Service and Probationary Period .....	22
New Employee Induction & Orientation .....	22
Organizational Code of Conduct .....	23

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Attendance Policy	27
Absence Reporting	28
Employee Health Safety & Hygiene	28
Dress Code	29
Compensation & Benefits	29
Payroll Administration	31
Personal Records	32
Issue of Employment Certificates and Other Documents	33
Issue of Identification Cards	33
Separation Policy	34
Leave Policy	35
Staff Development	36
Performance Management System	37
Promotion & Transfer	37
Succession Planning	39
Grievance Redressal	40
Disciplinary Action	42
Confidentiality Terms	44



## **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 Staff Handbook is designed to comply with stipulation 5 of 2019 Standards for Institutional Licensure and Program Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates.

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 staff 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 Chief Human Resource Officer.

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 Human Resources Department can initiate such a revision or change if necessitated by a change in structure, need or responsibilities. You can refer to the Human Resources 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 24 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.

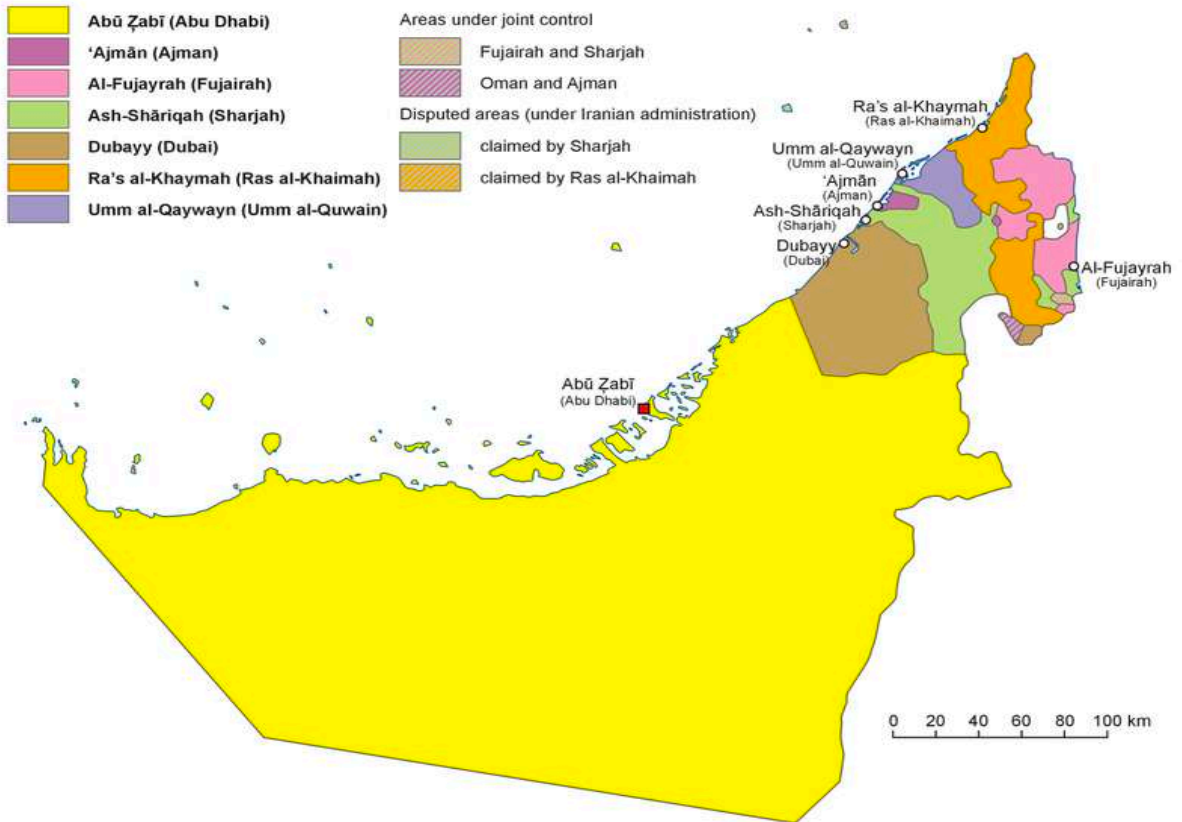
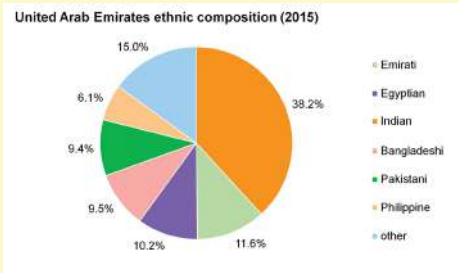
**Prof. Hossam Hamdy**

Chancellor

Gulf Medical University



# Living in UAE





The United Arab Emirates is a constitutional federation of seven emirates; Abu Dhabi, Dubai, Sharjah, Ajman, Umm al-Quwain, Ras al-Khaimah and Fujairah. The federation was formally established on 2nd December 1971. The United Arab Emirates (UAE) occupies an area of 83,000 sq km along the south- eastern tip of the Arabian Peninsula. Qatar lies to the west, Saudi Arabia to the south and west, and Oman to the north and east. The capital and the largest city of the federation, Abu Dhabi, is located in the emirate of the same name.

Four-fifths of the UAE is desert, yet it is a country of contrasting landscapes, from awe-inspiring dunes to rich oases, precipitous rocky mountains to fertile plains.

The United Arab Emirates, one of the world's fastest growing tourist destinations, has all the right ingredients for an unforgettable holiday, sun, sand, sea, sports, unbeatable shopping experiences, top- class hotels and restaurants, an intriguing traditional culture, and a safe and welcoming environment.

## **Perceptions**

The United Arab Emirates is a modern country filled with modern luxuries, consumer products, and high technology. However, social practices in Emirati society as a whole is conservative due to the strong influence of tradition, family, religion, paternal authority, and social class distinctions. While Gulf countries pride themselves on their tolerance of foreign influences within their society, staff should be sensitive to and respectful of the social's norms of Arab society. A few aspects that merit special attention here are: clothing, male-female relations, and religion.

## **Religion**

Islam is a powerful influence on life in the UAE. Islam is the official religion of the state, and Arab Islamic culture predominates in the UAE. Yet, tolerance toward the large expatriate communities is the norm, and communities of other religious beliefs practice their religions freely within the UAE's cosmopolitan society.

Keeping these cultural and religious concerns in mind, it is possible to live very happily in the U.A.E.

Following these simple guidelines will make you an even more welcome guest in one of the world's safest, most secure and friendly destination.



## Glossary of Terms and Abbreviations

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
COHME	College of Healthcare Management & Economics
CoHS	College of Health Sciences
COM	College of Medicine
CON	College of Nursing
COO	Chief Operating Officer
COP	College of Pharmacy
DMD	Bachelor of Dental Surgery
GLD	Governance Leadership and Direction
GMU	Gulf Medical University
HDPCS	Higher Diploma in Preclinical Sciences
HR	Human Resources
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



## Introduction of Gulf Medical University

Gulf Medical University (GMU) is a private University that has evolved from the Gulf Medical College, 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, UAE. It is owned and run by Thumbay Group, a diversified international business conglomerate headquartered at DIFC– Dubai. Dr. Thumbay Moideen, Founder President of Thumbay Group 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.

GMU is officially licensed since 1st July 2008 by the Commission of Academic Accreditation [CAA], Ministry of Education, United Arab Emirates to award undergraduate and graduate degrees and the institutional license was renewed in 2019.

GMU is located within the Thumbay Medicity in the Al Jurf area in the northern emirate of Ajman on a vast stretch of land extending up to a 100,000 sq. m and a built area of 196,000 sq. ft. It houses GMU and its 6 constituent colleges: Colleges of Medicine, Dentistry, Pharmacy, Health Sciences, Nursing, and Healthcare Management and Economics. The Gulf Medical University building houses the laboratories, classrooms and administration offices, a Testing Centre, the Center for Advanced Simulation in Healthcare (CASH), the state-of-the-art Thumbay Research Institute for Precision Medicine. The Thumbay Dental Hospital, the Thumbay Physical Therapy and Rehabilitation Hospital, the recently inaugurated 350-bed Thumbay University Hospital along with the food court, the live & learn area and the modern multimedia centers, a cafeteria, Body & Soul Health Club and Spa, a sports complex are the other facilities on campus. The Medicity also has the vacant ground earmarked for the future residence halls for students and living quarters for the staff and faculty.



GMU is one of the 79 CAA licensed Higher Education Institutions [HEIs] in UAE. GMU is regulated by the standards of the Commission for Academic Accreditation [CAA] of the Federal Ministry of Education, Higher Education Affairs. The Center for Higher Education Data and Statistics [CHEDS] has categorized GMU as a medium (between 1000 – 3000 students), private (CAA-licensed), higher education institute [HEI] located in the Northern Emirates (by location) offering Bachelor and Master degree (by level of programs offered) programs in UAE.

GMU is also listed in the WHO-EMRO website among licensed institutions offering health professions education in the Eastern Mediterranean and Regional Office of World Health Organization.

GMU offers accredited programs run by the six constituent colleges; the College of Medicine offers Doctor of Medicine Program (MD), Bachelor of Biomedical Sciences (BBMS), Higher Diploma in Preclinical Sciences (HDPCS), Master in Health Professions Education (MHPE) and Master in Public Health (MPH) in collaboration with the University of Arizona. It also offers Doctor of Philosophy in Precision Medicine (PhD-PM).

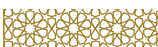
The College of Dentistry offers the Bachelor of Dental Surgery (BDS), Master of Dental Surgery in Periodontics (MDSP) and Master of Dental Surgery in Endodontics (MDS-Endo) programs; the College of Pharmacy offers the Bachelor of Pharmacy (BPharm), Doctor of Pharmacy (PharmD), Master in Clinical Pharmacy programs and Master of Science in Drug Discovery and Development ; the College of Health Sciences offers the Bachelor of Physiotherapy (BPT), Bachelor of Science – Medical Laboratory Sciences (BSc. MLS), Bachelor of Science – Medical Imaging Sciences (BSc. MIS), Bachelor of Science - Anesthesia Technology (BSc. AT), Master of Physical Therapy (MPT) and Master of Science in Medical Laboratory Sciences (MSc. MLS) programs; the College of Nursing offers Bachelor of Science in Nursing (BSN) and Bachelor of Science in Nursing for Registered Nurses (RN-BSN) programs. College of Healthcare Management & Economics (COHME) offers the Bachelor of Science in Healthcare Management and Economics (BSc.HME) and Executive Master in Healthcare Management and Economics (EMHME) programs. The university also offers medical, dental, physiotherapy, laboratory sciences, Imaging Sciences, Anesthesia Technology and nursing internship programs approved by the Ministry of Health (MOH) in affiliated healthcare facilities. The Institute of Health Workforce Development offers non-degree courses.

GMU has been awarded five-star ratings in the four key categories of teaching, employability, facilities and inclusiveness by the top international university ranking agency, QS World University Rankings. GMU is also in the forefront of innovation and has won the QS Reimagine Education Award (in collaboration with Wharton School - University of Pennsylvania) for Adapting Tomorrow's Technology Today: Innovation in Medical Education with AI-Based Virtual Patient learning, on two consecutive years in 2018 and 2019.



The Gulf Medical University – Academic Health Center integrates the GMU triple mission of health professions education, research and clinical care at all levels. GMU has its own network of healthcare facilities. Thumbay University Hospital, the JCI accredited Thumbay Dental Hospital, the Thumbay Physical Therapy and Rehabilitation Hospital, CAP accredited Thumbay Labs and Thumbay Pharmacies are the clinical training sites used by medical, nursing, dental, physiotherapy, biomedical and health sciences, healthcare management, and pharmacy students. 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.

Cutting-edge research in the fields of cancer and diabetes is conducted at the Thumbay Research Institute for Precision Medicine (TRIPM). It is an integral component of GMU, and serves as a platform to advance research, create knowledge, and further innovation for both faculty and students. It is designed to meet both the cancer and diabetes burden facing the healthcare system of the UAE. TRIPM aims to become a center of excellence in biomedical research. Its ultimate goal is to identify innovative predictive biomarkers as well as to develop therapeutic strategies particularly focused on personalized cancer therapy.



## **University Vision, Mission & Core Values**

### **Vision**

An internationally acclaimed sustainable Academic Healthcare Institution.

### **Mission**

Pursue excellence in education, healthcare, and research with a focus on innovation, sustainability, social accountability, and strategic partnerships.

### **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**

The 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 Executive Board of the GMU Academic Health System, the university emphasizes the integration between the academia, healthcare and research. The revised organization structure of GMU has been approved initially by the Board of Trustees in January 2020.



Figure-1: Organization Chart – Gulf Medical University



TG / GMU / AJM / OC / 001 / V3  
Date: 05/Sep/2023





## 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 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 with in the Human Resources 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 online along with the Job Description detailing the Duties and responsibilities and the Key Performance Indicators or the Success Factors. The recruitment procedure will be initiated post approval of the Manpower Requisition Form.

## **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, HR 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 Platform; 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 – HR ensure reference check is done before extending the offer to a selected candidate for Key Positions.

### **Employment Selection**

Based on the HR'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 HR: Complete expenses for travel are borne by the candidate.

Candidates (Outside UAE) called for interview by HR 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 HR Department.

**Policy Reference:** GMU-POL-S05-015: Recruitment

**Link:** <https://www.qa.gmu.ac.ae/policies05/recruitment>

## **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. HR 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:**

Academic staff (refer to faculty handbook) typically refers to faculty members who are responsible for teaching, research, and service. This includes professors, assistant professors, associate professors, lecturers, and other teaching and research faculty.

### **Non-academic staff are categorized as follows:**

Administration: Leaders responsible for the administration of the University

Administration Support: Employees in the administration support task like the HR, Accounts, Logistics, Procurement, General Service etc.



**Academic Support:** Employees who provide support for the education like the Library staff, Assessment and evaluation team, IT etc.

**Student Support:** Employees who provide support to the students to pursue their education, it includes the admissions team, registrar etc.

**Elementary Occupational Staff:** Total number of staff in the university's regular payroll working within elementary occupations, including Housekeeping, security personnel, maintenance, etc.

**Teaching Assistants:** Employees who provide support in teaching that includes tutors with or without license, lab assistants, lab technicians, Preceptors etc.

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 work on hourly basis not more than 24hrs per week. Part-time employees are salaried or paid on hourly basis.

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.

**Policy Reference:** GMU-POL-S05-001: Faculty and Professional Staff Role

**Link:** <https://www.qa.gmu.ac.ae/policies05/faculty-and-professional-staff-role>

### **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**

As per the Ministry of Human Resources and Emiratization (MOHRE), Thumbay Group being a Private sector, organization needs to have a quota reserved for UAE nationals' employment. Thumbay Group also uses a combination of methods to attract UAE nationals for employment i.e, work placement programs, summer training programs, Colleges, universities site visit, attractive salary packages, flexi work timings etc.



Thumbay Group 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.

**Policy Reference:** GMU-POL-S05-016: Emiratization

**Link:** <https://www.qa.gmu.ac.ae/policies05/emiratization>

#### **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 HR 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.

**Policy Reference:** GMU-POL-S05-028: Employees of Determination

**Link:** <https://www.qa.gmu.ac.ae/policies05/employees-of-determination>



## 6. Nepotism

The GMU's commitment to non-discrimination is further supported by its policy on the nepotism. No candidate shall be hired for a position where they may report to, or supervise a member of their immediate family. Immediate family is defined as: parent(s), step parent(s), foster parent(s), sibling(s), grandparent(s), spouse, stepchild(ren) or ward of the staff member, father-in-law or mother-in-law. Personal relationships with other employees or members of the Board of Trustees should be disclosed prior to accepting any offer from the employer.

**Policy Reference:** GMU-POL-S05-010: Anti-Nepotism

Link: <https://www.qa.gmu.ac.ae/policies05/anti-nepotism>

## 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.

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.

**Policy Reference:** GMU-POL-S05-014: Graduate Assistants

Link: <https://www.qa.gmu.ac.ae/policies05/graduate-assistants>



## 8. Terms of Service and Probation Period

Employees are hired on a 2 years limited contract on renewable basis with mutual consent. 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 GMU'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. Employee performance will be reviewed during the contract renewal time and with the consent of the employee is taken to renew the contract for next 2 years.

## 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 HR 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 HR 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 HR 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.

## **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 HR

### **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 HR 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.

**Policy Reference:** GMU-POL-S05-001: Faculty and Professional Staff Role

**Link:** <https://www.qa.gmu.ac.ae/policies05/faculty-and-professional-staff-role>



## 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

- Approved Vacation/ Annual leave
- Approved Personal Leave/Emergency Leave
- Approved 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 HR

HR 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 HR through online employee portal. An employee experiencing any practical difficulty in electronic punch-in and punch-out can contact HR team. Poor attendance may result in disciplinary action.

**Policy Reference:** GMU-POL-S05-022: Faculty and Professional Staff Attendance

**Link:** <https://www.qa.gmu.ac.ae/policies05/faculty-and-professional-staff-attendance>



## 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.

**Policy Reference:** GMU-POL-S05-022: Faculty and Professional Staff Attendance

**Link:** <https://www.qa.gmu.ac.ae/policies05/faculty-and-professional-staff-attendance>

## 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
- Observe strict personal hygiene.

**Policy Reference:** GMU-POL-S07-001: Health and Safety

**Link:** <https://www.qa.gmu.ac.ae/policies07/health-and-safety>



## **14. Dress Code**

All employees shall practice good personal hygiene, select attire that is clean and in good condition and must present a professional image at all times. This also include:

- Hair neatly tied up or cut.
- Clean and polished shoes.
- Well-manicured hands/ Trimmed fingernails.
- Usage of mild deodorant
- When in office, or in business engagements outside office, the following attire is expected:
- UAE National dress
- For all working days: Business formals/Business casuals,
- For formal occasions or meetings: Business formals.

When in office, or in business engagements outside office, the employees are expected NOT to wear clothing with printed message, slogan, or political message, picture or art depicting drugs, alcohol, smoking, weapons, violence, or that is obscene or disrespectful or having sexual connotations, tops & blouses that are sleeveless, backless, strapless, or have spaghetti straps, sleeveless shirts & kurtas, excessive visible body piercing or tattoos, short-skirts ending above the knees, shorts, Bermuda pants, capris, flip-flops, round neck T-shirts, body hugging clothes, neon colored or faded or frayed clothes etc. or any other sartorial inappropriateness as decided by the management.

## **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.



Sl. No.	Position	Itemization				End of Service Benefit (For Expatriates)
		Salary Range	Housing Allowance (Monthly)	Ticket Allowance (for Expatriates)	Health Insurance	
1	Administrative Head/COO	30,000 - 50,000	5,000	Economy class air ticket every year for self and spouse	Provided to self and spouse	As per the UAE Labour Law
2	Director and Departmental Heads	24,000 - 35,000	3,000	Economy class air ticket every year for self and Spouse or Allowance upto AED 2000	Provided to self and spouse	
3	Manager	18,000 - 28,000	3,900	Air ticket allowance of AED. 2000/- every for year for self & spouse	Provided to self	
4	Assistant Manager	11,000 - 20,000	2,500 - 3,000	Air ticket allowance of AED. 2000/- every year for self	Provided to self	
5	Executive/ Librarian/Academic Executives	8,500 - 15,000	1,500 - 2,250	Air ticket allowance of AED. 1500/- every year	Provided to self	
6	Admission Officer/PRO/Asst Librarian	5000 - 10,500	500 - 1000	Air ticket allowance of AED. 1500/- once two years	Provided to self	
7	Secretary/ Junior officer/ Coordinator/ Front Desk Associate	3,500 - 7,000	500 - 1000	Air ticket allowance of AED. 1500/- once two years	Provided to self	
8	Office Assistant/ Matron/Data Entry Operators	2,500 - 4,500	500 - 1000	Air ticket allowance of AED. 1500/- once two years	Provided to self	

\*Housing Allowance is inclusive in the total salary range mentioned above.

### Policy Reference:

GMU-POL-S05-003: Compensation and Benefits

Link: <https://www.qa.gmu.ac.ae/policies05/compensation-and-benefits>

GMU-POL-S05-030: Overtime and Compensatory off Policy

Link: <https://www.qa.gmu.ac.ae/policies05/overtime-and-compensatory-off-policy>



## **16. Payroll Administration**

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

### **Annual Leave Salary**

All full-time employees are entitled for one-month (30 days annually) fully paid annual vacation.

### **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 as per policy.

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

- GMU is committed to provide House Rent Allowance to its staff as per the Job Contract signed between the employee and employer.
- If an employee is staying in Company provided accommodation then:
  - 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 Landlord
  - 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 does not want to avail or wish to move out of the accommodation provided by the GMU, they should get in touch with the HR Department for information regarding House Rent Allowance as applicable.
- House Rent shall be paid along with the monthly payroll.

### **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 & Fingerprint Registration**

HR 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. Personal Records**

It shall be the policy of GMU to maintain personal records of its staff and protect the confidentiality of all personal information in its records and shall be limited to the availability of such information only to those persons with a legitimate need to know by ensuring that proper administrative, technical and physical safeguards have been established and followed.

### **Procedures**

Human Resources Department shall maintain personal files for each staff which contain the following information & documents

- Latest Curriculum Vitae/ bio data with attested copies of testimonials as updated in the Quality portal
- Initial Recommendation of Appointment, Appointment Letter/ Job Contract, Joining Report, reference letters if any
- Reports on Performance appraisal while on probation, Annual Evaluation etc.
- Salary Information Form, Conference Leave Information Form, Copies of Work Permit Card, Work Permit Contract, Residence Visa, Passport, Professional License, Emirates ID etc.

### **Confidentiality Safeguards**

- To ensure confidentiality of employment records and to protect the privacy of the staff, information contained in personal files shall be available only to authorized users for authorized purposes

### **Storage of Personal files**

- All personal records shall be stored in locked file cabinets.





### **Access to personal files**

- Access to personal files shall be restricted to Chairman, Board of Trustees, Chancellor, Vice Chancellor, Dean, Recruitment Committees, Respective committees and the HR Department.
- Access by the respective office requesting information shall be limited to pertinent documents only.

### **Review of personal records**

- All staff shall have the right to review their personal records maintained by the HR Department.
- The staff may request correction of inaccurate information or express written disagreement with material contained in the records
- Any change in name, marital status etc. shall be reported to the HR Department, all claims shall be supported with original documents.

### **Disclosure of Information**

- Personal information shall be released to law enforcement agencies for investigations, summons and judicial orders upon presentation of duly authorized requests
- In general, personal information (with the exception of dates of employment, title or position and name of department) shall be released only on written authorization from the faculty who must specify the nature of the information that shall be disclosed.

### **Duration of Keeping Personal files.**

- HR Department shall maintain the personal information of discontinued staff for a period of 3 years from the date of discontinuation. After 3 years the file shall be effectively destroyed and a soft copy of the same shall be maintained for information and reference.

**Policy Reference:** GMU-POL-S05-005: Faculty and Staff Personnel Records

**Link:** <https://www.qa.gmu.ac.ae/policies05/faculty-and-staff-personnel-records>

## **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 HR 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 HR Department providing notice period as per labor law.

### Termination

Termination of service is initiated by the HR 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 HR Department until all facts are verified.

### Staff Death

In the event of the death of a staff, the dependent family members, or legal beneficiaries of the staff as specified in the employment contract, receive the salary for the month during which death occurred, and the end-of-service benefits.

**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 HR 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 HR 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 HR 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 HR Department will collect all authorized cards (medical Insurance, access cards), as well as the employee's identification card.

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

**Policy Reference:** GMU-POL-S05-021: Separation

**Link:** <https://www.qa.gmu.ac.ae/policies05/separation>

## 21. Leave Policy

Gulf Medical University recognizes the importance of work-life balance for its employees, and as such, has developed a comprehensive leave policy to support this goal. The leave policy is applicable to all full-time employees, including faculty and staff. The details on type of leave is mentioned in the Policy.

Employees must submit leave applications at least 2 weeks in advance for planned leave and as soon as possible in case of unplanned leave. The respective department head will review and approve the leave application based on the workload and operational requirements. In case of annual leave, department heads will ensure that adequate coverage is available during the employee's absence.

**Policy Reference:** GMU-POL-S05-004: Leave Policy

**Link:** <https://www.qa.gmu.ac.ae/policies05/leave-policy>



## 22. Staff 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 HR will enforce the learning and development of all staff. Learning objectives should be related with GMU's objectives and these organizations objectives should be communicated to the employees by the HODs. All the staff are involved in the University developmental programs.

There is a shared responsibility between individuals, HODs and HR, for learning & development of staff at GMU, and this should be ensured through impeccable communication starting by the Head of the Departments.

All new and tenure staff will be expected to be proactive and take ownership of their own knowledge, skill, and competencies 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. All the staff will be trained on the Organizational and departmental activities.

### **Role of staff in governance and participation in committees**

GMU supports and encourages staff members to become engaged in structured approved committees. This practice of participation and governance encourages the staff to lead and get involved in the University at a higher level, beyond their existing job responsibilities.

The staff participation in committees benefit both the staff and the University equally. The staff members are chosen for the committees based on their previous experience and contributions which brings expertise on the table. Each committee has defined roles and responsibilities for all its members. The goals and objectives of each committee are made clear by the Committee Chairs to its members well in advance.

**Policy Reference:** GMU-POL-S05-006: Professional Development Policy for Faculty and Staff  
**Link:** <https://www.qa.gmu.ac.ae/policies05/professional-development-policy-for-faculty-and-staff>



## 23. 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,

**Reference Policy:** GMU-POL-S05-009: Faculty and Staff Evaluation

**Link:** <https://www.qa.gmu.ac.ae/policies05/faculty-and-staff-evaluation>

## 24. 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, HR 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.



## 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 HR 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.

HR Department shall screen all internal applications for essential qualifications. If there is a pre-test for the position, HR 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 HR 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.

GMU-POL-S05-027: Administrative promotion

Link: <https://www.qa.gmu.ac.ae/policies05/administrative-promotion>



## **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 Founder President Board of Trustees or Chancellor for promotion /salary increment, the HR shall be sending a letter to the individual informing them of the change in salary or benefits.
- HR notifies payroll for payroll action.

## **25. 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 Head of department, and guided and supported by the Chancellor.

## **26. 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.

**Policy Reference:** GMU-POL-S05-013: Faculty and Professional Staff Grievances

Link: <https://www.qa.gmu.ac.ae/policies05/faculty-and-professional-staff-grievances>

GMU-POL-S05-012: Faculty and Professional Staff Appeals

Link: <https://www.qa.gmu.ac.ae/policies05/faculty-and-professional-staff-appeals>



## **27. 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 Chief Operating Officer of the division shall be responsible for prompt and thorough investigation of the offense and shall obtain and consider relevant facts, including any mitigating circumstances.

HR Department shall keep all documentation related to the facts of each case including investigations, statements and any other relevant documents. The Chief Operating Officer 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 of the Department 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 counseling is administered or a formal oral warning has been issued, but 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 necessary to take the second step in the progressive process, although the 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 Chief Operating Office prior to forwarding the recommendations to terminate an employee. If a decision to terminate is determined, the approval is required from the Chancellor.

### **Appeal**

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

**Policy Reference:** GMU-POL-S05-011: Faculty Staff Discipline

**Link:** <https://www.qa.gmu.ac.ae/policies05/faculty-staff-discipline>



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

**Policy Reference:** GMU-POL-S05-005: Faculty and Staff Personnel Records

**Link:** <https://www.qa.gmu.ac.ae/policies05/faculty-and-staff-personnel-records>





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