SKYLINE UNIVERSITY COLLEGE

HUMAN RESOURCES DEPARTMENT

STAFF HANDBOOK

AY 2023 –2024

University City of Sharjah
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I.   INTRODUCTION

The SUC Staff handbook provides guidelines to the academic support staff members on the various aspects of Human Resource management ranging from employee's selection, contracts, orientation, probation, confirmation, evaluation, awards, roles and responsibilities, Separation, etc.

II.   SUC VISION:

SUC envisions itself to be a globally renowned university that nurtures Creativity and Innovation with emphasis on diversity and cultural integration towards building a knowledge based society

III.   SUC MISSION:

The Mission of Skyline University College (SUC) is to impart knowledge, develop professional skills in the field of Business, Science & Technology and inculcate values among students of diverse cultural backgrounds to serve the society. SUC provides opportunities for its students to achieve their academic and professional goals and facilitates the development of their overall personality in order for students to become effective and socially responsible professionals in a dynamic global environment. In pursuing this mission, SUC focuses on innovative and creative approaches in all areas of education, research, consultancy, community services and development of its employees to facilitate the learning environment for its stakeholders. SUC recognizes risk management in all aspects of its operations and ensures health and safety of its stakeholders.

IV.   SUC GOALS AND OBJECTIVES

i.   INSTITUTIONAL GOAL:

To continue to serve with dedication in the field of higher education to meet the changing needs of society and develop responsible individuals without discrimination following ethical practices

ii.   INSTITUTIONAL OBJECTIVES

1. To serve with dedication in the field of higher education, and prepare students to contribute to the betterment of society.

2. To offer quality education to a culturally diverse student body, globally, irrespective of race, color, gender, religion, physical disabilities and age.

3. To expand its higher education programs as per the needs of the dynamic global environment

4. To develop and maintain significant networks between SUC, alumni and industry

5. To continue to maintain a meaningful relationship with the community through socially responsible activities

6. To continue to pursue ethical conduct and a high order of integrity in all spheres of institutional functions

7. To continually assess the institutional risk and provide a safe and secured environment to the stakeholders

iii. **STUDENT GOAL**:

To equip students with knowledge, skills and competencies which build lifelong careers and creativity that contribute to the betterment of business and society

iv. **STUDENT OBJECTIVES**

1. To orient students with knowledge through undergraduate and postgraduate programs thereby preparing them for suitable career opportunities globally.

2. To equip students with creative and entrepreneurial skills suitable for lifelong career building

3. To integrate general education at the undergraduate level programs

4. To enhance higher order skills in problem solving, leadership, analysis and decision making among students

5. To develop the complete personality of the student through quality education and extra-curricular activities that will enable them to serve society optimally

v. **EMPLOYEE GOAL**:

To engage competent employees from diverse cultural background and ensure their welfare and facilitate development

vi. **EMPLOYEE OBJECTIVES**

1. To provide facilities that enhance long-term SUC employee welfare, satisfaction and growth
2. To facilitate a conducive research and consultancy environment for faculty to pursue scholarly activities
3. To conduct various faculty and staff development programs in order to prepare them to meet challenges posed by the dynamic global environment.

V. SUC ORGANIZATION STRUCTURE

SUC Organizational Chart portrays the hierarchy and reporting structure of the organization. It further defines how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational vision. It determines the modes in which SUC channel of communication operates and decision making is done to achieve organizational goals.

VI. ABOUT SUC HUMAN RESOURCE DEPARTMENT

Human Resources Department (HRD) is responsible for fulfilling the Vision and Mission of the organization by developing sound HR policies that provides conducive work environment and develop a positive work culture in the SUC. HRD is responsible for recruiting, retaining, motivating and developing team of capable and dedicated Academic and Academic Support Services Employees who are committed to professionally achieve the SUC objectives.

HRD engages in continuous development of Staff Members so as to respond to day today challenges in the work environment. To ensure each employee keep abreast with the ever-changing trends, HRD coordinates the need based Staff development programs.

VII. HUMAN RESOURCE DEPARTMENT STRUCTURE

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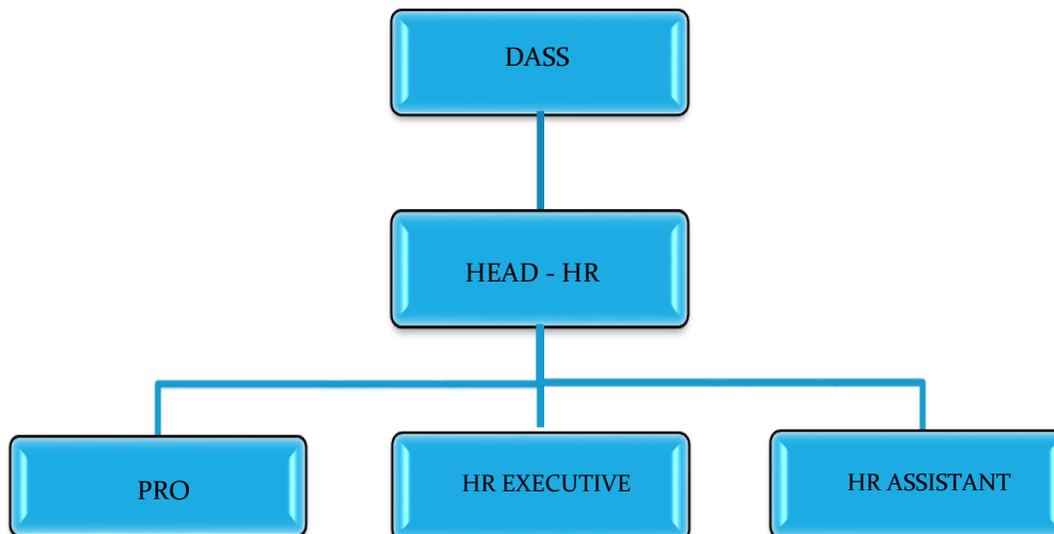
VIII. CONTACT DETAILS OF HR PERSONNEL

EMPLOYEE NAME	DESIGNATION	CONTACT DETAILS	
		EXTENSION	EMAIL ID
Mr. SPSN Srinivas	Head - HR	971-6-55441155 Ext -7022	head.hr@skylineuniversity.ac.ae
Mr. Reynaldo Salazar Liwanag	HR Executive	971-6-55441155 Ext -7133	hr.executive@skylineuniversity.ac.ae
Ms. Himani Chadda	HR Assistant	971 6 55441155 7021	hr.assistant@skylineuniversity.ac.ae
Mr. Abdallah Abuhamam	PRO	971-6-55441155 Ext -7023	pro@skylineuniversity.ac.ae

IX. FUNCTIONS OF HUMAN RESOURCE DEPARTMENT

A. PLANNING
i. Reviewing Strategic Plan for human resource requirement
ii. MOE documentation and compliance
iii. Labor Law compliance
iv. Assessing the Staff & Student Trainee requirements through Search Committee
v. Identifying the training needs of Staff & Student Trainee
vi. Defining the institution's policy & procedures
vii. Developing promotional and retention policies
viii. Departmental Budgeting and developing compensation policies

ix. Leave planning, leave salary, ticketing etc.,
x. Remuneration in coordination with Finance Department
xi. Handling employee grievances
xii. Coordinating with legal consultants for dispute resolution

B. ORGANIZING
i. Job Description & job allocation
ii. Employee profiles (Data Declaration, Personal information and documents, Buddy list …. Etc.)
   Note: *Employment records are kept for at least two years after the termination of employment.*
iii. Recruitment and selection process as per the procedures (planning, Resourcing, advertising, Short listing recruiting, Communication & Negotiation, Issuing offer & Contracts, Orientation, Induction, .. etc.)
iv. Employee's welfare (medical insurance, events management … etc.)
v. Assisting Initial Settlement of employees in work environment
vi. Coordinating with various departments for extending support for Medical, Id & Hardware, Software, Password, Office allocation and maintenance
vii. Staff Visa processing
viii. Salaries, weekend payment, other allowances
ix. Leave planning

C. MOTIVATING
i. Organizing Training & Development programs
ii. Appreciation and Encouragement
iii. (Recognizing & Rewarding, Promotion, job enrichment & enlargement
iv. Employee benefit policy development (medical insurance, etc.)
v. Conference, event management.
vi. Organizing events for employees welfare and wellbeing

D. CONTROLLING
i. Ensuring adherence to policy & Procedures
ii. Performance evaluation of individual employee and disseminating formal & informal feedback to management and employee from time to time
iii. Handling employee grievance and disciplinary procedures
iv. Initiating preventive and corrective measures
v. Staff Evaluation through predetermined evaluation policies

E. STUDENT TRAINEES & STUDENTS RELATED ACTIVITIES
i. Job allocation for scholarship students and need based Student trainee's recruitment
ii. Visa processing of Students
iii. Induction and orientation
iv. Organizing training and development

F. HRMS SERVICES
i. Employee Attendance.
ii. Employee Profiles to include Job description, Data Declaration, Buddy list, and other related personal documents (Passport, ID, degree …. Etc.

iii.   Leave Management (Leave Eligibility and Leave Application)
iv.   Performance Management
v.   Air ticket Eligibility, Air ticket Reimbursement Application and Travel Duty
vi.   Certificates (Salary, to whom it may concern … etc.)
vii.   Employees contracts
viii.   Interactive system (upload / download documents, online reminders, request for certificates, permissions, Etc.)

X.   CONDUCT OF ORIENTATIONS AND TRAINING

A. ORIENTATION

i. Employee Orientation

SUC carries out employment orientation to the newly appointed Employees in order to make them acquainted with the roles and responsibilities of the job, reporting systems and to achieve functional coordination desired between different Departments. The broad aim of the orientation is to provide information to new Employee & enable them to carry out their required roles and responsibilities in an effective manner.

The main focus of the SUC orientation process is to:

a. Enable new Employee to settle down as soon as possible in the multicultural work environment.
b. Enable to build relationships and rapport with colleagues.
c. Understand the scope of academic responsibilities of the position.
d. Get acquainted with the functioning of SUC in a holistic manner.

Procedure

The induction process follows the Staff Orientation Checklist' and is completed in the first week of joining.

a. A new Employee shall report to the Human Resource Department on the first day of work to complete all the documentary formalities.
b. The Head HRD carries out Orientation on Policy & Procedure and various benefits extended to the Employees like Leave, Health Insurance, Air Ticket, Summer Payment, and other allowances.
c. The new Member will be introduced to all the Members of SUC.
d. The Employee is allocated SUC email ID and Password to access SUC portal which contains all the necessary documents and handbooks.
e. The new Employee is trained to access the portal and may seek clarification from HRD or Vice Chancellor, if any doubts still exist.

f. HRD will introduce various functional Departments of SUC to the new Employee and orients them on services provided by various academic support services Department. Employee will be issued a job description

The new Employee, all AAC and concerned unit heads will sign the Orientation Checklist within one month of commencement to acknowledge that all the important information has been conveyed to the new Employee. A copy will be placed in the new Employee's personnel file, which will be kept and maintained in the Human Resources Department. The HRD continuously observes the newly inducted Employee during the probation period and assist them to smoothly settle down to the work environment of the institution. In this regard formal and informal feedbacks are taken twice during the probation period and provide feedback to employee to help them settle down. For existing Employee, a rerun of all policies in every new academic year is done to ensure updating on any new policy changes or to clarify any doubts in the existing one for smooth functioning of processes.

ii. **Student Trainees Orientation**

SUC is committed in providing a conducive working environment for its student trainees to successfully execute their responsibilities and duties. To enable the
Student Trainee to carry out their required role and responsibilities to a high and
consistent standard an induction program is conducted for the new Student Trainee Members.

The main focus of the SUC's fresh employee orientation process is to serve the following purpose:

a. Assist new Student Trainee to settle down as soon as possible
b. Act as a starting point for building relationships and rapport the stakeholders
c. Opportunity to set standards for the role and the Department
d. To clearly understand statutory obligations and requirements
e. To ensure important information about SUC and the Department in which they will be working so that they have the best chance to be successful in their new role with the SUC.
f. To acquaint with the functioning of SUC in a holistic manner.

B. **TRAINING AND PROFESSIONAL DEVELOPMENT OF STAFF**
SUC is committed in developing professional skills and expertise among the employees so as to provide better services to the students. HRD organizes training programs by experts in the area of teaching, research etc., from internal and external sources based on the Training need analysis.

i. **Training & Development of AAC –Academic Support Staff Members:**
HRD is responsible for conducting TNA in the beginning of the Academic year. The TNA is based on the Administrative Responsibilities requirement and the feedback received from various sources which includes evaluation meeting. HRD will identify the gaps and prepare a Training Calendar and coordinate the same through external and internal Trainers.

Apart from the staff development programs an additional financial support is provided for AAC development as below. AAC members are encouraged to conduct good research in their own areas of broad specialization, attend various professional Forums and represent SUC. This participation is subject to VC approvals with the below limit:

Benefit	Amount (AED)
AAC DEVELOPMENT FUND	45,000

ii.   **Academic support services training & development:**

SUC provides funds to Heads of Department once in two years for seminar, conferences and workshops where Heads of Department can learn new market trends and contribute productive outputs to SUC. The grants may cover expenses associated with travel and conference registration fees up to a specified maximum amount. The allocation of the fund mentioned in the below table will be based on the approval of the Vice Chancellor.

HOD TRAINING & DEVELOPMENT FUND		
DESCRIPTION	DURATION	AMOUNT (AED)
Training & Development Fund	ONCE IN 2 YEARS	4,000

OBJECTIVES:
a. To develop operational efficiency.
b. To improve delivery of academic support services.
c. To develop planning and organizing skills among Staff Members.
d. To develop interpersonal communication skills

PROCESS:

a. Based on Staff performance feedback, the changing service needs in the industry, the training need survey analysis is performed during the yearend review
b. Allocation of budget for training and development for the academic year
c. Planning resources and training & development programs for the academic year.
d. Planning an annual calendar for training and development programs
e. Conducting training program feedback for effectiveness of the program and the trainer.

SUC also provides funds for Staff Members to attend external training programs which will be based on the approval of the Vice Chancellor.

C. JOB ENRICHMENT / ENLARGEMENT

Along with the responsibilities mentioned in job description, staff members are assigned additional responsibilities related to other functional areas. These additional responsibilities are assigned to accomplish the task more effectively and sometimes it is carried as a result of reengineering the Department, and training the employee

XI. RECRUITMENT & SELECTION

HRD is committed to employing the best qualified candidates while engaging in recruitment and selection practices that comply with all applicable employment laws. It is the policy of HRD to provide equal employment opportunity to all applicants and employees without discrimination to meet the objective. The recruitment process will include all levels.

A. SEARCH & APPOINTMENT

i. AAC-Academic Support Staff:

The Academic Support Staff members of the Academic Affairs Council are appointed by virtue of their position in the organization. These profiles are nominated based in their dedication, motivation and holds administrative positions as per the organizations chart and are responsible for the day to day operations of SUC. The AAC members are appointed, removed, renewed or terminated by the Vice Chancellor.

ii. Academic Support Service Staff:

The Faculty and Staff Search Committee (FSSC) is in place comprising of Vice Chancellor, DVC, DASS, Dean-School of Business, Dean-School of Computing, Registrar, Program Chairs and Head HRD, who will interview and hire the academic support staff member. HRD in coordination with FSSC engages in recruitment planning for staff positions which arise due to resignation or termination or new hiring requirements.

iii. Student Trainees

The Search Committee engages in identifying suitable candidates for Student Trainees vacant positions from different Departments and utilization of the students to satisfy short term manpower requirements. Search Committee initiates the process of Student Trainees recruitment based on the vacancy arising due to Department requirements because of the expansion of operations. Department Head in coordination with HR and Dean plans for Student Trainee resources requirement for the Academic Year and identified and recruit suitable candidate for the short term position in the Department.

B. GUIDELINES FOR SEARCH & APPOINTMENTS

As per Policy, staff members from clerical level and above should hold minimum bachelors' qualification with relevant years of experience as mentioned below. In such case where a shortlisted employee did not meet the required qualification but having specified experience in certain area, the management may give exemption.

i. **Eligibility Criteria for AAC-Academic Support Staff members**

Rank	Academic	Administrative	Qualification
Director- Marketing & Communications	Masters' degree or advanced degree required, preferably in Marketing in higher education.	Considerable Experience in development and implementation of Marketing and Communications strategies in line with the strategic objectives of the University.	Seven years of experience in Providing leadership for the development and execution of a comprehensive strategic communications and marketing plan to enhance the University's leadership position, reputation and brand. Manages the University's earned and owned media strategy with a focus on issues management, content development and delivery of university information, news and accomplishments in support of institutional priorities
Director – Public and Government Relations	Masters' degree or advanced degree required, preferably in Communications, Public Relations or other related field in higher education.	Professional Experience in Public and Government Relations which develop and execute strategies that are intended to create and uphold the positive public image of the University.	Seven years of experience in representing the University on public and government relation matters. Development and implementation public and government communications to promote transparency and awareness of important University initiatives and developments. Direct, coordinate and integrate the strategic communications, and public relations functions of the University into a cohesive effort that conveys a consistent message in support of the university's mission, strategic goals, and objectives.
Director – Academic Support Services	Masters' degree or advanced degree in business administration, student services, human resources, psychology or related field in higher education.	Overall Management and administrative direction of all aspects of academic support services functions. Establishes future direction for functional policies and programs. Management of	Seven years administrative, student services experience. Experience working with diverse student Provides effective leadership and consensus building skills for academic support services staff

		HOD's and support staff in developing, planning, goal Setting, implementation, evaluation for academic support services initiatives align with the mission and vision of the University.	

ii. Eligibility Criteria for regular Academic Support Staff

As per Policy, staff members from clerical level and above should hold minimum bachelors' qualification with relevant years of experience as mentioned below:

Grade / Level	Qualification	Years of experience
DIRECTOR	Master's Degree	10-15 years of experience and at least Five years in a University / Institution or must have work with SUC with similar experience.
DEPUTY DIRECTOR	Master's Degree	10 plus years of experience and at least Five years in a University / Institution or must have work with SUC with similar experience.
HEAD OF THE DEPARTMENT	Master's Degree	7-10 plus years of experience and at least three years in a University / Institution or must have work with SUC with similar experience.
MANAGER	Master's Degree	7-10 years of experience and at least three plus years of experience in a University / Institution or must have work with SUC with similar experience
ASSISTANT MANAGER	Master's Degree	5 plus years of experience and at least at least two plus years of experience in a University / Institution or must have work with SUC with similar experience.
SUPERVISOR	Masters or Bachelor Degree	5-7 years of experience and at least at least one plus years of experience in a University / Institution or must have work with SUC with similar experience.
CLERICAL STAFF	Masters or Bachelor Degree	The candidate must have total of 3-5 years of experience and preferably one plus years of experience in a University / Institution or must have work with SUC with similar experience.
SUPPORT STAFF	High school diploma and additional	1-5 years of experience, preferably one plus years of experience in a University / Institution.

	certificates on their chosen field.	

iii. Eligibility Criteria for regular Training Staff

Training Staff members are to be hired basis the below criteria:

Table II			
Grade / Level	Academic Experience	Research and Publication	Post PhD Experience
INSTRUCTOR	3-5 years	1 publication	NA
SR. INSTRUCTOR	5-7 years	2 publications	NA

C. PROCESS FLOW OF RECRUITMENT

i. AAC Member-Academic Support Services

Step-1: AAC positions requirement has to be recommended by the Vice Chancellor. The requirement is based on Administrative and academic requirement. Since it's a leadership position, University's Mission and vision should be considered in reviewing the strategic requirement

Step-2: The Vice Chancellor will make recommendations based on their exceptional leadership and consensus building skills in development and implementation, demonstration of strong experience in advancement of the University and managing its operations with commitment.

Step-3: Based on the VC report, HRD issues appointment letter.

ii. Academic Support Staff

HR initiates the process of Staff search by following the process mentioned below:

Step–1: HOD reviews the requirement of Department based on workload and sends the recruitment Requisition Form along with the Job Description to HRD.

Step–2: HRD convenes a meeting of FSSC to review and approve the proposed Staff requirement. Upon committee's recommendation HRD takes necessary approval from the Dean.

Step-3: Following the Vice Chancellor's approval to fill the positions the HRD will start the search process through recruitment agencies, online recruitment sites, SUC website and also posts the advertisement in the leading national and international newspapers.

Step–4: The Human Resource Department scrutinizes the CV and conducts preliminary interviews and shortlists the potential candidates.

Step–5: The shortlisted candidates will be invited for a personal or online interview with the Interview panel. The finalized candidate by SSC is recommended to the VC for appointment approval.

Step–6: Shortlisted Candidates are informed on their selection and are required to provide two references from the previous organization in which one reference should be from previous supervisor. HR department personnel runs the reference check with help of a Reference Check Form and the feedback is forwarded to VC for appointment along with the offer letter draft.

Step–7: After finalizing the candidate/s for the position the Job expectation and job description is sent to the candidate for clarity in understanding the job expectations.

Step–8: Post approval a duly signed offer letter is sent to the candidate. Once the candidate accepts the job offer further contract, visa and joining process is coordinated. All employees at the time of recruitment into SUC are required to submit a Medical Certificate and should have a "Fit to Work" remarks by the accredited or authorized doctor / physician.

Step-09: On Joining, in case of relocation, an initial accommodation facility is available in furnished Hostel Apartment for newly hired staff member relocating from outside the UAE who enter the country under SUC's sponsorship. (Refer Relocation & Joining Support Section for Details).

Step-10: The selected Staff needs to submit below list of documents before joining as part of joining

Formalities for visa processing.

a. Passport size photo (A digital passport size photograph with white background)
b. Passport copy
c. Personal Details Form
d. Scanned copy of all education certificates (10th Std., 12th Std., Bachelor degree)
e. Certificate, Master degree certificate and PhD Certificate (all certificate should be Supported with the transcripts).

Note: Highest Qualification Degree to be attested from the following:

a. Ministry of Higher Education of the country from where the Degree was awarded.
b. Ministry of Foreign Affairs of the country from where Degree was awarded.
c. UAE Embassy in the country from where the degree was awarded.
d. Ministry of Foreign Affairs in UAE.

e. UAE Equivalency (As per New MOE Regulation) (Staff should make sure to complete all requirements and attestations required to apply for equivalency within one month of joining to complete the hiring process)

Step–11: Post submission of the above documents and the signed offer letter, employee's security check process is initiated. Once the security check is positive the employee's visa process is initiated.

Step- 12: Staff's travel, arrival in UAE, initial accommodation, room allocation, pickup from airport, Orientation etc. all are tracked through checklist.

Step-13: Staff Members recruited from outside United Arab Emirates are entitled to an Air Ticket Reimbursement upon joining SUC. (Refer to INITIAL AIRLINE TICKET section for more details)

Step-14: Staff Members are allocated work stations or offices prior to their joining. A complete set of computers and office supplies, stationery, SUC ID & Business Cards etc. are provided for their convenience on settling down in their new assignment.

Step-15: Staff members are provided with Induction manual which will help them in settling down.

Step–16: On joining Staff member is oriented by Vice Chancellor, DIRQAOA, DASS and all concerned HOD's on the operational aspects of SUC. HOD's sets their goals for the academic year in coordination with Vice Chancellor's office.

Step-17: The approved Staff is given a six months' probationary appointment during which the Performance is evaluated by the respective HOD's and Head of HR.

Step–18: Staff Probation Review report will be considered before recommending confirmation/Extension/ rejection and it will be implemented by HRD with due approval from Vice Chancellor.

Step–19: Upon confirmation from Vice Chancellor a formal confirmation letter is drafted by HRD and sent to the VC office for approval and signature.

Step–20: Formal confirmation letter is issued and confirmed staff will be inducted as regular employee of SUC.

iii. Non Regular Academic Support Staff

Hiring process for part time staff is same as full time recruitment. The shortlisted candidate is provided with the contract having contract start & end date, compensation details & terms and conditions of employment.

iv. **Training Staff Search & Appointments**

Dean, DASS along with HRD in coordination with the HEAD – CCL engages in recruitment planning of CCL department which arise due to Resignation / Termination / New Hiring requirements. To have an effective recruitment policy and procedure, HR Team is involved in effective sourcing and shortlisting of candidates.

The Staff Search Committee (SSC) is in place comprising of Dean, DVC, DASS along with HRD, will interview and hire the Training Staff along with a subject expert.

v. **Student Trainee**

HR initiates the process of Student Trainees search by following the process mentioned below:

Step–1: HOD reviews the requirement of Department based on workload and sends the Recruitment Requisition Form along with the Job Description to HRD.

Step–2: HRD convenes a meeting with the Vice Chancellor to review and approve the proposed Student Trainee requirement.

Step-3: Following the Vice Chancellor's approval to fill the positions the HRD will start the search process in coordination with the Student Services of Administration Department.

Step–4: The Human Resource Department scrutinizes the CV and shortlists the potential candidates. The shortlisted candidates will be invited for an interview with the HOD of the concerned Department and afterwards the Head HR once shortlisted by the HOD.

Step–5: The finalized candidate by HOD & HRD is recommended for appointment.

Step–6: After finalizing the candidate/s for the position, Job expectation and job description are handed over to the candidate for clarity in understanding the job expectations.

Step–7: Once confirmed by the candidate a Student Trainee Contract is drafted by HRD and sent to the VC office for approval and signature.

Step–8: The approved Student Trainee is given a Semester Contract appointment during which the performance is evaluated by the respective HOD's and the Head – HR.

Step–9: Student Trainee Performance Review report will be considered before recommending for extension/ rejection and it will be implemented by HRD with due approval from Vice Chancellor.

XII. **SUPPORT AND FORMALITIES FOR SETTLING DOWN OF NEW EMPLOYEES AT THE TIME OF JOINING SKYLINE**

A. **OFFER LETTER**

Once the offer letter is accepted by the candidate, the employment relationship begins. The offer letter includes the terms and conditions of employment, details on the Designation / Rank, Grade, Contract Validity, Contract Type, Probation period, Salary, Benefits & Perks, Annual Leaves, work timings, work start date etc. It is an initial communication mail of the processes involved hiring i.e. Reference check, attestation process, visa process, etc.

B. RECEIVING THE NEW JOINEE AT THE AIRPORT

The newly joined employee is received at the airport and dropped at the place of accommodation. It is a gesture to welcome the new joinee and ensure smooth start to new career at SUC. This is applicable to full time employees only.

C. INITIAL ACCOMMODATION

SUC provides accommodation for first month of employment in furnished Hostel Accommodation for the newly recruited Employee from outside of UAE.

The accommodation facility is applicable for newly hired employee relocating from outside the UAE and entering the country under the SUC's sponsorship only. It does not apply to employee hired within the UAE or who are requesting a transfer of sponsorship. This is applicable to full time employees only. In case the initial accommodation benefit is utilized for first month, the Accommodation allowance benefit shall start as per the tenancy contract date once employee vacates the official accommodation. This period is not as per joining date.

SUC offers its employee to stay in the internal hostel on a mutual agreement that govern the relation between the two parties as per the hostel rent agreement policy.

D. OFFICE & SUPPLIES ALLOCATION

Employees are allocated offices prior to their joining. A complete set of office supplies, stationery etc. are provided for their convenience on settling down in their new assignment.

E. OFFICE LAPTOPS AND DESKTOPS

An employee upon joining is allocated a laptop or a desktop based on the position requirements. The Laptop or Desktop and its accessories provided are the property of SUC and need to be maintained and used appropriately by every employee. Office Equipment's are allocated to be used within the premises of SUC. If the employee take any such unit out of university, they will do so at their own responsibility. Any damage, repair, replacement or any other cost will have to be borne by the individual.

F. E-MAIL ID & TELEPHONE EXTENSION

The Employee is allocated SUC email ID and Password to use for all official communications. Telephone extensions are provided to every employee for communication. A contact List is shared with all the employees at the start of every month which has details of employees e-mail id's and telephone extensions to be used for internal circulation only.

G. PORTAL ACCESS

The new Employee is provided individual login id and password for various portals as applicable to them and trained to access the portal during orientation.

H. EMIRATES ID CARD

Once employee visa process is completed, the employee will receive the Emirates ID card. This needs to be collected from PRO and this is an official card / document to be carried all the time with an employee in UAE, within or outside the organization. Emirates ID is issued by UAE government

for a prescribed time and needs to be renewed timely along with visa renewal. This is applicable to full time employees only.

I. **BANK ACCOUNT**

SUC Finance Department will assist the Employee to open a bank account which will be done within 15 days after the completion of Visa stamping.

Documents required for bank account opening are as mentioned below:

i.   Duly filled and signed bank application form
ii.   Passport with visa copy
iii.   Salary Certificate

J. **SUC ID CARD, BUSINESS CARDS & CAR STICKER**

A new Employee will receive an SUC Identification Card with microchip for giving the Employee a full access of the University gates and respective offices as soon as his visa is already stamped. Identification Card can be obtained in the HRD. The card is the bearer's official University Identification and should be carried at all times. The card is non-transferable and is property of Skyline University College and should be returned to the HRD upon expiration and termination of employment. Loss of the SUC ID should be reported immediately to HRD. Upon joining, the University also provides Business Card for newly hired Full Time Employees. Prior approval should be taken from HRD for any additional information to be added on the Business Card.

K. **OTHER SUPPORT & GUIDANCE**

A new employee will be provided with the information and guidance as required with regards to settling down with respect to opening a Bank account, finding a new accommodation in UAE, Family Visa, Schooling options in UAE for Children's Education. This information will be available in the "Induction Manual" for assistance. Initial accommodation is provided to any new employee joining SUC subject to approval.

L. **EMPLOYMENT CONTRACT**
   i   Terms of Contract

All employees are expected to observe the professional standards and procedures set forth in Ethics, Work rules and Personal Conduct sections of respective Handbooks. Included in these standards are the expectations of the appointed employee to provide SUC with full and accurate information about their credentials, including official transcripts of certificates, experience and other academic and professional details. Authenticity of the document submitted by the employee is solely the employee's responsibility. In any case, if the documents are found to be forged or fake then employee will be terminated with immediate effect and the employee shall not be eligible for any rights whatsoever. It also provides the guidelines of expected performance and contributions in effectively executing teaching & administrative responsibilities respectively and other duties assigned by SUC from time to time, including scholarly research, and services to SUC and community.

ii   Format of Contract

The contract of appointment for the respective positions includes the following:
a. Job title of appointment
b. Grade
c. Job Status
d. Assignment Location
e. Salary structure (Basic, Social Allowance, Accommodation Allowance, Total Salary)
f. Duration of Contract
g. Probation period
h. Benefits- Accommodation Allowance, Furniture Allowance, Annual Air Ticket, Medical Insurance, Summer Remuneration, Participation & Conferences.
i. Working Hours
j. Gratuity
k. Employment Recruitment and Repatriation
l. Medical & Sick Leave
m. Annual Leave
n. Unauthorized Absence from Work
o. Notice & Termination
p. Responsibilities and obligation
q. Declaration

*For details of all above refer to respective sections in the policy document.

Contracts with specific period shall automatically terminate at the completion of the period mentioned in contract. However, contracts may be renewed at the initiative and consent of the both parties six months prior to the expiry of the contract.

iii   Duration of Contracts:
a. For Academic Support Services & Training (CCL)
Initial duration of contract for appointments of the above mentioned are normally for two years. The duration is based on the periodical administrative performance evaluation of each Staff Member in the main areas of administration and services to SUC. In case of a member has served as AAC member, the evaluations of the same will be considered and approval of the Vice Chancellor to the renewed/ discontinued.

b. For Part Time Employees:
Part Time employees Contracts duration is as mentioned in the contract issued to them, as per the requirement of the organization.

c. For Student Trainees
Student Trainee Contracts duration is as mentioned in the contract issued to them, as per the requirement of the requested Department.

iv   Renewal and Non-Renewal of the Contract

Renewal and Non-Renewal of employee contract is based on the organizational requirement, periodical evaluation of each employee and recommendation of the FES committee to the Vice Chancellor.

After the employee signs a contract renewal letter it is taken as a confirmation for contract renewal. If an employee decides to deviate from the commitment by not renewing the contract SUC will be well within its rights to initiate legal proceedings against such staff unless it is an urgency on medical grounds or on death in family.

a.   For Academic Support Services & Training (CCL) Staff

The process of renewing term-contract is initiated six months before the maturity of contract. Assessment for the purpose of renewing term contracts is carried out six months before the expiry of the running contract for the above mentioned employees. SUC's Goal Setting and Staff Evaluation Committee reviews the file, and forwards their recommendation to the VC who reviews the recommendations and communicates the decision to Head HRD for the execution at least six months before the expiry of the contract.

The outcome of SES is one of the following:
1.   A two years' renewal of the existing contract
2.   To inform the non-renewal of existing contract
3.   To serve notice of termination

b.   For Part Time Employees and Student Trainees:

Part Time employees and Student Trainee Contracts Renewal and Non-Renewal is based on the periodical evaluation and feedbacks for each part time employee. Based on the annual evaluations, HR prepare the list of recommendation and forwarded to the AAC for review and endorsement. The recommended list is submitted to the VC office with the final recommendations of either to renew or reject the staff member's contract. Renewal of Contract is based on the organizational requirement and employee's performance.

Note: SUC policy supersedes all the prior agreements, contracts, and statements, written or oral correspondence and are subject to change as per law of the country and SUC requirements.

M.   EMPLOYMENT VISA

i.   NEW VISA

The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence. HRD shall coordinate with the employee for submission of documents required for processing the visa.

a.   **For Academic Support Services (Academic Support Staff &** Training (CCL) Staff)
SUC grants work visa to permanent Academic support services members. A work visa is processed only after an agreement of employment is reached between a prospective Staff Member and SUC, an appointment letter issued and an employment contract is signed between the Staff Member and SUC.

b. **Documents required for processing employment visa are:**

1. Passport size photo (A digital passport size photograph with white background).
2. Mothers' Name.
3. Scanned colored passport copy
4. Scanned copy of all education certificates (10th Std., 12th Std., Bachelor or Degree Certificates, Master Degree Certificates and PhD Certificate (All Certificates should be supported with transcripts)
5. Personal details Form (Attached to be filled up)

iii. **Procedure for applying Employment Visa**

a. Before filing visa, Staff members need to get all the credentials verified by HRD and submit soft copies of all applicable documents along with the equivalency of highest education qualification. The Staff member needs to fill up and submit the Security check form which is the first step to the visa process. Staff member's security check process is initiated and once the security clearance is received as positive the Visa can be applied.
b. Staff member will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. The SUC PRO will assist the Staff member in the process.
c. PRO will initiate a security check process and get an approval from the authorities through an online system as first step to visa processing. Once approved, PRO will then apply for visa of the employee from Immigration or relevant alternative authorities. If the employee is to be employed before the employee enters UAE for employment purposes.
d. For Academic support services once the labor approval is done, the immigration will issue e-visa to an employee to get into UAE.
e. For countries like India, Nepal and Sri Lanka the visa is approved in the UAE but stamped and processed in respective countries if the employee needs to be hired from these countries.
   If the employee of above nationalities is already in UAE, then the previous mentioned process is followed.
f. After an employee enters into UAE on e-visa, the PRO will arrange for a medical checkup of an employee in authorized Medical Fitness Services Center.
g. Employee will go to a government hospital or medical clinic for a health check. The medical check is a blood test and chest X-ray for HIV, Hepatitis B, Hepatitis C, Tuberculosis (TB), Leprosy, and Syphilis. If results come back positive for any of those conditions, the person is deported with immediate effect. Therefore, employee should pass the visa medical examination from the authorized medical fitness services center before stamping the visa.

h. PRO will then go to the Emirates ID service points after filling in the eform at any typing center along with original valid passport and valid visa.

i. PRO should make an application for a residence visa (employment visa) to the immigration authorities.

j. PRO will go back to the General Directorate of Residency and Foreign Affairs (GDRFA) with all the necessary supporting documents to stamp the visa on the employee passport.

k. All these requirements will be satisfied within 45 days of the employee's entry into UAE on the entry permit visa.

i. MEDICAL REPORT

a. After joining SUC the employee should submit original visa and original passport to HRD.

b. SUC will arrange for Health Insurance card of the individual employee and coordinate its attestation with the ministry of health. Cost of attestation will be borne by employee.

c. Employee has to undergo a medical examination with Ministry of Health, which will be coordinated by PRO.

d. For the eligible family Members, the employee has to process the Health card and medical certificate on his own.

Documents required for medical test:

1. Passport copy
2. Photograph as per requirement
3. Applicable Fee

ii. RESIDENCE VISA FOR FAMILY

Below documents are required for Family visa, SUC is not responsible for the same and an employee himself has to do the required. PRO will assist and guide during the process.

a. Attested Marriage certificate
b. No objection letter from the sponsor
c. Forms to be filled and signed by the sponsor
d. Relevant skilled certificates/ Degree (Attested)
e. Copy of Passport of family
f. Copy of passport/ Residency permit of sponsor
g. Tenancy Contract

Note: New Employee themselves have to process the above and bear the expense for family visa. However, guidance can be taken from PRO.

iii. **For employee recruited within UAE who are on employment visa with other institutions/organizations**

    a. The prospective employee is required to provide an NOC (No Objection certificate) from his employer (employer at the time of recruitment), copy of company trade license, copy of company computer card for Ministry of Interior, General Directorate for Naturalization & Residence.

    b. SUC will then file for Employee work visa with the Ministry of Interior, General Directorate for Naturalization & Residence United Arab Emirates.

    c. Employee will be required to fill in personal details form which contains information related to processing of residence visa.

    d. SUC will then file for Employee work visa with the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates.

iv. **RENEWAL OR NON RENEWAL OF THE VISA**

The employee visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates and is generally for a period of 2 years. The visa and Labor Contract (For Academic Support) is extended (renewed) if the employee continues to be in the services of SUC at the time of renewal.

The employee will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. SUC PRO will assist the employee in the process.

All employees at the time of recruitment into SUC are required to submit a Medical Certificate and should have a "Fit to Work remarks by the accredited or authorized doctor / physician and will have to clear the Medical Test in UAE at the time of applying for the Visa.

After the employee signs a visa renewal letter it is taken as a confirmation for visa renewal. If an employee visa is renewed and if the agreement is terminated during the contract period within six months, visa charges incurred at the time of renewal will have to be refunded by the employee to SUC.

Note: Above visa section is not applicable to Adjunct/Part time Faculty / Staff and Student Trainees. SUC is not liable for their visa.

N. **GOLDEN VISA**

The UAE Government launched the golden visa with the purpose to retain talented people in the country who can contribute significantly to the UAE's economy. By eliminating the restriction of needing sponsor, individuals who meet the eligibility criteria can apply for this visa.

SUC Facilitate eligible employee to apply for Golden visa by issuing a no objection certificate. Employee seeking NOC from SUC need to follow below mentioned steps:

a. Submit an official application to HR department for approval.

b. Once approved by VC, no objection certificate issued.

In case SUC authorities approves to issue NOC following guidelines will be applicable:

i. The employee will bear full expenses of the golden visa.

ii. SUC visa will be canceled once the employee applying for golden visa receives a formal approval, and same is submitted to SUC HRD.

iii. The Employee undertake to follow SUC policies and procedures according to the signed employment contract. Same terms and condition of employment contract will be applicable.

iv. Benefits / allowances given to employee (Accommodation, Furniture, Tickets, and Medical insurance) will be as per SUC policy.

v. The Employee will share a copy of his new visa / ID and any other formal documents with HRD as and when required.

vi. In case Employee resigns or terminated, Gratuity and other benefits will be as per SUC policy and UAE law.

vii. In case the new visa is rejected for any reason from authorities, SUC will not be held responsible and employee will bear all expenses for SUC visa upon receiving SUC Management approval.

O. JOB DESCRIPTION

HRD will introduce various functional Departments of SUC to the new Employee and orients them on services provided by various Academic & Academic Support Services Department. Academic support services Employee will be issued a job description explaining their strategic, operational and other responsibilities. It is required of all employees to perform these duties professionally and ethically. Failing to comply will be treated as breach of contract and necessary disciplinary action will be initiated.

XIII. EMPLOYEE PERSONAL INFORMATION

A. EMPLOYEE PERSONAL FILE

SUC maintains a personal file on each Employee based on the information provided by the employee. The personal file also contains the progressive record of the individual and it is updated on a yearly basis for any references. It is the responsibility of the Employee to notify the changes for

updating the CV's and personal information as and when any changes occur in the current status of information and or SUC requirements.

The file consists of the following records:

S. NO.		DESCRIPTION
INDEX		
PERSONAL RECORDS		
1	A	PERSONNEL DATA FORM
	B	MEDICAL HISTORY
	C	BUDDY LIST
	D	PASSPORT , VISA , EID
RECRUITMENT RECORDS		
2	E	RESUME/CV
	F	INTERVIEW FORM
	G	ORIENTATION CHECK LIST
	H I	EMPLOYEE ATTESTED QUALIFICATION RECORDS (HIGH SCHOOL & HND & DEGREES) , EQUIVALENCY
	J K	REFERENCES
JOB APPOINTMENT REALTED RECORDS		
3	L	OFFER LETTER
	M	EMPLOYMENT CONTRACT
	N	JOB DESCRIPTION
	O	PROBATION CONFIRMATION LETTER & CHECKLIST
	P Q	INCREMENT & PROMOTION LETTERS
4	R	Faculty Load
PERKS RECORDS		
5	S	ACCOMODATION ALLOWANCE
	T	FUNITURE ALLOWANCE PAYMENT SLIPS
	U	INSURANCE

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		LEAVE RECORDS	
6	VW	APPROVED LEAVE RECORD FY WISE /LEAVE AUDIT & LEAVE FORMS
		DEVELOPMENT RECORDS	
7	XYZ	RESEARCH
	A	FDP/SDP ATTENDED
		EVALUATION RECORDS	
8	B	FES/SES EVALUATION FEEDBACK
		AWARDS & LETTERS	
9	C	APPRECIATION, AWARDS & ACHIEVEMENTS LETTERS & PROMOTION
	D	WARNING LETTERS OR ANY OTHER LETTER ISSUED TO THE STAFF MEMBER
	E	GRIEVANCE FORMS & COMMUNICATION
		SEPARATION	
10	F	RESIGNATION/ SEPARATION
	G	RELEIVING LETTER
	HI	FULL AND FINAL
	JK	EXPERIENCE LETTER
	L	HANDOVER
	M	EXIT FORM
		MISCELLANEOUS	
11		

B. EMPLOYEE PERSONAL INFORMATION FORM

Once the employee joins they are provided with a Joining Kit which consists of a format of CV & Data Declaration Format required at the time of joining. Employee is required to fill the details in the standardized format which is maintained in Employee Personal File. According to the details provided at the time of joining employee is registered in the system and gets access to Organizational portal and any other department specific system interfaces. Employees are required to update their information annually every start of the new academic year.

XIV. PROBATION PERIOD

SUC ensures that its selection process identifies and recruits the candidates who best fits into the position. To assess the suitability of the new appointee to the working environment of organization the employee is

placed on probation for a period of six months. The purpose of probation is to thoroughly assess the abilities, ethics, work culture and the compatibility of the probationer with the working environment of SUC.

A. PROCEDURE FOR EVALUATION OF PROBATION FOR NEWLY RECRUITED ACADEMIC SUPPORT STAFF & TRAINING STAFF(CCL):

Step- 1: Staff member joins SUC

Step-2: Interim review is conducted to assess the performance of the employee (In case if the employee is trainer) through interim Faculty feedback, Teaching Effectiveness and Research Committee and Dean's Input

Step-3: If the performance is found satisfactory then the normal probation is continued till 6 months else the employee is placed under remediation process to improve their performance

Step-4: At the end of the probation period (6 months) final evaluation is carried out through the following reviews

  i. Observation and Informal feedback from various Departments
  ii. Review of Staff Performance as per the Job Description by Head of Department

Step-5: Review of HOD's Recommendation report by HRD and DASS

Step-6: HRD forwards the final review report with either of the following recommendations for VC review and approval

  i. Confirmation
  ii. Conditional probation with remediation process till end of the year
  iii. Rejection

Step-7: Based on the approval from Vice Chancellor, HRD calls a meeting for the Vice Chancellor, DASS and probationer and issues the letter of confirmation/ conditional probation with remediation process/ rejection to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any.

Note: The candidates who are under conditional probation with remediation process will be evaluated under annual staff evaluation and decision will be taken on continuation/separation based on the outcome of the annual staff evaluation

B. TERMS & CONDITIONS DURING PROBATION PERIOD

  i. All employees are hired on probation for the first six months of their employment. If an employee is on probation, SUC provides a minimum of 14 days written notice of the intention to terminate the employment contract.
  ii. If an employee decides to resign during the probationary period, the employee must:
    a. Give 1 month notice if resigning to join another employer in the UAE, or
    b. Give 14 days' notice if the employee /plans to leave UAE.
  iii. SUC may agree to grant the employee a leave from his annual leave balance during the probationary period and the employee reserves his right to compensation for the outstanding annual leave balance, if he does not successfully complete the probationary period.
  iv. During the Probation period the newly hired employee will be entitled to all paid Government Holidays, and Health Insurance.

v. The employee must complete the Probation period successfully to be eligible for the SUC Benefit. No paid Leave / Annual Leave can be granted during Probation period. Leave can be taken in case of emergency during Probation only after due approval from the Vice Chancellor which extends the probation days by the total number of leave days availed.

vi. Confirmation of probationer is based on the recommendation of immediate supervisor and respective AAC member to Vice Chancellor based on various inputs.

vii. On confirmation, the employee is eligible for all benefits and additional perks from the date of appointment.

viii. In case of the probationer failing to successfully complete the probation period to the satisfaction of the management, in all respects, a letter of rejection is issued terminating the contract.

XV.   COMPENSATION AND BENEFITS

SUC offers a competitive compensation package to attract well qualified and trained manpower to lead the academic administrative tasks and to raise the Academic standards as envisaged in the Vision & Mission of the SUC.

The purpose of SUC's salary compensation is to maintain:
1. Internal pay equity and bring consistency within and across the Members of SUC
2. Consistency in application of salary grade system
3. High degree of employee morale, motivation and performance through competitive salaries.

Employees are rewarded at every level based on their evaluation and major contributions to the organization.

A. SALARY COMPENSATION

i. **Basis of salary for Academic Support Services & Training Staff:**
SUC follows a systematic and organized method of salary structure based on well-defined job classification. The pay structure for Academic Support Services and Training Staff is established based on the following parameters
a. Job analysis based on Feedback from SES
b. Current Industry Inputs
c. Government/ Ministry inputs
d. Experience of Employee

ii. **Components of Salary compensation for Academic Support Services & Training Staff:**
The compensation package for Academic Support Services & Training staff includes following components:
a. Basic Salary
b. Social Allowance
c. Accommodation Allowance
d. Furniture Allowance (Applicable for Dy. Director and above Level in AAC)
e. Benefits (Details are available in perks & benefit section)

iii. **Salary compensation for Non Regular Academic Support Services & Training Staff Members**

Part Time Training Staff is remunerated on per session rates at a pay rate based on their qualification & experience. Part Time Staff in Academic Support Services is remunerated at a fixed rate decided basis the contract for the required job role.

iv. **Salary range as per grade**

Rank	Grade	Salary Range*	
		Min	Max
Support Level - SU	1	900	1400
	2	1250	2250
Sr. Support Level - SSU	3	1400	2400
	4	1600	3100
Technical Support Level - TCL	5	1750	2875
	6	2000	3275
Sr. Technical Support Level - STCL	7	2500	4000
Clerical Level - CL	8	4500	6000
	9	5000	6875
Sr. Clerical Level - SCL	10	5500	7750
	11	6000	8625
Supervisory Level - SL	12	7000	10000
Sr. Supervisory Level - SSL	13	9000	12375
Asst. Managerial Level - AML	14	10000	13750
	15	11000	15125
Managerial Level - ML	16	14000	17600
	17	17000	20600
Dy. Director Level - DDL	18	20000	24200
	19	24500	28700
Director Level - DL	20	28000	32800
	21	33000	37800

Salary range* Includes Basic allowance, Furniture allowance and Accommodation allowance

v. **Disbursement of Salaries**

All salaries for Full Time employees are transferred to their bank accounts normally by 27 – 29th of each month unless weekend or any national holiday coincides with the date in this cases salary is transferred on next working day. For New employees the cash salary is paid by 01st working day of the following month.

Part time staff and trainee salaries will be disbursed on the 7th working day of the following month.

Documents related to payment of perks will be processed on the first Wednesday of every month and payment will be released on 3rd Wednesday of every month.

ACADEMIC SUPPORT STAFF PERKS & BENEFITS

i.   Additional Duty Weekend & Overtime Payment

Members of Staff working on weekends as per HRD approved schedule are remunerated in addition to their salary. This provision is as per the Financial Policy of the University and UAE labor law.

WEEKEND – ACADEMIC SUPPORT SERVICES REMUNERATION				
			23-24	
S. NO	STAFF TITLES	PAYMENT CATEGORY	Monthly salary	WEEKEND PAYMENT
1	SUPPORT STAFF	FULL DAY	AED900	AED30
				AED103
2	TECHNICAL SUPPORT (Drivers)		AED1,750	AED58
			AED3,275	AED109
3	TECHNICAL SUPPORT		AED2,500	AED83
			AED4,000	AED133
4	CLERICAL LEVEL		AED4,500	AED150
			AED8,625	AED288
5	SUPERVISOR LEVEL		AED7,000	AED233
			AED12,375	AED413
6	AML / ML LEVEL		AED10,000	AED333
			AED20,600	AED687

WEEKEND– IATA INVIGILATION PAYMENT				
1	EXAM TIMINGS	Fri: 3 HOURS		AED50.00
		Sat: 3 HOURS		AED30.00

NOTE:

Academic Support Services Staff Weekend payment is an additional payment given in addition of their normal working hours (48 hours) and will be based only on a pre-approved duty schedule.

Monthly Staff schedule and no. of hrs. will be approved by HRD.

The working hours during the weekend is from 09:00AM – 02:00PM

Weekend payment= (Full salary/30) x 1 irrespective of the no. of hours worked

Another option is employee can be given compensatory leave

Employee should not work for more than 4 weekends per month. No two consecutive days of the weekend.

OVERTIME – ACADEMIC SUPPORT SERVICES REMUNERATION

1. Overtime payment= (Full salary/30/9.5) x 2; Max 2 hrs overtime allowed

ii. Official Transportation

SUC provides fully air-conditioned transportation free of cost to staff members staying within the Emirate of Sharjah. Staff members are picked and dropped from common pickup points to SUC in both the shifts. Staff member's willing to avail the service of transportation should fill the **"Transport Availing Form"** with HRD. Transportation service provided by SUC is additional support and is not the part of individual's package.

Note:
1. Reimbursement of any kind of transportation is not allowed unless it is preapproved by HRD.
2. Pickup and drop locations are decided by driver & Head of Finance Department and approved by Head HR after lot of consideration, keeping in mind convenience of most of the employees who are availing the official transportation. It is altered from time to time as per the practicality of route, and no undue request to change the route from time to time is appreciated & entertained
3. Staff staying within SUC hostel are not eligible for any transportation services.

iii. Medical Insurance

SUC provides its Staff members a Medical Insurance Policy as per the below mentioned categories:

a. **Assistant Manager and above:** Staff members under this grade and above are entitled for insurance cover for themselves and eligible dependents. Eligible dependents should be on employees' visa sponsorship (spouse and three children up to 18 years) living in UAE as permanent residents for a period of not less than six months of an Academic year.

b. **Head of Department:** Heads of departments irrespective of the grade are eligible for insurance cover for themselves and eligible dependents. Eligible dependents should be on employees' visa sponsorship (spouse and three children up to 18 years) living in UAE as permanent residents for a period of not less than six months of an Academic year.

c. **Supervisory, Clerical and Technical & Support Staff:** Staff members under this grade are entitled for insurance cover for self annually.

d. **Academic Support Services AAC Members:** Staff members with additional administrative responsibilities and their eligible dependents have premium Insurance Coverage. Eligible dependents should be on employees' visa sponsorship (spouse and three children up to 18 years) living in UAE as permanent residents for a period of not less than six months of an Academic year.

iv. Initial Air Ticket Allowance

Staff Members recruited from outside United Arab Emirates are entitled to an Air Ticket Reimbursement upon joining SUC.

Policy Outline:

1. Reimbursements for the Air Ticket is processed when receipts of payments and ticket is provided to the HRD within 48 hours of joining the organization.
2. Reimbursement will be made up to the amount which SUC would have paid for the air ticket from the point of origin.

v. Annual Airline Ticket Allowance For Expatriates

Staff members are entitled to Annual Air Ticket Allowance for themselves and eligible dependents from UAE to first port of entry in home country. Employee needs to produce proof of residency or house ownership for the organization to decide his/her point of origin in case his residency is from any other country than home country or the employee has an acquired nationality. Staff Members are entitled for air tickets as per the below mentioned:

a. **Assistant Manager and above:** Staff Members under this grade and above are entitled to annual airline tickets for themselves and eligible dependents from UAE to first port of entry in home country. Eligible dependents are the spouse and up to three children up to 18 years, living in UAE as permanent residents for a period of not less than six months of an Academic Year.

b. **Supervisory:** Staff Members under this grade are entitled to Annual airline tickets for themselves to first port of entry in home country.

c. **Clerical Staff:** Staff Members under this grade are entitled to annual Airline Tickets for themselves once they attained CL10 level otherwise, they will be eligible for Air Ticket once in two years to first port of entry in home country.

d. **Support Staff:** Staff Members under this grade are entitled to airline tickets for themselves once in two years to first port of entry in home country.

Staff members are entitled for air tickets as per the below mentioned table:

AIR TICKET ENTITLEMENT		
RANK	**GRADE**	**AIR TRAVEL**
Support Level – SU	1	FOR SELF ONLY, ONCE IN TWO YEAR
	2	
	3	
	4	
Technical Support Level - TCL	5	
	6	
	7	
Clerical Level – CL	8	
	9	
	10	FOR SELF ONLY, ONCE A YEAR
	11	
Supervisory Level – SL	12	FOR SELF ONLY, ONCE A YEAR
	13	
Asst. Managerial Level - AML	14	FOR SELF & FAMILY YEARLY
	15	
Managerial Level – ML	16	
	17	
Dy. Director Level - DDL	18	FOR SELF & FAMILY YEARLY
	19	FOR SELF & FAMILY YEARLY
Director Level - DL	20	FOR SELF & FAMILY YEARLY

Policy Outline:
1. Staff Members eligible for air ticket once a year along with their family or only self can avail the facility only after completion of 8 months of continuous services in SUC. In case a Staff Member joins the Organization in between an Academic Year he/she will be entitled for the ticket from the subsequent Academic Year immediately following the completion of 8 months' tenure with SUC.
2. Staff Members eligible for air ticket once in two years for self can avail the facility after completion of 18 months' tenure with SUC. In case a Staff Member joins the organization in between an Academic Year he/she will be entitled for the ticket from the subsequent Academic Year immediately following the completion of 18 months' tenure with SUC.

3. In case a Staff member joins the organization in Spring Semester he/she will be entitled for 50% ticket immediately after his completion of 8 months' tenure with SUC while if Staff members joins in Summer Semester he/she will only be entitled for the next Academic Year Air Ticket.
4. Spouse and dependent children will be considered as permanent residents of UAE when they continuously reside in UAE for a minimum period of 6 months in a calendar year. Staff Members and their families must provide documentary evidence of spouse and dependent children residing permanently in UAE.
5. Staff Members and their families shall be eligible to economy class air ticket only.
6. Staff members will be given the air ticket rates for his/her sector during the month of February.
7. Staff members will book the tickets as per their own convenience and submit the bill to Finance Department once the travel is finished.
8. All the Staff Members are eligible for the airline ticket from UAE to first port of entry i.e., major international airports in respective countries only.
9. Any changes i.e., advancement or postponement in ticket dates requested by Staff, after the ticket is booked shall be borne by Staff Member themselves.
10. The destination of travel for Staff will be considered as per their nationality or as per their passports. However, when a national of one country is recruited from another country permanently resides in another country or temporarily resides in another country due to any reason, the place of permanent residence may be treated as his home country.
11. In case a Staff Member travels to a destination which is other than his home country, an amount equivalent to the home country fare or the actual fare amount – which ever being the lesser amount shall be reimbursed to the Member of Staff.
12. The yearly air tickets for family and self cannot be accumulated for subsequent use in later years.
13. Encashment of ticket amount is not permitted.
14. If both husband and wife are working in SUC, the air ticket facility will be available to one of them in an academic year or individually i.e. benefit is given to the employee.
15. For Air Ticket reimbursement submissions before 15th of the month will be paid in the same month and submissions post the cutoff date will be reimbursed in the succeeding month. The annual cutoff date to apply for reimbursement is by 15th of September in every academic year. The benefit cannot be carried forward and will forfeit if not claimed till the annual cutoff date and no exceptions will be granted.
16. Staff Member resigning from the services is not eligible for any pending tickets. All the pending benefits forfeit as soon as Staff resigns from services. In case of termination Staff will be eligible for pending ticket.

vi. **Accommodation Allowance**

Accommodation Allowance is provided to AAC members.

a. Staff member having Hostel Responsibilities in their job description are provided accommodation in furnished Hostel Apartment, in case their job role changes and they

are no longer having hostel responsibilities, the accommodation will stand cancelled and staff members will be paid as per grading scale.

b. Accommodation is provided till the University maintains the Hostel, if at any point of time SUC cancel's the hostel facilities, accommodation allowance will be paid as per the grading scale.

c. Accommodation allowance is paid to AAC-Academic Support Service members as a compensation for housing expenses. The housing compensation allowance varies according to their designations.

The accommodation will be paid to AAC-Academic Support Service members as per the below mentioned details:

DESIGNATIONS	AMOUNT
DIRECTOR	AED 24,000
DY. DIRECTOR	AED 21,000

d. SUC AAC members are paid an annual housing allowance in two equal installments.
e. Accommodation Allowance is paid only to AAC members having the tenancy contract on their own name, and are required to submit a copy of valid tenancy contract to HRD. Employees staying on sharing basis will not be eligible for this benefit. AAC members are advised to submit tenancy contract with HRD, if they want to avail the accommodation allowance.
f. In case the AAC members is promoted to the next level, Accommodation allowance will be calculated pro-rata as per the eligibility of Accommodation allowance in the respective category.
g. At the time of payment AAC members need to submit valid tenancy contract to HRD.
h. Female AAC members residing with spouse and having contract in Husband's name will be eligible in case they are secondary owner in residence contract. or on submitting an Undertaking from spouse's employer that they are not eligible for any accommodation benefit.
i. In case the initial accommodation benefit is used for first month, the Accommodation allowance benefit shall accordingly start as per the tenancy contract start date or as per the last date of stay in the hostel facility.
j. Accommodation Allowance will be paid basis the above table or the actual amount whichever is lower.
k. If both husband and wife are working in SUC, the accommodation allowance facility will be available to one of them in an academic year i.e. benefit is given to the employee on whose name the tenancy contract is.

vii. **Furniture Allowance for AAC-Academic Support Staff**
Furniture Allowance is provided to AAC – Academic Support staff members every five years as per their grade. The amount allocated grade wise is given below:

STAFF HANDBOOK
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FURNITURE ALLOWANCE - ACADEMIC SUPPORT SERVICES AAC MEMBER	
DESIGNATIONS	AMOUNT
VICE CHANCELLOR	18,000
DIRECTOR	15,000
DY. DIRECTOR	10,000

Policy outline:

1. After the second payment, the Furniture allowance will be due after every 5th year
2. Furniture Allowance is paid only to Academic Support Services AAC Member at the above mentioned grade, having their own accommodation (proof of valid tenancy contract required to be submitted to HRD), employees staying in sharing basis will not be eligible for this benefit
3. In case the Academic Support Services AAC Member is promoted to the next level, the allowance will be calculated as per the eligibility of furniture allowance in the respective category.
4. Academic Support Services AAC Member is eligible for furniture allowance only after confirmation of his probation. If the confirmation of the Academic Support Services AAC Member is on conditional basis, the furniture allowance will not be applicable.
5. If both husband and wife are working in SUC, the Furniture Allowance will be disbursed to only one employee.

viii. **Staff Loan Against Gratuity Policy**
Staff Members are eligible for Loan against gratuity where they have completed more than 7 yrs. of services. The criteria for the Loan against Gratuity is on the following conditions:

a. **Criteria for availing Gratuity Loan:**
1. Purchase of land / house/ flats in the home country
2. Emergency medical treatment
3. Children's higher education
4. Children's migration
5. Fixed deposits
6. Marriage of Children

b. **Procedure for availing the Loan against Gratuity are as follows:**

1. Staff Members will be eligible for this loan after completion of 7 years of continuous services with SUC.
2. Maximum amount of loan that can be availed will be 50% of the accumulated gratuity or two month's salary, whichever is lower at the time of application of loan.

3. Staff Members is eligible for two of such loans in his/her service period with SUC and second loan can be taken only after repayment of first availed loan.
4. Approval of loan is based on the sole discretion of the Management.
5. Staff Members should not have any outstanding loan with SUC or any other outside entity at the time of application for such loan. No-Liability certificate should be produced from the bank where the salary is transferred or if letter is taken for any other bank.
6. Repayment has to be done in maximum within two years from the date the loan was granted. Repayment amount per month will depend on the period of repayment chosen.
7. Repayment can be done via salary deduction. No adjustment or postponement in the repayment pattern will be done. Any kind of extension or rescheduling in the repayment period will not be acceptable. However the repayment period can be reduced without any fine.
8. During the repayment period no salary certificate or any kind of letter will be issued addressing any bank or financial institution.
9. In case the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid the Staff Members.
10. Staff Members under observation for misconduct or involved in any kind of grievance procedure will not be eligible for Gratuity loan until the conclusion of proceedings.
11. Staff Members will have to nominate a nominee who is from the immediate family members (spouse, children) while taking the Loan against Gratuity. The nominee will be eligible to receive only the difference amount if the loan against gratuity is not repaid in full at the time of final settlement of the employee in case of any emergency contingency.
12. Purpose of taking this loan should be clearly mentioned in the application form with sufficient proof of same. The application may be rejected in absence of any valid justification

ix. **Employee Bonus**
The employee bonus is a benefit paid to accomplishing employees who have exceeded the targets of performance goals approved at the beginning of the academic year, based on the following system of payment.

a. System of Payment:
1. Bonus amount of one-month salary of the employee shall be paid in the month of November each year along with annual increments.
2. If any staff leaves the organization, the bonus accrued at the time of leaving will be forfeited in full. It may also encourage loyalty of employee.
3. SUC retains the absolute Discretion at all times, to amend, cancel or discontinue the bonus schemes in part or in its entirety, without compensation, at any time. Employees should be informed if any such decision is taken, If the bonus scheme is amended, cancelled or withdrawn completely during the academic year

x. **Parking facility in SUC campus**

The SUC's parking and traffic system is established to provide convenient parking for Employees, students and visitors and to facilitate the safe operation of all motor vehicles on property owned or controlled by the SUC.

Any member of the Staff, Student Trainees or Student body who operates a motor vehicle on campus must register that vehicle with the SUC in order to receive a Car Sticker. Car Sticker will be allocated to all Staff, Student Trainees or student for them to have the University access in the main gates. Registration entitles a person to drive on campus and to park in designated parking spaces in the parking area only. It does not guarantee the availability or location of a parking space. Parking space is available on first come first service basis at the discretion of HRD. SUC is not liable for any parking space in case of unavailability of parking.

Parking is provided free of charge in designated areas on campus. All vehicles must be registered and have a valid SUC sticker in order to be parked on campus. Stickers may be obtained from the Administration office. Parking in SUC is done at owner's risk. The SUC at any given point of time takes no responsibility for any kind of damage or theft.

B. **STUDENT TRAINEE BENEFITS**

i. **Official Transportation**

SUC provides fully air-conditioned transportation free of cost to Student Trainee staying within the Emirate of Sharjah of. Student Trainee are picked and dropped from common pickup points to SUC in both the shifts. Student Trainee willing to avail the service of transportation should fill the **"Transport Availing Form"** with HRD. Transportation service provided by SUC is additional support and is not the part of individual's package.

Note:
1. Reimbursement of any kind of transportation is not allowed unless it is preapproved by HRD.
2. Pickup and drop locations are decided by driver & Head of Finance Department and approved by Head HR after lot of consideration, keeping in mind convenience of most of the employees who are availing the official transportation. It is altered from time to time as per the practicality of route, and no undue request to change the route from time to time is appreciated & entertained.
3. Student trainee staying within SUC hostel are not eligible for any transportation services

XVI.   WORKING HOURS

i. **For Academic Support Services Staff & Training (CCL) staff members:**

SUC observes 48 hours work schedule on a weekly basis (5 days in a week) wherein 9.5 hrs. Per day may be worked out in below schedules as assigned for the respective position.

ACADEMIC SUPPORT SERVICES WORK TIMINGS			
DAY	**MONDAY TO THURSDAY**	**FRIDAY**	**SATURDAY** *(For Weekend Duty only)*
STRAIGHT SHIFT	09:00 AM to 19:00PM	14:30 PM to 22:00 PM	09:00 AM to 17:00PM
SPLIT SHIFT	Morning Shift 09:00 AM to 14:00PM		
	Evening Shift 17:30 PM to 22:00PM		

> *Note:* Working days are five in a week and any two days will be off days as per the duty schedule of individual employee. In case weekend duty is allocated, weekday schedule will be applicable and might vary. New labor law recognizes flexible working arrangements with mutual consent.

ii. **Working hours for Part Time Employees:**
Part Time Faculty and Staff needs to adhere to work timings as mentioned and agreed in their respective contract and schedules.

iii. **Working Offsite:**
   a. SUC may allow working from home (International/National) option in adverse situation to ensure safety and continuity of operation.
   b. Working hours will be the schedule as followed by others working from office.
   c. Staff will be required to LOG IN/OUT using the attendance portal.
   d. Concerned Department Head should ensure that staff is doing the required allocated tasks.

iv. **Policy Outline:**
   a. All employees need to adhere to official work timings and report to work on time. Last minute information of Late coming or early leaving will not be entertained. Late coming or early leaving by half an hour or more without prior approval will result in disciplinary action. Non-adherence on more than 2 occasions in a month will be subjected to review and result in call for explanation and counseling by HRD. If non adherence persists than for each 4 late comings in a month, there will be half day leave deduction from Annual leave. In case annual leaves are exhausted than such late coming will be considered loss of pay (LWP) and employee is required to give a written explanation.
   b. All the absences must be notified to HRD in advance in the form of duly filled leave form along with approval from Head of Department, Program Chairs, Dean (School of Business and School of Computing), DASS, DVC and Vice Chancellor.

c. In case of sick leave absence has to be notified to HRD and the leave form should be supported by medical certificate duly attested by competent authority. Frequent sick leaves will require an employee to submit fitness certificate from the doctor at their own expense and will be subject to review.

d. If the leave form is not filled within the same day of leave or joining day, then HRD is authorized to deduct the leave from the balance annual leave in employee's account which will not be reverted in any circumstances.

e. Absence from office without information or pre-approval will result in disciplinary action.

f. During Ramadan SUC observes timings as per guidelines of UAE government as per the policy.

g. The decision to close SUC other than official holidays, alter basic workweek or standard work hour's rests with the Vice Chancellor or his nominee which is relevant for private sector announcement by the Government.

h. Unless an official information regarding a holiday is not communicated to an employee it is considered SUC is working. In case holiday is subjected to moon sighting SUC may be compelled to change announced holiday at last moment keeping operations of university into consideration.

i. The Adjunct Faculty Members are required to work based on the class schedule from Administration Department, total number of credits and additional hour of administrative work per credit as mentioned in their contract. The Adjunct Faculty Members have to complete all tasks (Administrative / Invigilation duties) allocated to them during a particular semester.

j. The Adjunct Faculty Members are required to do the punching in and out of the Biometric System. Failure in adhering the same will result in deduction in their Salary unless information and approval has been obtained from HRD.

k. For all official meetings outside the SUC, HRD should be intimated at least 24 hours in advance. Last minute intimation to HRD/Dean (School of Business and School of Computing) will not be entertained. Employee is also required to make sure that the meeting is encoded in the CMS and required to submit report of the proceeding of meeting to Dean (School of Business and School of Computing and HRD.

LEAVE POLICY

i. LEAVE ELIGIBLITY

The following is a broad outline of the leave system.

TYPES	LEAVES
a. Annual Leave	For Academics- 40 days within the Academic year. For Academics Support Services- 30 days within the Academic year.
b. Sick Leave	45 days continuous or interrupted in 1 year
c. Maternity leave	60 days (45 days full paid and 15 days half paid)
d. Paternal Leave	5 days

e. Academic/Training Leave (Not applicable to Academic Support Services)	7 days	
f. Compassionate / Bereavement Leave	5 days (if husband/wife dies) 3 days (if parents/siblings/child/grandparents dies) (Continuous)	
g. Study Leave	10 days a year	
h. Birthday/Anniversary	Half day	
i. Religious Leave	Half day + Half Day (Cannot be clubbed together and availed as 1)	

*Note***:** Employee is eligible to avail all the above leaves only after probation confirmation.

a. **Annual Leave**

Employees are entitled for annual leaves as above in an Academic Year. The Academic Employees can avail annual leave either at one stretch or may split it into maximum of two slots during semester breaks or as per the University approved calendar Guidelines within one Academic year. Academic Support Services employees can avail their annual leave at one stretch during one academic year as per their department and organizational leave planning. Leave should be availed within one Academic year and cannot be carried forward to next Academic year, neither claimed in advance from forthcoming year. Leave not as per University Guidelines will be accommodated only for emergency purposes and should have prior approval from the Dean (School of Business and School of Computing), Program Chair, DASS and HRD.

Any additional leave is taken beyond eligibility it is treated as loss of pay and deductions are calculated as per UAE laws,. Any alterations in annual leave plans require prior approval from HRD Entitled leave should be availed in total, if not, the balance shall be forfeited.

If the leave is taken on Friday and also on subsequent Monday, the weekends will be included in the leave making it a total of four days and will be treated as leave without pay..
Employee can link Public Holidays prior or after the annual leave but if these holidays fall between the annual leaves, the same shall be counted as Annual leave as per the UAE labor laws

SUC may require the Employee to return to his place of employment prior to the end of their leave period when such return is deemed necessary for the proper performance of operations of SUC. The decision to call back Employee from the approved annual leaves rests with the Dean or his nominee.

Employees should plan their annual leave so as not to hamper the normal operational work of SUC. The time period of the annual leave will be at the discretion of the Management. Proper handover should be done and to make sure that leave applied is approved completely. Any employee extending of their leaves without completing the required procedure will be subject to disciplinary actions.

In case of separation, employee shall be entitled to earned leave payment on basic component of salary.

b. Sick Leave

In case of sick leave Employees are required to submit a Medical Certificate from a competent Authority along with leave form at the time of joining back to avail the eligible sick leave. If the sickness occurs outside the UAE, Medical Certificates issued by doctor/ hospital, must be attested by a government medical authority of the country in which the sickness occurs will be accepted as authentic after attested by ministry of foreign affair, UAE embassy. Any such certificate is subjected for review by SUC before acceptance and staff can be advised to get second opinion from SUC prescribed doctor. Medical Certificate should be submitted within five (5) working days otherwise, the leave will be deducted from the annual leave or considered as loss of pay.

An Employee shall not be entitled to any paid sick leave during the probation period.

Sick Leave Pay:

S. NO	SICK LEAVE	PAYMENTS
1	First 15 Days	Full Pay
2	Next 30 Days	Half Pay
3	Any subsequent periods	LWP (Leave Without Pay)

Incase Employee takes 5 or more days of sick leave in a semester the HRD Department will take note of that and will be counseled accordingly.

Medical Certificate will only be considered provided that the same is issued by the authorized doctors if not, leave will be considered as annual leave. Employee on sick leave can be asked to visit a SUC prescribed doctor for second opinion if required by HRD.

c. Maternity Leave

A female worker shall be entitled to maternity leave with full pay for a period of sixty (60) days, including both pre and postnatal periods, the first 45 days are paid full and the remaining 15 days are at one half pay. A female worker who did not finish 1 year of service at the time of availing the maternity leave shall still be entitled the same maternity leave & benefits as per policy. SUC will allow clubbing of maternity leaves and annual leaves as per policy and procedure. Any request for extension of maternity leaves and additions of annual leaves will be based on valid attested medical certificate provided by the doctor. In case of miscarriage after six months of carrying, suffers a still birth, or experiences the death of an infant after birth entitles employee to maternity leave and pay. Employees who give birth to disabled o sick children whose health conditions require ''constant companionship' are entitled to an additional 30 days unpaid leave. Employees will have extended unpaid time off after exhausting maternity leave for pregnancy related medical condition up to 100 days.

Note: During the six (6) months subsequent to the date of delivery, the nursing employee shall be entitled to two additional break per day for nursing purpose the duration of each thereof not exceeding half an hour. Such additional period shall be deemed as part of the working hours and do not entail any deductions of the salary.

d. Paternal Leave

Male Employees shall be granted a fully paid paternal leave for 5 (Five) calendar days, during the first six months from the date of delivery of a living baby by his Wife, provided that the Employee provides such evidence thereto upon returning to Work.

e. Academic/Training Leave

Academic Employees are entitled for seven days leaves for them to undertake other appropriate related studies/training within the Faculty specialization and professional field. This can be availed once in tenure with SUC. Permission to avail such leave must be obtained in advance from HRD, Dean (School of Business and School of Computing) & with prior approval by the Vice Chancellor.

f. Sabbatical Leave

Faculty Members maybe entitled for a sabbatical leave which can be defined as a leave for the purpose of encouraging faculty members to engage in scholarly research or other activities that will increase their scholarly achievement or their capacity for service to the University. Eligible member who completed 5 years on service and upon Dean and VC approval may take a sabbatical leave for one semester up to 4 semesters (subject to approval). Benefits and compensation will on be decided as per VC recommendations.

g. Compassionate Leave/ Bereavement Leave

Employees are granted leave with pay not exceeding five days (continuous), in case of death of husband and or wife, and a period not exceeding to three days (continuous) in case of death of parents, child, siblings or grandparents.

h. Birthday / Anniversary Leave

An Employee on the day of their Birthday or Anniversary would be eligible for a half day's leave. This leave can be availed only on the day of the Employees Birthday or Anniversary day and not on any other day. An Employee is not allowed to club their Annual leave on the date of his Birthday or Anniversary. The date of Birth and Anniversary day shall be as per the records maintained by the HRD and should be submitted to HRD before 30th Sept every year.

All new Employees are required to apply for their Birthday or Anniversary Leave within one week after their probation confirmation.

Note: Birthday / Anniversary leave are planned on semester basis so that employee is aware of their class schedule at the time of planning their Birthday / Anniversary leaves. These leaves are subjected for approval of Dean (School of Business and School of Computing)/DASS, DVC, VC and HOD based on employee engagement and the same cannot be compensated on any other days as this is an additional benefit provided by SUC. These leaves should not hamper the operations of the Department otherwise, the same will be cancelled.

i. **Religious Leave**

Employees are entitled for two half day leaves twice in an Academic Year to celebrate their religious festivals. The details of the same should be submitted to HRD before 30th September in case of confirmed employees and after confirmation for new employees.

Note: Religious leave are planned on semester basis so that employee is aware of their class schedule. These leaves are subjected for approval of Dean (SOB/SOC)/DASS, DVC, VC and HOD based on employee engagement and the same cannot be compensated on any other days as this is an additional benefit provided by SUC. This leave provision is available for non -Muslim employees only. These leaves should not hamper the operations of the Department otherwise, the same will be cancelled.

j. **Haj Leave:**
Employees can avail once during his employment a special leave without pay to go for Haj (pilgrimage) which should not exceed 30 days. This period is not part of the employee's annual leave or any other leave which he is entitled to as per UAE Labor Law.

k. **Study Leave:**

Employees with more than 2 years of service who are affiliated or regularly studying with an approved UAE educational institution are entitled to ten working days of study leave per year

l. **Unauthorized Absence**

Employees absent from duty without prior information will be considered as unauthorized absence. In case of such unauthorized absence the following conditions apply:

2. Absence of 7 continuous days without information from the SUC will lead to Summary termination.
3. Occasional leave of absence due to exceptional, pressing circumstances must have the prior approval of Vice Chancellor. The application for such leave should be filed within three days of resuming duties, failing which the absence shall be treated as unauthorized leave. This occasional leave shall be deducted from annual leave.
4. Employees travelling out of country without intimation to the SUC will be treated as unauthorized leave
5. Absence from SUC without intimation and prior approved leave will be considered as unauthorized leave and will be deducted from eligible annual leave or will be considered as leave without pay based on approval.

m. **Public Holidays:**

The country officially observes the following public holidays: Hijri, the official state New Year; Gregorian New Year; Eid Al Fitr, a two-day celebration signifying the end of Ramadan; Eid Al Adha and Waqf, a three-day holiday; Prophet Mohammed's Birthday; Isru and Al Miraj and National Day. All workers in the country are entitled to these paid public holidays as per private sector announcement.

List of Public Holidays

1. Prophet Muhammad's Birthday Commemoration Day
2. National Day
3. National Day
4. New Year 2024
5. Eid Al Fitr
6. Arafat Day
7. Eid Al Adha
8. Islamic New Year

The public holidays declared by the UAE Government will be applicable to SUC and same will be communicated to employees through a notification by HRD.

Employees wishing to travel out of the country during public holidays and weekends are required to fill "Outstation information" form. This information is useful in case of any emergency or untoward incident during the travel. This is also important to contact the employee for any operational assistance required by the organization.

Employees travelling during the public holidays must report back on resumption of duty. Failing to report on duty on resumption will be treated as leave without pay.

Policy Outline:
The Employee is responsible for the following:

a. No Short Leaves can be clubbed before or after individually along with National or Public Holiday. If an employee is on annual leave and public or national holidays fall in between then they will be counted in their annual leaves.
b. Employee is required to arrange substitution of duties during any kind of leave in consultation with the respective Head of the Department a week prior to their leave. It is an employee's responsibility to get their leaves approved by the date given in the leave calendar.
c. Any short leaves taken by the Employee should immediately apply after resuming of duty. Failing to do so within one day, the leaves will be automatically deducted from his / her annual leaves.
d. Employees are responsible to return from their annual leave on the due joining date and they are required inform through email or in person to HRD when they resumes duty.
e. Employees intending to avail of any leave should apply as per approved calendar in the portal as per deadline and in case of short leave at least 48 hours prior to such leave. This will facilitate to make alternative arrangements in time.
f. Employees must fulfill all the application procedures before proceeding for any kind of leave and cannot proceed for any leave if the same is not approved or substitution is not arranged. In case employee leaves without prior approval this leave will be considered unauthorized leave and accordingly disciplinary action will be taken by HRD. The decision will be as per taken as per the UAE Labor Law.
g. All Leaves should be as per approved annual leave calendar before filing for approval of Dean (SOB/SOC) or DASS.

h. Employees wishing to travel out of the country during Weekends or their off days are required to fill "Outstation Information" form.

i. Sick Leave intimation will be accepted prior to the office timing only. Last minute sick leave intimation to HRD will not be considered and deductions will be made as per policy.

j. All the leave application must be in the duly filled leave form as per the calendar of leave issued along with approval from Dean (SOB/SOC)/HOD.

k. For Part Time Adjunct Employees, any leave taken will be deducted from their monthly salary payments as per individual's session rate mentioned in their contract while for Visiting Faculty Contract Employees who wish to avail leave have to take prior approval from Dean (SOB/SOC) & HRD and written intimation has to be given to HRD and there would be a deduction of pro-rata basis.

l. Any leave taken by Adjunct or Part Time Faculty or Student Trainee will be deducted from their monthly payments as per pro rata basis. Adjunct or Part Time Faculty or Student Trainee Member service will be subject to summary termination if he/she absents from work without notice.

XVII. DISCIPLINARY POLICY & PROCEDURES

The purpose of the disciplinary procedure is to streamline and ensure smooth operation within the framework of SUC Policy & Procedures. SUC believes that the majority of Employees work satisfactorily. However, in order to promote and maintain effective work ethics and practices, it is essential to lay down procedures to deal with those cases of capability, conduct, disregard of rules and regulations, which arise from time to time. The disciplinary procedures include identifying the nature of indiscipline and the correction factors ranges from a verbal warning to separation.

The disciplinary procedure is initiated by the HRD by forming an adhoc disciplinary committee consisting of Vice Chancellor, and one more Member is co-opted based on the nature of the issue. The procedure for any disciplinary action is as given under corrective measure.

i. Categories

The three broad categories covered under the procedure are given below:

a. Dereliction of responsibilities
b. Indiscipline or Misconduct
c. Gross misconduct

When one of the above mentioned categories is found, an Employee will be subjected to this procedure, regardless of occupation, or position, may be warned, or dismissed by Management in accordance with the provisions of this policy. The Vice Chancellor's determination of category for disciplinary action shall be reasonable, based on the provisions of this policy, and be factually supported. A single disciplinary action may include one or more categories.

a. Dereliction of responsibilities

Disciplinary procedures would be applied after ensuring that the reason of the problem is related to negligence, motivation, and commitment of the Employee. Categories include but are not limited to:

1. Failure to produce a sufficient quantity of work,
2. Failure to produce work of acceptable quality,
3. Failure to produce accurate work,
4. Failure to produce work on time,
5. Poor manner of work performance,
6. Continued tardiness, absenteeism, or other abuses of leave

For problems related to inherent disciplinary issues, action would normally not be initiated without prior counseling and corrective measures being explored and given a chance. However, if it is established that the capability problem is related to the negligence, motivation or commitment of the employee, formal action will follow.

b. **Indiscipline or Misconduct**
Indiscipline or Misconduct occurs when an employee exhibits any severe or pervasive behavior and could result in discipline, including willful or negligent actions or behaviors by an Employee that are unacceptable in the employment context (either on or off the job), that may disrupt the workplace, and/or that may constitute abuse of any person for whom (or property for which) the SUC has responsibility. These include but are not limited to:

1. Violence or other aggressive or disruptive behaviors,
2. Illegal activities,
3. Willful violations of Federal/State law or regulations or SUC policies
4. Insubordination,
5. Misuse of SUC property,
6. Refusal or failure to carry out reasonable instructions
7. Smoking in non-designated areas
8. Distribution of unauthorized pamphlets or literature
9. Breach of any of the SUC regulations
10. Engaging in any other professional activity outside the SUC without the prior written consent of the Vice Chancellor
11. Gambling in the premises
12. Failure to maintain/obtain credentials or the falsification of credentials, or
13. Professional misconduct.

c. **Gross Misconduct**
Gross Misconduct occurs when an Employee's actions (or inaction):
1. Result in death or serious bodily injury, or create conditions that increase the chance for death or serious bodily injury, to employee(s), Member(s) of the public, and/or to person(s) over whom the SUC has responsibility, or
2. Result in loss of (or damage to) SUC property or funds that results in a serious impact on the SUC and/or work unit.
3. Theft of SUC property

4. Criminal offence
5. Creating negative influence on others
6. Instigating other staff members against policy
7. Indecent conduct
8. Taking any other paid employment or remunerative activity
9. Reporting for duty whilst under the influence of alcohol or drugs
10. Acts of incitement
11. Harassment or actual acts of discrimination
12. Breach of duty regarding confidential information
13. Taking gifts or favors from students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.
14. Taking gifts or favors from the employees to tilt the decision in their favor.
15. Failure to declare an interest which may be contrary to the best interests of the SUC.
16. Disrespecting colleagues, senior management or staff.
17. Employees are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean (School of Business and School of Computing). If any such incident will be considered as a Breach Contract and will lead to immediate termination with forfeiting of all benefits accrued till then.

d. **Corrective Measure**
The level of action will depend on the seriousness of the offence. HRD will convene a meeting with the ad-hoc Disciplinary committee as mentioned above to decide the corrective measures. In case of decision of written warning or dismissal the HRD Head must hold a "Pre-Disciplinary Meeting" with the Employee to provide him an opportunity to address concerns before it makes the disciplinary decision. Other than the Committee one more Employee may be present at the Pre-Disciplinary meeting either to counsel or to witness the proceedings.

1. **Verbal Warning**
Incidents which warrant formal disciplinary action that arise out of the Employee's work, omission, conduct, tardiness or absence record, will call for the employee being formally informed why his services are deemed unsatisfactory. The first warning, unless it is a serious matter shall be verbal.

2. **Written Warning**
Failure to heed the verbal warning and improve, or if the act is repeated, or a more serious offence is committed, or there is involvement in a subsequent but different offence, and which warrants disciplinary action will result in a written warning. The warning will also state that further penalty will be considered if there is no satisfactory improvement.

3. **Final Written Warning**
In the event of failure to improve in spite of verbal & written warning and the conduct remaining unsatisfactory, or if the offence is sufficiently serious to warrant only one written warning, but insufficiently serious to justify dismissal, a Final Written Warning

shall be given to the Employee. When the final written warning is issued, the Employee is put under close scrutiny for the period of one semester. Failing to comply will lead to termination with immediate effect.

ii. **Dismissal**

The disciplinary penalty of dismissal with immediate effect will be applied when further misconduct is committed within the observation period of a final warning or where gross misconduct occurs. Disciplinary action taken against you will be based on the following procedure:

Offense	First Occasion	Second Occasion	Third Occasion	Fourth Occasion
Dereliction of responsibilities	Formal Verbal Warning	Written Warning	Final Written Warning	Dismissal
Misconduct	Written Warning	Final Written Warning	Dismissal	
Gross Misconduct	Dismissal			

In all other cases warnings will be issued for misconduct, irrespective of the precise matters concerned, and any further breach of the rules in relation to similar or entirely independent matters of misconduct will be treated as further disciplinary matters and allow the continuation of the disciplinary process through to dismissal if the warnings are not regarded.

a. **Authority to Take Disciplinary Action**
   1. The responsibility to deal and initiate disciplinary action including written warning would be with the Vice Chancellor in coordination with Dean (School of Business and School of Computing)/HOD, DASS & HRD.
   2. The responsibility to deal with final written warning would lie with the VC who will do so in conjunction with Vice Chancellor, Dean (School of Business and School of Computing), DASS & HRD.
   3. The responsibility to deal with dismissal cases would be with VC.
   4. Employee Disciplinary Action Committee in case of Academic Support Staff: Employee Disciplinary Action committee will comprise of the Vice Chancellor, DASS and HOD who will recommend course of Action to the HRD in case of any disciplinary issue so that the HRD can coordinate action accordingly.

   Note – SUC may suspend employees for up to 30 days with one half pay during the disciplinary

XVIII. APPEAL PROCEDURE

A. **Introduction**

SUC recognizes the need for appeals policy for staff members who may wish to appeal for the review of the decisions by appropriate authorities. This appeal can be against the process of enquiry or

non-compliance of policy or decisions which are non-commensurate to the offence. Otherwise, the staff may report a Grievance as per the Grievance Policy and Procedure for Professional Staff.

B. Purpose

To enable the employees of SUC to exercise their right to appeal against decisions which are contrary to the policies and procedures laid down.

C. GROUNDS OF APPEAL

This policy applies to Staff members employed at SUC on a contractual basis and not to temporary or part time employees.

An employee may appeal for the review on following grounds:

i. Review of applications rejected for promotion contrary to the SUC Promotion Policy and Procedures.
ii. Review of rejected applications of current employees for appointments to advertised positions
iii. Decisions awarded by the committees which are contrary to the policy and procedures in the redressing the issue at hand
iv. Any biases that may have prompted decisions by the officials which are not within the framework of policy and procedures
v. Unsatisfactory decisions awarded while redressing the grievances.

D. TIMEFRAME FOR APPEAL

The Employee may appeal against the decisions within 15 days of receiving the decision or communicated through any appropriate media (email, SMS, telephonic conversation or any other appropriate mode) to the next higher authority.

The appeal committee shall give its recommendations to the Vice Chancellor within 15 days and the Vice Chancellor shall review the report and communicate the committee's decision to the appellant within 10 days of receiving the decision from the committee.

E. FORMATION OF APPEALS COMMITTEE

The Vice Chancellor has a right to form an adhoc employee grievance committee and appoint members based on the nature of appeal and expertise required for resolving the issue. The Vice Chancellor appoints the Chair of the committee to review the appeal. The committee shall consist of 3 or 5 members as required.

F. RESPONSIBILITIES OF THE COMMITTEE

i. Upon receiving the appeal, the Chair of the committee calls for a meeting of members.
ii. The members review the decision and the relevant documents submitted to the committee.
iii. Any additional information required will be sought from concerned department to have a holistic understanding of the issue.
iv. The employee grievance committee reviews the documents related to the appeal and if necessary may invite the aggrieved party to hear the grounds of appeal and its justification.

v. The committee evaluates the arguments of both the parties and submits the report to Vice Chancellor.

vi. The Vice Chancellor communicates the decision of the Appeals Committee.

vii. If the grievance is not resolved the matter will be referred to HRD by the aggrieved party, the decision of the HRD committee will be final for resolving the issue.

viii. If still the matter is not resolved, the aggrieved party may search for alternative dispute resolution methods.

XIX. GRIEVANCES POLICY

The Grievance Procedure provides guidelines for Employees to lodge a formal grievance/complaint against an injury caused in the due process of administrative operations, policy matters or individual(s) action to seek remedy within the SUC.

A grievance is a matter of concern for SUC therefore all matters brought to the notice of the management through the Grievance procedure are resolved in a professional manner. It must be noted that grievance procedure can only be invoked in cases as stated within the section "Definition of Grievance" below.

A grievance procedure is not a formal judicial proceeding and therefore is not required to comply with rule of evidence that is applicable in a court of law. To the extent that any provisions of this procedures conflicts with any applicable law, the superior law of the land prevails.

i.   Applicability
The Grievance redressal Procedure shall apply to Employees may seek redressal through this process.

ii.   Grievance Policy
A Grievance is a formal complaint made by an employee that his/her terms or conditions of employment at SUC, or ability to act in his/her professional or academic capacity at the SUC is significantly impaired due to serious violation as a result of one or more of the conditions listed below:

iii.   Violation of academic freedom as defined in this manual
a. Discrimination on the basis of age, disability, ethnic or national origin, gender, race or religion
b. Violation or misapplication of SUC contractual provision, practice, procedure, regulation or rule
c. Violation of accepted standards of behavior in the workplace of the SUC as stated in this manual.

iv.   Timeframe for grievance Redressal
The Employee may apply for Redressal of the grievance within 15 days of receiving the decision or communicated through any appropriate media (email, SMS, telephonic conversation or any other appropriate mode) to the next higher authority.

The employee grievance committee shall give its recommendations to the HRD within 15 days and the HRD shall communicate the committee's decision to the aggrieved party within 10 days of receiving the decision from the committee.

v. **Procedure of Grievance Redressal**
    The order in which adversarial parties may try to resolve their disputes is as stated below:

a. **Informal Attempts at Conflict Resolution**
    Before a formal grievance is filed, a potential grievant should attempt to resolve the grievance informally with the concerned parties or may take the help of arbitration within the SUC.

b. **Notice of Grievance**
    If informal approaches to resolve grievance fails, then Employee with grievance must file a "Grievance form" available with HRD and must be submitted to the HRD. The "Grievance form" shall contain a concise statement of the reasons that led to the grievance. The statement must also specify the remedy. The grievant must file the notice within 7 working days of the grievance.

c. **Formation of an Employee Grievance Committee**
    The Vice Chancellor in consultation with Head HRD shall form an Employee Grievance Committee of three (3) Members from a pool of eligible Employees who are not party to the grievance. The Vice Chancellor and Head HRD must ensure that the appointees to the Employee Grievance Committee are free from perceived bias, conflict of interest or such previous association with the issues that are raised by the grievance and/or hold close association with the parties to the grievance. No person must be involved in the pending grievance process that has rendered a previous judgment on parties to the grievance on hand.

    The Employee Grievance Committee will receive a copy of the "Employee Grievance Redressal Form" along with supporting documents filed by the parties to the grievance.

d. **Mandate of an Employee Grievance Committee**
    The responsibility of the Employee Grievance Committee is to recommend what action should be taken and suggests a time frame for compliance. In reaching its recommendation, the Committee should consider the relief requested by the grievant(s), but the Committee has wide discretion and may recommend appropriate relief within SUC Guidelines and Regulations.

    The type and extent of relief by the Committee's discretion may be influenced by its views on factors such as:

    i.   Whether the violation was intentional or unintentional
    ii. Whether the violation involved negligence or was a result of reasonable misinterpretation of responsibilities
    iii. The likelihood of the immediate or possible future harm involved and its magnitude.

In case the Employee's continued presence would hamper or prejudice the investigation, the Employee may be suspended, for a period, which would be as brief as possible. The employee under suspension would not be allowed to enter the premises unless accompanied by a designated senior Employee. SUC may suspend employees for up to 30 days, with one half pay during a disciplinary investigation. An employee will be entitled to reimbursement of all withheld pay if the employee is ultimately cleared of wrongdoing.

e. **The Grievance Hearing**
Once a "Grievance Redressal Form" (Available with HRD) has been appropriately filed and all necessary information has been included, the Vice Chancellor along with and the Head HRD will convene the organizational meeting of the Employee Grievance Committee within three working days of receipt of notice from aggrieved party/parties to:

1. Elect a chair
2. Establish procedures necessary for a fair and orderly meeting
3. Forward a copy of duly filled "Grievance Redressal Form" to all parties against whom the grievance is filed
4. Solicit documents or other hard copy or electronic evidence from parties to the grievance

The manner in which the oral proceedings are conducted will be determined by the Chair of the Employee Grievance Committee in consultation with the Members of the Committee through the documentation of the proceedings. At the discretion of the Committee, parties and their advisors may be allowed to question the witnesses.

a. **The Findings of the Grievance Committee**
The proceedings of the hearing by the Committee shall be recorded and a report of its deliberations and its recommendations, specifying the rational(s) for its recommendations are submitted to the Vice Chancellor to help him arrive at final decision in the case. Once the Committee has completed its receipt of oral and written evidence, it shall meet in executive sessions to consider its conclusion and recommendations. In executive session, only Members of the committee shall be present. The Committee's recommendation must be submitted within five (5) working days of completion of its deliberations. Copies of the Committee's recommendations and report shall be forwarded to the parties of the grievance.

b. **The Final Decision of the Vice Chancellor**
The Vice Chancellor decision shall be submitted to the parties as soon as possible, ordinarily within five working days of receipt of the Committee's recommendations. The Vice Chancellor decision will be submitted to the parties in writing and sent to the office address of the parties at the SUC.

The Vice Chancellor decision in all cases will be final.

Unless confidentiality is waived in writing by all parties, participants are required to maintain confidentiality of the proceedings. Information concerning a grievance may be

HANDLING OF LEGAL ISSUES

A. INTRODUCTION

SUC's most important assets are its employees. Staying competitive in educational sector and at any stage requires a strong relationship between a business' ownership and management and the rest of the workforce. Strong workplace relationships are grounded in positive corporate policies relating to employment as well as the adherence to state and federal laws regarding employee rights and protections. To maintain the good employee relations and harmonious working conditions, SUC resolve legal issues at the lowest possible level and take action positively. SUC forms an internal Legal Affairs Committee based on the requirement.

The internal Legal Affairs Committee may consult Legal Advisor / Consultant appointed by SUC on all legal matters based on the severity and the implications of the matter.

B. FORMATION OF COMMITTEE

The Vice Chancellor has a right to form an internal Legal Affairs Committee and appoint members based on the nature or severity of the issue. The Vice Chancellor appoints the Chair of the Legal Affairs committee to review the issue. The committee shall consist of 3 or 5 members as required.

C. RESPONSIBILITY OF THE COMMITTEE

The committee is responsible for identifying, reviewing the legal issues and also evaluates and investigate the cases presented to them for decision making. The committee also consults the Legal Advisor or Consultant to seek for professional legal assistance.

D. PROCESS FLOW

  i.   The Chair of the Legal Affairs Committee and HR calls for a meeting of its members.
  ii. The members review the decision and the relevant documents submitted to the Legal Affairs Committee.
  iii. Any additional information required will be sought from concerned department to have a holistic understanding of the case / issue.
  iv. The Legal Affairs Committee and HR reviews the documents related to the issue / case and evaluates the opinions of both the parties
  v.   The Legal Affairs Committee and HR will consult the Legal Advisor or Consultant to seek for professional legal assistance before submitting the report to the Vice Chancellor.

Frequency and authority of review

Components	Preparation of Plans	Preparation frequency	Review frequency	Timeline	Responsible to implement	Reasons for amendment	Approval Authority

Legal issues policy	Legal Affairs committee	As and when required	Yearly	July	HR	Based on the Legal requirement	VC

XX. EMPLOYEE CODE OF CONDUCT

A. RESPECT UAE CULTURE

The culture in UAE has evolved from a deep-rooted belief in Islam, which is more than just a religion. It is a total way of life, which governs every activity and decision that is made in daily life. Keeping these cultural and religious concerns in mind and following the simple guidelines, it is possible to live very happily in the UAE. One should avoid contentious discussions about religion, the status of women and the politics of the Middle East. Everybody should remember that they are a "Resident Guest" of the United Arab Emirates and should be respectful of the culture and way of life here. By nature, locals are hospitable and extremely courteous. Aggression and rude behavior are seldom seen; authority and calm are the norm. All the Employees are expected to adhere to the decency code of UAE both in their personal and professional lives.

B. NO SMOKING POLICY IN SUC CAMPUS

SUC follows a No Smoking policy (Including vapes and electronic cigarette) at all locations of its Campus indoors, i.e., offices, classrooms, lobbies, cafeteria, gymnasium, multipurpose hall, toilets etc. which is as per the SUC rules as well as by law. A designated area is allocated for smokers within the premises of SUC. Employee must not smoke in front gate of the University or the main entrance. HRD personnel may pay a surprise visit anytime. Employee disregarding the No Smoking policy indoors will be served a verbal warning on the first instance. A cautionary note will be issued on the second instance. Thereafter disciplinary proceedings will be initiated against the Employee.

C. PROHIBITION OF ALCOHOLIC DRINKS AND NARCOTIC DRUGS IN SUC CAMPUS

SUC does not allow or authorize anyone to bring in any kind of alcoholic drinks or narcotic drugs into its premises for consumption and storing; and furthermore prohibits any person under intoxication to enter or remain in the SUC. Violations will be viewed seriously and result in immediate suspension / expulsion / termination.

D. EMPLOYEE DRESS CODE

i. Academic Support Services Dress Code

Male Employees are expected to wear Formal wear i.e. pants/trousers, business shirts with a tie along with formal shoes. Preferably jackets should be worn when the weather permits.

Female Employees are expected to wear pants/trousers, dresses & skirts which are on or below the knee with formal shirts or tops with a formal Jacket. Blouses, Shirts, Tops or jackets covering upper arm is considered to be appropriate.

ii. **Office support staff must wear uniform provided by the SUC on all weekdays.**
Note:

1. Friday wear for all employees is plain blue / black denims along with SUC Polo Shirts provided by SUC. Friday Dress Code will remain same even in case of any internal or external meetings on that day
2. 2 SUC Polo Shirts are given in a year; any additional requirement will have to be purchased additionally.
3. It is mandatory to wear the SUC Polo Shirts every Friday at all levels and should wear proper shoes. Shoes which are striking in colors or sandals are prohibited.

Don'ts: Patched/ Rugged jeans, Printed/ Check shirt or Tee shirt, Bright / Glossy clothes, Captioned/ Pattern Tee shirts are not permissible.

E. **EMPLOYEE PERSONAL PROPERTY**

SUC is not liable for any loss of, or damage to personal property brought into the premises by the employee. It is expected from the employees not to bring personal items of value to the premises and, in particular, not to leave any items (cars, personal laptops, luggage, etc.) overnight without prior permission from HRD.

F. PROFESSIONAL CONDUCT

To ensure a professional and idealistic work environment, all Staff Members must adhere to high standards of conduct, such as honesty, integrity and ethical behavior. The Staff Members and administrators have an obligation to respect the dignity of others, free expression of differing opinions and to inculcate and defend intellectual honesty, freedom of enquiry and instruction. Staff Members must comply with the standards and principles of conduct set forth in this Handbook. Complaint of unprofessional conduct is subject to investigation. The Staff Member will be informed promptly by Head HR of any allegation of unprofessional conduct carried out with a verbal warning to avoid any such incidence in future.

i.   The Staff member shall at all-time faithfully serves Skyline University College and uses his utmost endeavors to promote its interests. He shall not directly enter or engage in any other employment service, business or speculation, whatsoever which is in direct competition to the affairs of SUC.

ii.   The Staff member agrees to obey promptly all directions and lawful orders given to an individual as per the organization schedule and activities.

iii.   The Staff member shall not at any time whether during or after the termination of the contract impart or disclose any information as to the business or affairs of SUC to anyone other than as directed by or with the consent of the Dean or his nominee in so far as may be required by a court of competent jurisdiction. The Staff Member shall uphold the interest of SUC to the best of his ability and shall do nothing to prejudice them at any time whether during or termination of contract.

iv.   In case of termination or resignation before the contract period, the Staff member will not take up any employment with a competitor or start any business, which would directly or indirectly affect the business of SUC for a minimum period of one year.

v.   In case of staff member is joining competitor after completion of the contract period, they need to give non-disclosure undertaking to SUC before the release is given to the employee.

vi.   To be familiar with the SUC Policies and Procedures and abide by them at all times.

vii.   All copyrights and/or design rights in any work created in the course of or under this contract shall belong to SUC.

viii.   The Staff member agrees to obey promptly all directions and lawful orders as per SUC Policy & Procedures.

ix.   Staff Members are expected to devote their energies in developing and improving their administrative competence.

x.   All staff members must accept the obligations to exercise critical self-discipline and judgment in using, extending, and transmitting information and practice intellectual honesty.

G. PRESENCE & ABSENCE AT WORK PLACE

Except for the approved leave, absence due to official assignments outside SUC or other official exemptions, staff members are expected to participate in the administrative work of SUC throughout the Academic Year. All employees are expected to follow the official timings. If the same is not done without prior permission the absence is considered as leave and is subject to deduction from the balance annual leaves of the employee.

All staff members are required to be available on campus during the official working hours of SUC all year around. Staff members may take leave of absence for professional development with written authorization from Vice Chancellor or in case of emergency, but must inform Vice Chancellor and Human Resources Department. Absence or non-adherence to office hours will be subjected to disciplinary action.

H. OUTSIDE EMPLOYMENT

A Staff Member at any point of time during the contract period with SUC is not eligible for any part time or full time job outside SUC. He may be employed at any other institution or in industry off campus only with the prior written authorization from the DASS and the Vice Chancellor.

I. PROHIBITION OF HARASSMENT

Harassment in any form be it gender, race, color, religion, age, nationality, disability or any other factor prohibited by law is strictly prohibited at SUC both at the work place and off the premises, including social activities conducted or sponsored by SUC.

i. Sexual Harassment

Sexual harassment is defined as unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature when submissions to such conduct is either explicitly or implicitly a term or condition of an individual's employment, submission or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or such conduct has a purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

Sexual harassment can occur between individuals of opposite sex or the same sex. Sexual harassment may include, but is not limited to intentional physical conduct that is sexual in nature, such as touching, pinching, patting, sexually oriented gestures, noises, remarks, jokes or comments about a person's sexuality or sexual experience, repeated unwelcome requests for romantic relationship and displaying pictures, posters, calendars, graffiti, objects, promotional materials, reading materials or other materials that are sexually suggestive, sexually demeaning or pornographic. Basing an employment decision or implying that it will be based on an employee's submission to or rejection of sexual overtures is prohibited.

ii. General Persecution

General Persecution is verbal or physical conduct that denigrates or shows hostility or aversion to an individual because of gender, race, color, religion, age, national origin, disability or any basis prohibited by law, when such conduct has the purpose or effect of unreasonably interfering with an employee's work performance, creating an intimidating, hostile or offensive work environment or otherwise adversely affecting an individual's employment opportunities.

Harassment may include but is not limited to verbal abuse, ridicule including slurs, epithets and stereotyping, offensive jokes and comments, threatening, intimidating or hostile acts and displaying or distributing offensive materials, writings, graffiti or pictures.

iii.   Procedure

When any employee believes that he/she has been subjected to prohibited harassment or has questions concerning the policy, he/she must notify the Head HR immediately.

Employees are encouraged to report potential harassment before it becomes severe or pervasive. Reports will be investigated impartially and appropriate corrective action if any will be taken including discipline for inappropriate conduct. Complaints will be handled confidentially, except as may be necessary for investigation and resolution. This policy prohibits retaliation, harassment or other adverse action because of making a complaint, assisting in an investigation, opposing harassment or otherwise exercising rights protected by law.

J.   CONFIDENTIALITY OF INFORMATION

Unauthorized dissemination of information is viewed to be both harmful to individuals as well as to SUC.

i.   Employment Information **-**The details of an employee's terms of employment and compensation should be treated as confidential matters and not disclosed to other employees, students, their spouses or parents, except as necessary.

ii.   Employer Information **-** Employees may, by virtue of their employment with SUC, obtain access to sensitive, confidential, restricted and proprietary information about SUC, including but not limited to financial records, customer/student records and files, referral or mailing lists, credit card numbers, and similar documents. Such confidential information shall be used solely by employees in the performance of their job duties for SUC. Employees shall not, without the prior written consent of SUC, use, disclose, divulge, or publish to others any such confidential information acquired in the course of their employment. Such confidential information is the exclusive property of SUC and under no circumstances whatsoever shall employees have any rights to use, disclose or publish to others such confidential information subsequent to the termination of their employment.

Unauthorized use or disclosure of confidential information may result in disciplinary action, including immediate termination, prosecution, or other available action.

Upon termination of employment, employees must return any confidential information, including all copies of such documents prepared or produced in connection with their employment at SUC pertaining to SUC's business or the employee's services for SUC, whether made or compiled by the employee or furnished to the employee in connection with such services to SUC.

iii.**All information that:**

a.   Is or has been acquired by the employee during, or in the course of your employment, or has otherwise been acquired by the employee in confidence,

b.   Relates particularly with SUC business or that of the other person with whom employee have dealing of any sort.

c.   Has not been made public shall be confidential, and employee shall not at any time, whether during the course of work or after separation with SUC, disclose such information to any person without written consent of concern authority

XXI. SEPARATION POLICY

Separation includes retirement, resignation, non-renewal of contract, dismissal due to adequate cause related to academic non-performance, breach of contract, indiscipline, moral turpitude, discontinuance of an academic program, and financial exigency. These Guidelines apply to conditions whereby an Employee, whether on initial or reappointed contract, may be separated from employment with the SUC prior to the expiration of an Employee's contract or resignation.

A. RESIGNATION BY ACADEMIC SUPPORT SERVICES STAFF

   i. The contract may be terminated by the Employer without cause by giving to the other party at least one (1) month notice or pay in lieu of notice.
   ii. The contract may be terminated by the Staff member by giving to the other party at least one-month notice or pay in lieu of notice.

Policy outline:

In case of resignation organization has right to decide on the last working day of employee considering the academic calendar and full and final settlement and benefits will be paid till the last working day.

   a. All the pending benefits forfeit as soon as Employee resigns from services.
   b. Employee resigning from the services is not eligible for any pending tickets. Booked air tickets which are reimbursed but not availed will have to be paid back to SUC.
   c. Employees discontinuing their services with the university, has to reimburse the amount of the furniture allowance & Accommodation Allowance paid at pro rata bases.
   d. In case of Loan, the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid to the Employees.
   e. Leave balance is paid on Basic i.e. Annual Leaves accrued till the last working date minus availed leaves.
   f. In case if the employee has undertaken any dissertation, additional credit, summer courses during notice period, payment for same will be included in the end of service benefit upon submission of clearance form.
   g. If an employee avails any loan facility from any bank and has taken salary undertaking letter from SUC, then the employee is responsible to submit bank clearance to HRD as part of their clearance process.
   h. Gratuity will be paid as per UAE Labor Law. All termination entitlements must be paid to employees within fourteen days after the termination date
   i. Any shortfall in the notice period will have to be borne by the employee and the acceptance on the last working date will be subject to approval by the VC.

B. DISMISSAL

This Contract may be terminated by the Employer without notice and forfeit of all the benefits if the Employee:

   i.   Commits any gross or repeated breach of his/her obligations.
   ii. Is engaged on probation and is dismissed during the probationary period or on its expiry.
   iii. Willfully neglects SUC interests causing substantial loss thereto whether monetary or otherwise.
   iv. Becomes incapable of performing his/her basic duties due to his/her fault or misconduct.

v. If they fail to perform their basic duties and continues to do so despite written warning to them by the Vice Chancellor or his nominee.

vi. Is discovered to have disclosed a secret or confidential matter of the business of SUC.

vii. Is convicted of offence involving honor, honesty or public morals and order.

viii. Misconduct in any way whether in relation to the affairs of SUC or otherwise is disobedient, non-cooperative or is guilty of habitual or gross negligence.

ix. Is discovered to have made or given false statement or document to SUC.

x. Is found under the influence of alcohol or drugs during working hours.

xi. Is found to have defamed the SUC or the Management.

xii. Is found to be working against policy and procedure of SUC.

xiii. Additional grounds for "for-cause" termination, including where an employee:

    i. Abuses their position for profit or personal gain; or

    ii. Commences work for another employer without complying with the applicable rules and procedures.

xiv. Notice period of employees is

    i. 30 days for employees with up to five years' service

    ii. 60 days for employees with between 5 and 10 years' service

    iii. 90 days for employees with 10 years' service or more.

i. Assurances

The SUC policies and procedures on employee dismissal ensure:

a. The rights of the individuals are protected under these policies and procedures.

b. Dismissal shall not violate the rights of the individual under applicable UAE laws.

c. The threat of dismissal will not be used to restrain Employees in exercising their academic freedom.

d. The procedure of dismissal ensures timely written notification of the reasons and circumstances that led to dismissal.

e. The principal of natural justice and due process will be adopted to give fair chance to the Employee to defend wherever applicable.

f. Employees are entitled to one day of unpaid leave per week during the notice period to look for new employment.

ii. Justifications

Dismissal may be justified by one or more of the following:

a. **Adequate Cause**
Dismissal for adequate cause may include grounds related to dishonesty, demonstrated professional incompetence in teaching or research, grounds related to substantial neglect of professional or academic responsibilities and personal misconduct, breach of contract, indiscipline, & moral turpitude affecting directly or indirectly the community or SUC. The dismissal is done by giving one semester of notice or in lieu of pay as per

the clause "Notice and Termination" of the contract is justified except in case of adequate cause.

b. **Procedure for Dismissal for Adequate Cause**
The dismissal of Employee due to adequate cause requires formal notification in writing to the affected Employee by the Vice Chancellor. The notice should inform the Employee of the decision to dismiss and the specific ground for dismissal.

For suspected breach of contract involving dishonesty in teaching or research, neglect of duty, unfitness of the Employee in his/her Professional capacity as an instructor or researcher, personal misconduct, the Employee can be suspended with immediate effect by VC approval. The Vice Chancellor in consultation with Head HRD will constitute an ad-hoc Employee disciplinary action committee to establish the facts of the case. The ad-hoc disciplinary committee shall offer the Employee the opportunity to respond to the charges. This Committee will file a report within seven days of start of the investigation. Committee will forward its findings to the Vice Chancellor and approval.

Should the SUC decide to dismiss the Employee, he/she will normally receive salary and benefits until the effective date of dismissal as per UAE law.

C. DISCONTINUANCE OF ACADEMIC PROGRAMS
Termination of employment may also be based on the discontinuance of an academic program reflecting judgments concerning the strategic planning of the SUC.

i.   **Procedure for Dismissal due to Discontinuance of an Academic Program**
Before recommending discontinuing an academic program the Dean shall deliberate with VC and on the basis of their recommendations and educational considerations present the closure of the Academic Program to the VC who will present it to the Board of Trustees for final approval.

The decision to discontinue an academic program can be made by the Board of trustees only. Termination of Employee appointments or major changes in academic programs must conform to principles established in the strategic plan presented to Board of trustees by the Vice Chancellor. The discontinuance requires affirmative vote of the Board of Trustees.

D. FINANCIAL EXIGENCIES
Termination of employment is justified by a demonstrated and bonafide financial crisis that threatens the continuation of one or more academic programs in their present form.

i.   **Financial Exigency Declaration**
The declaration of an exigency requires that the dismissal of the Employee is likely, even if such dismissals are not imminent. When the Vice Chancellor of the SUC believes a bona-fide financial exigency exists, he/she shall promptly advise the VC. VC will consult with the Board of Trustees. The decision to approve financial exigency can be made only by the Board of Trustees.

ii. Retrenchment

After the declaration of an exigency, major steps for dealing with financial crisis will proceed along the lines as described in the case of discontinuance of academic programs. Consultation between the Vice Chancellor and BOT or AAC is mandatory.

A retrenchment plan must be developed and approved by the Vice Chancellor. If acceptable, Vice Chancellor will present it in front of the Board of Trustees. Termination of Employee's appointments or major changes in academic programs must confirm with principles established in the strategic plan. Academic considerations will be primary in making program and personnel decisions. Final decision in such cases will reside with Vice Chancellor.

The Board of trustees may declare that a financial exigency no longer exists. However, this does not imply that the notice of dismissal issued to any individual during a period of declared exigency is automatically withdrawn or otherwise invalid. However, reconsideration to re-employ some of the employees terminated due to financial exigency as per the discretion of the Vice Chancellor is possible. This will supersede the contract terms and EOSB will be as per labor law.

E. DEATH OF AN EMPLOYEE

All the procedure, processes, payments etc. in case of Death of an employee during the term of contract are as per UAE Labor Law.

F. SETTLEMENT & CLEARANCES FORMALITIES

i. Payment of Salaries and Benefits in Case of Separation from Employment

In case an Employee is separated from employment under Dismissal Justified by Adequate Cause, the Employee's salary shall be terminated effective upon the date of dismissal. As per labor law Employee resigning from the services is not eligible for any pending benefits not availed in the Academic Year. All the pending benefits (Air ticket, non-accrued annual leaves, furniture allowance) forfeit as soon as Employee resigns from services. In case of SUC terminates an Employee will be eligible for repatriation ticket for Employee alone who is under SUC Visa. In case of visa transfer employee's subsequent employer is responsible for his repatriation.

If an Employee's service is separated because of discontinuance of an academic program or declaration of financial exigency, the Employee's salary shall be terminated according to the provisions specified in plans developed for discontinuance of an academic program or financial exigency. Payment of full and final settlement which includes gratuity (if eligible) will be paid only in the form of bearers cheques after cancellation or transfer of employment visa. In all cases, final settlement for employees will be calculated as per the implemented law the govern the relation between employee and employer like UAE labor law. All the entitlements must be paid to employees within 14 days after the termination date

ii. **Handover and clearances**

In case a Staff Member is separated from employment, they should prepare and forward their Handover Checklist confirmed by the Dean of respective school (School of Business and School of Computing)/, Program Chairs, DVC, DASS HOD and Head HRD and approval of the Vice Chancellor. The staff member needs to get clearance from the concerned Departments and submit the clearance form along with duly filled Exit Interview form to HRD for processing the Full and Final Settlement. As soon as the resignation is accepted or termination / dismissal is communicated following documents need to be submitted by the employee to HR for clearance purposes: u

   a. Employee has to submit their family visa cancellation document (incase family is sponsored by the employee)
   b. Passport
   c. Emirates ID
   d. Insurance card
   e. Skyline ID
   f. Employee handover

Full and Final Settlement will only be released after clearances from respective departments, submission of the above documents and submission of stamp visa in their passport if change of status and ticket submission if returning to their home country.

XXII. ACADEMIC SUPPORT SERVICES STAFF TITLES AND REQUIRED QUALIFICATIONS

i. **Director**

The rank is attained by appointment / selection from Dy. Director Level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have total of fifteen plus years of experience and at least seven plus years of experience in a University / Institution or must have work with SUC with similar experience.

ii. **Deputy Director**

The rank is attained by appointment / selection from Asst. Managerial level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have total of ten plus years of experience and at least five plus years of experience in a University / Institution or must have work with SUC with similar experience.

iii. **Head of the Department**

The position is attained by appointment / selection from Managerial level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have total of ten plus years of experience and at least three years in a University / Institution or must have work with SUC with similar experience.

iv. **Manager**

The rank is attained by appointment / selection from Asst. Managerial level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree.

The candidate must have total of seven plus years of experience and at least three plus years of experience in a University / Institution or must have work with SUC with similar experience.

    v.   Assistant Manager

The position is attained by appointment / selection from Supervisory level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have total of five plus years of experience and at least at least two plus years of experience in a University / Institution or must have work with SUC with similar experience.

    vi.   Supervisor

The position is attained by appointment / selection from Assistant level after a positive evaluation of performance and promise. An appointee to this rank must holds a Masters or Bachelor Degree. The candidate must have total of four plus years of experience and at least at least one plus years of experience in a University / Institution or must have work with SUC with similar experience.

    vii.   Clerical Staff

This position is attained by selection. The rank on this level must hold a Masters or Bachelor Degree. The candidate must have total of two plus years of experience and preferably one plus years of experience in a University / Institution or must have work with SUC with similar experience.

    viii.   Support Staff

This position is attained by selection. The rank on this level must hold a high school diploma and additional certificates on their chosen field. The candidate must have at least a year experience in a University / Institution.

    ix.   Non Regular Academic Support Staff

A staff member of the University which hold a temporary position and are employed on semester or monthly contract which can be renewed as per agreement of both parties. Lab Assistants as mentioned above can be hired as part time with the similar requirements as full time staff.

XXIII. ACADEMIC SUPPORT STAFF ROLES AND RESPONSIBILITIES

Academic Support Services are full time and part time staff members whose primary responsibility is to coordinate administrative operations to support the smooth conduct of academic programs of SUC. It includes the pedagogical support staff as well as professional support staff employed in SUC. They are non-academics employees and employed in various functional areas as executive, administrative, clerical and technical roles.

A.   ROLES AND REPSONSIBILITIES OF ACADEMIC SUPPORT SERVICES AAC MEMBERS

Duties and responsibilities of an AAC Members as listed in Job description. Such responsibilities are assigned keeping in view the position and expertise of the AAC Member. It is required of all AAC Members to perform these duties professionally and ethically. AAC Members are expected to devote their energies in developing and improving organization's operations and functioning and take responsible decisions. All AAC Members must accept the obligations to exercise critical self-

discipline and judgment in using, extending, and transmitting knowledge and practice intellectual honesty. AAC members are required to fulfill all their duty (ies) or activity (ies) within their Scope of Employment, or any employer assigned tasks. Such a duty or activity is under the control, direction, specific authorization or supervision of the employer.

i. PLANNING FUNCTION

    a. AAC is responsible for achieving the strategic plan through the available resources and maintain the academic excellence as envisioned in the institutional mission statement

    b. AAC provides inputs for the development of the institution on a long term basis by proposing areas of new programs, strategies of increasing enrollment, expanding geographically, managing the operations and building the brand image so that the institution is recognized in the Society and attracts the student and corporate community to remain on a path of sustainable growth.

ii. GENERAL FUNCTIONS

    a. Directly reports to the Board of Trustees and advises on matters of university policy and seek the president's advice on matters of concern to the Employees.

    b. Shall be available for consultation and advice to members of the employee, to students, and to members of the university community on matters within the jurisdiction of the employee.

    c. Assist in maintaining harmony in the institution among all the stakeholders and resolve problem relating to student and staff

    d. To oversee the work of all committees of the University and approve the proposals of all committees on merit

    e. To seek approvals on new initiatives or discuss questions raised by faculty members on educational policy by the Board of Trustees

    f. To encourage staff development and a high level of staff performance and seek approvals for initiatives on training and development

    g. Development and implementation of Institutional policies and procedures for increasing effective functioning and stakeholder satisfaction

    h. Review Ministry Submissions and Liaison with MOE & other officials for new programs and accreditations

    i. Overall review and management of different units through developing, implementing and reviewing Institutional effectiveness and feedback system

    j. Ensuring quality control in all aspects of the university's academic programs and related activities.

    k. Review, approve and sign Articulation agreements with local & international Universities

    l. To ensure recruitment of staff of good caliber that can contribute to the institutional vision

    m. Approval of all plans including marketing plans and seat allocation, institutional Budgets, Risk Management and Institutional calendars

    n. Approval of Student progression, retention and graduation

o. Plan, Implement and Review Employee Performance evaluation system and coordinate with HR for grievances handling.
p. Student Grievances handling with DAC.
q. Present the annual reports / fact books to the VC
r. Ensure steady revenue flow for sustainability and growth of the institution
s. Delegate / assign responsibilities and authorities to various individuals and committees of SUC
t. Review IE reports at regular intervals and suggest changes for implementation
u. Review Feedback reports and suggest changes for implementation
v. Review and suggest changes in vision, mission and institutional goals
w. Prepare and ensure implementation of strategic plan
x. Review institutional planning and budget
y. Evaluate the performance, compensation and retention of all employees

iii.   Specific functions of Academic Supports Service AAC members

a. Director of marketing and communications:

Director of Marketing & Communications is responsible for Strategic plan & Operations of Multiple departments' i.e. Marketing, Corporate Relations, Events, Media & Communication Department. This role develops and prepares the marketing strategies and plans, Media Plans, Budgeting for all departments mentioned above, Market Research for local and international Markets with regards to potential of the market, etc. The core objective is to find potential students, convert current Undergraduate students to Graduate students and ensure new admissions and achieve organizational set Targets accordingly by using various marketing strategies, workshops, events, etc. Also responsible for corporate relations and articulations of the institute to ensure students get industry exposures and wider scope in terms of education.

b. Director– Government And Public Relations

Director -Government & Public Relations is responsible for developing and maintaining Government & Public Relations. Director - Public & Government Relations is responsible to develop and increase the business market for School of Business & School of Computing locally and internationally for the Arab Market along with Marketing & Admissions Team. This role is also required to initiate strong PR relation with Arab schools, Coordinate & Attend all events, workshops, exhibitions, Clubs. Plan and coordinate business council visits, Embassy, Corporate, and Sports Clubs & Consulate.

c. Director - Academics Support Services (DASS)

DASS of SUC is responsible to lead and manage the overall academic support functions of SUC in coordination with other AAC ensures academic support services are provided to the students in the best possible manner, Academic Support Operations are coordinated well and continuous professional and managerial development of academic support staff.

DASS with computing Dept. should make sure that all employees and part time employee have the required infrastructure and facilities needs to teaching goals and objective, he will also offer the required support and training programs on using sources of distance teaching and learning for Staff as well as for students when required.

DASS supports the implementation of overall strategies of the institution and support the Vice Chancellor in day to day operations of the University.

B. ROLES AND RESPONSIBILITIES OF ACADEMIC SUPPORT STAFF

Duties of Staff Members consist of responsibilities assigned by the Vice Chancellor and/or appropriate administrative authority, such as Head HR, Heads of Departments, DASS etc. as prescribed in the Job Description. Normally, duties and responsibilities will be related to the administrative area and Department where the Staff Member is assigned to work.

i. Responsibilities towards students

As administrators, Academic Support Staff Members are responsible for the following:
   a. To facilitate student's pursuit of learning
   b. To strive for best standards of the student services
   c. To demonstrate respect for the student as an individual
   d. To adhere to the proper role of guide and advisor
   e. To respect students' privacy
   f. To facilitate and support, implement and develop when required the Distance learning process work and operation
   g. To notify promptly to the HRD or Head of Department or Vice Chancellor whenever emergencies such as illness or accident prevent maintaining official work schedule.
   h. To be committed in discharging their duties primarily on campus of SUC and other sites when required by SUC
   i. To facilitate students' orientation as and when required.
   j. To project positive image of SUC to community and stakeholders

ii. Conflict of interest

Each full-time Staff Member owes primary professional responsibility to SUC and must avoid outside obligations, financial interests or employment that can affect the objectivity of their decisions as a Member of SUC's community.

Staff members must disclose actual or potential conflicts to their supervisor as soon as they become aware of them. Failure to make required disclosures or resolve conflicts of interest satisfactorily can result in discipline, up to and including termination of employment.

Staff members must not engage in any activities, transactions, or relationships that are incompatible with the impartial, objective, and effective performance of their duties.

Examples of matters and relationships that could create a conflict of interest or a potential conflict, include, but are not limited to, when an employee or a Member of the employee's immediate family are given below:

a. Accept or solicits a gift, favor, or service from an individual, business, or other party involved, or potentially involved, in a contract or transaction with SUC.

b. Accept, agree to accept, or solicits money or other tangible or intangible benefit in exchange for the exercise of official powers or the performance of official responsibilities

c. Accept employment or compensation or engage in any business or professional activity that might require disclosure of the information to SUC.

d. Accepts other employment or compensation that could reasonably be expected to impair the individual's independence of judgment in the performance of official duties.

e. Makes personal investments that are contrary to SUC interests

iii.   **Professional Ethics & Responsibilities**

SUC recognizes and supports the principle that Staff Members who speak or write as private citizens must be free from institutional censorship or discipline. It must however be understood that a Staff Member's special place in the community imposes particular obligations and serious responsibilities in conducting of behavior and activities in the best interest of the profession and SUC. These issues are addressed in SUC's policy on freedom of expression, ethics and responsibilities and honesty and integrity in discharging day - to – day administrative functions.

 For Staff Members the notion of freedom of expression is linked to the equally demanding concept of ethics and responsibilities. As a Staff Member, a person inherits certain ethical obligations and responsibilities to students, to the fellow Members, to SUC, to the profession and to the society at large. Some of these are listed below:

a. **Staff Member's ethical obligations and responsibilities to students of SUC.**

   1. Staff Members must seek to induce high moral values in students, including honesty, integrity and inculcate the free spirit of learning.

   2. Staff Members must act professionally in their relationships with the student.

   3. Staff Members must exercise critical self-discipline and judgment in using, extending and transmitting information.

   4. Staff Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of students.

   5. Staff Members must not accept from students any gifts or advantages for in return for discharging his/her responsibilities. No employee shall solicit or accept for personal use, or for the use of others, any gift, favor, loan, gratuity, reward, promise of future employment, or any other thing of monetary value that might influence or appear to influence the judgment or conduct of the employee in the performance of his/her job. VC as to a specified gift or favor can exempt an employee from the restrictions in this paragraph. The exemption must be in writing and include sufficient justification.

b. **Staff Member's ethical obligations and responsibilities to other Members of SUC community.**
   1. Staff Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any Members of SUC community
   2. Staff Members must respect and defend the free inquiry of their associates. In the exchange of criticism and ideas, Staff Members must show due respect for the opinion of others
   3. Staff Members must acknowledge the contributions of others, strive to be objective in their professional judgment of colleagues and accept their responsibilities for contributing towards the governance of the institution.

c. **Staff Member's ethical obligations and responsibilities to SUC as an institution.**
   1. Staff Members must recognize that their primary responsibilities are to SUC and therefore are prohibited to work (even for free) during the official working hours of SUC. Official approval from Dean or his nominee is required for engaging in any work outside SUC. Such outside work must be consistent with SUC regulations.
   2. Staff Members must not reveal any information or data he/she might know as part of the job.
   3. Staff Members must not falsify, change - records, certifications, signatures which they may be privy to.
   4. Staff Members are prohibited to keep (take custody of) records of SUC for personal use.
   5. When considering termination of service, Staff Members must consider the impact of their decision on SUC and must give at least 16 week notice in advance of their intention.

d. **Staff Member's ethical obligations and responsibilities to the public.**
   The demonstration of professional integrity by Staff Members includes recognition that the societies at large judge the profession and SUC by one's statements and behavior. Hence the fundamental responsibilities of Staff Members as administrators include maintenance of professional competence in day-to-day administration of SUC and when participation in professional organizations and meetings. Staff Members must strive to be accurate, exercise appropriate restraint, be willing to listen and show respect to Members of the society at large expressing different opinions, and make every effort to indicate that they are not speaking or acting on behalf of SUC when speaking or acting as private persons.

iv. **STAFF RIGHTS**
   a. **Non-discriminatory approach**
   SUC strives to create a work environment free from discrimination and harassment. Employees of SUC shall not discriminate against other because of race, color, religion, nationality, age, non-disqualifying handicapped conditions, ethnic group or gender in any

of its programs, activities, contracts, human resources administration practices or any other action it undertakes. SUC is obligated to maintain and implement best practices, processes and circumstances that afford equal opportunity to all individuals. All employment policies, systems and processes are designed to ensure that all employees are treated fairly and in compliance with Sharjah and UAE laws.

1. **Purpose**

   SUC is committed to providing equal employment opportunity to all persons regardless of race, color, religion, sex, age, national origin or disability and prohibits discrimination on these or another basis prohibited by law.

2. **Procedure**

   Employees subjected to prohibited discrimination or harassment should immediately report the incident to the HOD. The HOD in turn must immediately inform the Human Resource Department in writing about the incident for investigation. If one of the parties involved in discrimination is HOD, the incidence may be reported in writing to Head HR or DASS.

   The Head HR or DASS will immediately investigate the complaint and handle it as confidentially as possible consistent with the policy & procedures of investigation and resolution. Any proof discrimination will be addressed impartially and necessary corrective action is initiated.

   SUC prohibits any form of retaliation against the employee filing a complaint of discrimination or harassment. The Head HR shall ensure full compliance during and following the investigative process. If it is found that retaliation has occurred, appropriate punitive action will be taken.

b. **Freedom of expression**

   Institutions of higher education exist for the common good. The common good depends upon an uninhibited search for truth and its open expression. Therefore, it is essential that like Staff Members are free to pursue scholarly inquiry without undue restriction and voice individual conclusions concerning issues that they consider relevant.

   Within the boundaries of professional behavior, each Staff Member is entitled full freedom to express disagreement with other Members of SUC community. Although Staff Members must observe the regulations of SUC, they maintain the right to criticize and seek revision. Staff Members are also citizens or residents of a nation or community and should be free from institutional censorship when speaking, writing or acting outside SUC. However, it is important that Staff Members take cognizance of the moralities and sensibilities of the host culture. At no time defaming of institution is acceptable and if for any reason SUC name is scrutinized the Staff Members contract will be subjected to immediate termination.

XXIV. NEPOTISM POLICY

For SUC to function in the best interest of the stakeholders and the community in general, it is expected to be free from the influence of the decisions of family members of the investors / board members that may not be in best interest of the normal functioning of the institution.

Relative is defined as a parent, parent-in-law, child, spouse, brother, sister, grandparent, grandchild, son-in-law, brother-in-law, daughter-in-law and sister-in-law.

Nepotism policy of SUC is designed to prevent relatives of the Board members to be active participants in the day to day operations and decision making relating to hiring and firing of employees, reviews of policies & procedures, budget allocations and formulation of strategic plans and its implementation. Relatives of employees of the institution are not placed in a direct supervisory line with respect to each other to avoid any kind of conflict of interest while executing their responsibilities. The nepotism policy mentioned above is not to be construed to limit the hiring, promotion, or employment opportunities of any particular group of applicants.

The nepotism policy applies to any person who is employed as a full, part-time, student or temporary employee by SUC. The related employees however are not eligible to participate in the process of review, recommendation and/or decision making in any matter concerning hiring, opportunity, promotion, salary, retention, or termination of a relative as defined.

As per the policy, no contracts can be offered to the relatives of the members of the board/employees of SUC. However, the contract can be awarded to the relative members if the application has undergone the due process of competitive bidding wherein a prior public disclosure to public and open tenders with public notice procedures have been followed.

A. Remedies for employees and contracts

i. Employee:
The institution may resolve any violation of this policy by voluntary transfer, or if an agreement cannot be reached, by involuntary transfer, from a unit or position, or by termination as applicable.

ii. Contracts:
In case of contracts been awarded that breach the Nepotism policy will stand null and void and the contracts will be awarded to the next best bidder.

XXV. COPY RIGHT AND INTELLECTUAL PROPERTY

Any SUC funded Academic, Research, Training material, applications, projects and Assignments created by the Staff and the students during their tenure at SUC will be considered as the intellectual property of SUC.

i. SUC has a right to use all the teaching & training program materials, research works, books and patents developed / applied by Faculty Member during their tenure for conducting its operations or to enhance its image in the competitive environment.

ii. SUC has a right to copyrights on any applications, projects, systems or software's created by the Faculty Member, Staff and the students during their tenure at SUC.

iii. The SUC believes that all published works of its community should be available to interested scholars.

iv. SUC holds the rights on all the course material (Course syllabus) in their structure, content, and the methodology of conduct. In other words the Faculty Members may not conduct the same course using the same content and methodology as followed in SUC during the tenure.

v. The Faculty Members/ Students also reserve the right to use the created material for their career advancement.

vi. The SUC also believes that the author should be given full credit for any work and should be entitled to retain proprietary rights to the product of the individual's own initiative and individual labors.

vii. SUC reserves the right to determine whether or not the material will be copyrighted in the name of the author for the material produced by Faculty Members under assignment of SUC.

viii. Any arrangement relating to copyright matters involving sponsored project must be referred to the faculty. Some sponsors have established regulations governing the copyright and/or publications of the results of investigations they sponsor. Before entering a sponsored project, an understanding among the principal investigators, the SUC and the sponsor should be reached regarding the rights to any copyrighted materials produced by the project.

ix. The SUC has the right to use the course materials developed by its Faculty Member as it deems necessary and maintains the right to produce, update, distribute, transmit, alter and prepare derivative works based on course materials.

The SUC Faculty Members must not include the contents of multimedia, electronic, computer bases or distance education courses which constitute breach of intellectual property rights.

A. PATENT AND COPYRIGHT ISSUES

RSAC will facilitate in organizing regular workshops/webinars for faculty members, staff and students about patents, and copyright issues. The committee will make sure that Federal Law No. 7 of 2002 on Copyrights and related rights are understood and followed by everyone in the institution. Any violation of these issues will be reported and handled by the Disciplinary Action Committee.

XXVI. GRADING SCALE

SUC maintains a formal grading scale for training staff members. This scale is referred at the time of recruitment, increments and promotion. This scale enables SUC to maintain the parity within the organization. Grading scale is reviewed annually based on internal and external factors. It is available with HR for Management and employee review as and when required.

The below table shows the grades for different levels of Academic Support Service positions:

Rank	Grade
Support Level - SU	1
	2
Sr. Support Level - SSU	3
	4
Technical Support Level - TCL	5
	6

Sr. Technical Support Level - STCL	7
Clerical Level - CL	8
	9
Sr. Clerical Level - SCL	10
	11
Supervisory Level - SL	12
Sr. Supervisory Level - SSL	13
Asst. Managerial Level - AML	14
	15
Managerial Level - ML	16
	17
Dy. Director Level - DDL	18
	19
Director Level - DL	20
	21

XXVII. GOALS SETTING BY ACADEMIC SUPPORT STAFF

A. INTRODUCTION

Goal setting is an important aspect of personal development and institutional development process at SUC. The goal become the guidelines for the Heads of department to achieve during the academic year and the cumulative progress of individuals helps in achieving the institutional goals and objectives in a long run. The progress of the achievement of goals set at the beginning of academic year is assessed twice in an academic year. The mid-year review is done during the spring semester and final review is done during the summer semester. At SUC, the goal setting can be broadly classified into individual goal setting which includes goal setting by AAC members and Heads of the department and goal setting by different units so as to enable the institution achieve the targeted goal.

B. CRITERIA FOR GOAL SETTING

a. Employee should align his goals to the institutional vision, mission, goals and strategic direction; thus giving employees a clear sense of their value in supporting the institution in meeting its objectives
b. Set goals that are Specific, Measurable, Attainable, Realistic, and Time related
c. Develop a plan to make goals actionable and achievable

C. EMPLOYEE GOAL SETTING & EVALUATION PROCESS FLOW

Step-1: The HR department shall initiate the communication to concerned employees for submission of their goals for the next academic year during the summer semester. HR department shall communicate strategic direction.

Step-2: AAC Academic Support Service members, and Head of the Departments are required to set their goals for an academic year before the commencement of the academic year based on the strategic directions.

- HODs are required to set one of their goals in each academic year based on the Institutional goals listed below(The list is not exhaustive if any HOD has goals other than the listed can be set on approval from the DVC and DASS. That goal should be exclusive and contributing to Vision and Mission of the institution):

  a) Internationalization

  b) Engagement and Impact

  c) Support in student Enrollment

  d) Building brand image at national/international level

Step-3: HODs shall initially submit their goals to HR department as per the stipulated timelines as per the respective goal setting format (**GS-001-AAC Member goal setting format, GS-002-Faculty Member goal setting format and GS-003-HOD goal setting format**)

Step-4:

a. HODs shall present their goals to DVC and DASS

b. AAC members shall present their goals to DVC except DIRQAOA and DVC who will present it to VC The goals are reviewed by Goal Setting Review Committee (Board of Trustees for VC Goal setting /VC for AAC members Goal Setting/ DVC and respective deans/HOGE for faculty members' and DVC and DASS for HODs goal setting respectively) and may recommend any amendment required in the goals. Goals will be classified as per below mentioned table and initial, mid and final weights will be used for the final goal setting calculations:

Classification	Percentage
Excellent	91%-100%
Very good	81%-90%
Good	71%-80%
Average	51%-70%
Poor	0%

Evaluation	Weight
Evaluation for Quality of Goal at initial review	20%
Mid Review	30%

Final Achievement	50%
Total	100%

Step-5: The employee shall update the goals and resubmit it to HRD for the committee review.

Step-6: HR department shall develop a summarized report (Form **GS-004-Goal setting summary reporting format**) on the goal setting for all employees including AAC, faculty members and HODs which includes the previous year's goal along with the current year goal for comparison purpose.

Step-7: Mid-year review will be conducted during the spring semester to assess the progress of the goal achievement after completion of fall semester. The employee shall update the status of achievement of goals and submit this progress along with relevant evidences indicating the achievement of goals to HR department as per goals setting review calendar.

Step-8: The employee is required to present the progress of achievement of goals along with the evidences to Goal Setting Review Committee for their review and approval.

Step-9: Each employee is assessed with respect to the goal achievement as per the goal setting evaluation criteria mentioned in **Section IV**. Upon review of the status, the Goal Setting Review Committee may take one of the following decisions:

   i.   Approve the progress update presented by the employee along with relevant evidences
   ii. Recommend any improvement required with respect to achievement of goals
   iii. Recommend submission of additional document in case of insufficient evidences indicating achievement of goals

Step-10: The final goal setting review is conducted during summer semester at the time of closing of the academic year. The employee shall submit the final status of achievement of goals and submit relevant evidences indicating the achievement of goals to HRD as per goals setting review calendar.

Step-11: The Goal Setting Review Committee reviews goal achievement as per the goal setting evaluation criteria mentioned in **Section IV** and award the rating on a scale of 100. Final goal setting rating is calculated for 20% weight and is added to FES/SES/AAC evaluation components which have 80% weight.

D.   Goal Setting Evaluation Criteria and Guideline
     The AAC and HODs can select an institutional goal individually or as a group so as to accomplish the selected option. The group members have to be limited to maximum 3. In case of group selecting a goal, each member of the group will be responsible for achieving the goal.
     Final goal setting rating is calculated for 20% weight which is added to SES/AAC evaluation components which has 80% weight.

Table 1 - Evaluation weights

Evaluation Components	Weights
SES/-/ AAC component	80%
Institutional Goal Setting Component	20%
Overall rating	100%

a. **Brand building**

Brand building activity is an essential component of SUC that can help SUC to be recognized both at the local, regional and international level. The member can select any activity that aims at building the brand image of the institution with respect to the customers and the stakeholders in a manner that enhances the image of the institution and has a clear focus as quality education provider in the field of higher education. The group or the individual has to identify the stakeholder segment evaluate the current perception and improve further. Strategic brand building focus is towards increasing employability of the SUC student.

1. This strategy can be achieved through multidimensional efforts like creating linkage with specialization based industry, finding employment opportunities, building relationships with corporate offices of repute by entering into MOUs, arranging campus interviews etc.
2. Faculty with Administrative responsibility and AAC members and can also contribute towards indexing Skyline Business Journal in Scopus or any of the Top 25 journals.
3. AAC members relating to marketing department the focus of all the marketing activities including promotions should be focused towards brand building of SUC through contents enhancement in advertisements, billboards, promotions or sponsorship etc.
4. Each of the departments can focus on the specific areas of activities that enhance stakeholder's perceptions. For example HR they can tie up with other HR departments from Government or Corporates and interact to understand the best practices and promote SUC students placements.
5. The final outcome is measured in terms of the evidence of activities conducted and its impact.

b. **Support in enrollment**

Extending Support in enrollment to the marketing department or promoting BBA students to MBA students or contacting schools, counselors, faculty and promoting Skyline to the Students of the schools or presentation in the government departments/ corporates for all the SUC programs. Even Alumni can be contacted for spreading the word of mouth for enrollments.

The final outcome is measured in terms of the enrollments generated by the member's efforts.

c. **Engagement and Impact**

To focus on reviving alumni relationships, collaborating with them in extending community services or generating sponsorship from them or having MOUs on long term basis on specific areas of social services. Apart from Alumni, individuals of repute in the arena of social services or agencies or corporates can be engaged to provide social services. Support in placement of Students in top 10 multinational companies.

The measurement will be in terms of generating the MOUs or increasing the participation of stakeholders in the community engagement activities.

d. **Internationalization**

Collaboration with top 200 institutions for enhancing programs, academic activities, certifications or international visits for students for academic purposes, helping SUC in ranking activities and working towards international accreditations. It also includes entering articulation agreement or MOUs with reputed institutions across the countries.

The outcomes are measured in terms of tangible evidences in the form of MOUs, Certifications and international visit etc.

e. **Research and Innovation**

The members to publish in Top 25% of Most Cited Journals

The members can contribute in terms of carrying out consultancy / projects / Management development programs in government/corporate sector.

The outcome measurement will be designing, developing and conducting MDP programs. For consultancy and projects the outcome measurement will be submitting the proposals and executing the same. Proposal submission, acceptance and execution will have specific weights in the evaluation.

Faculty members, especially Information technology faculty members are encouraged to file patent at the UAE/Regional/international level. The evaluation will be based on the progress of the work, applied for patent approved and patent approved

Faculty members are encouraged to identify and motivate the students to start the star ups/spin-off. The evaluation is based on status of submission of business plan, involvement of venture capitalist and start up initiation and registration with government authorities.

Please refer to Goal Setting Manual for further details.

STAFF EVALUATION

A. INTRODUCTION

SUC is committed for systematic evaluation of Academic Support Services Staff annually to acknowledge and encourage the exceptional operational performance in an academic year. Staff evaluation is done through "Staff Evaluation System" (SES).

B. GOALS

The formal performance evaluation system is designed to:

1. Acknowledge the exceptional performance in operations
2. Provide a formal means of constructive, open and honest communication with supervisor
3. Enhance employee development through performance feedback and identification of future professional development activities
4. Measure and document job performance as a basis for making promotion, compensation and other personnel management decisions
5. Improve employee's job satisfaction and morale

C. PROCESS FLOW

i. Step 1
SES Committee consists of DVC and DASS as permanent members for every year evaluation

ii. Step 2
DVC orients staff members on goal setting, objectives and guidelines for the evaluation at the start of the academic year

iii. Step 3
Heads of Departments finalize their institutional goal as specified in the goal setting manual guidelines and submit it to HR Department at the start of the academic year. DVC and DASS review and approve the goals setting for the academic year.

iv. Step 4
Formal evaluation process is initiated with HRD sending emails to all staff members to indicating the start of the online evaluation process.

v. Step 5
After the end of the spring semester, the HOD and Staff members award the grades under the self-evaluation component and HODs present the status of achievement of goal set at the beginning of the academic year to DVC and DASS with evidence of achievement.

vi.   Step 6
DVC evaluates the achievement status of goal set at the beginning of the academic year by the HOD based on the evidence provided

vii.   Step 7
The staff members logs on to the portal and complete their allotted evaluation components.

viii.   Step 8
IR Office compiles the online evaluation report and submits the results to the SES Committee.

ix.   Step 9
SES committee discusses outcomes of the evaluation with staff members and suggestions for improving the weak areas.

x.   Step 10
Staff Evaluation Committee forwards its recommendation to the VC for his approval.

D. DISSSEMINATION OF DATA AND DECISION MAKING

The SES committee reviews the evaluation report and discusses the feedback and appraises individual staff members for necessary actions. SES evaluation report also helps in identifying staff development programs & planning staff recruitment.

E. SES FRAMEWORK
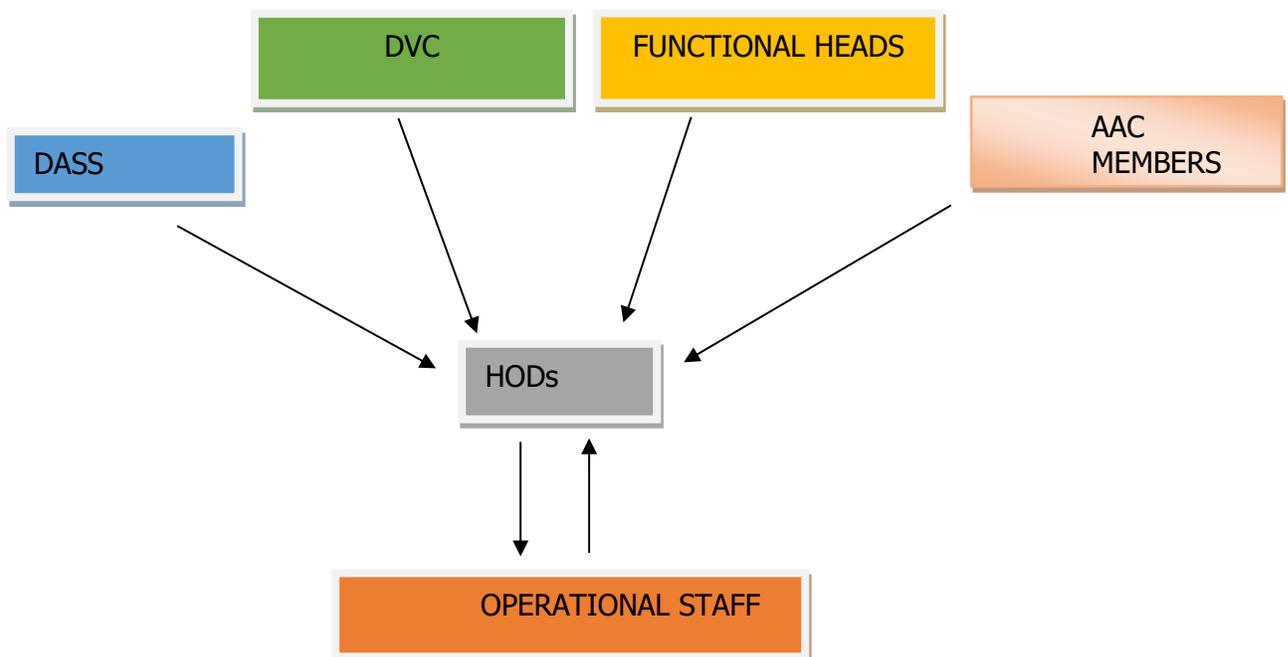
F. COMPONENTS OF THE SES SYSTEM

  i. **Head of Department**

The evaluation component and its corresponding weights are given below:

Table 1 – HOD Evaluation component

Evaluation Components	Weights
a. SES component	80%
b. Institutional Goal Setting Component	20%
Overall rating	100%

  ii. SES Component

Table 2 – HOD SES component

S. No	Component	Weights
1	Functional Head based on JD and general evaluation parameters	50%
2	Operational Staff evaluation based only on general evaluation parameters	25%
3	Rating from Students Feedback (Applicable for Departments dealing with Students)	20%
4	Self-Evaluation	5%
5	Total	100%

b. Goal setting component – Refer goal setting manual

For IRQAOA department, overall academic support services students rating will be considered

  iii. **Operational Staff**

The evaluation component and its corresponding weights are given below:

Table 3 – Operational Staff evaluation component

S. No	Component	Weight (%)
1	DASS / Functional Head based on general evaluation parameters	30%
2	HOD based on JD and evaluation parameters	45%

3	Rating from Students Feedback (Applicable for Departments dealing with Students)	20%
4	Self-Evaluation	5%
5	Total	100%

For IRQAOA department, overall academic support services students rating will be considered

iv. **Support Staff**
The evaluation component and its corresponding weights are given below:

Table 4 – Support Staff evaluation component

S. No	Component	Weights
1	HEAD OF MAINTENANCE/RESPECTIVE HODs	30
2	HEAD OF FINANCE	30
3	HEAD OF HR	40

G. **HOD EVALUATION GUIDELINES**

i. **SES Evaluation**
Performance evaluation of HODs is carried out by objectively measuring staff member's ability to meeting requirements of job descriptions, managerial capabilities, leadership abilities and communication skills. The evaluation is done by, DVC, DASS and/or Functional Head, Operational Staff (as applicable), Students (as applicable). All the evaluations are carried out as per the evaluation tools attached in the Annexure.

Table 5 - Heads of Departments Evaluation Matrix

	Components	Proposed weight (%)
Section 1	Achievement of Departmental Goals	**10%**
Section 2	Employee Performance as per JD (particular employee JD will be available in the online system for the evaluator to review and evaluate)	**40%**
	General Evaluation parameters	
Section 3	Interpersonal and Communication Skills	**5%**
Section 4	Productivity/Quantity of Work	**5%**

Section 5	Relationships with Clients	**5%**
Section 6	Work Habits	**5%**
Section 7	Staff Management	**5%**
Section 8	Leadership	**10%**
Section 9	Overall Management	**15%**
	TOTAL (Standard)	**100%**

H. OPERATIONAL STAFF EVALUATION GUIDELINES

i. SES evaluation

Performance evaluation of staff is carried out by objectively measuring staff member's ability to meet the requirements of job descriptions, operational responsibilities and meet deadlines. The evaluation is done by HOD, DASS /respective functional heads and Students (as applicable). The Head of departments are required to indicate the accomplishment of tasks and make necessary notes in case of in complete works so as to make the evaluation objective and measurable both quantitatively and qualitatively. All the evaluations are carried out as per the evaluation tools attached in the Annexure.

Table 6 - Operational Staff Evaluation Matrix

	Components	**Weights**
Section 1	Contribution to achievement of Departmental goals during the academic year	**10%**
Section 2	Employee Performance as per JD (particular employee JD will be available in the online system for the evaluator to review and evaluate)	**40%**
	General Evaluation parameters	
Section 3	Job Knowledge	**10%**
Section 4	Quality of Work	**10%**
Section 5	Judgment/ Problem-Solving	**5%**
Section 6	Interpersonal and Communication Skills	**5%**
Section 7	Productivity/Quantity of Work	**5%**
Section 8	Innovation (Simplify the work procedure)	**5%**
Section 9	Relationships with Clients	**5%**
Section 10	Work Habits	**5%**
	TOTAL (Standard)	

Note: Please refer to the Staff Evaluation Manual for further details of the above components

XXVIII. PROMOTION POLICY

SUC has a firm commitment to evaluate performance of all levels of Staff Members through a formalized SES system. The primary purpose of SES is to assist each Staff Member to improve their performance and services to SUC stake holder. The procedures outlined in this document apply to all Academic Support Services of SUC.

Staff performance evaluations are periodically conducted to support and provide guidance to Staff Members regarding professional development and obtain information for management to decide on renewing and extending contracts, promotions, terminations and award merit based increments/ appreciation. Evaluators of Staff and Department are: Vice Chancellor, DVC, DASS, Director–IRQAOA, HOD, students & self.

SUC maintains a formal grading scale for Academic Support Staff members and Training department. This scale is referred at the time of recruitment, increments and promotion. This scale enables SUC to maintain the parity within the organization. Grading scale is reviewed annually based on internal and external factors. It is available with HR for management and employee review as and when required. All these procedures are explained in detail in the Staff Evaluation System Manual.

The number of promotional opportunities at various levels is proposed to the Vice Chancellor by SUC salary review Committee. On approval of the Vice Chancellor, HRD releases the vacancy to be filled up from internal or external sources. Preference is given to filling the vacancies through internal over external sources. Only when internal sourcing is not possible the vacancy is filled through external sources. Employees competing for internal promotions must normally have completed minimum of five years of service in a lower position than the position for which an application is tendered. The candidate is required to submit an application detailing the outstanding contribution made to the operations of SUC. The contributions can be specified such as innovation, improvement in operational methods, or any other noticeable achievements recorded by Human Resources Department. Employees are encouraged to submit any material or information that they feel will be helpful for review for promotion at the time of application.

All applications are collated by the Human Resources Department and forwarded to the Promotion Review Committee for review. The committee constitutes of Vice Chancellor, Head HR and concern HOD. The committee will review the candidature of all the applicants and forward the recommendations to Dean for consideration.

A. PROMOTION GUIDELINES

i. CRITERIA FOR PROMOTION

DESIGNATION	NO. OF YEARS OF SERVICE [PREVIOUS RANK]	QUALITY ASSURANCE [SES AVERAGE RATING DURING THE PREVIOUS RANK]
DY. DIRECTOR TO DIRECTOR	3	≥80%
MANAGER TO DY. DIRECTOR	3	≥80%
ASST. MANAGER TO MANAGER	3	≥80%
SUPERVISOR TO ASST. MANAGER	3	≥80%
CLERICAL TO SUPERVISOR	3	≥80%
SUPPORT STAFF TO CLERICAL	3	≥80%

ii. DOCUMENTATION FOR PROMOTION CONSIDERATION
An application for promotion consideration is prepared by the Staff Member and should include the following:
  a. Covering letter incorporating the Staff Member's request for promotion and list of attachments
  b. Staff promotion form to be filled by candidate giving basic information on biographic data, degrees, employment history, previous promotions, etc
  c. The applicant's current curriculum vitae
  d. List of contributions made in current position supported by official documents
  e. Recommendation from concerned Head of Department
  f. Any other relevant information

To complete the application HRD adds the following:
  a. Report on the Staff evaluation of the employee
  b. Noticeable achievements recorded by Human Resources Department

ii. PROCESS
The Human Resources Department will notify all eligible Staff Members about the date of interview with Promotion Board at least two months in advance. Promotion Board is set up on ad-hoc basis and will consist of Vice Chancellor, DVC, DASS, Registrar and Head HR.

  a. Apply during the last year of the eligibility period so that on the day of the promotion review board meeting the candidate should have completed 3 years. The promotion review board is convened during SES evaluation.
  b. Promotion Review Board consists of Academic Affairs Council who evaluates the quantitative and qualitative performances of the Candidates.
  c. Submit all credentials

d. HRD prepares comparative chart as per the Policy and convenes the initial meeting to discuss the eligibility and shortlist eligible candidates.
e. Promotion Review Board will review the applications and shortlist the eligible candidates and Recommends the shortlisted candidates to HRD for further processing of the evaluation process.
f. HRD issues a mail to the candidates on the status of their candidacy of their promotion and seeks Presentation from the shortlisted candidates.
g. The presentation should focus on their 3 years' contribution to SUC and any extra ordinary activities performed by the candidate during the tenure with SUC. The presentation should also contain his/her achievements in previous organizations in terms of promotion etc.
h. All Eligible candidates are required to make a presentation to the promotion review board on a schedule date.
i. If the candidate is unable to make the presentation to Board on the schedule date due to some unforeseen circumstances (accident, Death in the family or severe illness), the candidate must appeal for the postponement of the date by submitting the supporting relevant documents. HRD will reschedule the same with consultation of Promotion Board.
j. Distribution of Marks as per the Criteria to be awarded by each member of the Promotion Review Board.
k. Upon Promotion of Candidate, Vice Chancellor issues a Formal letter of promotion to the candidate and the same is communicated to all the departments (Administration, Computing, Finance, Library etc.)
l. HRD updates all the records accordingly and maintains the promotion files for references.

The focus of the selection is based on candidates who have performed relatively better than the other applicants. The candidates will also be evaluated other than the presentation on their interview wherein the focus shall be on:
1. Defending the claim for promotion
2. Vision of Academic excellence, Research and services to SUC.
3. Goal for next 2 years
4. Owning responsibility of Administrative Activities.
5. Any other areas which promotion board may feel necessary.

The exemptions of granting promotion before tenure will be granted on the below mentioned scenario: -

a. The Concerned staff members needs to defend his claim for promotions by showing exceptional track record with previous organizations which includes:
    1. Previous promotions
    2. Exceptional Achievements

b. The HOD need to present his Goal for next 2 years to the promotion board.
c. For any other exceptions, Vice Chancellor is required to make recommendation for approving of the promotion.

iii. OUTCOME & FEEDBACK

The promotion board will inform its decision to the candidates in writing in the month of October. The unsuccessful candidates will be notified with the reasons for their failure. The decision of the Promotion board is binding and there is no appeal.

XXIX. STAFF AWARDS

SUC adopts an appreciation policy to motivate the training staff members to encourage them to contribute their best to execute the various academic support functions and to be responsible and dependable in achieving the desired vision. In this respect SUC recognizes and appreciates training staff member through Letter of Appreciation and monetary reward.

The Awards are given is based on annual SES and VC recommendation (This is applicable Staff Members only except for Decadal of the Year):

Sr. No.	Award	AED
1	HOD of the Academic year	5000
2	Manager of the Academic Year	4000
3	Supervisory Staff of the Academic Year	3000
4	Operational Staff of the Academic year	2000
5	Support Staff of the Academic year	1000
6	Decadal of the Year Award for Continual Contribution	10000

PROCESS FOR SELECTING TRAINING STAFF MEMBER FOR APPRECIATION/AWARDS:

a. The Staff members to be eligible for the awards must have achieved at least 70% in each of the components of SES.
b. All the Staff Members comply with the above mentioned criteria will be invited to face an interview/ presentation with SES committee
c. The SES Committee will decide the Staff for the award after the interview.

XXX. TRAINING STAFF (CCL)

A. TITLES AND REQUIRED QUALIFICATION:

i. HEAD TRAINING (CCL)

The Head Training Department is responsible for planning and execution for both the below areas. He is responsible for income & revenue generation and manage expenses within the budget for the below areas.

ii. REGULAR TRAINING STAFF

The following are the job specifications of full time Training Department Staff positions at SUC. These positions are filled as and when the vacancies arise as per the requirements of SUC.

a. SR. LECTURER / LECTURER

The rank of Sr. Lecturer/ Lecturer is usually attained by appointment or promotion from Sr. Instructor or equivalent after a positive evaluation of performance and promise during the review period. An appointee to this rank must hold a doctorate in the discipline of his specialization or have requisite professional and administrative experience in the specific area of their expertise. Training Staff with experience of more than 8 yrs. but less than 10 yrs. are considered for Sr. Lecturer rank.

The candidate must have at least seven years of full time teaching experience at the level of Instructor in a University or worked in SUC at the rank of Sr. Instructor for at least 3 years and must have a total teaching experience of seven years. Must have proven records of services rendered to academic institution and society.

Designation	Total number of Teaching and administrative/industry experience
SR. LECTURER	8-10
LECTURER	7-8

b. SR. INSTRUCTOR / INSTRUCTOR

An appointee to this rank must hold a masters in the discipline of his specialization or have the requisite professional experience.

The candidate must have at least one to 7 years of full time teaching experience at the level of Instructor in a University. Must have proven records of services rendered to academic institution and society.

SR. INSTRUCTOR	3-7
INSTRUCTOR	1-3
Designation	Total number of Teaching and administrative/industry experience

iii. **NON REGULAR TRAINING STAFF**

    a. VISITING TRAINING STAFF (International):

A person who is on sabbatical from the Full-Time Teaching Training Staff of an accredited University or from a comparable Educational Institution may be appointed on a Semester or Annual basis as Visiting Assistant Professor or Visiting Instructor. The qualifications and requirements shall commensurate with similar appointments to Full-Time Training Staff ranks.

Training Staff recruited under this contract is treated as Full time in nature. The Visiting Training Staff in this category will be provided visa, subsidized accommodation, and transportation. Visiting Training Staff Members will have a Full teaching load and should complete all tasks (Academic administrative work / invigilation duties / Academic Advising / Services to Community & SUC) allocate to them during a particular semester. Visiting Training Staff who are on yearly contract would have to participate in research work & services to SUC & community during the Academic Year.

A person who is on sabbatical break from Full-Time teaching for more than one year will be hired as a full time Training Staff only.

    b. ADJUNCT TRAINING STAFF

      1. SEMESTER CONTRACT TRAINING STAFF: If the Training Staff is recruited for a semester contract from within the UAE or outside the position can be Semester Contract Training Staff. Under semester contract Training Staff Members will have to perform same duties as specified under Visiting Training Staff Section.

      2. PART TIME CONTRACT TRAINING STAFF: A Part Time Training Staff is appointed on hourly basis. Part Time Training Staff Members will be remunerated on per lecture basis.

B. TRAINING STAFF ROLES & RESPONSIBILITIES

Duties of Training Staff Members consist of responsibilities assigned by the Vice Chancellor and/or appropriate administrative authority, such as Head HR, Heads of Departments, and DASS etc. in form of Job Description. Normally, duties and responsibilities will be related to the administrative area and Department where the Training Staff Member is assigned to work.
Please refer "Faculty Roles and Responsibilities" in the Faculty Handbook for details of Academic Training staff and refer "Academic Support Staff Roles and Responsibilities in the Staff Handbook for details of Academic Support Training staff.

Teaching load is assigned by Academic Planning & Operations Committee considering student's number, contact hours, preparation required and other factors.

C. TRAINING STAFF PERKS & BENEFITS

The training staff will be given following perks and benefits

        i.   Official Transportation
       ii.   Medical Insurance
     iii.   Initial Air Ticket Allowance
     iv.   Annual Airline Ticket Allowance For Expatriates
           a   Instructor and Senior Instructor
               Training Staff Members under this grade are entitled to Annual airline tickets for self once every year to first port of entry in home country.

       v.   TRAINING STAFF LOAN AGAINST GRATUITY POLICY
            The detailed perks and benefits for Academic Training Staff can be referred in the Faculty Handbook-Section Faculty Perks and benefits whereas the detailed perks and benefits for Academic Support Training Staff can be referred in the Staff Handbook-Section Academic Support Staff Perks and benefits

D.   GOAL SETTING, TRAINING STAFF EVALUATION, GRADING SCALE, AWARDS AND PROMOTION POLICY
     The Goal Setting, Evaluation, Grading Scale, Awards and Promotion Policy for Academic Training Staff can be referred in the Faculty Handbook whereas The Goal Setting, Evaluation, Grading Scale, Awards and Promotion Policy for Academic Support Training Staff can be referred in the Staff Handbook.

XXXI. STUDENT TRAINEE

Student Trainees are enrolled students of the University that is looking for valuable work experience while studying or to off-set the cost of education. Student Trainee provides support to the Academic Support Services on their administrative operations for the smooth conduct of academic programs and operations of SUC. Employment of student trainees adds substantial value to the University operations but added as well substantial value to the students' personal and professional development.

A. OBJECTIVES:
       i.   To provide a broad range of job opportunities which will help provide students with transferable job skills, personal growth, leadership, networking, and feeling a sense of belonging at the University.
      ii.   To provide students with employment opportunities that not only provide them with experience, but help them contribute to what is a vital part of our University operations.
     iii.   To foster student career development through a variety of employment options along with programs that will enhance what they learn on the job

B. BENEFITS OF STUDENT TRAINEE EMPLOYMENT
       i.   Gain valuable training and work experience
      ii.   Develop transferable skills that are necessary for a great career upon graduation
     iii.   Increased connection to campus
     iv.   Superior time management and organizational skills
      v.   Networking and reference opportunities
     vi.   Personal and professional growth
    vii.   Pay for educational expenses

C. STUDENT TRAINEE ROLE AND RESPONSIBILITIES

Duties of Student Trainee Members consist of responsibilities assigned by the Head of the Department. Normally, duties and responsibilities will be related to the administrative area and Department where the Student Trainee Member is assigned to work.

A. STUDENT TRAINEE CONTRACTS

i. TERMS OF CONTRACT

Those appointed as Student Trainee are expected to observe the professional standards and procedures set forth in "Ethics, Work rules & Personal Conduct" section of Student Trainee Handbook. Included in these standards are the expectations from the position for which the Student Trainee is appointed. The Student Trainee is required to provide SUC with full and accurate information about their academic credentials, official transcripts, certificates of experience and other professional details.

ii. FORMAT OF THE CONTRACT

The contract of appointment for the respective positions includes the following details:
   a. Job title of appointment
   b. Salary structure
   c. Benefits
   d. Duration of Contract
   e. Working Hours
   f. Notice period
   g. Terms and conditions of employment

iii. DURATION OF CONTRACT

Initial duration of contract for Student Trainee appointments are normally for four months. Based on the periodical administrative performance evaluation of each Student Trainee in the main areas of administration and services to SUC, and recommendations of Head of the Department to Vice Chancellor the initial contracts may be renewed/ discontinued. Decisions regarding possible renewal of the initial contracts are sent to HRD at least a month before the end of the existing contract. In case of satisfactory performance, the Student Trainee may be offered a renewed contract.

iv. NOTICE PERIOD

The Student Trainee contract can be terminated by the Student Trainee by giving the University fifteen days' notice period. The contract may be terminated by the SUC without cause by giving the Student Trainee Member at least fifteen days' notice.

B. STUDENT TRAINEE PERSONAL FILE

SUC maintains a personal file of each Student Trainee which contains the progressive record of the individual and it is updated on a yearly basis for references. Student Trainee Members are required to update the CV's and personal information as and when any changes occur in the current status of information and or SUC requirements.

The file consists of the following records:

i.   Employee Information Form
ii.   Pre recruitment correspondence
iii.   A copy of the individual's CV with copies of academic, professional and experience certificates. Records are updated on yearly basis.
iv.   Copy of employment contract
v.   Copies of Certificates (if any)
vi.   Appreciation, Awards and Achievements (if any)
vii.   Warning letters or any other letter issued to the Student Trainee Member
viii.   Passport and Visa related documents
ix.   Miscellaneous documents

HRD maintains current year & previous year's contract records in active files and old documents are shifted to HRD master database. Records of employees who left the organization are maintained in HRD master database for the period of 2 years from last day of working. HR ERP containing all the personal information in soft format along with soft copies of CV, Certificates, Passport copies etc., in printable format.

It is the responsibility of individual Student Trainee to notify HRD of any change in name, address, telephone number, family detail etc., so that the accurate information can be maintained and used in case of any emergency, if necessary, including outside normal working hours.

C. OFFICE & SUPPLIES ALLOCATION

Student Trainee Members are allocated offices within their respective assigned Departments prior to their joining. A complete set of computers and office supplies, stationery etc. are provided for their convenience on settling down in their new assignment.

D. STANDARD WORK HOURS

The SUC observes 48-hour work schedule for all Academic Support Services. HOD may allocate Student Trainee timings based on the below work timings of the University.

The work timings are as given below:

WORK TIMINGS			
DAY	MONDAY TO THURSDAY	FRIDAY	SATURDAY (For Weekend Duty only)

STRAIGHT SHIFT	09:00 AM to 19:00PM	14:30 PM to 22:00 PM	09:00 AM to 17:00PM
SPLIT SHIFT	Morning Shift 09:00 AM to 14:00PM		
	Evening Shift 17:30 PM to 22:00PM		

Note: Working days are five in a week and two days will be off days as per the duty schedule of individual Student Trainee

E. LEAVE ELIGIBLITY

Any leave taken by Student Trainee will be deducted from their monthly payments as per pro rata basis. Student Trainee Member service will be subject to summary termination if he/she absents from work without notice.

i. NATIONAL / PUBLIC / OFFICIAL HOLIDAYS

Student Trainee are entitled to national/public holidays as per notifications issued by the SUC based on government notifications and as communicated by the Vice Chancellor's office or HRD in accordance to the Academic Calendar.

Most holidays are based on the sighting of the moon, and are not fixed dates. Many of them are therefore only confirmed the day before they take place. Also, note that Eid Al Fitr and Eid al Adha move back by about 10 days per year.

Note: As per UAE law National/Religious holidays will not be included in the leave periods.

1. Prophet Muhammad's Birthday Commemoration Day
2. National Day
3. National Day
4. New Year 2024
5. Eid Al Fitr
6. Arafat Day
7. Eid Al Adha
8. Islamic New Year

F. DISCIPLINARY POLICY & PROCEDURES

The purpose of the disciplinary procedure is to streamline and ensure smooth operation within the framework of SUC policy & procedures. The SUC believes that the majority of Student Trainee Members work satisfactorily. However, in order to promote and maintain effective work ethics and practices, it is essential to lay down procedures to deal with those cases of capability, conduct, disregard of rules and regulations, which arise from time to time. The disciplinary procedures include identifying the nature of indiscipline and the correction factors ranges from a verbal warning to separation.

The disciplinary procedure is initiated by the HR by forming an ad-hoc disciplinary committee consisting of Dean, and one more Member is co-opted based on the nature of the issue. The procedure for any disciplinary action is as given under corrective measure.

Offense	First Occasion	Second Occasion	Third Occasion	Fourth Occasion
Dereliction of responsibilities	Formal Verbal Warning	Written Warning	Final Written Warning	**Dismissal**
Misconduct	Written Warning	Final Written Warning	Dismissal	
Gross Misconduct	**Dismissal**			

G. SEPARATION

The Student Trainee contract can be terminated by the Student Trainee by giving the University fifteen days' notice period.

The contract may be terminated by the SUC without cause by giving the Student Trainee Member at least fifteen days' notice.

XXXII. CATEGORIES OF STAFF WITH DEFINITIONS

i. Academic Staff

Academic staff is defined as people engaged in teaching, academic related activities and administrative work associated with teaching and learning processes at SUC which includes from Instructor, Senior Instructor, Lecturer, Assistant Professor, Associate Professor and Professor. These roles are inclusive of research and other administrative work that help in improving the pedagogy, curriculum development, and engaging students in learning and overall development. The details pertaining to all the academic staff are mentioned in the Faculty Manual.

ii. Non-Academic Staff

Non-academic staff are the employees who are engaged in facilitating the process of registration, learning support services, sports, corporate affairs, student services, account and finance, HR, and marketing. The members engaged in these departments support the faculty and students in accessing resources and systems for enabling them to execute their operations smoothly.

iii. Professional Staff

Professional staff are those employees who have specialized knowledge in their respective domains suitable to execute the role and responsibilities of departments that are functional at SUC such as HR, IT, library, administration, finance, student services, and any other department created as per requirement at SUC.

iv. Support Staff

Support staff are those employees who facilitate the academic and non-academic members at all levels and help in maintaining the teaching and learning facilities in order on a daily basis and maintain a safe and healthy environment both inside and outside the building premises.

v. Full Time Staff

Full time academic staff who is employed on a full time contractual basis with all the terms and conditions mentioned in the contract and is required to complete 36 hours in a week.

Full time non-academic staff who is employed on a full time contractual basis with all the terms and conditions mentioned in the contract and is required to complete 48 hours in a week.

vi. Part Time Staff

Part time academic staff at SUC who is employed on part-time contractual basis with all the terms and conditions mentioned in the contract and is required to complete the assigned task with the mutual agreed timelines to complete the task.

Part time non-academic staff at SUC are defined as working in-campus and off-campus as per contractual terms to accomplish the assigned task.
Part time staff (in-campus) at SUC who is employed on part-time contractual basis with all the terms and conditions mentioned in the contract and is required to complete the assigned task with the mutual agreed timelines to complete the task.
Part time staff (off-campus) at SUC who is employed on part-time contractual basis with all the terms and conditions mentioned in the contract and is required to complete the assigned task with the mutual agreed timelines to complete the task.

XXXIII. KEY POSITIONS:

Below are the defined key positions and committees responsible for different areas.

A. KEY POSITIONS:

i. Vice Chancellor
ii. Deputy Vice Chancellor
iii. Director - Institutional Research, Quality Assurance, Outreach and Accreditation (DIRQAOA)
iv. Dean- School of Business
v. Dean - School of Computing
vii. Director - Marketing and Communication (DOMC)
viii. Director - Academic Support Services (DASS)
ix. Director - Public and Government Relations (DPR)
x. Registrar

ABBREVIATIONS WITH FULL FORM

ABBREVIATIONS	FULL FORM
AAC	Academic Affairs Council
AML	Assistant Managerial Level
BBA	Bachelor of Business Administration
BOT	Board of Trustees
BSIT	Bachelor of Science in Information Technology
CL	Clerical Level
DEAN-SOB	Dean of School of Business
DEAN-SOC	Dean of School of Computing
DVC	Deputy Vice Chancellor
GDRFA	General Directorate of Residency and Foreign Affairs
DDL	Deputy Director Level
DL	Director Level
DOMC	Director-Marketing and Communications
DPR	Director - Government and Public Relations
DASS	Director -Academic Support Services
DIRQAOA	Director of Institutional Research, Quality Assurance, Outreach and Accreditation
EOSB	End of Service benefit
FDP	Faculty Development Program
FES	Faculty Evaluation System
FSSC	Faculty and Staff Search Committee
HRD	Human Resources Department
HOGE	Head - General Education
IE	Institutional Effectiveness
IRQAOA	Institutional Research Quality Assurance Outreach & Accreditation
MBA	Master of Business Administration
ML	Managerial Level
MOE	Ministry of Education
TNA	Training Need Analysis
SDP	Staff Development Program
SES	Staff Evaluation System
SL	Supervisory Level
SOB	School of Business

SOC	School of Computing
SUC	Skyline University College
SU	Support Level
TCL	Technical Support Level
VC	Vice Chancellor