



Paris-Sorbonne University Abu-Dhabi
Human Resources Policies Manual

Human Resources
Department



List of Management Council Approved Updates:

Section	Summay	Date
5.4.1.10 and appendix C	Housing Allowance increase Grade 7/8	Approved 11 Jan 2015 (effective 1 Feb 2015)



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1. Introduction

1.1. PSUAD Profile

1.1.1. Paris Sorbonne University - Abu Dhabi (PSUAD) was established in accordance with Law Number (14) of 2006 'Establishment of Paris Sorbonne University'. PSUAD's objective is to participate in fostering and diversification of the higher education opportunities in the Country, in the GCC countries and in the Middle East in general through delivering under-graduate and graduate degrees as per the French Systems and according to the academic rules applicable at the Paris Sorbonne university in France and within the legal framework in effect at the UAE. PSUAD's vision is to advance education in the Emirate of Abu Dhabi to the highest international standards.

1.2. PSUAD Vision

1.2.1. The Paris Sorbonne University Abu Dhabi is committed to the renowned excellence and worldwide recognition in Francophone education. Assimilated in the UAE national context, it is an exceptional model of learning and knowledge development that aims to create global leaders and thinkers and promote dialogue of cultures and civilizations.

1.3. PSUAD Mission

1.3.1. To create and maintain a university in which, for the benefit of the UAE and the world, the core competencies and rich heritage of Sorbonne Paris stimulate intellectual



excellence, innovation, critical thinking, harmonization of cultures, and development of knowledge.

1.4. Policy Statement

- 1.4.1. The Paris Sorbonne University Abu Dhabi (hereafter called "The University" or "PSUAD") human resources policies manual has been developed to facilitate the implementation and clearly define the University's policies on human resource management.
- 1.4.2. It is applicable to all Employees unless stipulated otherwise in the policy or their contract of employment.
- 1.4.3. This manual supersedes any previous HR policies manual and any HR memos related to the sections covered in it.

1.5. Governing Law

- 1.5.1. This manual is issued initially by the Management Council in accordance with Article 7 of Law number (14) of 2006.
- 1.5.2. The HR policies and procedures stated in this document are implemented in accordance with the UAE Labour Law as applicable in the Emirate of Abu Dhabi and in accordance with Law Number (14) of 2006 'Establishment of Paris Sorbonne University - Abu Dhabi', and the agreement signed with the University Paris Sorbonne on Feb. 19, 2006.
- 1.5.3. UAE National Employees of the University shall be subject to the provisions of the applicable UAE pension and retirement laws.
- 1.5.4. In all cases, the University and its employees are committed to the internal resolution of differences as a matter of first instance in accordance with the provisions of this manual.

1.6. Responsibilities

- 1.6.1. The Head of HR will be the custodian of this manual. He/She will ensure that the manual is up to date, aligned with the law and changes in the policy and procedures are made after being approved by the Vice Chancellor/Management Council as relevant.



- 1.6.2. The HR policies and procedures of PSUAD are formulated based on the recognition of Employees as one of the key components for PSUAD's success. This HR policies manual aims to develop a favourable and positive work environment that will support the attraction, development and retention of Employees as well as current and future human resources strategies, objectives, and business conditions.
- 1.6.3. All amendments to the manual on the basis of any changes to human resources strategies, objectives or business warranting a change shall be presented to the HR Committee. The HR Committee will propose its recommendation and present to the Vice Chancellor for his/her affirmation. The amendments shall be approved by Management Council.

1.7. Table of Definitions and Abbreviations*

- 1.7.1. In applying the provisions of this manual, the following terms and definitions shall have the meanings herein assigned to them, unless the context requires otherwise, as determined by the Management Council.

Terms	Definitions
Academic Affairs Council	Council formed as per Article 8 of Law No 14 of 2006 and constituted as per MC decree 001/2013
Academic Calendar	The Academic Calendar defines the start and end dates of classes, term and semester breaks and the start and finish of the Academic Year. The Academic Calendar is set annually by the Registrar of the PSUAD and approved by Management Council of the PSUAD.
Academic Vacation	Periods identified in the Academic Calendar during which Faculty Employees are not obliged to be in attendance
Adjunct Faculty	An individual with whom PSUAD seeks a mutually beneficial association, who is assigned to deliver or participate in academic services on an as needed basis, but who retains their employment status with another employer. Frequently has an academic background with current or prior employment in an academic based organization.
Administrative Affairs Council	Council formed as per Article 9 of the Law No. 14 of 2006 and constituted as per MC decree 001/2013
Allowance(s)	Non-salary compensation received by the Employee (may be paid monthly, annually or on a one-time basis as applicable)



Authority Matrix	The matrix of authority in line with Corporate Governance
Basic Salary	The basic salary received monthly by the employee excluding any allowances
Business Trip	All travels related to business purposes.
Calendar day	A day in the calendar, regardless of the day of the week
Calendar year	A calendar year as per the Gregorian calendar
Contract of Employment	The contract between employer and employee stipulating the conditions of employment
Country	United Arab Emirates
Delegate	<p>Faculty members from a French University (mainly Paris Sorbonne, Rene Descartes and Pierre & Marie Curie) expatriated for an agreed period to Abu Dhabi for an assignment determined in the delegation agreement. The delegation is decided solely by the President of the Delegate's home University.</p> <p>While the Delegate has an employment relationship with the PSUAD their primary relationship remains their French relevant university and compensation received while assigned to Abu Dhabi is an allowance set by the MC following an official grid issued by the French Government for overseas assignments. Colloquially referred to as "long-stay Paris Expats". See also "Longue Mission".</p>
Dependent(s)	Unless otherwise stated, a dependant is a spouse residing with the Employee in the UAE and sponsored by them as well as up to a maximum of 3 unmarried children under the age of 19, attending school in the UAE, residing with the employee and sponsored by them.
Department	A functional department as determined by the Vice Chancellor in consultation with the Management Council from time to time
Deputy Vice Chancellor (DVC)	Deputy Vice-Chancellor PSUAD (either Academic or Administration)
Direct Line Manager	The Employee's immediate supervisor in charge
Employee(s)	Any person, faculty or staff, employed under the sponsorship of the PSUAD to provide service to PSUAD and to whom a salary is paid by the University.
Employee Categories	<p>Regular (full time)</p> <p>Hourly</p> <p>Adjunct</p> <p>Visiting Faculty / Scholar</p>
Expatriate	Non-Emirati employee
Faculty	Any academic personnel (i.e. Professor, Associate Professor or Lecturer)
Gross Salary	Total of Basic Salary plus Allowances. This compensation may be paid monthly, daily, hourly, or on a project or commission basis and can be prorated to reflect



	actual days worked
Head of Department (HOD)	The Head of a Department or Section either Academic or non-Academic
Hourly Employee	An individual assigned to deliver services on an as needed basis but who retains their employment status with another employer, or is a student under a student visa or the sponsorship of a spouse/parent, and is not entitled to the benefits of a regular full-time employee. Generally retained for a short period of less than one year.
HR	Refers to the Human Resources Department
HR Committee	A committee which deals with all HR related issues whenever required. Established as per a Charter approved by the Management Council and where members are officially nominated by the MC for a defined period.
Law	Law No. 14 for the year 2006 issued by HH Sheikh Khalifah Bin Zayed Al Nahayan regarding the establishment and organization of PSUAD and the agreement signed between the University Paris Sorbonne and Ministry of Higher Education and Scientific Research UAE on February. 19, 2006
“Longue Mission”	Teachers or administrative staff from a French University (mainly Paris Sorbonne, Rene Descartes and Pierre & Marie Curie) expatriated for an agreed period to Abu Dhabi for an assignment determined in the Longue Mission agreement. While the assignee has an employment relationship with the PSUAD, their primary relationship remains their French relevant university and compensation received while assigned to Abu Dhabi is an allowance set by the MC following an official grid issued by the French Government for overseas assignments. The Longue Mission is decided solely by the President of the French university where the assignee belongs in agreement with their Administration Board. Colloquially referred to as “long-stay Paris Expats”. See also “Delegate”.
Management Council (MC)	Council consists of six members, three nominated by Paris Sorbonne University and the other three nominated by Abu Dhabi Education Council and further appointed by Abu Dhabi Executive Council as outlined in Article No. 5 of Law No.14 of 2006.
Workforce Plan (WP)	The component of PSUAD’s annual Budget, which defines the resourcing need and timing of recruitment as approved by Management Council
Normal work week	Sunday through Thursdays, 7.5 hours a day (inclusive of half an hour unpaid lunch break)
Paris Expatriates / Paris Expats	Paris Expatriates includes those outlined above under the heading of delegate and longue mission (long-stay Paris Expats).
Policy	PSUAD HR Policy Manual
Professional(s) on Assignment	The Professional on assignment is a Professional with experience related to the class taught and recognized as such coming for a defined period (generally less



	than one month) and a defined class as a teaching resource. They are employed elsewhere and are only providing a defined service at PSUAD.
Professor(s) on Assignment	The Professor on assignment is a Professor employed by Paris Sorbonne, Paris Descartes or Pierre & Marie Curie, coming to PSUAD for a defined period (generally less than one month) and a defined class as a teaching resource.
Promotion	A move from one position or rank to another of a higher level
PSUAD	Paris Sorbonne University Abu Dhabi
Rank	Level of faculty assignment; either full, associate or assistant professor or lecturer (as stated in their contract or assignment letter)
Regular Employee	Any person, faculty or staff, employed under the sponsorship of the PSUAD to provide full time service to PSUAD for an employment period generally in excess of one year and to whom a salary is paid by the University.
Repatriation	Leaving UAE upon termination or end of employment contract
Salary Grade (SG)	The level of a staff Employee in the organisation structure of the PSUAD
Salary Structure	The compensation framework approved by PSUAD, which includes the basic salary and allowances payable to Employees
Secondment / Secondee	This term applies to an Employee being seconded to PSUAD on a temporary basis from an external entity. It may also apply to a regular PSUAD Employee being assigned to perform a job or occupy a position outside PSUAD for a temporary period of time.
Staff	Non-academic Employees carrying out administrative duties
UAE Labour Law	UAE Federal Law No. 8 of 1980 regulating employment relationships in the UAE including its amendments and the directives to implement the provisions of the same
UAE National	A person of Emirati citizenship (with Identity Card and a National Number)
Vice Chancellor (VC)	Vice Chancellor of PSUAD
Visiting Faculty	Faculty who are generally retained for a period of one academic semester to deliver specific teaching and/or other academic duties as assigned by academic leadership.
Visiting Scholar	Faculty who are generally retained for a period of one academic semester to participate in scholarly activity. May or may not be entitled to compensation depending on the terms of their engagement.
Working day	Official working days for PSUAD from Sundays to Thursdays

*** Note: PSUAD Reserves the right to Amend, Add, or change the glossary of terms and references at its own discretion.**



2. Workforce Planning

Recruitment and assignment of Employees is based on an approved Workforce Plan aligned with the strategic direction of the PSUAD and may be amended from time to time as required. The Workforce Plan is reflected in the University's organizational structure and defines the types and grades of individuals employed by the University.

2.1. Workforce Planning

2.1.1. Introduction

- 2.1.1.1. Workforce planning aims to align human resource requirements with the strategy and business plan of PSUAD and its departments; ensuring that the staffing requirements are planned in advance and that qualified employees are available at the right time for PSUAD to meet its business needs.
- 2.1.1.2. Workforce planning is the first step in the recruitment and selection process and aligns with the University's organizational structure.
- 2.1.1.3. The Workforce Plan shall be formulated on the basis of the following guiding principles:
- Business Strategy: Organizational design and efficiencies (future trends/changes in organizational structure and levels)
 - Workforce costs and budget availability
 - Productivity
 - Level of automation
 - Changes in Job Profile arising out of automation, new technologies, out -sourcing, redundancies etc.
 - Attrition trend based on previous data
 - Forecasted workforce and skill/capability requirements
 - Supply or demand in the local, regional and international markets
 - Current processes for addressing career development and succession planning
 - Training and individual development plans
 - Improvements expected through the performance management process
 - Emiratization standards.



2.1.1.4. The Workforce Plan shall include the following:

- List of vacancies identified (with grade/rank specifications where relevant)
- Required competencies and job specifications for each vacancy
- Internal options for filling the vacancies (transfers, promotions, training and development)
- Schedule and priority for hiring.



- 2.1.1.5. Development and amendments to the Workforce Plan shall be initiated by the Head of HR. Generally this is done on an annual basis to align with submission of the University budget requirements to the Department of Finance.
- 2.1.1.6. HODs, with support from HR as required, are responsible for forecasting the future workforce needs for their area.
- 2.1.1.7. HR is responsible for compiling the various department level plans, assigning budget levels based on position grades and presenting the results to the HR Committee for consideration. The plans are then submitted to the Administrative Affairs and Academic Affairs Councils for approval.

2.2. Organizational Chart

- 2.2.1.1. PSUAD will maintain an approved organization structure at all times. The Head of HR is responsible for the organization structure which displays all current and future established positions, total head counts, vacancies and the reporting relationships.
- 2.2.1.2. The organization structure will be reviewed on periodic basis by the Management Council in order to ensure constant alignment to the strategic objectives of PSUAD.
- 2.2.1.3. HODs may request a change in the Organization Structure through the HR Department. HR will review such requests with the HR Committee and action accordingly.

2.3. Reclassification

2.3.1. Objective

- 2.3.1.1. The objective of this policy is to specify the guidelines for developing and amending staff job descriptions and for classifying and evaluating positions.

2.3.2. Scope

- 2.3.2.1. This policy is applicable to all regular staff positions at the PSUAD.



2.3.3. Policy

- 2.3.3.1. Job descriptions (JD)s shall be developed or updated whenever significant changes in the PSUAD structure or position duties and responsibilities occur; and whenever new positions are created.
- 2.3.3.2. The HR Department has the final responsibility of ensuring that JDs are prepared for each approved position in the approved JD format. Development of a JD is performed by HR with input from applicable department personnel. Where an employee is already in the position or where there is a proposed amendment to an existing filled position, HR will seek input from the incumbent.
- 2.3.3.3. Classification involves the evaluation of a new position or a significantly changed JD and shall not be used as a mechanism for granting salary increases to an employee on the grounds of personal merit or performance.
- 2.3.3.4. A 'point factor' job evaluation (JE) method is used to evaluate PSUAD jobs. Each salary grade has a range of JE points. Jobs with JE points falling within the same range are assigned to the same salary grade. Details of the method are contained in a plan document, which is available to managers and employees.
- 2.3.3.5. JE is not used to look at the specific performance of individuals doing the jobs. JE looks at the position not the person to determine what each job is worth and how one job stacks up against the others.
- 2.3.3.6. JE shall be conducted by designated personnel within HR and input is received from the respective Department.
- 2.3.3.7. The HR Department shall present its recommendations to the HR Committee for their review and implementation instructions. Changes require approval of the Vice Chancellor.



3. Employment and Assignment

3.1. Recruitment and Selection

3.1.1. Introduction

- 3.1.1.1. The PSUAD is committed to an effective, efficient and transparent employee recruitment and selection process. All hiring decisions are undertaken in alignment with the approved Workforce Plan and organization structure.

3.1.2. Scope

- 3.1.2.1. This policy applies to all hiring activities within the University.

3.1.3. Policy

- 3.1.3.1. All standard recruitment activities shall be within the approved workforce plan. Any recruitment for non-budgeted positions will require special approval from the Vice Chancellor following recommendation from the HR Committee.
- 3.1.3.2. The PSUAD shall adopt fair and consistent methods of recruitment and selection so as to select the most suitable candidate to meet the requirements of the job. Within the context of the cultural and legislative framework of the country, these methods shall support recruitment and selection that is free from discrimination.
- 3.1.3.3. Where equally qualified candidates are being considered, the PSUAD shall give preference to hiring UAE Nationals over Expatriates, and internal candidates over externals. With the approval of the HR Committee, minimum experience requirements may be waived in exceptional circumstances when hiring Nationals.
- 3.1.3.4. Following HR Committee confirmation, all offer letters and employment contracts shall be issued by the HR Department in accordance with approved templates and signed off by the Vice Chancellor or delegate.
- 3.1.3.5. The HR Department is the facilitator for the recruitment process but the selection of candidates is the decision of the hiring Department (with endorsement of the HR Committee).



3.1.4. Interviewing and testing

- 3.1.4.1. No candidate shall be employed without first being interviewed by a selection committee. The committee shall, at a minimum, contain the HOD for the area plus two others (one of whom would normally be a representative from the HR Department). Where a potential conflict of interest exists, or may be perceived to exist, the selection committee member shall excuse him/herself from the selection process (eg. interviewing of a family member or former colleague).
- 3.1.4.2. While preference is for face-to face interviews, video-conferencing and phone interviews may be used. In special cases, where the candidate is asked to travel to the University from within or outside the country, appropriate costs will be borne by the PSUAD.
- 3.1.4.3. As part of the selection process, candidates may be requested to complete a test(s), submit portfolio samples or make a presentation to assist the selection committee in determining their suitability for employment.
- 3.1.4.4. No external candidate shall be employed without reference checks being completed. Three references are preferred with at least two being from current or former employers (or other sources where the candidate is a new graduate). Normally these reference checks will be performed by the HR Department. Faculty credentials are to be verified by the selection committee endorsed by the Academic Council.

3.1.5. Re-hiring

- 3.1.5.1. A former Employee may be re-hired provided that he/she has a satisfactory record and a vacancy is available inside the PSUAD. Re-engagement is at the discretion of the PSUAD and required approval of the HR Committee.

3.1.6. Employment of Immediate Relatives

- 3.1.6.1. While the PSUAD does not encourage employment of immediate relatives/next of kin of existing Employees, it is recognized that this may occur on occasion where it is in the best interests of the University.



- 3.1.6.2. In no circumstance shall an Employee report indirectly or directly to a relative.
- 3.1.6.3. New hires are required to identify any potential conflict of interest during the recruitment process.

3.1.7. Selection and Offer of Employment

- 3.1.7.1. Assuming reference checks are positive, the hiring department shall request that HR issue an offer letter to the preferred candidate. HR will present the offer to the HR Committee for approval.
- 3.1.7.2. The salary offered will normally be at the base of the range for the position. In certain instances, the HR Committee may be requested to approve an exception where qualifications, experience and/or market conditions warrant. All offers are subject to budget availability.
- 3.1.7.3. Benefits and housing details should not be discussed by the selection committee and questions related to these areas should be referred to HR.
- 3.1.7.4. If the employee signs off on the offer, HR will draft a contract of employment for the Vice Chancellor (or his/her delegate) and candidate to sign.
- 3.1.7.5. It is the responsibility of the hiring department to advise HR immediately of any changes to the new hire's start date.

3.1.8. Visa and Clearance

- 3.1.8.1. All offers of employment are subject to the University being able to obtain relevant Government clearances and visas.
- 3.1.8.2. While normal costs associated with the clearance, visa and Emirates ID processes, including related medical tests, shall be borne by the University, the candidate is required to obtain document authentication and medical clearances as requested by the PSUAD. Document authentication costs shall be borne by the candidate.



3.1.9. Probationary Period

- 3.1.9.1. The PSUAD is committed to ensuring that both new Employees and the University are able to evaluate each other during the initial employment period.
- 3.1.9.2. The length of probationary period varies with Employee type and grade. In general, regular Staff in grades 1 to 5 have six months' probation, and grades 6 to 8 have a 3 month period. Regular Faculty probation is normally 6 months in duration.
- 3.1.9.3. Probation for short-term non-regular Employees is generally deemed to be the full period of their engagement. However, in no case shall the probationary period exceed 6 months in duration.
- 3.1.9.4. During the probationary period the new hire's Direct Line Manager shall meet with the Employee on a regular basis to discuss performance. Performance concerns will be made in writing to the employee.
- 3.1.9.5. Employees may be terminated by the PSUAD at any time during the probationary period and the University reserves the right to determine what, if any, notice/compensation will be paid.
- 3.1.9.6. Employees resigning during the probationary period must generally give two months' notice to their supervisor; however, the University at its sole discretion may accept or request a shorter period. Notice period for teaching staff is normally six months tied to the end of the academic semester.
- 3.1.9.7. An Employee who resigns during the probationary period shall not normally be entitled to any end of service or repatriation benefits.
- 3.1.9.8. In the case of Expatriates terminated during probation, the PSUAD will repatriate the Employee and his/her immediate family members (when applicable) unless the Employee chooses to join another employer in the UAE.

3.2. Contract Types

3.2.1. Introduction

- 3.2.1.1. Contracts are formal agreements between the Employees and the Employer, and include the duration of employment; PSUAD's working Terms and Conditions;



Employee's compensation and benefits package; his/her entitlements and his/her code of conduct, etc.

- 3.2.1.2. The policy provides a clear description of the kinds of employment and re-employment methods utilized by PSUAD.

3.2.2. Scope

- 3.2.2.1. This policy shall apply according to the type of employment relationship established.

3.2.3. Policy

- 3.2.3.1. PSUAD signs employment contracts with all its Employees (except for Paris Expats where the contract is signed between the faculty member and their home institution). The employment contracts are in effect until either party terminates the contract or the contract reaches a conclusion with no renewal. The signatory on the employment contract for PSUAD is the Vice Chancellor.
- 3.2.3.2. Once a contract is signed, a regular full-time Employee is not allowed to work for any other organization, without a written permission from the Vice Chancellor.
- 3.2.3.3. The Employment contracts for Employees are subject to this HR Policy Manual, unless specifically stated otherwise in the contract.
- 3.2.3.4. PSUAD has four types of employment contracts:
- Regular: these contracts are for both Staff and Faculty (excluding Paris Expats) and are generally for a fixed term of greater than one year.
 - Hourly: these contracts are for individuals retained on a short-term basis (normally less than one year) and whose compensation may vary monthly based on the number of hours of service provided in the preceding month. These contracts are generally project specific, can be terminated without notice and contain few if any benefits. These individuals are not under the sponsorship of the PSUAD.
 - Adjunct Faculty: this group is similar to Hourly Faculty but will frequently include a mutually beneficial scholarly component. They are not under the sponsorship of the PSUAD.



- Visiting Faculty/Scholars: contracts for Faculty who are generally retained for a period of one academic semester to deliver specific teaching and/or other academic duties as assigned by academic/research leadership. This group has limited benefits and differs from Paris Expatriates in that they are not delegates and are not at PSUAD under assignment from their home institution. Furthermore, visiting Faculty tend to be more involved in the delivery of teaching duties, whilst Scholars tend to be more research focused. Visiting Scholars are frequently not compensated by the PSUAD but are engaged at PSUAD under financial sponsorship of an external entity.



3.2.3.5. Contracts are renewable by mutual agreement of both parties.

3.3. Secondment

3.3.1. Introduction

- 3.3.1.1. The objective of a secondment is to benefit from the expertise, knowledge and qualifications of the Secondee to meet certain business requirements as needed by the entity to which the employee is seconded.
- 3.3.1.2. A Secondee does not become an employee of the "host organization" but is assigned to work at the host organization's location and, while there, is expected to follow the Code of Ethics and Business Practices, and operational regulations of the host organization. This would also include hours of work and leave entitlements.
- 3.3.1.3. PSUAD may second an Employee (with their agreement) to another organization or host a Secondee from another organization at its Abu Dhabi campus.
- 3.3.1.4. The PSUAD reserves the right to second PSUAD Employees to other Units/Departments within the University at its sole discretion.

3.3.2. Scope

- 3.3.2.1. This policy shall apply to all PSUAD Employees.

3.3.3. Policy

- 3.3.3.1. Requests for PSUAD Employees to be assigned on secondment to an external organization shall be presented to the HR Committee for review and recommendation. Approval to proceed is with the Vice Chancellor.
- 3.3.3.2. The HR Committee shall give consideration to the operational needs of the Department from where the Seconded Employee will come, the length of the requested secondment period, the benefits to the PSUAD of having the Employee participate and the alignment of the secondment request with the Vision and Mission



of the PSUAD. It would be expected that all costs associated with the secondment will be borne by the host institution.

- 3.3.3.3. Employees have the right to decline external secondment requests. And only Employees who have successfully completed their probation period can be seconded.
- 3.3.3.4. Where applicable, the performance of the Employee during the secondment will be considered for promotions and increments decisions that might occur during the period of secondment or upon return to the PSUAD.
- 3.3.3.5. End-of-service gratuity calculations will be prorated for the term of the external secondment unless otherwise agreed between the PSUAD and the host organization.

3.4. Acting or Additional Duties Assignment

3.4.1. Introduction

- 3.4.1.1. The objective of this policy is to outline when and how regular Staff Employees will be remunerated for taking on additional duties or being assigned to acting roles.

3.4.2. Scope

- 3.4.2.1. This policy shall apply to all regular staff Employees.

3.4.3. Policy

- 3.4.3.1. The purpose of Acting Pay is to compensate an Employee who has been asked to temporarily substitute in or perform the principal duties of a position in a higher salary grade (i.e. the Employee is not performing or only minimally performing their own duties).
- 3.4.3.2. While in an "acting" position, the Employee will be paid the base of the range for the position for which he/she is acting or 10% more than his/her current basic salary, whichever is greater. Acting pay is generally not appropriate for periods of less than one month and does not normally cover periods in excess of six months.



- 3.4.3.3. The purpose of Additional Duties Pay is to compensate an Employee for undertaking, for a finite period of time, significant additional responsibilities which are not normally a part of the Employee's workload (i.e. the Employee is performing their normal duties plus significant additional responsibilities during their regular work day).
- 3.4.3.4. Additional Duties Pay (ADP) is 10% of the Employee's current basic salary. Additional duties must be performed for a minimum of 15 working days in order to receive ADP. ADP may be applied for a maximum of 6 months, subject to renewal for a further 6 months for exceptional circumstances. ADP will be halted on the dates that any type of leave occurs during the approved period.
- 3.4.3.5. Requests for either Acting or Additional Duties Pay are made to the HR Committee and require the approval of the Vice Chancellor.

3.5. Long-Stay Paris Expatriates

3.5.1. Introduction

- 3.5.1.1. The term "Long-Stay Paris Expatriate" refers collectively to those providing service at the PSUAD under Delegation or Longue Mission from their home institution in France.
- 3.5.1.2. While members of this group have an employment relationship with the PSUAD, they are, essentially, seconded to work at the PSUAD by their home institution and remain covered by the rules and regulations of the French Civil Service. Details of their assignment are contained in an official delegation or Longue Mission agreement (see Appendix D for specific conditions).

3.5.2. Policy

- 3.5.2.1. Paris Expatriates do not receive a salary from the PSUAD. They remain employees of their French institution and continue to receive their salary in France and are eligible for pension/end of service benefits under French schemes. They do, however, receive a monthly allowance, as defined by the French Ministry of Foreign Service's regulations for Civil Servants, and this is processed by the PSUAD as paymaster. The amount of this allowance varies by quarter based on direction from the French Ministry of Foreign Affairs.



- 3.5.2.2. During their period of service at the PSUAD, members of this group shall be subject to the Code of Ethics and Business Practices, and operational regulations of the PSUAD. Failure to adhere to these regulations may result in PSUAD, through the VC, requesting that the individual's home institution repatriate them.
- 3.5.2.3. During their period of service at the PSUAD, members of this group shall receive accommodation, travel tickets as applicable, and medical insurance. However, given that their principle employment relationship remains their French institution, they are not eligible for any end of service gratuity payment.
- 3.5.2.4. Paris Expatriates under Delegate or Longue Mission appointments are normally assigned to the PSUAD for a period of 3 years (referred to as "long-stay").
- 3.5.2.5. Annual leave (vacation) for Delegates and Longue Mission members is taken to align with the PSUAD Academic Calendar unless the member is performing Administrative Services in which case he/she shall observe the rules applicable to regular senior PSUAD Staff.
- 3.5.2.6. Paris Expatriate assignments are deemed to end at the conclusion of their assignment or at another date as may be determined by the President of their home institution. PSUAD may, however, be consulted with or make recommendations to the President in this regard.

3.6. Visiting Faculty / Scholar

3.6.1. Introduction

- 3.6.1.1. On occasion, the PSUAD may have need to engage a Faculty member for a short-term period (excluding periods covered by Part-time Faculty and "Professors/Professionals On Assignment"). This need may arise, for example, in cases where short-term teaching coverage is required, where the opportunity presents to engage an academic with unique credentials on a limited basis, to support specific research activity, etc. Faculty engaged in such cases will be contracted as a "Visiting Faculty" or "Visiting Scholar" and would normally only receive the benefits outlined below.

3.6.2. Policy

- 3.6.2.1. Visiting Faculty are generally contracted for a period of one academic semester to deliver specific teaching and/or other academic duties as assigned by the Head of



Department, the Deputy Vice Chancellor Academic and/or the Director of Research as applicable.

- 3.6.2.2. Visiting Scholars are generally contracted for a fixed period of time to align with a specific research agenda which may also include some teaching duties. While the research agenda is generally self-directed, oversight would be by the Director or Research and teaching oversight by the Head of Department or Deputy Vice Chancellor Academic.
- 3.6.2.3. Visiting Faculty are paid at the end of each month a lump-sum amount (prorated for part months). The monthly payment is based on academic rank and follows a salary grid maintained in HR. Visiting Scholars may or may not be compensated by the PSUAD and payment details, where applicable, will be outlined in a letter of assignment.
- 3.6.2.4. Other than the specific benefits noted in this article, or otherwise stated in their employment agreement, Visiting Faculty and Scholars are not entitled to any other benefits, allowances or expense reimbursements.
- 3.6.2.5. The University will arrange for and cover the costs of visas, ID cards and related medical tests. Employment is subject to the PSUAD being able to obtain relevant Government clearances and visas. Medical insurance under the University's medical insurance scheme is provided at no cost.
- 3.6.2.6. During their period of employment, Visiting Faculty and Scholars from outside the UAE will be provided furnished accommodation by the University (inclusive of internet access). The Faculty member / Scholar will be responsible for meals and monthly expenses during this period.
- 3.6.2.7. If joining from outside the UAE, the Visiting Faculty will be provided economy class tickets to and from their point of recruitment (provided visas are cancelled and the Faculty member leaves the UAE). Mid-contract leave tickets are not provided during the employment period even if the contract period is for two contiguous semesters. Tickets for Visiting Scholars will be as per the appointment letter / employment agreement.
- 3.6.2.8. Tickets and accommodation are not provided for spouses or dependents. If the Visiting Faculty / Scholar wishes to have a family member join them, they shall be responsible for all associated organization and costs.



4. Emiratization

This section of the HR manual refers to PSUAD's commitment to develop skilled and competent UAE National Employees and the policies PSUAD will follow to ensure its success and effective communication to all involved.



4.1. Emiratization

4.1.1. Scope

4.1.1.1. This policy is applicable to all PSUAD Permanent UAE National Employees.

4.1.2. Policy

4.1.2.1. PSUAD shall develop and implement an attraction strategy to be recognized by UAE National candidates as an "employer of choice".

4.1.2.2. PSUAD shall establish a cadre of professional UAE Nationals capable of achieving PSUAD's business objectives at all levels of the organization.

4.1.2.3. PSUAD shall adhere to any Emiratization target guidelines that may be set by the Government.

4.1.2.4. In working to achieve the objective of Emiratization within the University, PSUAD management will:

- Periodically set targets, both for the number of positions to be filled by UAE Nationals and for the number of UAE Nationals to be recruited - and regularly review progress to meet these objectives
- Authorize the recruitment of the minimum number of suitable UAE Nationals with appropriate work experience and skills for career development, and to ensure the delivery of training appropriate to their needs and future roles
- Ensure that individual career development programs are prepared for high calibre UAE National employees with suitable potential. Special counselling is to be provided and performance will be monitored to ensure that appropriate opportunities are provided to attain a senior position as soon as he/she is competent to assume such responsibilities
- Ensure that all Direct Line Managers are aware that they have specific responsibilities to train, develop, motivate, and extend their UAE subordinates until they are properly skilled and equipped to adopt more senior positions.



- 4.1.2.5. It is also the responsibility of the Head of HR together with the HODs to review the technical capabilities and talent of the fresh UAE recruits and provide them job roles/career opportunities in line with their areas of interest and technical specialities which would assist in increases in motivation and retention of high talent in the organization.
- 4.1.2.6. It is the responsibility of the HR Department to ensure continuous provision of guidance to the UAE National employees in order to facilitate the achievement of optimum results from the development programmes while managing any grievance to ensure maintenance of high morale and motivation levels.
- 4.1.2.7. PSUAD will ensure a competitive compensation and benefits structure for UAE Nationals to attract, motivate reward and retain them.



5. Conditions of Employment

The purpose of this section is to set out the policy of PSUAD with regards to working hours, salary administration and the related allowances and benefits applicable to PSUAD Employees.

It is the University's aim to reward its Employees in a fair manner, consistent with applicable sector and regional trends.



5.1. Working Hours

5.1.1. Introduction

- 5.1.1.1. The purpose of this policy is to provide clarity and information to PSUAD Employees during their tenure of service, about the standard working hours and alternate schedules in special times during the year.

5.1.2. Scope

- 5.1.2.1. This policy shall apply to all Employee categories within PSUAD (including long-stay Paris Expatriates) with the exception of the part timers.

5.1.3. Policy

Normal Working Hours

Staff

- 5.1.3.1. The normal days of work are Sunday through Thursday.
- 5.1.3.2. Staff Employees are required to work 35 hours per week (inclusive of a 30 minute unpaid lunch period).
- 5.1.3.3. Staff will be assigned to a specific work schedule according to the departmental needs and work requirement by his/her Direct Line Manager, recognizing that the PSUAD is normally open from 08:00. The work schedule may change subject to work requirements and departmental needs.
- 5.1.3.4. An Employee nursing her child shall, during the 18 months following the date of delivery, be entitled to two additional breaks each day for this purpose, neither of which shall exceed half an hour.

Faculty

- 5.1.3.5. The normal days of work are Sunday through Thursday.



- 5.1.3.6. Faculty are expected to maintain an on-campus presence throughout the work week such that they meet their academic obligations inclusive of teaching, research and community/administrative service related activity.
- 5.1.3.7. While the specific combination of time devoted to each academic obligation will vary between faculty members and between semesters, the average teaching load will reflect 6 contact hours per week for Heads of Academic Departments, 9 contact hours for regular professorial Employees and 18 contact hours for regular Lecturers (156, 234 and 468 annual contact hours respectively).
- 5.1.3.8. Actual assignment of teaching load, office hours, seminar hours and administrative hours will be set by the Head of Department, on an annual, quarterly or semester basis as appropriate, in consultation with the Faculty member and Deputy VC Academic. The key priority is to provide excellence in teaching and to follow the University Operations and Academic Calendar.
- 5.1.3.9. It is the responsibility of the Head of Department and/or the Direct Line Manager to ensure that the academic duties are completed as assigned and Faculty are required to provide a duty report to their HOD.
- 5.1.3.10. Faculty and Paris Expatriate are neither entitled to overtime or earned rest time. However, where extra courses or classes are delivered, Faculty and Paris Expats will be compensated.

Work Schedule during Ramadan

- 5.1.3.11. The Ramadan work schedule will apply to all PSUAD Employees categories (excluding Hourly).
- 5.1.3.12. For staff, working hours during the month of Ramadan will reduced to 6 hours per day and a total of 30 hours per week.
- 5.1.3.13. Any excess work demands in excess of the Ramadan working hours, shall, for Staff, be treated as overtime as applicable according to the relevant policy.

Attendance



5.1.3.14. Punctuality is a mandatory duty; therefore, strict adherence to the regularly assigned work hours is one of the success factors for PSUAD, as a symbol of Excellence. Employees are required to inform their managers of any matters affecting their arrival/departure times and managers are responsible to properly manage attendance issues with the employees and hold them accountable for their behaviour.

Overtime

5.1.3.15. Overtime shall only apply to staff whose grades are within 5 to 8.

5.1.3.16. Overtime does not normally apply to routine and repeated tasks which are defined in the job description of the role and should be completed within a normal working day.

5.1.3.17. Eligible overtime employees may be required to work additional hours during peak workload or during emergencies, where the particular nature of the work requires longer hours.

5.1.3.18. Prior approval of the Direct Line Manager is required for all overtime worked unless there are special circumstances prevailing. (eg. an emergency attendance to protect or secure the assets/interests of PSUAD and it is impractical to obtain prior approval)

5.1.3.19. Overtime will be paid at the rate of 125% of basic salary during the normal workings days over and above employee contracted working hours.

5.1.3.20. Overtime will be paid at the rate of 150% of basic salary during weekends, official University public holidays and between 9 pm to 6 am during weekdays.

5.1.3.21. The value of overtime in AED should not exceed 50% of employee's basic salary for the concerned month when the overtime was undertaken.

5.2. Teaching Load Reduction



5.2.1. Introduction

- 5.2.1.1. As part of its on-going commitment to Faculty development, the PSUAD supports Faculty efforts to balance teaching, research and community / administrative service obligations. In this regard, the PSUAD will, with certain caveats, allow Faculty to increase research and/or community service activities through a reduction in teaching load.
- 5.2.1.2. In general, research and community service activity will be higher during the summer and other non-teaching periods as outlined in the academic calendar. During the teaching periods, teaching load may vary between semesters but on-average will reflect 6 contact hours per week for Heads of Academic Departments, 9 hours per week for regular professorial Employees and 18 contact hours for regular Lecturers (156, 234 and 468 annual contact hours respectively).
- 5.2.1.3. In approving requests for teaching load reductions, the University will consider; potential impact on students, the operational needs of the unit (including budgetary considerations), the academic/community merit of the activity to be undertaken during the period of reduction and its alignment with the mission and vision of the PSUAD.

5.2.2. Objective

- 5.2.2.1. To outline the policy under which Faculty Employees may obtain a reduction in teaching load.



5.2.3. Scope

5.2.3.1. This policy applies to all regular Faculty Employees as well as long-stay Paris Expats.

5.2.4. Policy

- 5.2.4.1. Requests for teaching load reduction shall be submitted in writing to the Department Head. If in agreement, the Department Head shall forward the request to either the Research Committee for confirmation of the scholarly grounds of research based requests, or the DVC Academic for all other purposes (eg. administrative load, community service, etc.).
- 5.2.4.2. Assuming the scholarly or community merit thresholds are met, the request shall go to the Academic Affairs Council for review and approval. All requests require sufficient supporting detail to address the caveats outlined above.
- 5.2.4.3. Approval, if granted, will be for a fixed period only and will normally only start from the semester following the request. Mid-semester requests will not normally be entertained.
- 5.2.4.4. Teaching load reduction requests in excess of 3 hours will not normally be granted.
- 5.2.4.5. A reduced teaching load may not be granted for assignments or tasks for which Faculty receive financial compensation. However, to address budget considerations, Faculty members may be entitled to buy-out their teaching with income derived from external research grants or consultancy.

5.3. Salary Administration

5.3.1. Scope

5.3.1.1. This policy shall apply to all Employees whose salary/allowance is disbursed by PSUAD.



5.3.2. Policy

- 5.3.2.1. PSUAD Employees are paid a monthly basic salary and allowances (or in special cases, a monthly lump sum payment), as outlined in the terms of their employment contract / agreement and based on the University's compensation matrix.
- 5.3.2.2. Compensation is credited electronically to Employee's accounts at the end of each month.
- 5.3.2.3. The basic salary is derived from position specific salary scales, each of which has a range. From time to time, the salary scales may be reviewed subject to recommendation of the HR Committee and further endorsement of the Vice Chancellor and approval of the Management Council.
- 5.3.2.4. Salary scales for staff positions are based on an evaluation of the position duties and are not person specific. The "job evaluation and grading" process is managed through the HR Department. Faculty scales are based on academic rank and are managed between the Office of the DVC Academic and the HR Department.
- 5.3.2.5. It is PSUAD's policy to periodically participate in compensation surveys in order to ensure that PSUAD employees are compensated in a fair manner consistent with the latest market trends.
- 5.3.2.6. Approved salary scales and related allowances are contained in an matrix table maintained in the HR Department.

Benefits

Introduction

In addition to their salary (or allowance for Paris Expats where applicable), Employees are eligible for a variety of benefits. The total compensation package, inclusive of salary and benefits is designed to attract and retain a high calibre of Employee. This policy outlines the benefit details and their applicability to the various Employee groups at the PSUAD and to Paris Expats. Note that this section does not apply to Visiting Faculty.



5.4. Accommodation

- 5.4.1.1. PSUAD provides accommodation or cash-in-lieu for newly joining Employees. Paris expatriates are provided accommodation and not cash-in-lieu.
- 5.4.1.2. The maximum value of the accommodation varies based on employment type and the Employees' grade/rank as outlined below in Appendix C.
- 5.4.1.3. Unless stated otherwise, regular Employee's may elect to take cash-in-lieu of their accommodation entitlement. Cash-in-lieu is set at 70% of the accommodation value and is paid in monthly instalments.
- 5.4.1.4. The University does not own any accommodation. New joiners will be accommodated in property rented in the local market. Where the University does not have any accommodation on hand at the time of the Employee's joining, the University will assist the Employee to source accommodation (within a set maximum value) and the University will then contract with the landlord on their behalf. The lease will be with the University. Agent fees, where applicable, will be borne by the Employee.
- 5.4.1.5. In addition to unfurnished accommodation, the University may, at times, have access to furnished accommodation that may be made available to Employees / Paris Expats. New joiners are requested to inform the HR Department of their interest in such accommodation at their time of joining. Generally, for new joiners with contracts / assignments of less than three years, the University will provide furnished accommodation.
- 5.4.1.6. If the Employee takes cash-in-lieu of accommodation, or takes furnished accommodation, the Employee will not be entitled to the furniture allowance as outlined below. The furniture allowance is only offered once at the time of joining.
- 5.4.1.7. While Employees' may request to change their accommodation arrangements (eg. move to a new location or from furnished to unfurnished), such requests will only be approved where it does not prove disadvantageous to the University to process.
- 5.4.1.8. Irrespective of the above, PSUAD retains the right to accommodate Employees in either a furnished flat or any other alternative accommodation where circumstances warrant (eg. short-term faculty stay, etc.).



- 5.4.1.9. Employees are responsible for the payment of all accommodation related fees (eg. commissions, service charge, security deposit, annual fees, electricity, water and gas including any municipality or other private developer fees, levies and charges).
- 5.4.1.10. Employees in grades 7 and below shall, in lieu of accommodation, receive a Housing Allowance equivalent to 60% of the basic salary for singles, and 80% for employees with family dependants. This allowance shall be paid monthly. (**per MC 11 Jan 2015*)
- 5.4.1.11. Faculty and Staff members may rent residence above their limits provided the amount in excess of the limit is paid for by the Employee either directly to the landlord or deducted from their payroll on a maximum of three monthly instalments.
- 5.4.1.12. Any damage to the residence beyond normal wear and tear will be the responsibility of the concerned Employee and shall be charged and paid for by the respective Employee.
- 5.4.1.13. Employees entitled to PSUAD accommodation shall not under any circumstances sublease the residence to any other party whatsoever.
- 5.4.1.14. Housing allowances may be adjusted annually up or down by the Management Council as may be deemed necessary and according to the market conditions.
- 5.4.1.15. Employees and Paris Expats are normally required to vacate University provided accommodation no later than one month following their last day of work (for staff) or last day of teaching/exams (for Faculty – recognizing that pay entitlement may extend beyond the last day of teaching/exams).
- 5.4.1.16. Upon arrival in the UAE, new regular Expatriate Employees and Paris Expats (excluding Professors and Professionals on assignment) are entitled to up to 14 calendar nights stay in a local hotel (request for extraordinary extensions require the approval of the DVC Administration). This would normally only apply to regular hires.
- 5.4.1.17. Professors and Professionals on Assignment arriving from greater than 100kms from PSUAD shall be entitled to hotel accommodation.

5.5. Furniture Allowance



- 5.5.1.1. All regular Employees on contracts of greater than 3 years (except grades 7 and below and Paris Expats) taking unfurnished accommodation under the University's name are entitled to a one time furniture allowance at the time of joining. The rates are as set out in the tables below in Appendix C.
- 5.5.1.2. The furniture allowance to the Employee shall be amortized over a 3 year period as follows:
- First year: 40%
 - Remaining 2 years: 30% per year.



- 5.5.1.3. If the Employee resigns or services are terminated within this 3 year time period after receiving the furniture allowance, the Employee shall give back any remaining amount from the allowance (or have it deducted from their final settlement). The HR Committee reserves the right to waive repayment in certain instances.

5.6. Relocation Assistance

- 5.6.1.1. New regular Employees (except Staff in grades 7 and below) and Paris Expats are entitled to a relocation allowance paid once upon arrival to the UAE (or from another UAE location, greater than 100km from Abu Dhabi, if relocating to Abu Dhabi).
- 5.6.1.2. The allowance, outlined below in Appendix C, is repayable on a prorated basis if the Employee resigns within a three year period. The HR Committee reserves the right to waive repayment in certain instances.

5.7. Repatriation Shipping Allowance

- 5.7.1.1. All regular Expatriate Employees (except Staff in grades 7 and below) and Paris Expats resigning after having completed a minimum of 3 years of service shall be granted a repatriation shipping allowance provided the Employee's Residence Visa in the UAE is cancelled, and they and their dependents leave the country.
- 5.7.1.2. The allowance shall be granted in accordance with the table in Appendix C.

5.8. Transportation Allowance

- 5.8.1.1. A transportation allowance is paid to regular Employees (excluding Paris Expatriates) to offset the cost of local travel.
- 5.8.1.2. The transportation allowance is paid monthly (including during periods of paid leave) at the rates noted in Appendix C.



5.9. Mobile Phone Allowance

- 5.9.1.1. A mobile phone allowance is paid to regular Employees (excluding all Paris Expatriates except if VC or DVC) to offset the cost of phone use.
- 5.9.1.2. The mobile phone allowance is paid monthly (including during periods of paid leave) at the rates outlined in Appendix C.

5.10. UAE National Monthly Allowances

- 5.10.1.1. UAE Nationals working at PSUAD shall receive the following monthly allowance over and above all other allowances.
- Higher Cost of Living Allowance of AED 800 per month (males and females)
 - Social Allowance of AED 800 per month (males and females)
 - Dependent Child Social Allowance:
 - Male UAE Nationals can receive AED 600 per month for each dependent child
 - Female UAE Nationals can receive AED 600 per month for each dependent child following the rules of non-duplication of benefits. A medical certificate is required to support eligibility for this benefit in case of disability of the spouse.
- 5.10.1.2. Payment of Dependant Social Allowance shall be suspended in the following cases:
- For male children when they reach 24 years of age
 - For female children starting from the date of marriage. They shall receive this allowance again if they are divorced or are widowed
 - For gainfully employed children even if they are less than 24 years of age.
- 5.10.1.3. A Special Allowance, of 13% of their basic monthly salary, shall be granted to UAE National Employees to a maximum allowance of AED 3,500 per month.

5.11. Education Fees for Children

- 5.11.1.1. Regular Employees (except Staff in grades 7 and below) and Paris Expats are entitled to an annual maximum allowance to offset the cost of their resident,



dependent children's education in the UAE (prorated where the Employee joins mid-year).

5.11.1.2. Payment shall be extended to eligible children entering Grade 1 and who are required to attend formal school, according to UAE law, to the end of secondary school. Kindergarten and pre-kindergarten is not covered

5.11.1.3. The maximum annual allowance is as outlined in Appendix C.

5.11.1.4. Payment shall be processed based on proof of enrolment. If the Employee resigns or is terminated during the normal school year, full or partial repayment may be required based on the extent of semester completion.

5.11.1.5. The following costs are reimbursable as part of this allowance:

- Tuition fee
- Book fees
- Admission/registration/reservation/placement fees and exam fees.

5.11.1.6. In special cases, the Vice Chancellor may approve tuition fees to be paid in the following way:

- To Employees whose dependent children are studying through distance education or through other non-conventional methods
- To Employees whose children have a handicap for which suitable education facilities are not available in the UAE.



5.12. Duplication of Benefits

- 5.12.1.1. Duplication of benefits is not permitted. Duplication of benefits refers to the circumstance of Government and semi-Government owned entities providing benefits to employees and their spouses in duplicate. This can occur when an individual is employed with PSUAD and the PSUAD Employee's spouse is employed by another Government or semi-Government entity.
- 5.12.1.2. Employees are required to inform the HR Department where their spouse is employed by a UAE Government or Semi-Government entity and to provide HR with details related to their benefit entitlement. If both work for the PSUAD, the Employee with the higher salary will receive the benefits.
- 5.12.1.3. Accommodation allowances may be possible where the Spouse works more than 100km distant from Abu Dhabi.

5.13. Travel Ticket Allowance

- 5.13.1.1. Unless specified otherwise, all new regular Employees and long-stay Paris Expats shall receive travel tickets, or cash-in-lieu, for themselves, their spouses and up to 3 dependent children, if any, as follows:
- If not residing in UAE, then the University shall book tickets from the place of recruitment, as stated in their offer, to the UAE at the start of their employment/delegation/long mission.
 - Cash-in-lieu of travel tickets from the UAE to the Employee's country of citizenship (home country) on termination of their employment/delegation/long mission provided that the visa is cancelled and all required clearances have been met and the Employee and dependents leave the country.
 - Cash-in-lieu of vacation tickets from the UAE to the Employee's country of citizenship (home country) and back once in a year for each year of service.



- 5.13.1.2. The country of citizenship and the ticket class entitlement shall be specified in the contract of employment (or letter of benefits for delegation and long mission) and shall be determined by the passport on which the UAE resident visa is stamped.
- 5.13.1.3. Professors on Assignment only receive tickets booked by the University at the start and end of their assignment with Paris as the point of departure and return. Tickets for Professionals on Assignment is dependent upon their point of engagement. If locally recruited then no tickets are provided. There is no spouse or dependent entitlement for either Professors or Professionals on Assignment.
- 5.13.1.4. While UAE National employees do not receive joining or repatriation tickets, they are entitled to cash-in-lieu of vacation tickets. For calculation purposes only, ticket value will be based on return travel to Paris, France.
- 5.13.1.5. Ticket entitlements are as outlined in Appendix C.
- 5.13.1.6. This allowance applies to dependents as defined in the first section of this policy manual.
- 5.13.1.7. If an Employee has been called up to work during his annual leave for emergency reasons he/she shall be entitled to reimbursement of applicable ticket change penalties.
- 5.13.1.8. The cash-in-lieu value of the tickets is based on quotations received from the travel agent normally used by PSUAD and is set annually in May for the coming 12 month period irrespective of when the Employ elects to receive their entitlement.

5.14. Medical Insurance

- 5.14.1.1. All regular Employees and long-stay Paris Expats are entitled to medical insurance for self, spouse and up to three dependent children as defined in the first section of this policy manual.
- 5.14.1.2. Regular Employees and long-stay Paris Expats may include additional family members in the medical insurance policy by paying the additional cost to PSUAD.



- 5.14.1.3. Details concerning the type, value, conditions of the insurance policy and procedures for making a claim are available from the HR Department and may be amended from time to time dependent upon the policy details.
- 5.14.1.4. All categories of Employees (including long-stay Paris Expats) will be covered under a workers compensation insurance scheme in compliance with UAE Labour Laws for accidents leading to handicap or death.

5.15. Pension

5.15.1.1. Federal Law No. 2 of 2000, concerning pay and social security, shall be applicable to UAE Nationals and Nationals from other GCC countries. Employee and Employer pension contributions will be based on the total of salary and allowances. The UAE National Employees shall contribute 5% of their contributory pension salary towards their pension and PSUAD shall contribute 15% of the total salary for each Employee. Contribution rates will vary for Employees from other GCC countries.

5.15.1.2. Contributory pension salary includes the following elements:

- Basic Salary
- Housing Allowance
- Social Allowance
- Children Allowance
- Special Allowance
- Cost of Living Allowance.

5.16. Death Benefit

5.16.1.1. In the event of the death of a regular Employee, the dependent family members or legal beneficiaries of the employee shall receive the salary for the month during which the death occurred together with a payment equivalent to three additional month's gross salary and the end of service benefit (subject to any requirement to confirm entitlement).

5.16.1.2. Additionally, the University will cover reasonable expenses associated with embalming and repatriation of the deceased and his/her family and personal effects



(excluding appliance, large furnishings and vehicles). This repatriation of the deceased would also apply to Paris Expats.

- 5.16.1.3. The Vice Chancellor may waive any requirement for repayment of monies owing to the University or clearance requirements.
- 5.16.1.4. In the event of the death of a regular Employee's immediate family member (spouse or dependent children), the University will cover reasonable expenses associated with embalming and repatriation of the deceased as well as the cost of a return ticket for one person to accompany the body.

5.17. Tuition Reduction

- 5.17.1.1. Spouses and children of regular Employees and long-stay Paris Expats are entitled to enroll in full-time PSUAD undergraduate and graduate degree programs with a tuition waiver of 50% (exclusive of books, materials and residence costs). And, where there is no operational impact, regular Employees and Paris Expats may themselves benefit from this tuition reduction.
- 5.17.1.2. The tuition reduction benefit is limited to a maximum of two family members per Employee, and conditional upon the Employee being employed by PSUAD during the full period of tuition reduction. Details regarding the implementation of this benefit are contained in the related process manual.



6. Employee Leave

It is the policy of PSUAD to grant paid vacation leave to the University's regular full time Employees as an opportunity for rest and recreation needed to maintain their personal health and well-being.

PSUAD also grants other types of leave on humanitarian and religious grounds in line with the tenets of natural justice and the UAE's Labour Law.



6.1. General Policy

6.1.1.1. Unless otherwise stated, Employees apply for leave through the HR Department e-services portal and the request is approved as per the relevant approval matrix.

6.2. Annual Leave (Staff Only)

- 6.2.1.1. This policy provides guidelines for regular Staff employees (excluding Faculty Employees and Paris Expatriates in Faculty roles) annual leave entitlements.
- 6.2.1.2. Staff Employees (and applicable long-stay Paris Expats) are eligible for a specific number of work days off per contract (assignment) year. Weekends and any official University holidays, will not be included when computing annual leave.
- 6.2.1.3. While annual leave is earned on an accrual basis, Employees have access to their annual entitlement at the start of each contract year. Should an Employee use more leave than accrued, they will, at the time of employment end, be required to reimburse the University.
- 6.2.1.4. For new hires, annual leave is not normally granted during their probationary period. However, upon completion of the probationary period they will have access to their full annual entitlement.
- 6.2.1.5. Annual leave does not accrue during periods of unpaid leave or long-term sick leave.
- 6.2.1.6. While Employees may request annual leave at any time, the decision to approve the request is with the Employee's Direct Line Manager. The Manager will take into consideration operational requirements before processing leave requests. If an Employee is requested to return early from their leave, the University will consider reimbursement of reasonable expenses.
- 6.2.1.7. Annual leave cannot be paid out other than at the end of employment and in unique cases with approval of the HR Committee. As such, both the Employee and their manager are encouraged to ensure that all leave is taken in the year earned.
- 6.2.1.8. Employees are allowed to carry over a maximum of 25% of their yearly earned leave to be availed in the first 3 months of their new contract year. Any carried over



leave not availed will be forfeited by the Employee. In unique cases, generally related to operational issues, and with the pre-approval of the HR Committee, Employees may request an exceptional carry-over.

- 6.2.1.9. Leave balances outstanding at the end of the Employee's employment are not normally taken as "time off" but rather shall be paid out as part of the Employee's final settlement. The pay out of unused accrued leave at the end of employment shall be paid at the rate of basic salary plus transportation and phone allowances applicable at the time of employment end.
- 6.2.1.10. Paris Expats are not eligible for leave pay out.
- 6.2.1.11. Annual leave entitlement for various grades shall be as outlined in Appendix C.

6.3. Annual Leave (Faculty Only)

- 6.3.1.1. Regular Faculty Employees and the Paris Expatriates in Faculty roles are entitled to Academic Vacation according to the annual academic calendar of the University unless specified otherwise in their agreement.
- 6.3.1.2. The vacation is normally divided into 3 periods; winter, spring and summer with actual dates provided each year following approval of the Academic Calendar.
- 6.3.1.3. The Employee is not entitled to carry forward any unused part of this academic vacation to a subsequent annual academic calendar. Absences outside the approved leave periods will be considered as unpaid leave.



6.4. Sick Leave

- 6.4.1.1. All regular Employees who are ill, injured or recovering from an illness and thus are unable to perform their work, are entitled for paid sick leave.
- 6.4.1.2. An Employee may be granted sick leave up to a maximum of 90 continuous or intermittent days per contract year as detailed below (prorated for contract terms of less than one year):
- The first 15 working days, with full pay
 - The next 30 calendar days, with half pay
 - The final 45 calendar days, no pay.
- 6.4.1.3. Employees are required to immediately inform their Direct Line Manager or the HR Department if they are unable to attend work. Leave of greater than 3 days requires the submission of a Medical Doctors' certificate.
- 6.4.1.4. For leave requests of greater than 15 working days, Employees shall provide an attested Local Medical Certificate accompanied by a Medical Report from a local competent medical authority. In case the medical certificate is from an abroad medical authority, the employee is responsible to submit the medical certificate for certification to the Health Authority of Abu Dhabi.
- 6.4.1.1. Any period of sick leave that is not supported, where required, with an attested medical certificate will be considered as leave without pay.
- 6.4.1.2. No remuneration shall be payable during sick leave if the illness is the direct result of the Employee's misconduct (e.g. having consumed alcohol or narcotic drugs).
- 6.4.1.3. Falling Sick During Annual Leave:
- If an Employee is ill during their annual leave, the period of illness will not be considered as sick leave, but will be treated as part of the annual leave days
 - However, if an Employee is admitted to a hospital for unplanned treatment or other severe medical conditions during their annual leave, then the extra days may be treated as sick leave provided they submit Medical Reports from a competent medical authority and certified from the local UAE medical authority.
- 6.4.1.4. Long-stay Paris Expats are entitled to take sick leave with no impact on their monthly allowance for a period of up to 15 working days per engagement year



(assuming submission of appropriate medical certification). Leave in excess of this entitlement may result in suspension of allowance payment and/or early cancellation of the assignment. Such longer term cases will be reviewed and acted-upon in consultation with the Paris Expats home institution.

6.5. Maternity and Paternity Leave

- 6.5.1.1. Regular female Employees (excluding Paris Expatriates) are entitled for maternity leave with full pay for a period of up to 60 calendar days, including both pre and post natal periods, provided the Employee has been employed with PSUAD for at least one year.
- 6.5.1.2. Female Employees may extend the maternity leave provided the reason of extension is due to medical conditions associated with the child birth and approved by a certified medical authority. Extension of maternity leave shall be covered under the "sick leave" provisions of this policy manual.
- 6.5.1.3. For the 18 months following delivery, female Employees are permitted to take one paid hour every day for nursing the child split into two half hour breaks, in addition to any prescribed rest period. The additional break shall be reckoned as part of the hours of work and shall not involve any reduction of remuneration.
- 6.5.1.4. All official holidays or other types of leave that fall within the period of maternity leave shall be considered part of the maternity leave.
- 6.5.1.5. All regular male Employees (excluding Paris Expatriates) are entitled to 2 working days off with full pay.
- 6.5.1.6. Employees wishing to take the paternity leave shall do so within a maximum period of 30 calendar days from their child's birth and must submit to the HR Department a copy of the child's birth certificate.
- 6.5.1.7. Long-stay Paris Expats shall, in terms of time off, follow the same rules as noted above (but no assignment allowances will be paid during the period). Separately, with the prior written approval of their home institution, they may take the difference between this "time-off" entitlement and the entitlement they would have received if stationed at their home institution upon the end of their PSUAD assignment and reassignment to Paris.



6.6. Pilgrimage (Hajj) Leave:

- 6.6.1.1. All regular Muslim Employees who have completed one year of service may request a one-time pilgrimage leave of 20 paid calendar days (inclusive of any University holidays falling during the leave period).
- 6.6.1.2. The University will endeavour to approve all requests subject only to operational need (which may include teaching obligations).

6.7. Bereavement (Eddah) Leave:

- 6.7.1.1. Muslim female regular Employees will be granted bereavement leave upon the death of her husband. This leave is in lieu of compassionate leave as noted below.
- 6.7.1.2. Bereavement leave shall be a paid leave for 4 months and 10 days from the date of the death in accordance with Islamic Law.
- 6.7.1.3. The request for bereavement leave shall be accompanied by the authenticated death certificate.
- 6.7.1.4. Any official holidays that fall within this leave period will be considered as part of the leave.

6.8. Compassionate Leave:

- 6.8.1.1. All regular Employees are eligible for paid compassionate leave for a maximum of up to 5 working days in the event of death of an Employee's spouse or immediate relative based on supporting document.
- 6.8.1.2. Immediate relative refers to child, parent, grandparent, brother, sister or parent-in-law.
- 6.8.1.3. Eligibility for compassionate leave will start on the day of death.



- 6.8.1.4. Any additional days granted will be deducted from the Employee's annual leave, or considered as unpaid leave if their annual leave is exhausted.
- 6.8.1.5. Long-stay Paris Expats may be absent for a period of 5 working days in such cases as noted above.

6.9. Public Holidays

- 6.9.1.1. Where announced by the University, public holidays will be applicable to all Employee categories and Paris Expats as declared by the Government of Abu Dhabi and any other religious or national holidays as declared by the Federal Government of the UAE.
- 6.9.1.2. In addition to the above holidays, the Vice Chancellor may approve up to a maximum of 3 days off with pay in recognition of French National holidays.
- 6.9.1.3. Public holidays that fall on a working day within a Staff Employee's annual leave period will not be counted as leave days.

6.10. Authorized Unpaid Leave

- 6.10.1.1. Unpaid leave is not considered a contractual right and is granted on an exception basis only.
- 6.10.1.2. Except for housing allowance (where applicable) and medical insurance coverage, all compensation and benefits will be stopped during the unpaid leave period. However, for unpaid leave of greater than 6 months, the HR Committee may recommend to the Vice Chancellor for approval to suspend housing allowance payment and/or housing entitlement.
- 6.10.1.3. For Expatriate Employees, the period will not be considered in end-of-service gratuity calculations.
- 6.10.1.4. UAE National and GCC National Employees are required to pay their pension fund contribution for the period of which they are on unpaid leave.



6.10.1.5. Paris Expats are not entitled to such leave.

6.11. Faculty Academic Leave

- 6.11.1.1. The University acknowledges that Faculty (including long stay Paris Expats) may require time off outside of the normal leave periods to undertake activity related to their research (eg. field or library activity) or their academic standing (eg. jury member for a doctorate defence). Where operationally possible, the University will consider such requests.
- 6.11.1.2. Requests for leave outside of the normal vacation leave period requires support of the Head of Department and the Academic Council and approval of the VC.
- 6.11.1.3. In reviewing such requests, consideration will be given to the potential impact on students, the academic merit of the activity to be undertaken during the period of leave and its alignment with the mission and vision of the PSUAD.
- 6.11.1.4. Academic leave would not normally be approved more than twice in an academic year.
- 6.11.1.5. Travel associated with Academic leave is covered under the applicable Academic Travel policies outlined in section 7.3 of this manual.
- 6.11.1.6. Where travel is included as part of the leave, the request must not exceed one day before and one day after the specific activity.
- 6.11.1.7. Any publications derived from the leave shall mention “the Paris Sorbonne University Abu Dhabi”. And the University may require the Faculty member to present or report on their activities following return.
- 6.11.1.8. While normal compensation continues during periods of academic leave, expenses are not normally covered unless approved under the Academic travel policy outlined in section 7 of this manual.



7. Corporate Travel

The purpose of this section is to identify the entitlements of PSUAD Employees who conduct business travel on behalf of the University, travel as part of a professional developmental opportunity or as may be related to academic activity.



7.1. Business Travel

7.1.1. Introduction

- 7.1.1.1. During the course of their employment/assignment, PSUAD Employees and long-stay Paris Expats may be required to travel off campus, either further than 100km from Abu Dhabi or outside the UAE, for PSUAD work related activities. The following policy covers how such cases shall be treated in terms of travel and expense coverage.

7.1.2. Policy

- 7.1.2.1. This policy applies to all Employees and long-stay Paris Expats.
- 7.1.2.2. Business travel requires pre-approval from the Employees' HOD and the relevant Deputy Vice Chancellor. DVC travel requires VC approval and VC business travel requires Vice President, Management Council, approval.
- 7.1.2.3. Consideration shall be given to the necessity of the travel and to whether or not alternate means of "participation" may be appropriate (eg. conference call or video conferencing, etc.). Consideration will also be given to budget availability.
- 7.1.2.4. Overnight stays would not normally be required for in-country travel where the Employee can reasonably return to their Abu Dhabi residence for the evening. The same principle would apply where an Expat Employee is attending an activity within 100km of their non-UAE residence.
- 7.1.2.5. Where overnight stay is required, either within the UAE or internationally, the rates outlined in Appendix C will apply.
- 7.1.2.6. For international travel, the Employee may request one day's per diem prior to the business activity and one day's per diem post activity.
- 7.1.2.7. Where international travel is required, the University will book the travel tickets. Ticket class shall be as per grade/rank entitlement to a maximum of business class travel.

7.2. Professional Travel



7.2.1. Introduction

- 7.2.1.1. The University acknowledges the need for ongoing development and enhancement of Employees' skills through their participation in professional meetings, conferences, seminars and workshops.
- 7.2.1.2. Where applicable and pre-approved, the University supports regular Employees' with the payment of expenses related to participation in such events.

7.2.2. Policy

- 7.2.2.1. All regular Employees, and long-stay Paris Expats, are entitled to apply for professional travel coverage where travel is more than 100km from Abu Dhabi. Application should include details of the event, including a full schedule of the events activities and timings, a written outline describing how the event will benefit the Employees' development within the University and how attendance aligns with the Mission/Vision of the PSUAD.
- 7.2.2.2. Application requires approval of both the Head of Department and the relevant Deputy Vice Chancellor. Deputy VC requests require VC approval, and VC requests require approval of the Vice-President of the Management Council.
- 7.2.2.3. In addition to considering the details contained in the travel application, approvers shall give consideration to budget and/or operational constraints, alignment with performance management goals (where relevant) and to what extent the Employee has previously had professional travel opportunities. Normally requests would not be approved for more than two events per contract year (or once per contract year for Faculty and Paris Expats).
- 7.2.2.4. Registration fees will be covered as per the PSUAD General Services guidelines (a copy of which are available from the General Services Department).
- 7.2.2.1. Overnight stays would not normally be required for in-country travel where the Employee can reasonably return to their Abu Dhabi residence for the evening. The same principle would apply where an Expat Employee is attending an activity within 100km of their non-UAE residence.
- 7.2.2.1. Where overnight stay is required, either within the UAE or internationally, the rates outlined in Appendix C shall apply.



- 7.2.2.2. For international travel, the Employee may request one day's per diem prior to the professional activity and one day's per diem post activity.
- 7.2.2.3. Where international travel is required, the University shall book the travel tickets. Ticket class shall be economy for all professional travel cases.
- 7.2.2.4. Any costs associated with non-attendance or non-completion, for unjustifiable reasons, may be claimed back from the Employee.
- 7.2.2.5. Upon their return, the Employee will be required to submit a written report to their manager outlining significant event highlights, insights gained and recommendations, if any, for improved personal or unit performance. In cases where the Employee made a presentation as part of their attendance, the University may request the Employee to present the same to their colleagues and/or students.

7.3. Academic Travel

7.3.1. Introduction

- 7.3.1.1. This section outlines the policy for travel associated with Faculty Academic leave (as defined in section 6 of this manual).

7.3.2. Policy

- 7.3.2.1. This policy applies to all regular Faculty Employees and long-stay Paris Expats travelling more than 100km from Abu Dhabi.
- 7.3.2.2. Academic travel requires pre-approval from the Employees' Head of Department, the Deputy Vice Chancellor Academic and the Vice Chancellor and would not normally be granted more than twice per academic year.
- 7.3.2.3. Overnight stays would not normally be required for in-country travel where the Employee can reasonably return to their Abu Dhabi residence for the evening. The same principle would apply where an Expat Employee is attending an activity within 100km of their non-UAE residence.



- 7.3.2.4. Where overnight stay is required, either within the UAE or internationally, the rates outlined in Appendix C shall apply.
- 7.3.2.5. For international travel, the Employee may request one day's per diem prior to the academic activity and one day's per diem post activity.
- 7.3.2.6. Where international travel is required, the University shall book the travel tickets. Ticket class shall be economy for all academic travel cases.

8. Performance Management

The PSUAD distinguishes itself from other academic institutions based in large part on the superior quality of its academic and support employees. To maintain this high level of performance, all Employees are encouraged to participate in a meaningful way in the evaluation of their performance and managers are required to ensure that Employees receive timely and relevant feedback to enable their on-going success.



8.1. Faculty Performance Evaluation

8.1.1. Scope

- 8.1.1.1. This policy is applicable to all regular Faculty Employees and long-stay Paris Expats (recognizing that Paris Expats are not employees, this evaluation will form part of the annual report to the Paris Expats home institution).

8.1.2. Policy

- 8.1.2.1. Faculty performance is evaluated on the basis of teaching, research and community / Administrative service. The weighting of these factors will vary between individual Faculty members.
- 8.1.2.2. Heads of Department are required, at least once per year, to coordinate with their academic colleagues personal research and community service plans. These plans should align with the mission and vision of the PSUAD and will be reviewed and endorsed by the Academic Council.
- 8.1.2.3. The University may use a variety of assessment tools to determine how Faculty are performing. This may include in-class assessment of Lecturers as well as Student Feedback questionnaires for all Faculty ranks.
- 8.1.2.4. To assist with the evaluation of research activity, Faculty may be required to present, in-house, to colleagues and/or students any research presented externally (eg. at conference, via poster presentation, etc.). This would be in addition to written reports to the Department Head outlining research activity undertaken.
- 8.1.2.5. Annual reviews shall be undertaken by the Head of Department and will be overseen by the Deputy Vice Chancellor, Academic. The results of annual reviews will be shared with the Faculty member and inform contract renewal / reassignment decisions.

8.2. Staff Performance Evaluation



8.2.1. Scope

- 8.2.1.1. This policy is applicable to regular staff Employees only.

8.2.2. Policy

- 8.2.2.1. All Direct Line Managers are required to keep their unit current on the goals of the University and the unit and to meet on an appropriate basis with their direct reports to discuss goal setting and performance. Measuring Direct Line Manager's success will include reviewing evidence of activity in this area.
- 8.2.2.2. Employees are required to familiarize themselves with the goals of the University and their unit, to participate in regular performance discussions and are responsible for preparing appropriately for such discussions.
- 8.2.2.3. Performance management activity will include at a minimum the following components; a formal annual meeting to set goals and objectives for the upcoming year and to review performance over the previous year. In an Employee's first year of hire, a goal setting meeting will take place within the first three months of hire and an annual review meeting will take place on or around the Employee's anniversary date (alternatively, the University may direct that annual reviews take place during set period(s) of the year). In the final year of an Employee's contract (assignment), this review will take place six months prior to the contract end date to assist the parties in contract renewal discussions. The immediate supervisor is required to keep a written record of these meetings and the Employee shall have the opportunity to add his/her comments and receive a signed copy.
- 8.2.2.4. Aside from the formal meetings noted above, Employees and their immediate supervisors are encouraged to meet more frequently on a less formal basis to discuss activity to date.
- 8.2.2.5. HR is responsible for supporting performance management activity by providing Supervisors and Employees with guidance on the holding of goal setting and performance review meetings. HR is also responsible for supporting the parties on matters related to performance improvement opportunities including training, coaching and corrective action.



- 8.2.2.6. HR will regularly canvass Supervisors and Employees on their perceived work related training and development needs and schedule appropriate courses/workshops to support the meeting of these needs.
- 8.2.2.7. The University may adopt different tools to support performance management activity and these may differ between employee categories and types.
- 8.2.2.8. Review meetings need to be based on the principle of two-way communication. The Employee is encouraged to discuss issues, job performance, career aspirations and training and development needs; and the appraiser is encouraged to provide objective, constructive feedback on strengths and areas for development.

8.3. Salary Progression (Staff Only)

8.3.1. Scope

- 8.3.1.1. This policy is applicable to all regular non-Faculty of the PSUAD (exclusive of the VC and DVC).

8.3.2. Policy

- 8.3.2.1. Non-faculty positions within the University are rated and assigned to a specific salary grade. Each grade has a salary range. Employees are normally hired at the base of the range, and movement or progression through the range is governed by performance.
- 8.3.2.2. Following an Employee's annual goal setting/review meeting, his/her supervisor may request Deputy Vice Chancellor support to move the Employee to a higher level within the range. If the DVC is in agreement they shall provide the HR Committee with supporting documentation for consideration and recommendation. Recommendations are presented to the Vice Chancellor for review and approval. Such requests would not normally be processed more frequently than once every two years.
- 8.3.2.3. The approved amount of movement within the range may be dictated by budget availability and there is no movement beyond the top of the range.



- 8.3.2.4. The HR Department will, on a three year basis, undertake a market review to ensure the continued competitiveness of the salary structure. Recommendations from this review will be presented to the HR Committee and the University Management Council for consideration and action as deemed appropriate.

8.4. Salary Progression (Faculty Only)

8.4.1. Scope

- 8.4.1.1. This policy is applicable to all regular Faculty Employees of the PSUAD (excluding Paris Expats).

8.4.2. Policy

- 8.4.2.1. At the time of hire, Faculty Employees are assigned to an academic rank and level. Normally there would be no salary progression during their first contract period.
- 8.4.2.2. Salary progression decisions would normally take place at the time of contract renewal discussions and would give consideration to academic performance during the preceding 3 year contract period.
- 8.4.2.3. Progression requires HOD and DVC Academic recommendation, review by the Academic Council and endorsement of the HR Committee. Final approval is with the VC.
- 8.4.2.4. Progression would be within the salary range for the rank and not to the level for a higher rank.
- 8.4.2.5. The salary ranges for each rank are set based on market conditions and may be amended from time to time based on approval of the Management Council.



8.5. Academic Promotion (Faculty Only)

8.5.1. Scope

- 8.5.1.1. This policy is applicable to all regular Faculty Employees at the PSUAD (excluding Paris Expats).

8.5.2. Policy

- 8.5.2.1. Promotion in academic rank is based on achievement in teaching, scholarship and community service.
- 8.5.2.2. For promotion consideration, eligible Faculty shall produce a portfolio containing evidence of their success in the three academic areas of teaching, scholarship and community service. While evidence must be provided for the three areas, it is recognized the specific weightings may vary between applicants.
- 8.5.2.3. In addition to portfolio content, the review process shall consider the outcomes of performance reviews, external peer review of scholarship activity and student and/or peer review of teaching activity.
- 8.5.2.4. Details regarding eligibility, timelines, promotion requirements, roles of referees, etc., are contained in a process document available from Academic Affairs.



8.6. Bonus Payments

8.6.1. Scope

8.6.1.1. This policy is applicable to all regular Employees of the PSUAD.

8.6.2. Policy

8.6.2.1. The PSUAD does not, as a matter of course, provide Employees with bonus payments. Superior performance is more generally addressed through salary progression.

8.6.2.2. Where PSUAD management decides to provide a bonus payment, the decision will be based on a recommendation of the HR Committee to the Vice Chancellor for review and approval.

8.6.2.3. Bonus amounts are made as a lump-sum payment and do not attract any additional gratuity or allowances.



9. Ethics and Code of Business Practices

All Employees of PSUAD and Paris Expats should conduct themselves with integrity and dignity and act at all times in an ethical manner in their dealings with the public, students and fellow Employees.

They should also endeavour to encourage others, whether in senior or subordinate positions, to practice and follow this Ethics and Code of Business Practices policy in a professional manner.

The purpose of this policy is to formalize the guidelines under which the University operates in terms of its ethical and moral business practices, as well as the expected standards of professional conduct of its Employees in all dealings with students, co-workers and the community at large.

Non-compliance with the policies laid down in this chapter may lead to disciplinary sanction and/or termination of employment.



9.1. Ethics and Code of Conduct

9.1.1. Introduction

- 9.1.1.1. To define policies which affect the working relationship and confidentiality of PSUAD.
- 9.1.1.2. The aim of this section is to ensure that each Employee and Paris Expat conducts their affairs and the business of PSUAD, with the utmost integrity and complies with all applicable laws and regulations in a manner that excludes any consideration of personal advantage or gain.
- 9.1.1.3. Given the close ties between PSUAD and the Government of Abu Dhabi, the importance of adhering to the policies set out in this section cannot be over-emphasized.

9.1.2. Scope

- 9.1.2.1. This policy applies to all PSUAD Employees and Paris Expats.

9.1.3. Policy

- 9.1.3.1. PSUAD Employees are required to maintain the highest ethical standards in the conduct of their affairs, both in a professional and personal capacity.
- 9.1.3.2. In all circumstances, Employees should avoid putting themselves into a situation which may lead to them breaching their ethical obligations; in situations of doubt as to whether any action or proposed action constitutes a violation of this section, please consult with the Line Manager or a member of the HR Department.

9.1.4. Obligation as an Employer

- 9.1.4.1. PSUAD has an obligation to provide all Employees with:
- A safe and healthy work environment, free of harassment
 - Appropriate guidelines and supervision
 - The equipment required to perform their duties



- Relevant training and development to improve their ability to perform their duties and to develop them for other possible roles within PSUAD
- Regular appraisal of their performance through a structured performance management system in a fair and transparent manner
- Remuneration and benefits commensurate with the duties and responsibilities assigned to the role and consistent with the remuneration policy of PSUAD
- Respect due to any person in the University and to students and visitors alike
- Confidential safekeeping of personal information.

9.1.5. Obligation as an Employee (or Paris Expat on assignment/mission)

9.1.5.1. As a general principle, Employees are expected to apply their knowledge, skills and judgment to the best of their ability and to the satisfaction of their line managers, in order to perform the requirements of the job, to maintain effective working relationships with other members of the campus community and to bring credit to PSUAD.

9.1.5.2. In particular, Employees should make every effort to achieve the following requirements:

- Support PSUAD's values and mission by putting student success at the forefront of their work activities
- Provide the highest standard of professional service
- Continually strive for improvement in the proficiency and effectiveness of their work for PSUAD
- Maintain confidentiality over PSUAD's affairs both while employed and after termination of employment, for whatever reason
- Ensure the security of PSUAD's property, data and information
- Conduct themselves responsibly in all dealings with students, third parties and other staff
- Declare any personal interest that they may have in a supplier's business
- When at a third party's premises, conform to their rules and requirements, where these are not contrary to those of PSUAD
- Report any unethical approach made to or known by them in connection with PSUAD business to the HR Department
- Professional and Service Dedication (respect, professional behaviour, professional judgment, courteous manner).



9.1.6. Respect at Work

- 9.1.6.1. It is the policy of PSUAD to maintain a professional and ethical business environment and workplace, with respect to the customs and values of different cultural groups and nationalities. Behaviour of a disrespectful, discriminatory or harassing nature will not be tolerated.
- 9.1.6.2. Employees must not, under any circumstances, engage in any form of sexual abuse such as:
- Inappropriate conversations of a sexual nature
 - Obscene language of a sexual nature
 - Suggestive remarks or actions
 - Jokes of a sexual nature
 - Obscene gestures
 - Unwarranted and inappropriate touching
 - Sexual exhibitionism.
- 9.1.6.3. Each individual has the responsibility for maintaining acceptable standards of personal behaviour and for assuring that others have the opportunity to carry out their work assignments in a business-like atmosphere, free from discrimination.
- 9.1.6.4. In the event that a situation involving discrimination or harassment occurs, the affected individual should bring the matter immediately to the attention of their line manager/or the HR Department.
- 9.1.6.5. Employees shall treat all persons fairly regardless of such factors as race, color, national origin, sex, marital status, age, religion, creed or political belief, physical handicap or disability or status.
- 9.1.6.6. An Employee of the University may not use any pictures/photos or images taken of the University, members of the University or visitors of the University without the University's prior written consent and the persons involved. Taking photos of people in the UAE is a sensitive issue.



9.1.7. Respect for Religion

- 9.1.7.1. Religious values are widely respected in the UAE and PSUAD. Committing blasphemy or sacrilege against any religion is considered deeply offensive.

9.1.8. Verbal Communication

- 9.1.8.1. Professional verbal communication of all Employees with partners, external companies and institutions and with each other is a vitally important aspect; it must be polite and courteous at all times.

9.1.9. Media Relations

- 9.1.9.1. In the event of the media making any inquiries regarding the activities of PSUAD, these must be referred immediately to the Communications Department or the Vice Chancellor's office.

9.1.10. Health, Safety and Environment

- 9.1.10.1. PSUAD is committed to running its business in an environmentally sound and sustainable manner and expect all Employees to take appropriate action and promptly report any hazardous situation.

9.1.11. University Property

- 9.1.11.1. Employees shall take adequate steps to safeguard PSUAD's fixed and movable property and funds.

9.1.12. Smoking

- 9.1.12.1. PSUAD has a "No Smoking policy" inside its premises. Smoking is only permitted at designated area, if available, outside the buildings.



9.1.13. Alcohol and Substance Abuse

- 9.1.13.1. Employees are expected to present themselves for work in a fit state to carry out their duties and have a legal responsibility for their own personal safety and that of their colleagues. PSUAD does not tolerate the abuse of drugs or alcohol on University premises or facilities.
- 9.1.13.2. The possession, use, distribution or sale of any alcoholic beverage or prohibited substances on PSUAD property or whilst conducting PSUAD's business is strictly prohibited.

9.2. Dress Code

- 9.2.1.1. PSUAD is committed to maintaining the highest possible professional image and expects Employees and Paris Expats to dress in professional business manner and to maintain a neat and clean appearance at all times. In general, women should keep shoulders covered, avoid low neck-lines and cover legs to below the knees. Men should wear a long-sleeve dress shirt (normally with tie), slacks and avoid open-toed shoes. National dress is acceptable.
- 9.2.1.2. Dress-down days, if applied, must be business attire and shall conform to the rules of decency in accordance with the UAE customs.

9.3. Confidentiality

- 9.3.1.1. Employees and Paris Expats shall maintain the utmost confidentiality with regard to PSUAD and its partner information. This also applies after the termination of employment.
- 9.3.1.2. The confidentiality provisions contained in this section shall remain in full force and effect notwithstanding any termination or expiry of an Employee's contract, delegation/long mission, secondment, engagement or employment with PSUAD. Any breach of these rules may result in immediate discharge and/or legal proceedings.



- 9.3.1.3. Given the sensitive nature of Education and Research of PSUAD's activities and, in particular, the benefits of the special relationship that PSUAD shares with the Government of Abu Dhabi, it is essential that any confidential information provided to, or observed by, Employees (whether in person, over the telephone, via email, or in any other form, regardless of whether it is expressly stated as being confidential) is not to be disclosed to a PSUAD or non-PSUAD employee without first receiving express permission from the Employee's Line Manager and, where applicable, the Legal Advisor. Moreover, confidential information should only be shared internally within PSUAD or with professional advisers on a need-to-know basis, and if needed subject to a non-disclosure agreement.
- 9.3.1.4. If there is any doubt as to whether or not any information can be disclosed or is confidential in nature, it is the responsibility of each employee to check with their Line Manager and/or relevant DVC prior to making such disclosure. All Employees should use their discretion when discussing work related matters in casual settings when being away from the office (for example, while at lunch, on a plane, at home, etc.) or even within the office building (such as in elevators).
- 9.3.1.5. When disclosing confidential information to a third party (i.e. a person or entity not within or employed directly by PSUAD), for example, in connection with a new or existing project or anything related to Employees work or the business of PSUAD, the employee must ensure that the recipient of such confidential information treats that information confidentially and, when necessary, has entered into an appropriate confidentiality arrangement with PSUAD.

9.4. Intellectual Property Rights

- 9.4.1.1. Unless otherwise specified or agreed between the University and the University's Employees, all intellectual property, including but not limited to trademarks, copyright, industrial designs, patents, utility models and plant varieties generated by University Employees in the course of their employment will be owned by the University.
- 9.4.1.2. If the Employee generates intellectual property during the course of his/her employment, he/she may be required to execute documents and give any other assistance as may be necessary to the University to vest or assign absolutely any intellectual property generated by him/her in the University.



- 9.4.1.3. An Employee must keep details of all University intellectual property confidential and may not use such intellectual property except where necessary in the course of your employment or disclose details of such intellectual property to any third party without the University's prior written consent.
- 9.4.1.4. Paris Expats are covered by this policy to the extent applicable under French regulations. The PSUAD will coordinate with the Paris Expat's home institution to appropriately assign such intellectual property rights between the two institutions.

9.5. Conflict of Interest

- 9.5.1.1. Conflicts of Interest are defined as situations where Employees have the opportunity to influence organization's business decisions in ways that could lead to personal gain or give improper advantage to themselves, members of their families or to associates.
- 9.5.1.2. PSUAD expects its Employees to avoid any personal activities and financial interests which may result in a Conflict of Interest and with their commitment to effectively performing their jobs.
- 9.5.1.3. Employees may not give or receive bribes to gain business or financial advantages.
- 9.5.1.4. Employees who are subjected to demands of this nature must report it immediately to their Direct Line Manager.

9.5.2. Gifts and Entertainment

- 9.5.2.1. When authorized by the Line Management, an Employee may accept business-related meals, entertainment, gifts or favours when the value involved is not significant and will not create an obligation to the donor or when to refuse the gift would be a cause of embarrassment for the donor.
- 9.5.2.2. Valuable gifts (monetary and non-monetary) that are received should be reported to DVC Administration. Not reporting valuable gifts might lead to disciplinary actions.

9.5.3. University Property



- 9.5.3.1. Employees shall take adequate steps to safeguard PSUAD's fixed and movable property and funds.

9.6. Electronic Access and Telephones

- 9.6.1.1. Employee may only use the electronic access at their disposal for PSUAD's official business and communication. Limited and reasonable private e-mails are permitted as long as this does not interfere with the normal business operation or put the Information Technology (IT) system at risk of viruses and similar threats.
- 9.6.1.2. By using Internet mail at work the user is aware of monitoring by IT/Information Security personnel. All Internet access is logged and audited daily; however, PSUAD refrains from reading any emails unless authorized by the owner or in case of disciplinary measures being taken.
- 9.6.1.3. E-mail sent must be lawful and must not include defamatory or libellous statements and should not be used for commercial activity. The written communication issued by the Employee should conform to the professional and ethical behaviour that PSUAD expects from its employees.
- 9.6.1.4. E-mail shall not be used as a means of sexual harassment. E-mail shall not be used for sending offensive comments based on an individual's gender, age, sexuality, race, disability or appearance.
- 9.6.1.5. Non-business e-mails with file attachments must not be distributed internally or externally (excluding approved internal organizations e.g. sports and social club).
- 9.6.1.6. Downloading unauthorized or unethical contents from the Internet is prohibited
- 9.6.1.7. It is not permitted knowingly to access web sites with sexual or pornographic material, or those which promote or encourage racism or intolerance or any other objectionable material.
- 9.6.1.8. It is strictly not permitted to jeopardize the security of the network of the University by any kind of misuse of the internet.
- 9.6.1.9. International dialling will only be provided to employees who require this for University related matters.



9.6.1.10. Employees are required to abide by the PSUAD IT policies, a copy of which is available from the IT Department.

9.7. Corrective Actions and Encouraging Awareness

9.7.1.1. In case the policies stated above have been breached, PSUAD will take the necessary actions detailed in the Employee Discipline section of this manual.

9.7.1.2. All PSUAD Employees (including contractors and Paris Expats) have a duty to report any actions, which they reasonably believe constitute wrongdoing or malpractice within the University.

9.7.1.3. Such actions include, but are not limited to:

- Theft, whether petty or serious
- A criminal offence
- Breach of University rules and procedures
- Breach of statutory regulations, including health & safety
- Dishonesty
- Any attempts to cover-up or conceal any of the above
- Disclosure of confidential information.



- 9.7.1.4. Employees with any information relating to suspected cases of wrongdoing or malpractice should report the details to their immediate superior as soon as they become aware of it. If for whatever reason this is not possible, the matter should be reported to the Head of HR or any other senior member of the management.
- 9.7.1.5. All matters reported in accordance with this policy will be treated seriously and acted upon. The University will, wherever possible, keep details of any disclosure or surrounding matter confidential in order to protect the disclosing party.
- 9.7.1.6. If any matter is investigated further, the further co-operation of the disclosing party may be required in order to progress and complete the investigation. The investigation will be done by a panel decided by the Vice Chancellor.
- 9.7.1.7. The University will not allow any detrimental treatment of a disclosing party, where the disclosing party has acted reasonably and in good faith, even where an allegation or matter is subsequently found to be unsubstantiated.
- 9.7.1.8. If the disclosing party was found acting in bad faith, then he/she might be submitted to further investigation.
- 9.7.1.9. If at any time an Employee believes he or she has suffered detrimental treatment as a result of reporting, seeking to report a matter or assisting or co-operating in any investigation they should immediately inform the Head of HR or any other senior member of management.
- 9.7.1.10. The University reserves the right to take disciplinary action against any Employee making groundless allegations and take criminal action. Such disciplinary action may ultimately lead to dismissal.



10. Discipline and Grievance

This section identifies PSUAD's policies regarding the measures the University adopts when Employees perform or behave in an unacceptable manner.

Grievance refers to the channels which PSUAD Employees can use in order to report any complaints or cases of mistreatment.

10.1. Employee Discipline

10.1.1. Objective

10.1.2. The objective of this policy is to inform all Employees of the University's expectations in terms of performance and behavior both inside and outside the workplace. This



policy also aims at specifying the corrective disciplinary actions which will be taken to address unacceptable behavior.

10.1.3. Policy

10.1.3.1. An Employee who is deemed to be in breach of any of the PSUAD standards of performance and conduct shall be subject to disciplinary measures. These disciplinary measures may include any of the following:

- Verbal warning
- Written warning
- Disciplinary investigation (which may result in sanctions)
- Suspension (which may include without pay and benefits)
- Dismissal

10.1.3.2. In the case of verbal warning or written warning, the Employee's immediate supervisor shall discuss with the employee the problems giving rise to disciplinary measures and give him / her, an opportunity to remedy the problem.

10.1.3.3. A written warning may be imposed on the Employee after reviewing the circumstances, hearing the Employee's defense and consulting with HR (or the HR Committee where deemed appropriate). A record of a written warning shall be given to the Employee and a copy shall be placed in the employee's file.

10.1.3.4. While misconduct may lead to reprimand and warning. Serious misconduct, if established, will usually lead to dismissal without notice.

10.1.3.5. Serious misconduct is behaviour which undermines the contractual relationship between employee and employer and /or threatens the well-being of the University or its employees and students. Serious misconduct includes, but is not confined to the following examples:

- Refusing to perform properly specified duties or to carry out lawful and reasonable instructions of managers and supervisors.
- Assaulting or threatening to assault any employee, student or visitor on the University premises.
- Sexual misconduct.
- Behaving in a manner causing safety risks to students or staff.
- Being affected by alcohol or non-prescriptive drugs while at work.
- Having unauthorized possession of, or removing property belonging to the University, another colleague and student or visitor.



- Willfully submitting a false claim on a timesheet, for expenses, or any other deliberate falsification of the PSUAD record.
- Deliberately or recklessly acting, or failing to act, in a manner resulting in serious damage to the PSUAD property.
- Breaching confidential information.
- Offering or receiving a bribe.
- Repeatedly contravening the Code of Conduct.

10.1.3.6. Formal disciplinary action is not taken lightly. Where the PSUAD has cause to believe that the serious misconduct has occurred or that the Code of Conduct has been breached, formal disciplinary procedures shall be invoked.

10.1.3.7. The Head of HR, or a panel or individual selected by the HR Committee, shall handle cases of disciplinary investigation. The Employee may be suspended with or without pay or benefits during the period of investigation. The period of suspension shall be considered from the date the incident is reported until a decision is rendered on the matter. The results of a disciplinary investigation may include sanctions or discipline up to and including termination of employment.

10.1.3.8. The Employee may appeal the disciplinary decision by presenting his / her appeal in writing to the Vice Chancellor within two weeks of the date on which the disciplinary decision is communicated to him/her in writing. Upon receiving the appeal, the Vice Chancellor shall review the matter. The decision on the appeal shall be final.

10.1.3.9. All disciplinary decisions other than a verbal notice or warning shall be communicated in writing to the Employee and a record shall be placed in the Employee file.

10.1.3.10. In the event HOD or DVC Employees are subject to disciplinary investigation, the matter will be handled through the Vice-Chancellor's Office or under the direction of the Management Council. Likewise, the VC's Office shall handle any cases involving Paris Expats or Professors / Professionals on Assignment.

10.1.3.11. Where an Employee is charged with a criminal offence, any disciplinary action shall await the court decision but at the discretion of the Vice Chancellor the Employee may be suspended with total or partial pay.

10.1.3.12. Discipline matters related to Paris Expats, up to and including ending or non-renewal of assignment, shall be processed in consultation with the Paris Expats home institution.



10.2. Employee Grievance

10.2.1. Introduction

- 10.2.1.1. A grievance is a formal complaint related to employment aspects or work conditions lodged by a PSUAD Employee due to their dissatisfaction with an action, direction or ruling (collectively referred to as 'actions') of the Employee's peers, Direct Line Manager or any of PSUAD Employees.
- 10.2.1.2. This policy is designed to provide a method of dealing with the grievances of regular Employees in a prompt and equitable manner without placing an unreasonable burden on the University. Every effort shall be made to settle arguments or conflicts between concerned parties in an informal manner.

10.2.2. Scope

- 10.2.2.1. This policy shall apply to all regular Employees of the University who have successfully completed the probation period are eligible for the provisions of this policy, unless the Employee alleges termination of employment in violation of UAE law.
- 10.2.2.2. Paris Expats should address any concerns they may have with the PSUAD Head of Department and he/she may elect to escalate the matter to the VC's Office as appropriate.

10.2.3. Policy

- 10.2.3.1. Employee grievances are to be settled fairly and in a timely manner in compliance with PSUAD employment requirements and other applicable rules, regulations and practices of the UAE.
- 10.2.3.2. Grievances should be made in writing within 10 calendar days of an occurrence and/or having reasonable knowledge of the occurrence. Should the grievor choose to take legal action, the internal grievance process will cease. Instead emphasis is placed on a method of getting at the facts, assuring those facts are reported accurately to the proper authority, and providing a decision based on the facts.



10.2.3.3. Failure to reach a settlement informally between the concerned parties, shall lead to addressing grievances formally in accordance with the following:

- For Employees below Head of Department level:
 - Grievance shall be addressed by the HOD. The HOD, in coordination with the HR Department, shall contact the employee in question and address the grievance within 7 working days from the time of receiving the grievance.
 - If the grievance was not settled to the employee's satisfaction or if the HOD and HR are unable to address the grievance, then the concerned employee may refer their grievance to the Head of HR who shall review the matter with the relevant DVC. The Head of HR shall respond with a final decision within 7 working days from the time of receiving the grievance.

- For HODs, or where the grievance concerns a HOD:
 - Grievance shall be initially be addressed by the relevant DVC. The DVC, in coordination with the Head of HR, shall contact the Employee in question and address the grievance within 7 working days from the time of receiving the grievance.
 - If the grievance was not settled to the employee's satisfaction or if the DVC and Head of HR are unable to address the grievance, then the concerned employee may refer their grievance to the Vice Chancellor. The VC shall respond with a final decision within 7 working days from the time of receiving the grievance.

10.2.3.4. HR shall inform and update the HR committee on all current grievances and the corresponding decisions undertaken with respect to these grievances.

10.2.3.5. HR will periodically review all grievance issues to date and provide recommendations to the PSUAD management on minimizing the same issue.

10.2.3.6. The use of the grievance policy and procedure will not in any way reflect unfavourably upon the character or employment status of any Employee. Nothing in the grievance policy and procedure is intended nor will it be construed as



restricting, limiting or otherwise affecting the rights an employee may have under the UAE Law.

10.2.3.7. All Employees shall cooperate at all stages in the investigation of a grievance. This cooperation shall include, but not be limited to, appearing to answer questions and presenting truthful information.

10.2.3.8. Failure to appear to give information as well as failure to present truthful information may result in disciplinary action.

11. Employee Separation

This section outlines the policies related to ending an Employee's services. All Employees who resign, retire or have their services ended shall be treated in a decent and fair manner. Each policy within this section shall specify the Employee category that falls under its mandate.



11.1. Resignation

11.1.1. Scope

11.1.1.1. This policy is applicable to all Employees of the PSUAD and long-stay Paris Expats where appropriate.

11.1.2. Objective

11.1.2.1. The purpose of this policy is to specify the guidelines for Employee's voluntary decision to separate from the PSUAD.

11.1.3. Policy

11.1.3.1. An Employee's decision to resign from the PSUAD shall always be taken in writing. All resignation letters should be endorsed by the HOD and DVC (or DVC and VC if HOD) prior to being forwarded to the HR Department. For Paris Expats, the home institution should be engaged in the process following initial discussion with the DVC Academic and VC. The home institution shall provide direction with regard to process.

11.1.3.2. Unless stated otherwise in their contract, the submission of resignation by staff Employees shall be submitted in writing no later than 2 months before the date of resignation for grades 4 – 8 and 3 months for grades 1 – 3.

11.1.3.3. Faculty Employees must submit resignations at least 3 months before the date of resignation and, without prejudice to the 3 months' notice stipulation, the notice period should coincide with the end of an academic semester.

11.1.3.4. In the event that the Employee insists on the termination of services without meeting this condition, he/she may be subject to financial penalties as per the UAE Labour Law. The HR Committee may waive all or part of the notice period, or issue contract amendments where it is in the best interest of the University.

11.1.3.5. Leave is not normally taken during the notice period and any outstanding vacation balances are paid out as part of the final settlement.

11.1.3.6. Gratuity payment, if applicable, will be released following completion of the clearance processes.



11.1.3.7. Employees who separate from the PSUAD with outstanding advances/loans extending beyond their last working day shall be required to repay the amount.

11.2. Termination

11.2.1. Scope

11.2.1.1. This policy is applicable to all Employees of the PSUAD.

11.2.2. Objective

11.2.2.1. The objective of this policy is to provide guidelines on termination of employment.

11.2.3. Policies

11.2.3.1. Termination may result due to a government directive, redundancy, continued poor performance, misconduct, other inadequacies, etc.

11.2.3.2. Concerned employees will receive notice in writing from the University as per the notice period stated below.

11.2.3.3. When the termination is caused by continued poor performance or discipline issues, the employee would normally have previously been served warning letters.

11.2.3.4. Culpable versus non Non-culpable terminations:

- Culpable
 - Separation due to failure to return from approved leave of absence
 - Unexcused absences that is unreported for a period of seven consecutive working days
 - Release for inability to perform duties or to meet prescribed standards on the job, after reasonable efforts have been made to assist the employee in meeting the standards expected by the University
 - Discharge for conduct not in the interest of the University
 - Discharge for gross misconduct and acting outside of the Ethics and Code of Conduct outlined in the relevant section of this manual
- Non-culpable
 - Retirement (University initiated)
 - Non-renewal at end of contract term
 - Layoff resulting from workforce reduction



- Layoff resulting from restructuring and/or Emiratization
 - Release due to medical unfitness
- 11.2.3.5. Without prejudice to the employee getting an allowance to cover the cost of a repatriation ticket, end of service benefits under cases of culpable termination may be forfeited in whole or in part by a decision of the Vice Chancellor.
- 11.2.3.6. In the event of non-culpable termination during the employment contract, the University shall give employees 3 months-notice of termination or provide a payment equivalent to salary (basic plus transportation and phone allowance) for 3 months, or a combination thereof.
- 11.2.3.7. This compensation shall be in addition to the end of service benefit.
- 11.2.3.8. The employment contract is terminated immediately upon the death of an Employee and benefits will be as set out in section 5.16 of this policy manual
- 11.2.3.9. With regard to the termination of Paris Expats, whether for culpable or non-culpable reasons, the Vice Chancellor shall coordinate with the home institution and their policies/procedures shall apply.



11.3. Retirement

11.3.1.1. An Employee shall be retired by the PSUAD once he/she reaches the age of sixty-five (65), except in special cases approved by the Management Council. This would typically include retaining employees with distinguished or rare experience deemed to be of benefit to the University. Their physical fitness for the position may need to be confirmed by an appropriate medical body as determined by the PSUAD.

11.4. Expiry of Contract

11.4.1.1. Where possible and practical, managers and employees are encouraged to meet and discuss contract renewal plans well in advance of the employee's contract expiration date.

11.4.1.2. An Employee may leave the PSUAD upon expiry of contract. Staff Employees need to give the PSUAD at least 2 months' notice if they choose not to renew their contract. Faculty Employees notice is at least 3 months tied to the end of semester.

11.4.1.3. Where the University decides not to renew a contract, the Staff employee shall receive at least 2 months' notice in writing. Faculty shall receive at least 3 months' notice.

11.4.1.4. As per the agreement between the relevant French Universities and PSUAD, the delegation/long mission "Paris Expat" assignment has a fixed term. At the end of the delegation/long mission the individual will no longer be assigned to the PSUAD and the delegation/mission stops de facto. The status of this group is ruled by French Administrative law and the concerned individual will be reintegrated into their relevant University following completion of their PSUAD assignment.

11.4.1.5. To action a termination or process a resignation or other employee departure, the HOD should contact the HR Department to coordinate the processing.

11.5. Gratuity/Pension

11.5.1. Objective



11.5.1.1. The objective of this policy is to provide guidelines for payment of gratuity/ pension for Employees who are separating from the University and for pension contribution calculations.

11.5.2. Scope

11.5.2.1. This policy is applicable to all regular Employees of the PSUAD. As noted above in section 3.5, Paris Expats continue to receive their salaries in France and be eligible for pension/end of service benefits under French schemes and, as such, are not covered by PSUAD provided gratuity.

11.5.3. Gratuity

11.5.3.1. All regular Employees, other than UAE and GCC Nationals, who have completed one year of service (or one academic year of service for faculty) in the PSUAD shall be eligible for end of service gratuity to be paid following completion of the employment clearance processes.

11.5.3.2. Gratuity computation shall be the responsibility of the HR Department.

11.5.3.3. All gratuity payments shall be made by in favour of the Employee, except if bank clearance has not been obtained, in which case, the payment shall be made in favour of the bank.

11.5.3.4. Employees shall be entitled to Gratuity equivalent to one month basic salary for each completed year of continuous service, up to 5 years, 1.5 months after five years and 2 months after ten years, calculated at the rate applicable in the final month of service. Any fraction of a year, after the completion of the first year, shall be granted to an Employee in proportion to the number of days worked that year.

11.5.3.5. Days of absence from work without pay shall not be included in calculating the period of service.

11.5.3.6. The University may deduct any amounts owed by an Employee from the latter's gratuity.

11.5.3.7. Employees may forfeit severance pay entitlement in whole or in part subject to the termination policy.



11.5.3.8. Unless there are compelling reasons, gratuity will be forfeit if the Employee has not completed the clearance process steps within one year of their last day of employment.

11.5.4. Pension

11.5.4.1. All UAE and GCC Nationals shall be entitled to pension as per the Abu Dhabi Government and UAE Federal Government. Paris Expats remain covered under their French scheme.

11.5.4.2. Any updates/increments made to the salary shall be considered accordingly in the computation of pension.

11.5.4.3. When an Employee resigns, the amount of contribution to the Pension Fund shall be computed based on salary accrued by the employee up to the last working day

11.6. Exit Interview

11.6.1. Policy

11.6.1.1. PSUAD shall conduct an informal session with the departing Employees, called an exit interview, to obtain feedback to ensure that PSUAD maintains continuous improvement to increase Employee motivation and strengthen retention abilities as well as to gain their insight on PSUAD's performance as an employer. The exit interview is voluntary and the Employee may choose not to participate in it (in such a case the concerned HR will need to input in writing that the Employee refrained from responding).

11.6.1.2. The responsibility for conducting the exit interview, analysing and compiling the interview feedback rests with the HR Department.

11.6.1.3. Based on the analysis, the HR Department periodically reviews and formulates interventions to address the key issues raised in the exit interview and generates a report of the findings for the review of the top management and HR Committee.



11.6.1.4. The confidentiality of the exit interviews is maintained at all levels and only the trend and analysis of the exit interview is shared with the respective Departments/Sections on a biannual basis.

12. Effective Date

Subject to the specific implementation timelines noted in Appendix A, this HR Policy Manual shall become effective from 16 January, 2014 following approval of the PSUAD Management Council.

	Council Member and Position	Signature
1	(original signed by MC 16.01.14)	
2		
3		
4		
5		
6		



13. Appendix A – Implementation Timelines

1. Unless otherwise noted below, the new policy manual is effective from the date of signing and replaces all other related policy documents (including the former manual and change memos)
2. Allowance change, unless noted below, will be from the start of the next month
3. Educational allowance changes for current employees – from September 1, 2014
4. Health insurance changes for current employees – from November 14, 2014
5. Claiming of travel ticket – change in process to be coordinated with Finance with effective date in late May, 2014
6. End of service gratuity – current employees, whose contract stipulate a different formula for gratuity calculation, shall maintain their current calculation until their contract renewal date
7. Current long-stay Paris Expats – changes related to “time issues” to be implemented following separate approval from MC (eg. Clarification of maternity leave, hours of work, etc)
8. Transportation allowance for current senior faculty to remain as is until time of their contract renewal at which time the new rate shall apply if the contract is renewed
9. Tuition waiver changes for new students only (prior agreement to be honored for those currently attending classes)
10. Old “academic leave for staff” no longer available from January 1, 2014
11. Furniture maintenance allowance no longer available from January 1, 2014
12. Old vacation balances (current Staff Employees balances that exceed new carry-forward language) to be used within 18 months of approval of new policy manual. There is no payout of the old vacation balances. However, at the time of employment end, the employee may be paid out to a maximum of 2 years entitlement (inclusive of both new and old vacation balances).



14. Appendix B – Signing Authority

The following signing authority matrix is attached here for information purposes only and may be amended from time-to-time at the discretion of the PSUAD through the HR Committee with approval of the Vice Chancellor.

		Management Council	Vice Chancellor	DVC	University Committee	Department Head
Create Policy	Recommend change or initiate new policies				X ³	
	Endorse changes to policy manual		X			
	Approve changes to policy manual	X				
	Change, amend or initiate new procedures			X ³		
Position Changes	Recommend organization structure change				X ³	
	Approve organization structure change	X				
	Create unbudgeted position		X		X ³	
	Approve JDs (after development by HR)		X	X ³		X
	Classification or Reclassification (staff)		X	X ²	X ³	
	Change Rank (faculty)		X	X ¹	X ²	
Recruitment or Appointment	Hire senior management position	X ^A				
	Hire/renew budgeted faculty position		X ^B	X ¹		X
	Hire/renew budgeted staff position		X ^B	X ²	X ³	X
	Assignment of long-stay Paris Expat	X ^A	X ^C			
	Assignment of short-stay Paris Expat			X ^{1C}		
	Secondment (external) or Sabbatical		X	X ¹		
	Student / Hourly					X
	Acting Appointment	X ^A		X ³		
	Emiratization Plan			X ²		
Employment beyond retirement age	X	X				



Salary and Performance Administration	Salary Progression		X	X ³	X ³	
	Additional Duties Pay			X ³	X ³	
	Probation and Performance Evaluation			X ³		X
Termination	Dismissal with notice	X ^A	X	X ³	X ³	
	Dismissal for cause	X ^A	X	X ³	X ³	
	Contract non-renewal	X ^A		X ³		X
	Resignation (grade 3 or above and HODs)	X	X	X ³		
	Resignation (all others)		X	X ³		X
Benefits	Waive relocation or furniture allowance repayment				X ³	
	Alternate benefits for senior hire	X				
	Teaching load reduction		X	X ¹	X ²	
	Academic leave / travel		X	X ¹	X ²	
	Professional leave /travel (one up for VC and DVC)			X ³		X
	Business travel (one up for VC and DVC)			X ³		
	Unpaid leave (+ 6 mnts require HRC /VC approval)			X ³		X
	Other leaves					X
	Training			X ³		

Notes:

Deputy VC 1) Academic
 2) Administration
 3) Either

Committee 1) Administrative Council
 2) Academic Council
 3) HR Committee

"A" = grades 3 and above and HODs
"B" = for initial hire only
"C" = provide input to home institute



15. Appendix C – Summary of Benefit Entitlements

The following tables summarize the benefit Entitlements for Staff and Faculty (and Paris Expats where relevant) and the amounts provided for those on corporate travel.

Staff Benefit Summary												
Grade	Transportation Allowance	Mobile Allowance	Educational Allowance		Housing Allowance		Relocation Assistance	Furniture Allowance		Repat Allowance	Annual Leave	Annual Leave Travel Ticket
			Per Child	Max Family	Single	With Family		Single	With Family			
Special	1950	data plan	40000	80000	275000		6000	60000		6000	40	1st
1	1950	data plan	40000	80000	275000		6000	60000		6000	40	1st
2	1950	data plan**	40000	80000	250000		6000	40000	50000	6000	40	Business
3	1560	520	40000	80000	225000		6000	30000	40000	6000	40	Business
4	1560	520	40000	80000	200000		5000	30000	40000	5000	40	Economy
5	1040	260	12000	36000	150000	175000	4000	20000	30000	4000	30	Economy
6	1040	260	12000	36000	125000	150000	3000	20000	30000	3000	30	Economy
7	520	260	NA	NA	60% of basic	80% of basic	NA	NA		NA	25	Econ'lee only
8	520	260	NA	NA	60% of basic	80% of basic	NA	NA		NA	25	Econ'lee only

**If not DVC then employee receives 650AED per month not the data plan



Faculty Benefit Summary										
Rank	Transportation Allowance	Mobile Allowance	Per Child Educational Allowance (to max 3)	Housing Allowance	Relocation Assistance	Furniture Allowance		Repat Allowance	Annual Leave	Annual Leave Travel Ticket
						Single	With Family			
HOD	per rank	520	30000	rate per rank	6000	30000	40000	6000	Dates per annual academic calendar	Business
Full (F1)	1950	520	30000	210000	6000	30000	40000	6000		Economy
Associate (F2)	1700	520	25000	170000	5000	30000	40000	5000		Economy
Assistant (F2)	1700	520	25000	170000	5000	30000	40000	5000		Economy
Lecturer (F3)	1350	260	20000	150000	4000	20000	30000	4000		Economy
Visiting	NA	NA	NA	accommodation provided	NA	NA	NA	NA	NA	NA

Grade/Rank	Accommodation Per Diem (AED)			Transport / Daily Expenses (AED)		
	America, Europe & Japan	Other countries	Inside UAE	America, Europe & Japan	Other countries	Inside UAE *
1-2 / Academic HOD / Full Professor	1,500	1,250	1,000	1,000	800	300
3-4 / Assoc/Asst Prof **	1,250	1,000	750	800	600	200



5-6 / Lecturer	1,000	750	500	400	300	160
7 – 8			500			100

Note: *Where the Employee uses PSUAD transportation, the inside UAE amount is reduced by ½
 **All academic travel is compensated at the rank of Associate Professor, irrespective of the actual rank of the faculty member travelling.

16. Appendix D - Specific Conditions for Paris Expatriates

The following specific conditions are applicable to French Civil Servants assigned to PSUAD on delegation and long term basis.

1- French civil servants assigned at PSUAD on delegation and long term basis remain employees of their French institution, continue to receive their salary in France and remain eligible for pension/end of service benefits under French schemes. PSUAD, however, pays them a monthly allowance at a rate determined by the Governing Board, according to the French regulations in force. The remuneration is calculated taking as a basis the remuneration of French civil servants posted abroad as defined by the Ministry of Foreign Affairs.

2- The engagement term of French civil servants assigned on delegation or long term basis is by regulation restricted to 5 years, renewable once. The Delegation Order constituting part of the Agreement entered into between PSUAD and the partner universities, determines the duration. The beginning and end of their delegation are determined by an individual decree of Delegation, signed by the President and approved by the Board of Directors of the universities concerned.

3- For the duration of their mission the French civil servants assigned on delegation and long term basis are subject to the Code of Conduct and to the HR Policies and Procedures Manual of PSUAD, save as otherwise provided for their status governed by French law. PSUAD shall provide the parent university with copy of the HR Policies Manual, translated into French and certified as true copy of the original, so as the parent university may disclose the said Manual content to all potential delegates and keep them therefore fully informed of the terms and conditions of their mission.



4- PSUAD Chancellor or the President of the university concerned, shall consult with the Management of PSUAD when appointing a new delegate, however it is the Chancellor of PSUAD who takes the final decision.

5- An annual review of French civil servants assigned on delegation and long term basis shall be carried out at PSUAD under the responsibility of the Deputy Vice -Chancellors, and communicated to the Governing Board.

6- Any decision to stop the delegation / long term assignment is the sole responsibility of the parent university (according to the terms and conditions of the Education Code in force in the French Republic).

7- The working hours described in detail in the Rules of PSUAD are normally conducted from Sunday to Thursday. For employees, a regular working week consists of 35 hours (excluding a half hour lunch break). For French civil servants assigned on delegation and long term basis holding a teaching position, the working hours are linked, annually, to the dispensing of the courses provided in the models study plan. On average, the service required is 6 hours of courses per week in presence of the students (156 hours per year) for Heads of Department, and 9 hours per week for professors and assistant/associate professors (234 hours per year), which calculation is taken into account as part of a voluntary modulation of duties. Consequently, professors and assistant/associate professors wishing to undertake a delegation or a long mission are required to apply for and obtain a modulation of duties corresponding to the post they are soliciting.

8- French civil servants assigned on delegation and long term basis may not claim for the payment of overtime for administrative tasks, but they can earn additional remuneration for courses conducted in addition to their regular service.

9- To receive an annual return ticket and education grant allocated to family members, the visas of recognized spouses and dependents must be under the sponsorship of PSUAD. Specific definitions and detailed rights are provided in the HR Policies Manual of PSUAD. Children with dependent status must be enrolled in a school in Abu Dhabi for the academic year corresponding to the payment of the education grant.

10- In the event where the wife of a French civil servant assigned on delegation and long term basis is employed by the Government of the United Arab Emirates, or by a semi-governmental authority, the restrictive rules related to remuneration elements duplication shall be applicable.



11- French civil servants assigned on delegation and long term basis are subject to the vacation leave scheduling indicated in the HR Policies Manual of PSUAD (i.e. the dates of academic holidays for professors, and 40 working days for delegates holding management staff positions). Any modification to these leave entitlements requires the prior approval of the Management of PSUAD and the mother university. Leave cannot be paid or deferred to the following year if not availed of. Delegates require the approval of the Vice Chancellor for changes of their right to leave. The Vice Chancellor requires the approval of the Governing Board for changes of his rights to leave.

12- Any French civil servant assigned on delegation and long term basis facing the need to permanently discontinue her/his service shall, for her/his main compensation, be subject to the rules in force in France, and for her/his indemnity linked to the mission fulfilled at PSUAD itself, he shall be subject to the HR Policies and Procedures Manual in force at PSUAD. Detailed rules for the implementation of this Article shall be decided between the stakeholders of the Agreement that has established PSUAD.

13- Bereavement leave for French female and male civil servants assigned on delegation and long term basis, are limited and the duration of such leave is determined by calculation in accordance with the rules in force at the main university connection.

14- End of service benefits and payments linked to specific pensions in the UAE are not paid to French civil servants assigned on delegation and long term basis. This is in acknowledgement that they remain employees of their French institutions and eligible, as noted in point 1 above, for pension/end of service benefits under French schemes.

15- Only allowances or additional statutory remuneration, defined by the relevant departments of universities, employing civil servants assigned on delegation and long term basis, are assumed by PSUAD and are subject to reimbursement.