

ASU



جامعة العلوم التطبيقية
APPLIED SCIENCE UNIVERSITY

Staff Handbook







Contents

Purpose of the Staff Handbook	4
Policy Statement	5
Our University Community	6
History	6
Vision	7
Values and Principles	7
Ethical Conduct	8
Internal Regulations and Policies	11
Probation Period	12
Hours of Work and Attendance	13
Administrative Staff Overtim	15
Academic Staff Overtime	16
Leave and Holidays	18
Succession Planning	22
Employee Retention Policies	24
Employee Evaluation	27
Travel and Relocation	33
Allowances for Business Travel	35
Health Insurance	
Termination of Employment	37
End-of-Service Benefits	39
Grievance Procedure	40
Staff Loans	51

1. Abbreviations and Definitions

The following reference terms and the meanings next to them shall be applied to the whole contents of this document and the policies contained in this document, unless otherwise stated:

- 1.1 University:** refers to the Applied Science University.
- 1.2 President:** refers to the President of Applied Science University.
- 1.3 Senior Management:** refers to key decision makers; i.e. the President and the Vice Presidents.
- 1.4 HRD:** Human Resources Department.
- 1.5 HOD:** Head of the Academic Department or Head of the Administration Department.
- 1.6 Directors:** refers to a Director of one of the Directorates of the University.
- 1.7 Dean:** refers to the Dean in the University.
- 1.8 Line Manager:** refers to the immediate supervisor of an employee, who is responsible for monitoring and assessing the employee's performance.

2. Purpose of the Staff Handbook

The purpose of this staff handbook (the 'Handbook') is made to:

- 2.1** Clearly communicate the rules and regulations that are applicable to staff, enabling them to perform their roles and responsibilities in line with the policies and procedures of the University.
- 2.2** Provide employees with a working guide to make them aware of the day-to-day operational and administrative requirements.
- 2.3** Foster transparency in employee communications, and ensure all employees are aware of their rights and entitlements.



3. Policy Statement

- 3.1** This Handbook provides guidance and answers to frequently asked questions and summarises University policies. The Handbook and the policies it includes are not contracted with any employee. The contractual obligations outlined in an individual employee's written contract must be adhered to at all times and take precedence over information provided in the Handbook.
- 3.2** As an employer, the University reserves the right to determine the appropriate means to apply its policies to particular cases, and to change policies and employee benefits at any time.
- 3.3** It is the employee's responsibility to read the Handbook and be aware of the policies and procedures at all times. Failure to act in line with a stated policy could result in disciplinary action against the employee.
- 3.4** The Handbook also highlights the disciplinary action that employees will be liable to face should they fail to adhere to the code of conduct and the internal regulations which are applicable during the course of their work in the University.
- 3.5** This Handbook summarises the policies, services, facilities and the different resources that could help the employee become knowledgeable about the University community. Each employee shall receive a copy of the Handbook and is expected to be well versed in the policies and procedures applicable to them.
- 3.6** Any queries or interpretations should be immediately clarified with the HRD.
- 3.7** If an employee needs specific information about human resources policies that are not covered in this Handbook, they are encouraged to talk to their Line Manager or appropriate staff in the HRD.
- 3.8** The Senior Management reserve the right to make any changes or additions to this Handbook. It is the responsibility of the HRD to communicate any changes made to the Handbook through the appropriate communication channels.

4. Our University Community

4.1 History

The University earned its licence and accreditation from the Ministry of Education, according to the decree issued by the Minister's Council No. (WD 140/2004), dated 5th July 2004, making it one of the first private universities in the Kingdom of Bahrain to teach in both Arabic and English. Ever since, the University has been striving to become one of the leading universities, not only in the Kingdom of Bahrain but in the entire Gulf region. The University aims to mould its human resources by reinforcing their theoretical knowledge with the necessary practical skills required for their own career success in their particular discipline. By supporting staff in keeping abreast of current developments in academic knowledge, professional practice and pedagogy, the University assure its students of a high-quality learning experience, providing them with the leading edge required to excel in today's competitive and global environment. All of these efforts contribute to the University's objective of creating graduates who are well-equipped and capable of facing the challenges and competition in their professional careers, whereby contributing to self-development, and the development of the Arabian Gulf community in particular and the entire Arab world in general.

The educational system is based on a system of credit hours which are awarded to students on successful completion of the academic courses which form part of the programme of study each degree it offers. In addition, the University deems it compulsory for all its students to complete a certain number of mandatory hours of internship, for all the programmes offered by the University, before they are allowed to graduate in their selected disciplines.

The University prides itself in its various prestigious affiliations with prominent educational institutions from across the region. Such associations adopt the form of academic cooperation, while the University continues to maintain its status as an independent educational institution in terms of its colleges and its licence, as granted by the Ministry of Education in the Kingdom of Bahrain.

4.2 Vision

Our vision is to be one of the leading private universities, supporting practical learning and scientific research, in the Kingdom of Bahrain and the Gulf.

4.3 Mission

The University is committed to offering an education that is accessible to academically competent students of the Kingdom of Bahrain, the Gulf and beyond, and to deliver academic programmes of quality that equip graduate students with the knowledge and skills that are relevant both locally and regionally. The University is further dedicated to the promotion of a culture of learning and scientific research for its students, staff and faculty, both regionally and globally, to engage meaningfully with the community at large.

4.4 Values and Principles

All employees must strive to promote the values and principles laid out in this Handbook. These values and principles are the foundations of the University's success in all its activities.

Decisions should be based on, and guided by, the values and principles noted below:

4.4.1 Integrity:

The University community values honesty, fairness and academic integrity, which are fundamental to its vision and mission, and will recognise, affirm and uphold these values in a responsible and committed manner.

4.4.2 Collaboration and Team Spirit:

The University community recognises collaboration and team spirit to be at the heart of its institutional culture and will promote these values in a dedicated manner.

4.4.3 Loyalty:

The University's students, faculty and staff cherish loyalty and commitment, and recognise these values to be inherent in their culture of cooperation and dedication.

4.4.4 Social Responsiveness and Community Engagement:

The University's students, faculty and staff value their partners, networks and communities, and intend to engage with them in a thoughtful, respectful, responsible and meaningful manner.

4.4.5 Quality:

The University community values quality as an ideal and standard, which should characterise its processes, outcomes, people and partners.

5 Ethical Conduct

5.1 The University is committed to the highest standards of honesty and integrity in all its activities. This includes the following:

5.1.1 Avoiding conflicts of interest and demonstrating commitment to the University's Mission and Vision.

5.1.2 Dealing with others honestly and in good faith.

5.1.3 Preserving confidentiality.

5.1.4 Complying with applicable laws, rules and regulations.

5.1.5 Timely and accurate disclosure of relevant official information by all staff.

Vice Presidents, Deans, Directors, Department Heads and other supervisors are responsible for fostering respect for the values embodied in the Bylaws for Employee Conduct (the 'Code') and for promoting compliance with it. The University encourages employees who have questions or concerns about their obligations under the Code, or who wish to discuss possible illegal or unethical behaviour or non-compliance with University policies, to discuss this with their supervisors or the HRD.

Please note that the Code is not intended to replace, but may supplement, any specific University policies that have been adopted in the past and that may be adopted in the future.

5.2 Professional Standards of Conduct

All University employees, while on University premises or while representing the University, shall conform to professional standards of conduct. The professional standards of conduct presume that employees shall not engage in conduct inimical to the interests of the University or that adversely impact the rights of other persons, their property or the property of the University.

Penalties for failing to adhere to these professional standards of conduct or engaging in unacceptable behaviour may result in consequences that include, but are not limited to, warnings, reprimands, and suspension with or without pay for a period of one or more days, or termination of employment. The penalty imposed will be consonant with the nature and severity of the offence. Other sanctions may also be imposed, as deemed fit by the University.

The following are illustrative examples of unacceptable employee conduct that have a direct bearing on the work environment and the general interests of the University or which would bring the University into disrepute:

- 5.2.1** Unauthorised access, use or release of confidential data.
- 5.2.2** Unauthorised use of University-owned or leased property for the conduct of personal business, including unauthorised use of University credit cards or use of University funds for personal expenses.
- 5.2.3** Any action that would place the interests of an employee in conflict with the interests of the University, including accepting or offering a gift to influence any matter in which the University has an interest.
- 5.2.4** Illegal use, possession or sale of University assets.
- 5.2.5** Possession or use of a weapon or firearm (except for duly licensed law enforcement personnel).
- 5.2.6** Violent behaviour in any form, including threats.
- 5.2.7** Theft of University property, including data or intellectual property.

- 5.2.8** Harassing behaviour of any kind toward staff, faculty, students, applicants, visitors or other persons having official business at the University.
- 5.2.9** Misrepresentation or falsification of University documents or information provided to the University.
- 5.2.10** Illegal conduct occurring outside the workplace that would bring the University into disrepute or that calls into question employee's fitness for employment by the University.
- 5.2.11** Inappropriate or unauthorised use of the University's computing resources.

The above list is not intended to be comprehensive, and other actions of a similarly serious nature will also be deemed to be unacceptable employee conduct.

5.3 The Duties of the Employee

Based on the aforementioned professional standards of conduct, the duties of a University employee can be summarised as follows:

- 5.3.1** Employees shall do their best to carry out their duties and responsibilities effectively and efficiently.
- 5.3.2** Employees shall not undertake any overtime or any additional work for financial remuneration except when they have obtained prior written approval from their Line Manager and the Dean. Such approval must be supported by a decision of the Vice President for Administration, Financial Affairs and Community Engagement, and the HRD and will be based on a supporting statement submitted by the Dean and the Line Manager concerned.
- 5.3.3** Employees shall be committed to good timekeeping and fulfilling their contracted hours of work and shall not be absent except under the conditions stipulated in the Employees' Bylaws.
- 5.3.4** Employees shall follow the administrative procedures and instructions issued by the University, and shall discharge their duties in a timely manner.

- 5.3.5** Employees shall not exploit their position or authority for their personal interests, nor do anything unethical in performing their duties.
- 5.3.6** Employees shall not disclose confidential information or work-related secrets to any unauthorised persons.
- 5.3.7** Employees shall not be involved in any political, partisan or sectarian activities, or support or participate in disturbances or illegal demonstrations inside or outside the University.
- 5.3.8** Employees shall not leave the Kingdom of Bahrain during work hours or during any period of absence, with the exception of their annual leave unless they have written approval from the President. This must be coordinated with the HRD, in order to enable the University to take the necessary steps and make suitable arrangements during their absence.

6. Internal Regulations and Policies

The regulations and policies described in this section highlight the entitlements, and the basic rights and responsibilities of the employees of the University.

Employees must be aware of these regulations and strictly adhere to them in the course of their daily work. This Handbook only provides a brief introduction and reference to these regulations and employees should refer to the relevant detailed policy manual for more details.

The University recognises that the performance capacity of its employees is its greatest asset and thus endeavours to support employees' efforts to realise their full potential by:

- a)** Employing and promoting staff on the basis of merit.
- b)** Providing opportunities for training and development of all employees.
- c)** Providing opportunities for advancement to all employees.

6.1 Contract of Employment

- 6.1.1** The University shall hire all employees, both faculty and administrators, on a contractual basis, which shall be renewable at the end of the contract period subject to the mutual consent of both the University and the employee.
- 6.1.2** Before the end of the contract, both the University and the employee shall have the right to renegotiate the terms of the contract and formalise a new contract of employment, if both parties desire to do so. However, if both parties (the University and the employee) continue to abide by the contract after its expiry, the contract shall not be deemed to have been automatically renewed for the same period under the same terms as contained therein. Either side shall provide one month's notice to revoke the contract.
- 6.1.3** Any employee seeking to end his/her contract shall inform the University of the decision in writing according to the ASU contract, to enable the University to seek a replacement and ensure continuity of operations.
- 6.1.4** For further details, please refer to the University's Recruitment & Settlement Policy (HR02).

6.2 Probation Period

- 6.2.1** The probationary period shall be established before the start of employment. The employee shall be made aware of the length of the probationary period through the offer letter or contract of employment.
- 6.2.2** There shall be no probation period for academic staff.
- 6.2.3** The minimum probation period for a non-academic staff member shall be three months.
- 6.2.4** The University reserves the right to revoke the employment contract of individuals who are unable to successfully complete their probation period.
- 6.2.5** An employee may be on probation only once while working at the University.

6.3 Hours of Work and Attendance

6.3.1 Administrative Staff

6.3.1.1 In accordance with the Kingdom of Bahrain Labour Law, the hours of work for any employee shall not exceed 48 hours per week (as defined below for the groups specified below), and the University’s meal break and prayer breaks shall not exceed 45 minutes per day. There are five working groups and the detailed schedule of working hours and times are as defined below:

Group	Working Days	Working Hours
A	Saturday to Wednesday	8AM – 5PM
B	Sunday to Thursday	8AM – 5PM
C	Saturday to Wednesday	8AM – 4PM
	Saturday to Thursday	8AM – 1PM
D	Saturday to Wednesday	10AM – 6PM
	Saturday to Thursday	10AM – 3PM
E	To be determined based on the best interests of the work and the workplace.	

6.3.1.2 For security staff, support workers, cleaners and other such non-clerical staff, the working week shall be from Saturday to Thursday. The working hours for each employee shall be stated in their contract of employment.

6.3.1.3 Employees are expected to report to the office at the scheduled time for the commencement of their work (as defined in the groups noted above) and enter their attendance through the attendance Finger Print System used in the University. The following tables list the compensation/action to be completed by or against the employee for late attendance:

Late attendance (time)	Action
10 – 1 minutes	No compensation required.
30 – 10 minutes	The employee must compensate for this by working for the same duration at the end of the working day.
More than 30 minutes	An appropriate deduction shall be taken from the employee’s salary based on the employee’s hourly rate of pay.

6.3.1.4 The employee shall be entitled to two paid periods of absence per month, provided that each absence period shall be for no more than two hours.

6.3.2 Academic Staff

6.3.2.1 The official working hours for the academic faculty shall be 45 hours per week. The working hours for academic faculty shall comprise teaching load and other assignments as allocated by the Vice President of Academic Affairs and Development, the Dean or the HOD.

6.3.2.2 The teaching load shall differ for each member of the academic faculty depending on the rank of the faculty, and the administrative and secondary responsibilities of the faculty. In accordance with the current schedule, the following is the defined teaching load for faculty and shall not be exceeded:

- **Professor** – 9 credit hours per week (three courses).
- **Associate Professor** – 12 credit hours per week (four courses).
- **Assistant Professor and Lecturer** – 15 credit hours per week (five courses).

6.3.2.3 The teaching load shall be reduced by three credit hours (one course) for faculty members in the following administrative roles:

- **College Dean;**
- **Vice Dean;**
- **Director**
- **Head of Department**

6.3.2.4 The maximum weekly credit hours for any faculty member assigned to be a Vice President shall be three hours (one course).

The teaching times for the faculty is contingent upon the schedule of classes formulated by the University and may differ from one semester to another. However, the overall working hours in a week will remain at 45 hours across all semesters.

6.3.3 Working Hours during the Holy Month of Ramadan

6.3.3.1 During the holy month of Ramadan, the working hours for all Muslim employees shall be six hours a day or 36 hours per week. Management shall decide upon the exact working hours and notify the employees accordingly. The academic staff shall adhere to the timings of their revised teaching schedules for the period of Ramadan.

6.3.3.2 For more information, please refer to the Attendance, Leave and Overtime Policy.

6.4 Administrative Staff Overtime

6.4.1 As per the Kingdom of Bahrain Labour Law, the basic and additional hours of work shall not exceed 60 hours of work per week per employee.

6.4.2 An administrative employee shall receive payment for each additional hour equivalent to their salary entitlement increased by:

- A minimum of 25% or 1.25 times the employee’s normal salary for hours worked during the day (between 7 am and 7pm).
- A minimum of 50% or 1.50 times the employee’s normal salary for hours worked during the night (between 7pm to 7am) or on any official holiday.

6.4.3 Overtime shall not exceed 15% of the salary of the employee in any given month.

6.4.4 The HRD and Line Manager shall instruct the employee to work overtime and the employee’s consent shall be recorded in writing in a special form drawn up by the administration for this purpose for any such occasions where overtime is required.

6.4.5 The University shall have the right to instruct any employee to work during his/her designated leave periods. Based on the employee’s choice, the overtime shall be computed as 1.50 times the employee’s normal salary for hours worked during the night, or alternatively the employee shall be compensated by time off in lieu. The employee may not work for two consecutive days at the weekend.

6.5 Academic Staff Overtime

6.5.1 The academic staff, depending on their academic qualification, shall receive an allowance for every credit hour worked that exceeds their normal teaching load, as stated in their contract with the University and in Higher Education Commission (HEC) regulations. The total number of students in each class shall not be fewer than seven in line with the following schedule:

Qualification	Overtime Allowance (Full time Employees) for Bachelor	Overtime Allowance (Full time Employees) for Master	Overtime Allowance (Part time Employees) for Bachelor	Overtime Allowance (Part time Employees) for Master
PhD	BD 400 for every three credit hours per semester	BD 500 for every three credit hours per semester	BD 600 for every three credit hours per semester	BD 700 for every three credit hours per semester

Qualification	Overtime Allowance (Full time Employees) for Bachelor	Overtime Allowance (Full time Employees) for Master	Overtime Allowance (Part time Employees) for Bachelor	Overtime Allowance (Part time Employees) for Master
Master's Degree	BD 320 for every three credit hours per semester	Not applicable	BD 480 for every three credit hours per semester	Not applicable

6.5.2 If the total number of students in each class is less than seven, the overtime allowance per semester for academic staff shall be as follows:

Qualification	Overtime Allowance (Full time Employees) for Bachelor	Overtime Allowance (Full time Employees) for Master	Overtime Allowance (Part time Employees) for Bachelor	Overtime Allowance (Part time Employees) for Master
PhD	BD 58 for each student	BD 72 for each student	BD 86 for each student	BD 100 for each student
Master's Degree	BD 46 for each student	Not applicable	BD 69 for each student	Not applicable

6.5.3 Extra payment shall be granted to permanent faculty members who are required to teach courses that have more than 35 students, regardless of the teaching load of the faculty member, as described in the following table:

No. of Students	Qualification	Amount	Faculty members who hold a Master's degree shall receive 80% of the amount due to PhD holders.
36–73 students	PhD	BD 100	
74–150 students	PhD	BD 200	
151 students or more	PhD	BD 300	

6.5.4 For more details, please refer to the University's Attendance, Leave and Overtime Policy.

6.6 Leave and Holidays

6.6.1 The employee shall be entitled to receive full pay on official holidays. This is with the approval of the President, in accordance with the decree by the Prime Minister. The following is a list of the types of leave employees shall be entitled to:

Leave type	Entitlement
Annual Leave	30 days for admin staff, 42 days for academic staff
Sick Leave	15 days full-pay, 20 days half-pay, 20 days unpaid
Maternity Leave	60 days full-pay, additional 15 days no-pay
Paternity Leave	One day per child
Hajj Leave	14 days (on one occasion only)
Bereavement Leave	Up to three paid days per bereavement (see 6.6.13 for conditions)
Marriage Leave	Up to three paid days per marriage (see 6.6.13 for conditions)
Educational Leave	Five days per annum
Unpaid Leave	Subject to management discretion

6.6.2 The leave entitlement of the administrative staff shall be 30 paid days per year, whereas the leave entitlement of the academic staff shall be 42 paid days per year.

6.6.3 Annual leave will be calculated in line with the calendar year (31st August to 1st of September) each academic year.

6.6.4 Annual leave shall be earned on an 'accrual' (accumulated) basis, and leave shall be accrued on a pro rata basis of 2.5 days for every complete month worked for administrative staff and on a pro rata basis of 3.5 days for every complete month worked for academic staff.

6.6.5 For all employees of the University employed on a full-time basis: both the academic staff and administrative staff shall be eligible for their respective leave entitlement as stated above.

6.6.6 Employees ineligible for annual leave shall include:

- Employees under probation.
- Employees working on a part-time basis.
- Trainees.

6.6.7 According to the new amendments made to the Kingdom of Bahrain Labour Law, employees shall be entitled to sick leave of up to 55 days per annum. During a period of continuous or intermittent absence due to illness, the employee shall receive his/her salary as follows:

- During the first 15 days – full pay.
- During the following 20 days – half pay.
- During the following 20 days – no pay.

6.6.8 In the case of illness, the employee shall only be treated at a government hospital within their insurance coverage limits, if any. The University shall not assume any responsibility for the charges from any hospital or private/public clinic, inside or outside the Kingdom of Bahrain.

6.6.9 Entitlement to sick leave shall be earned on an accrual basis and leave shall be accrued on a pro rata basis, with 1.25 days of fully paid sick leave granted for every complete month worked. In the event that an employee requires sick leave that is greater than the accrued amount of days, the University shall reserve the right to decline the request and the employee may be asked to accept sick leave with half pay or sick leave without pay.

6.6.10 Female employees are entitled to fully paid maternity leave of 60 days per child. The period of 60 days may be extended by up to 15 days of unpaid leave.

6.6.11 Any male employee shall have the right to take a full day's leave on the birth of each of his children, and such leave must be taken within two days of the birth of the child. This leave shall not be granted if the employee is already on annual leave, sick leave or any other type of leave.

- 6.6.12** All Muslim employees shall have the right to take fully paid leave of 14 days when they are going to attend Hajj. The University shall reserve the right to give priority for Hajj leave based on employees' years of service at the University. This leave will be given only one time throughout the time period the employee is employed by the University.
- 6.6.13** An employee shall have the right to take up to three instances of paid leave in total for any of the cases below:
- In the event of his marriage for one time;
 - In the event of the death of his/her spouse or any of his/her relatives to the fourth degree of kin;
 - In the case of death of his/her spouse's relatives to the second degree of kin.
- 6.6.14** Female Muslim employees shall be entitled to compassionate leave with full pay for 30 days on the demise of their husband. The leave may be extended for a period of three months and ten days beyond the initial 30 days if she has any annual leave balance to cover this period. If not, this extension shall be considered to be unpaid leave.
- 6.6.15** Any employee sponsored by the University to take an educational course shall be eligible to educational leave of five days in every academic year. The leave may only be taken in the days on which the final exams will be held and shall be fully paid.
- 6.6.16** The University President has the authority to grant an employee leave of up to six months in the case of an emergency or other exceptional circumstances. Such leave will be based on evidence submitted from the Vice President of Administration, Financial Affairs and Community Engagement, after consultation with the HRD and the employee's Line Manager.
- 6.6.17** If an employee has not used all of their annual leave entitlement by the end of the year, then the University will extend the period in which that leave may be taken with a maximum of six months. If the employee asks for leave during this period and the University rejects this request, then the employee shall be paid in lieu of receiving the leave days.

- 6.6.18** Subject to consultations and approvals from the Director/Dean and the HRD, in addition to receiving a recommendation from the President and the Vice President of Admin, Financial Affairs and Community Engagement, the University Council may grant an employee a period of long-term, unpaid leave. Such a period of leave is subject to annual renewal and must not exceed three years in total. This shall be subject to the condition that a further period of long-term, unpaid leave shall not be granted unless the employee has either worked for five years prior to the first period of unpaid leave being completed, or has, subsequent to the first period of leave being completed, worked for at least twice the duration of the previous leave period - whichever is longer.
- 6.6.19** Unpaid leave shall not be considered a part of the employee's service at the University; therefore, it shall not be considered for promotion purposes, awards, seniority or attract an annual increment.
- 6.6.20** For more details, please refer to the University's Attendance, Leave and Overtime Policy .

6.7 Compensation

- 6.7.1** Each employee shall receive the salary stated in their employment contract. All employees are entitled to receive that salary from the actual date of joining and shall be paid on a monthly basis.
- 6.7.2** A contribution to the General Organization for Social Insurance (GOSI) and the Unemployment Insurance Scheme of the Ministry of Labour shall be deducted from the gross monthly salary of each Bahraini employee, as follows:
- An amount equal to 6% of gross salary shall be deducted and contributed to the General Organization for Social Insurance.
 - An amount equal to 1% of gross salary shall be deducted and contributed to the Unemployment Insurance Scheme of the Ministry of Labour.
- 6.7.3** The University shall credit the salary to each employee's bank account in any of the accredited banks in the Kingdom of Bahrain.

6.7.4 Temporary employees shall be paid in accordance with the terms and conditions of their employment agreement.

6.7.5 Academic staff who have administrative responsibilities shall receive an ‘administrative allowance’ per month, as follows:

Designation	Allowance (BHD)
Vice President	500
Dean of College	450
Vice Dean	350
Director	350
Head of Department	350
Head of Unit	100-150 (Depending on the size)
Office Manager	100

All other allowances shall be as per the terms of the employee’s employment contract.

6.8 Succession Planning

The University recognizes the critical importance of succession planning as a process for identifying and developing potential future leaders or senior managers, as well as individuals to fill other business-critical positions. This is supported in both the short- and long term through the identification of appropriate staff and engaging them in training and development activities. To facilitate this the University HRD has adopted the following procedures:

6.8.1 Step One

The HRD determines the key positions for employees at the University, according to the following procedures designed for this purpose.

6.8.2 Step Two

A questionnaire for assessing candidates is distributed to the University President, Vice Presidents, Deans, Heads of Academic and Administrative Departments, and Directors. The questionnaire is based on the data and models prepared for this purpose, and is structured as follows:

Section 1: Current employee data for the employee for whom a succession plan is being activated.

Section 2: The most important tasks and responsibilities the employee is entrusted with.

Section 3: Problems and risks that could arise in the event of his/her absence from work for any reason whatsoever.

Section 4: In the event of the employee's absence from work, who is the appropriate candidate to be nominated as a replacement?

Section 5: Information about the candidate who will succeed that employee in fulfilling the role.

Section 6: The most important tasks and responsibilities to be entrusted to the candidate.

Section 7: Assessment of the candidate, including personal qualities, leadership qualities, technical skills, and performance at work.

Section 8: The most important strengths of the candidate.

Section 9: The most important weaknesses of the candidate.

Section 10: The tasks that the candidate is able to carry out with professionalism and reliability.

Section 11: The tasks that the candidate cannot be trusted to carry out.

Section 12: The training courses the candidate should undergo to develop his/her capabilities and skills.

6.8.3 Step Three

The questionnaire is evaluated based on the following:

- The risks that may arise from the absence from work of each employee for whom a succession plan is being proposed - as described by the employees themselves.
- The names of the candidate or candidates to replace the employee for the post – including their strengths, weaknesses and training needs.

6.8.4 Step Four

The succession plan shall be forwarded to Senior Management for approval and endorsement of a recommended candidate to succeed in the role being considered for succession planning.

6.8.5 Step Five

After the adoption of the succession plan, a training plan shall be applied to ensure that candidates are prepared to take over the relevant duties in the event of the retirement of one of the roles in question. The candidates shall be informed about all aspects of the work of role for which they are in succession, including the necessary details of the job and its risks.

6.8.6 Step Six

After the completion of the training and the orientation process, the following steps shall be conducted:

- The main employees in the roles for which succession has been planned may be given leave for a certain period and their work passed on to the nominated candidate for succession who will deputise for the employee. The deputies' performance shall be assessed by a committee formed by the President.
- If a deputy fails to perform the work adequately, i.e. a performance at a level that is less than expected, he/she shall be excluded from the plan and an alternative candidate for succession shall be sought.

6.9 Employee Retention Policies

6.9.1 Attraction, Selection and Recruitment Procedures.

This shall describe the procedures relating to the attraction, selection and appointment of employees, in an orderly and sequential way, subject to the University's employment regulations, and in line with the organisational structure of the University and the nature of the existing jobs.

6.9.2 Training Instructions

The University has adopted a policy of developing its human resources by investing in its staff through training them, both inside and outside of the Kingdom of Bahrain, according to the training needs derived from their annual assessment.

6.9.3 Rewards and Incentives Instructions

This shall aim to stimulate and increase the employee's productivity by rewarding his/her efforts financial and/or non-financially.

6.9.4 Performance Assessment Model

This model shall aim to ensure that the University is able to take the best possible advantage of the knowledge, skills, abilities and competencies existing amongst the staff through the implementation and development of the work and activities carried out at the University. In addition, this aims to achieve the optimal use of human resources and the development of those resources.

6.9.5 Code of Ethics Instructions

This shall reflect the University's commitment, as illustrated in its policies, to achieve the highest ethical standards for integrity, credibility and transparency in all its practices, and its internal and external dealings. These instructions shall provide the University staff with general guidelines and rules to help them do their jobs optimally through the control of behaviours, which thus provides a safe working environment within a framework of justice, equality and freedom from discrimination based on ethnic origin, sex and religion. Furthermore, this shall adopt the principles of merit, qualifications and labour standards as the basis on which staff may progress and perform their work more efficiently; in a way, this reflects the positive image of the University.

6.9.6 Salaries and Benefit Instructions

This shall be designed to cover the requirements of the University with respect to performing job assessments in a scientific and orderly manner, to ensure fairness and transparency. In addition, it shall require the comparison of salary levels with the local market to facilitate the amendment of University staff's salaries and benefits, according to the market, and the development of jobs within the lower and higher limits of the competitive market, taking into account the results of the salary survey of the local market and the salary scale as much as possible.

6.9.7 Promotion Instructions

The promotion instructions shall be based on clear criteria that constitute an individual's potential for promotion in terms of their seniority, the development of their capabilities and skills, their training, and the results

of their annual performance assessment. The promotion process shall reflect the steady increase in responsibilities and the expectations for job performance whenever staff move on to another stage in their career.

6.9.8 Job Description Cards

These shall be designed to illustrate the overall objectives of the job, the specifications for the incumbent, and the details, tasks and duties of the incumbent.

6.9.9 Systematic Continuous Improvement

This document shall aim to clarify and describe the University's methodology for the process of continuous improvement, and identify the steps to be followed by the University to improve performance, instil a culture of excellence and provide the highest quality of service possible.

6.9.10 Change Management Methodology

This shall describe the University's methodology for managing planned changes and how it shall deal with any changes that occur in the work environment.

6.9.11 Follow-up and Assessment Methodology

This shall describe the process through which the University shall follow up on and assess the level of achievement with respect to its strategic plan, and it shall describe the mechanisms to identify deficiencies and for proposing, preparing and implementing any necessary remedial actions.

6.9.12 Subscription to Social Insurance

The University shall provide social insurance for its staff, starting at the commencement of their appointment, and exempts any expatriate employees from any financial obligations towards his/her participation in social insurance.

6.9.13 Staff Healthcare

The University has contracted with an insurance company to provide health insurance to the teaching staff and some designated members of the administrative staff so that they can get the necessary medical care in private hospitals accredited by the insurance company at nominal prices, as well as being treated at the government health centres.

6.9.14 Scholarships

The University shall send its staff on scholarships within the Kingdom of Bahrain or abroad, and on either wholly or partially funded missions, according to the rules and conditions laid down by the University.

6.9.15 The Ideal Employee

The University shall develop a specification for the ideal employee in order to raise an employees' sense of belonging, to encourage their development and innovation, and to create a spirit of competition at work.

6.10 Employee Evaluation

6.10.1 Administrative Staff Evaluation

6.10.1.1 The Line Manager shall annually evaluate his/her staff's performance and the results of the evaluation shall be discussed with each employee; this is to determine each employee's strengths and weaknesses and plan to improve the weaknesses in the future.

6.10.1.2 The evaluation report for each employee shall be securely retained in his/her file by the HRD after it has been reviewed and signed by the concerned Line Manager/Dean.

6.10.1.3 The HRD shall prepare the evaluation form, keeping in mind that the elements below are mandatory, though more elements can be added depending on the nature of the job:

- Job knowledge.
- Amount of work.
- Type of work.
- Attendance and discipline.
- Conduct.
- Responsibilities.
- Administrative and leadership capabilities.
- Delivery of training to his/her employees.

6.10.1.4 Employees shall be evaluated for the purpose of contract renewals, awards, motivational increments, training and development.

6.10.1.5 Performance evaluation forms for the administrative staff have been developed based on the nature of each job and specific forms are included in all categories of staff.

6.10.2 Academic Staff Evaluation

6.10.2.1 The performance evaluations of the academic staff shall be made up of two main parts. These are the “Annual Appraisal” and the “Next Year Job Plan”. Each one contains a section highlighting performance related attributes as detailed below:

6.10.2.1.1 Annual Appraisal

This is a review of achievement of objectives, personal development and general performance for that specific academic year and it’s made up of 3 sections as detailed below:

6.10.2.1.1.1 Review of Achievement of Objectives, and Personal Development (To be completed by the Appraiser before the appraisal meeting).

This part of the appraisal reviews overall performance, personal development and contribution to the success of Applied Science University throughout the specific academic year, taking into account the objectives agreed in the last year Job Plan. The Employee needs to bring the agreed objectives to the meeting to review the performance, which is scheduled by the line manager where the employee indicates clearly whether he/she has met the objectives.

The employee also needs to comment on how he/she has met or failed to meet the objectives and ensure that where appropriate, evidence is attached to demonstrate that they have been achieved or explain why they have not been achieved.

6.10.2.1.1.2 Evaluation of Achievement of Objectives and Personal Development. Performance Review (to be filled by the Appraiser).

In this section, the appraiser will use a set of reports for the performance evaluation like the student survey (teacher evaluation), class observation, etc.

A scorecard will be used in this section. The scorecard will produce a result based on the following ratings:

- **Exceptional performance**, having met or exceeded all objectives through the sustained and highly effective application of the required performance expectations.
- **Very good performance**, having met all objectives through the sustained and very effective application of the required performance expectations.
- **Good performance**, having met or making positive progress against most objectives through the effective application of the required performance expectations.
- **Under-performance**, having identified shortfalls against some objectives through the partially effective application of the required performance expectations.
- **Not performing**; not having met most or all objectives. Not effectively applying the required performance expectations.

The details of the scorecard attributes are illustrated in the table below:

Area	Attributes
Personal/Behavioural	<ul style="list-style-type: none"> ▪ Commitment and motivation to work ▪ Attendance and time keeping ▪ Teamwork and collaboration with peers ▪ Compliance with policies and regulations ▪ Problem solving and decision making skills ▪ Personal development ▪ Respect for confidential information ▪ Respect to staff and students

Area	Attributes
Teaching & Learning	<ul style="list-style-type: none"> ▪ Quality and effectiveness of class teaching, including delivery plan, presentations, course materials development, lecturing style and techniques ▪ Quality of assessment: e.g. methods of assessment, internal and external moderation ▪ Quality of feedback to students' verbal, written, course report ▪ Benchmark courses/programmes against national and international standards ▪ Use of technology: e.g. Moodle, Turnitin, e-Library, ICT ▪ Students' feedback/evaluation ▪ Innovation in teaching and learning ▪ Support to students
Research	<ul style="list-style-type: none"> ▪ Research publications ▪ Research projects ▪ Research books ▪ Conference participation ▪ Research funding brought in

Area	Attributes
Administration/ Management	<ul style="list-style-type: none"> ▪ Attendance at and contribution to committees ▪ Assigns duties to staff fairly and equitably ▪ Ensures compliance with University's administrative policies and procedures ▪ Involvement with external bodies, including professional organizations, consultancies, reviewing and advisory bodies ▪ Recognition of achievement by professional bodies or other academic institutions
Community Engagement	<ul style="list-style-type: none"> ▪ Community engagement and participation in social activities ▪ Facilitates collaborative activities

6.10.2.1.1.3 This section is where the academic member of staff signs and agrees on the performance ratings

he/she received from the appraiser, however, if the overall performance has been rated as under performance or not performing he/she will be required to complete and sign a Performance Improvement Plan (PIP) to address the problem. This will be completed at a meeting between the employee and his/her line manager. If the appraisal has been rated as good performance or better the appraiser and appraise should agree on the objectives for the next cycle of appraisal and agree to the updated of the personal development plan. (Where all objectives have not been met fully for acceptable reasons, unless these are no longer relevant, the objectives should be carried forward into the next cycle).

6.10.2.1.2 Next Year Job Plan

This part deals with the procedures to set an individual's objective and his/her personal development plan. The individual being appraised and his/her line manager to meet together and agree a set of objectives for the member of staff being appraised. Note that the form allows for setting objectives in the four main areas which are reflected in the University's strategy, but it is not necessary for one person to have to complete objectives in all four. The four areas are:

- Enhancement of teaching and learning:
- Research
- Administration/Management
- Community Engagement

The Dean, however, must be satisfied that across the College a balance of all four areas is achieved in order to demonstrate the College's contribution to the University Strategy.

The appraiser must be satisfied that the objectives set are realistic and achievable. In this part the individual being appraised should set out his personal needs for staff development. The Dean may approve support/resources to achieve these or may defer this decision in order to gain approval if the expenditure is significant. In all cases, the Dean should inform the individual as soon as possible, whether the request can be approved. The individual is responsible for ensuring that the amount requested is an accurate reflection of the costs involved. Note that the Dean should take particular care in commenting on whether the objectives agreed would be affected by the lack of resources required to support the individual's Personal Development Plan, and when this occurs, this will entail to review the goals. Both appraiser and appraisee must sign to indicate that the objectives and personal development plan are agreed upon.

6.10.2.1.3 Weightage of the Five Appraisal Elements as per Position. The five elements are Personal, Teaching and Learning, Research, Admin, General (Community Engagement is a part of "General

Position	Personal	Teaching & Learning	Research	Admin	General & Community Engagement	Total	Teaching Load
VPs	10%	10%	15%	60%	5%	100%	1
Deans	10%	30%	15%	40%	5%	100%	2
HODS	10%	40%	15%	30%	5%	100%	4
Professors	10%	30%	30%	25%	5%	100%	3
Associate Professors	10%	40%	25%	20%	5%	100%	4
Assistant Professors	10%	50%	20%	15%	5%	100%	5
Lecturers	15%	60%	10%	10%	5%	100%	5

6.11 Motivation and Loyalty Rewards

6.11.1 On the recommendation of the Director/Dean, the President may grant motivational rewards to employees displaying exceptional performance. Such rewards can be in the form of cash, payments in kind, or certificates of appreciation, as the University deems fit.

6.11.2 The University may, at its discretion, also reward employees who have completed 10, 20 or 30 years’ service in appreciation of the distinguished service provided to the University.

6.12 Travel and Relocation

6.12.1 The University shall underwrite the cost of air travel tickets for the employee, their spouse and up to two of his/her children whose ages are under 18. In the case they want to travel and live in the Kingdom of Bahrain, they must be a non-Bahraini national and under the University’s sponsorship. This is done at the beginning of the contract for their arrival in Bahrain, and at the end when the contract terminates for their departure home. The University

shall also provide compensation of the value of the tickets for the employee, the spouse and up to two of his/her children whose ages are under 18 for the summer holiday every academic year. For the employee to be eligible for the tickets, the employee shall travel to a destination outside the Kingdom of Bahrain and must provide proof of travel after his/her return.

- 6.12.2** Travel expenses shall be paid yearly, and shall be for economy class return fare only.
- 6.12.3** If the employee illegally ends his/her contract with the University while it is in effect, or the University ends the employee contract for reasons such as the employee breaching any condition within his/her contract, the University shall not underwrite any travel expenses for the employee to return, and the University shall have the right to ask the employee to repay all of the expenses it has paid for his/her travel, which includes air travel tickets and any other associated expenses.
- 6.12.4** If both the employee and their spouse work at the University, then the University shall reimburse the travel expenses to the husband only.
- 6.12.5** The Administration Department shall determine the appropriate airfare rates, which are subsequently approved by the Vice President for Administration, Financial Affairs and Community Engagement. The HRD shall work in collaboration with an approved travel agent for this purpose.
- 6.12.6** Employees shall have the following options for the reimbursement of airfare:
 - 6.12.6.1** The University shall book the tickets for the employee. The HRD shall send a notice to all departments/colleges by the end of February, notifying them of the period of vacation. The employee shall notify the HRD of the preferred dates of travel and request the booking of the air travel tickets.
 - 6.12.6.2** In cases where the employee wants to receive cash for the airfare amount approved by the University, they shall submit an application asking for the reimbursement of the airfare.

The reimbursement amount shall be subject to the actual ticket price at the time when travel is undertaken.

6.13 Allowances for Business Travel

6.13.1 The University shall underwrite the costs for business travel for employees in accordance with the Table in 6.13.2 below, and based on the following categories:

- **Category I:** President, Vice President
- **Category II:** President’s Advisors, Deans, Directors of Academic Administrations and other Academic Faculty members.
- **Category III:** Other employees not mentioned in the above categories (for which there shall be a minimum requirement of holding a Bachelor’s degree).

6.13.2 Based on the categories mentioned above, the travel per diem is as follows:

Employee Category	Daily Allowances for Travel	
	Within the Arab Countries	Outside the Gulf Cooperation Council (GCC)
Category I	BHD 150	BHD 200
Category II	BHD 100	BHD 150
Category III	BHD 50	BHD 75

6.13.2.1 The daily allowance shall cover expenses incurred by employees, including food, telephone calls, transportation expenses and other personal travel expenses.

6.13.2.2 Only 50% of travel expenses shall be granted in the event of the employee travelling to his/her home country, or if hotel expenses are covered by the inviting organisation or university.

- 6.13.2.3** The daily allowance shall be granted for each calendar day spent by the employee in working outside the Kingdom of Bahrain (such allowance shall not include the days of departure and return).
- 6.13.2.4** The employees shall have the right to receive a daily allowance payment in advance of the start of the trip, subject to the consent of the Director of Administrative and Financial Affairs.
- 6.13.2.5** Any additional work-related expenses shall be covered based on the provision of presenting the relevant bills/payment vouchers by the employee. The employee shall obtain the approval of the Director of Administrative and Financial Affairs before such expenses are incurred.
- 6.13.2.6** In relation to travel arrangements, the University shall book air travel tickets for the employee. In accordance with University policy, all employees shall have the right to receive economy class tickets, although alterations to this provision may be made for individual staff subject to the consent of the University President.
- 6.13.2.7** If the employee is instructed to travel locally or to travel to neighbouring countries during work, he/she shall be entitled to receive travel expense compensation according to the following schedule:
- 6.13.2.7.1** Travelling by car – full compensation of equivalent economy class fare for all categories of staff.
- 6.13.2.7.2** Travelling by train/plane – economy class fare.
- 6.13.2.8** The Director of Administrative and Financial Affairs shall approve or reject all compensation claims.

6.14 Health Insurance

- 6.14.1** The University shall provide health insurance with an approved healthcare provider for all its academic staff, Senior Management, Administrative Directors and Administrative Department Heads on an annual basis.
- 6.14.2** For the University President, two Vice Presidents, the President Advisors and the Deans, the University shall provide health insurance for the husband and wife, and all the family members that the University is sponsoring on the condition that they live in the Kingdom of Bahrain.
- 6.14.3** In any instance where the University does not have a dedicated healthcare provider for the Academic faculty, the University shall cover employees for a maximum of 75% of all medical expenses incurred within the Kingdom of Bahrain.
- 6.14.4** All administrative employees shall retain the right to benefit from the health care provided by the government hospitals within the Kingdom of Bahrain.

6.15 Termination of Employment

- 6.15.1** The employment of a member of staff may be terminated in any of the following situations:
- 6.15.1.1** If the employee has absented himself/herself from his/her work for more than ten consecutive days, without a valid reason accepted by the HRD, or for twenty intermittent days, the employee shall be considered to be dismissed.
- 6.15.1.2** If the employee has reached the retirement age under the regulations and rules of the Kingdom of Bahrain Labour Law.
- 6.15.1.3** If the employee demonstrates any behaviours that would entail termination of employment for disciplinary reasons, in accordance with the penalty regulation.
- 6.15.1.4** If the employee has been sentenced for any offence involving a breach of honour, morality or public morals.

- 6.15.1.5** If the employee dies.
- 6.15.1.6** If the employee suffers from a disability that will make it difficult for the employee to perform his/her work to the required standards.
- 6.15.1.7** If the employee experiences a period of illness that extends beyond the employee's annual and sick leave entitlements.
- 6.15.1.8** If the University makes the decision to terminate the employment of any employee due to staff reduction or internal restructuring that is undertaken by the University to improve its operational performance. However, the employee's performance record and eligibility under the new staffing structure shall be taken into account before making such decisions.
- 6.15.1.9** If the employee is proven to be incompetent or unable to perform his/her assigned job responsibilities as appropriate, the University reserves the right to terminate the employment of any such employee.
- 6.15.2** The employment of any member of staff shall be terminated due to the failure to perform his/her obligations through the following series of disciplinary procedures or sanctions:
 - 6.15.2.1.** The employee shall be issued a verbal warning.
 - 6.15.2.2** The employee shall be issued a written warning.
 - 6.15.2.3** There shall be a delay in the employee receiving their annual allowance of no more than three months.
 - 6.15.2.4** The employee shall receive a suspension and a salary deduction for no more than one month per year, and not exceeding five days at a time.
 - 6.15.2.5** The employee shall be subject to the postponement of promotion for no more than one year.



- 6.15.3** All employees whose employment has been terminated for legitimate reasons by the University shall have the right to receive compensation pay (for employees who are not eligible for social insurance), notification, leave compensation and other applicable allowances.
- 6.15.4** The employee whose employment has been terminated for any reason shall perform his/her financial/job obligations and return all supplies entrusted to him/her before leaving work.
- 6.15.5** The University may not terminate the employment of any employee during his/her annual leave, sick leave or other approved types of leave, in accordance with the provisions of the University leave policy.
- 6.15.6** For more details, please refer to the University Employment and Settlement policy.

6.16 End-of-Service Benefits

- 6.16.1** The employee shall notify the University of his/her intent to resign in accordance with the notice period set forth in the employment contract.
- 6.16.2.** All staff whose service has been terminated by the University shall have the right to receive compensation (for employees who are not eligible for social insurance), and compensation for leave and other applicable allowances.
- 6.16.3.** The contracted employee shall be entitled to receive an end-of-service bonus at the rate of half a month's salary for each of the first three years of their service. If the employee has completed four years' service, the bonus due shall be a month's salary starting from the fourth year. The benefit shall be paid at the end of the service and calculated based on the last salary received by the contracting employee.

- 6.16.4** The employee shall be entitled to receive an end-of-service benefit for any period that is less than the aforementioned period and such a benefit shall be calculated based on the completed fractions of the year, unless the employee instigates the termination of the contract.
- 6.16.5** Upon termination of the employment contract due to the death of the employee, the end-of-service benefit shall be divided according to the Islamic Laws of Inheritance.
- 6.16.6** For more details, please refer to the University Employment & Settlement Policy.

6.17 Grievance Procedure

- 6.17.1** The Staff Grievance Procedure shall be available to any employee. (If required to do so, the employee must have completed the requisite probation period). The Staff Grievance Procedure shall not be available to temporary employees, students or non-University employees such as consultants or contractors.
- 6.17.2** An employee may proceed with raising a grievance when he/she experiences:
 - 6.17.2.1** Actions or decisions against him/her that are inconsistent with a specific University rule, regulation or policy.
 - 6.17.2.2** Suspensions, demotions or other disciplinary action(s).
 - 6.17.2.3** Involuntary termination (involuntary terminations do not include the resignation or retirement).
 - 6.17.2.4** Outcomes of performance evaluations.
- 6.17.3** An employee may not proceed with raising a grievance when he/she wishes to challenge issues concerning:
 - 6.17.3.1** Flexible work options/decisions.
 - 6.17.3.2** Reduction/retrenchment of staff.



6.17.3.3 The reorganisation of a department or reallocation of its resources.

6.17.4 The University shall follow the steps listed below as part of the grievance process. Through this process, the University strives to ensure the consistently fair and equal treatment of employee grievances.

6.17.4.1 Grievance resolution through discussion with the employee's Line Manager The first step to resolve an issue shall be direct communication with the employee's Line Manager. The University shall urge all employees to discuss their employment concerns, problems, or questions with their Line Manager, who shall be expected to foster and establish effective two-way communication with the employees they supervise.

Effective communication between employees and their Line Manager serves the best interests of both the employee and the University.

6.17.4.1.1 The employee shall discuss the issue in detail with their Line Manager. They shall explain the nature of the problem and its effect on them.

6.17.4.1.2 In resolving these problems, Line Managers shall consider a variety of needs, including those of the University as a whole, the individual department and their own organisational area of responsibility.

6.17.4.1.3 In the event an employee has an issue with their Line Manager or the Line Manager cannot resolve the issue, the employee may choose to go one level above the Line Manager or go to the HRD. Even if the Line Manager is not at the centre of the problem, the employee is free to approach the HRD directly.

6.17.4.1.3.1 If the employee has an issue with a member of academic staff, the employee should approach the Dean and then the HRD.

6.17.4.1.3.2 In a case where an employee approaches the HRD, the HRD shall discuss the issue with all members involved in an informal setting, and try to resolve the issue through mediation and negotiation.

6.17.4.1.3.3 In a case where the HRD/Line Manager or the Director/Dean cannot arrive at a decision or no resolution is achieved, the employee shall be asked to file a formal grievance.

6.17.4.2 Appeal to the Dean/Director

If an employee feels that the discussions with his/her Line Manager (Step 6.17.4.1.1) have been inadequate or have resulted in an unsatisfactory solution to the problem, the employee may initiate an appeal to their Dean/Director. If the employee has an issue with Dean/Director, then they may go one level higher.

6.17.4.2.1 The employee shall begin the process by completing the Grievance Form. The form shall contain the details describing the problem, the facts pertaining to the dispute, the Line Manager's response to the problem and the reason(s) for the employee's dissatisfaction with the supervisor's response.

6.17.4.2.2 Upon receiving a written complaint, the Director/Dean shall clarify whether the procedure outlined in Step 6.17.4.1.1 for informal resolution of the grievance was properly completed by the administrative/academic staff. If not, then the employee may be asked to go back and complete the procedure.

6.17.4.2.3 The Director/Dean shall promptly review the written statement and arrange a meeting with the employee to determine what action, if any, is advisable or required. Under normal conditions, the Director/Dean shall make a decision and communicate that decision, in writing, to the employee, within five working days of the meeting.

6.17.4.3 Appeal to the Vice President

If the Director's/Dean's decision does not resolve the problem to the satisfaction of the employee, the employee may appeal the matter to a higher-level administrator within his/her organisational hierarchy.



6.17.4.3.1 Academic staff shall appeal to the Vice President of Academic Affairs, whereas administrative employees shall appeal to the Vice President of Administration, Financial Affairs and Community.

6.17.4.3.2 This step in the University's Staff Grievance Procedure shall require the employee to prepare a written statement that describes the reason(s) for his/her dissatisfaction with the Director's/Dean's decision. The statement shall include (as attachments) a copy of both the written statement that the employee previously sent to the Line Manager and the Director's/Dean's written response.

6.17.4.3.3 The Vice President to whom the appeal has been sent shall promptly review the written statement, investigate the issue, and arrange a meeting with the employee to determine what action, if any, is advisable or required. Under normal circumstances, the Vice President shall provide a written decision to the employee.

6.17.4.4 Appeal Review Board

If the decision of the Vice President does not resolve the problem to the satisfaction of the employee, then, as a final resort, the employee may choose to appeal the matter to an Appeal Review Board.

6.17.4.4.1 The Appeal Review Board shall consist of three members of the University's administration, selected by the University Council.

6.17.4.4.2 The Head of Human Resources shall be a member of the Appeal Review Board.

6.17.4.4.3 The employee shall initiate this step by writing a request to the Head of Human Resources. The request shall specify the reason(s) for the employee's dissatisfaction with the decision of the Dean or Vice President. It shall include (as attachments) a copy of both the written statement that was previously sent to the Dean or Vice President, and the written decision of the Dean or Vice President.

- 6.17.4.4.4** The Appeal Review Board shall be constituted promptly, and arrangements shall be made to meet with the employee.
- 6.17.4.4.5** The employee may bring to this meeting a person of his/her choice to assist the employee in expressing his/her position with respect to the grounds he/she feels constitute a legitimate grievance.
- 6.17.4.4.6** The findings and recommendations of the Appeal Review Board shall be subject to review by the President.
- 6.17.4.4.7** Under normal circumstances, the written decision of the Appeal Review Board shall be transmitted to the employee within ten working days of the meeting.
- 6.17.4.4.8** The decision of the Appeal Review Board shall be final and shall not be subject to further appeal.

6.18 Disciplinary Procedures

6.18.1 Disciplinary meeting

- 6.18.1.1** Prior to any warnings being issued to an employee, it shall be the responsibility of the Line Manager to discuss the actions of the employee, and give recommendations or suggestions for improvement.
- 6.18.1.2** It shall also be the responsibility of the Line Manager to ensure that the employee is made well aware of the consequences of repeated violations and the next level of warning if the actions are repeated.
- 6.18.1.3** During the course of this meeting, the employee shall be allowed to bring a witness from inside the University to the meeting to present their case; however, no legal representatives (legal counsel, Ministry of Labour representative, etc.) shall be permitted.
- 6.18.1.4** This meeting shall be arranged within five working days of the event or action that led to the disciplinary action.



6.18.1.5. In cases of gross misconduct or for the issue of a final warning, for an administrative employee, an HRD representative shall be present during the meeting, and for academic staff both the Dean and the HOD should be present during the disciplinary meeting.

6.18.2 Disciplinary Action

6.18.2.1 In the case of a violation of the University laws, regulations, instructions or job duties, the employee shall be subject to the following disciplinary penalties:

6.18.2.1.1 The employee shall be issued a verbal warning.

6.18.2.1.2 The employee shall be issued a written warning.

6.18.2.1.3 There shall be a delay in the employee receiving their annual allowance for no more than three months.

6.18.2.1.4 The employee shall receive a suspension from duty and a salary deduction for no more than one month per year and not exceeding five consecutive days.

6.18.2.1.5 The employee shall be subject to the postponement of promotion for no more than one year.

6.18.2.1.6 The employee shall be dismissed in accordance with provisions of this regulation.

6.18.2.2 The powers to make decisions relating to disciplinary penalties set forth in the previous articles shall be as follows:

6.18.2.2.1 The Department Head or the Director of Administrative and Financial Affairs may impose the penalties set forth in the relevant clauses (6.18.2.1.1 and 6.18.2.1.2) on his/her staff.

6.18.2.2.2 The Vice President for Administration, Financial Affairs and Community Engagement or the Dean may impose the penalties set forth in the aforementioned clauses

(6.18.2.1.1, 6.18.2.1.2, 6.18.2.1.3 and 6.18.2.1.4) of the University staff upon receipt of the recommendation of the Department Head or the concerned Manager of Administration.

- 6.18.2.2.3** The President may impose all penalties set forth in the relevant clauses (6.18.2.1.1, 6.18.2.1.2, 6.18.2.1.3, 6.18.2.1.4, 6.18.2.1.5 and 6.18.2.1.6) on all University staff upon receipt of a proposal from the Vice President for Administration, Financial Affairs and Community Engagement.
- 6.18.2.3** The President may impose the aforementioned penalties upon receipt of the resolution of the Disciplinary Board.
- 6.18.2.4** The University shall establish a Disciplinary Board, which shall consist of the President and four members; the Disciplinary Board shall be appointed by the President for one renewable year.
- 6.18.2.5** An employee shall be referred to the Disciplinary Board by the University Council, provided that the Disciplinary Board members shall not be less senior than the employee whose case is being referred to the Board.
- 6.18.2.6** The sessions of the Disciplinary Board cannot be conducted unless the President and the other members are available to attend the session. All decisions and procedures shall be taken by majority vote and the deliberations of the Board shall remain confidential.
- 6.18.2.7** In the case where the President or any member of the Disciplinary Board cannot attend the meeting, the President may choose alternative members to attend the Disciplinary Board during the absence period of the nominated Board member.
- 6.18.2.8** The University Council may exempt any member of the Disciplinary Board. Also, any member of the Disciplinary Board may ask the University Council to exempt him/her. In both cases, the University Council shall choose an alternative to the exempted member.



- 6.18.2.9** In order to summon an employee, the Disciplinary Board shall inform the employee who is to be referred to the Board of the detailed accusations which relate to the disciplinary hearing. This will be done in a written letter, and sent to the employee at their workplace or residence at least one week before the disciplinary hearing. The employee shall have the right to see all the outcomes of prior investigations and the documents pertaining to the accusations. The employee shall have the right to attend all the sessions of the Disciplinary Board and to defend himself/herself against the accusations.
- 6.18.2.10** The Disciplinary Board shall be held to discuss the case within two weeks of the case being submitted to them. The Disciplinary Board must make a decision within a maximum of two months after the case being lodged with them.
- 6.18.2.11** If the Disciplinary Board cannot issue a decision within the permitted period, the Disciplinary Board shall demonstrate the reasons in a written report to the University President. These reports shall form the basis for determining the revised date by which the decision must be issued after the completion of investigation procedures. Consequently, the President may extend the duration of these sessions.
- 6.18.2.12** The decisions of the Disciplinary Board shall be final and may not be appealed against, except in cases of 'termination of service' for which the employee may appeal against the decision to the University Council within three days being formally notified of the decision.
- 6.18.2.13** The President shall be informed, in writing, of all the decisions that relate to disciplinary cases.
- 6.18.2.14** The President may make the decision to suspend from work an employee who is referred to the Disciplinary Board.
- 6.18.2.15** The penalty or penalties imposed on the employee shall only be effected after informing the employee about the list of accusations in a written letter, hearing his/her testimony and defence, and documenting the decision in a special file.

6.18.2.16 The employee shall be informed, in writing, about the penalty or penalties, detailing its type and degree, in addition to the disciplinary action that will occur if he/she commits the same offence again.

6.18.2.16 If the employee does not receive / refuses to receive the letter, the University shall send the letter to the address of the residence that is recorded in the employee's private file. If the employee still denies having received the written communication, the University shall have the right to announce the punishment at the employee's workplace.

6.18.3 Disciplinary Penalties (an extract from the university bylaws)

6.18.3.1 Article (1): Penalties that may be imposed on the member due to violation of occupational duties by virtue of applicable Bahraini Labour Law are:

Notice.

6.18.3.1.1 Written Warning.

6.18.3.1.2 Postponing due date of the annual allowance for a period not exceeding three months.

6.18.3.1.3 Cease from work, adding to deduction from the salary for a period not exceeding one month, nor exceeding five days at a time.

6.18.3.1.4 Postponing promotion while being due for a period not exceeding one year.

6.18.3.1.5 Suspension from duty as per provisions of applicable Bahraini Labour Law.

6.18.3.2 Authorities of Signing Disciplinary Penalties

6.18.3.2.1 Article (2): Authorities of imposing disciplinary penalties stipulated in Article (1) shall be granted as follows:

- 6.18.3.2.1.1** To the Head of Department who is entitled to impose penalties stated within Clauses no. (1&2) of Article (1) of this Regulation.
- 6.18.3.2.1.2** To the Faculty Dean, who is entitled to impose penalties stated within Clauses no. (1-2) of Article (1) of this Regulation.
- 6.18.3.2.1.3** To the Vice Presidents of the University who is entitled to impose penalties stated within Clauses from no. (1 till 5) of Article (1) of this regulation as per provisions of applicable Bahraini Labour Law.
- 6.18.3.2.1.4** To the University President who is entitled to impose penalties stated within Clauses from no. (1-6) of Article (1) of this regulation as per provisions of applicable Bahraini Labour Law.
- 6.18.3.2.1.5** Disciplinary Council is entitled to impose penalties stated within Article (1) of this regulation as per what is ascertained to be satisfactory.
- 6.18.3.3** Article (3): University President is entitled - upon termination of the investigation - to impose any of the penalties stated Article (1) of this regulation or refer the member to the Disciplinary Council if the Case required.
- 6.18.3.4** Article (4): If the Case required, Teaching Staff Disciplinary Council shall be formed at the University upon a decree passed by the University President.
- 6.18.3.5** Article (5): Such Council shall be held upon summoning its Chairman and entire procedures and resolutions shall be applicable.
- 6.18.3.6** Article (6): Member referred back to the Disciplinary Council shall be notified about the violations list attributed to him or her via a registered letter sent to his/ her workplace or residency prior to three days while reserving the right to attend Disciplinary Council for self-defence.

- 6.18.3.7** Article (7): Such Council shall be held for reviewing the filed lawsuit within two (2) working days of the date of its receipt, while the said council shall submit its recommendation to the University President with (5) working days of the stated date.
- 6.18.3.8** Article (8): University President may suspend and cease the member subject to investigation or referred to Disciplinary Council or Public Prosecution or Criminal Court from work till passing final decree in his/her lawsuit.
- 6.18.3.9** Article (9): No member against him or her a disciplinary decree was passed shall be promoted, while such member shall not be nominated for occupation of any academic or administrative post or awarded any rewards or grants while it is not permitted to second or delegate such member within the whole period of the validity of the Disciplinary decree, while deputies of the President and Administrative and financial Affairs Directorate shall be notified with the disciplinary decree in writing.
- 6.18.3.10** Article (10): Entire legal implications stated within Article (11) shall be revoked upon the termination of the below terms:
- 6.18.3.10.1** Six months in the event of sending a written notification.
- 6.18.3.10.2** One year in the event of ceasing from work in addition to a deduction from salary and postponing both entitlement of the annual allowance and promotion.
- 6.18.3.11** Article (11): Penalties may be restricted to the members in the event of committing any other disciplinary violation.
- 6.18.3.12** Article(12): Any member of teaching staff may submit grievance or repeal the issued resolution regarding the imposition of penalties within seven (7) days of the date he was notified about such resolution to the competent authority.
- 6.18.3.13** Article: (13): This Regulation shall be applicable pursuant to the provisions of enforceable Bahraini Labour law while any other text negating such content and provisions of law shall be revoked.

6.19. Staff Loans

6.19.1 Any employee may be granted a personal loan with no interest if an emergency situation arises, with the following conditions:

6.19.1.1 The employee shall have completed the probationary period if it exists in his/her contract.

6.19.1.2 For non-Bahrainis, the loan shall not be granted unless all of the residence visa requirements are completed.

6.19.2. Personal loan standards

6.19.2.1 A personal loan that does not exceed the total amount of one month's salary for the employee may be paid to an employee on the condition that it shall be paid back within the remaining duration of the employee's contract and the request must have been previously submitted to the Director of Administrative and Financial Affairs and approved by the Vice President of Administration, Financial Affairs and Community Engagement.

6.19.2.2 A personal loan that exceeds the total amount of one month's salary for the employee may be paid to an employee on the condition that all the financial benefits which are due to the employee, such as end-of-service benefits, are sufficient to cover all that is due to the University, including the new personal loan. This shall be subject to the approval of the President, based on a recommendation from the Vice President of Administration, Financial Affairs and Community Engagement.

6.19.2.3 For a personal loan that exceeds the total amount of one month's salary for the employee and where the employee's dues are not sufficient to cover what is due to the University, including the new personal loan, the loan shall be paid back within the remaining time period of the employee's contract. Such a loan shall be approved by the Chairman of the Board of Trustees and shall be based on a recommendation from the President, on the condition that the personal loan applicant must provide an appropriate justification for his/her request of a personal loan.

- 6.19.3** The Vice President of Administration, Financial Affairs and Community Engagement may extend the personal loan repayment to the remaining period of the employee's contract if all the other relevant approvals for the personal loan were obtained.
- 6.19.4** A personal loan shall not be granted to an employee if that employee has had other previous loan that is not yet fully repaid. Each case shall be discussed to determine if an exemption may be applied.
- 6.19.5** The remaining balance of the personal loan shall be fully repaid on the termination or resignation of the employee.
- 6.19.6** The Financial Affairs Department and the employee shall be informed when approval for a personal loan is requested.
- 6.19.7** The Financial Affairs Department in coordination with the HRD monitors all personal loans on a monthly basis and cross checks relevant data which is accessible to finance affairs and the HRD.
- 6.19.8** The Vice President of Administration, Financial Affairs and Community Engagement may provide approval for the employee to defer payment of an instalment of a loan for one month only if the employee makes such a request and provides justifiable reasons for the request.

7. Health and Safety Officer

7.1 Key Responsibilities

The University shall, at all times, have one person in charge of health and safety. The key responsibilities of the Health and Safety Officer (HSO) are:

- 7.1.1** Ensuring that the University's premises are safe by completing routine risk assessments, and being constantly vigilant for any hazards or potential threats to employee health and safety.
- 7.1.2** Establishing procedures for emergencies and completing contingency planning, for example:



- 7.1.2.1** Establishing evacuation plans for when fire or smoke are observed.
- 7.1.2.2** Preparing and maintaining a first aid room, and ensuring that it is staffed by a qualified nurse.
- 7.1.2.3** Maintaining a list of emergency contacts and ensuring the details of these are available to staff throughout the premises.
- 7.1.2.4** Ensuring that suitable arrangements are in place for maintaining and routinely examining fire extinguishers and smoke alarms.
- 7.1.2.5** Ensuring staff are alerted before any construction/repairs are carried out, to help to avoid any accidents.
- 7.1.2.6** Ensuring that suitable arrangements are in place for carrying out drills and distributing information regarding the established procedures, to increase awareness amongst the employees.
- 7.1.2.7** Ensuring that posters and publicity materials regarding key health and safety processes are sufficient to inform staff of these procedures.
- 7.1.2.8** Ensuring the staff and students are aware of all key health and safety processes, equipment and its location through proper signage and maps.
- 7.1.2.9** Preparing a training manual for new-employee orientation and for regularly updating all staff in health and safety procedures.
- 7.1.2.10** Ensuring that proper signs and warnings are in place, alerting and cautioning the staff on any potential threats or risks of injury, such as wet floors, low ceilings or the presence of fumes.
- 7.1.2.11** Ensuring proper signs and posters are in place to designate non-smoking areas and make them aware of the penalty or penalties for failure to comply with the regulations regarding this.

- 7.13** Ensuring that smoking areas are located in open, ventilated areas with concrete flooring, with low pedestrian movement and a minimum risk of fire/combustion.
- 7.1.4** Ensuring that the Health and Safety Checklist Form is completed for all parts of the University premises.
- 7.1.5** Carrying out periodic risk assessments throughout the University's premises to identify any potential threats.
- 7.1.6** Maintaining a record of all surveys conducted and their frequency with which they are conducted in the Risk Assessment Form.
- 7.1.7** Encouraging other staff to identify risks and highlight them through the Risk Assessment Form.
- 7.1.8** Keeping a record of actions taken to resolve health and safety issues. These records shall be properly documented and filed.
- 7.1.9** Ensuring that health and safety is given the required attention throughout the campus.
- 7.1.10** Assisting any injured employee through the injury report process in order to fully record the circumstances which gave rise to the injury and reviewing and recording the nature of the incident to prevent recurrence, where possible.
- 7.1.11** Undertaking any required training and keeping themselves up to date with respect to the policies and procedures regarding occupational health and safety.
- 7.1.12** Ensuring suitable arrangements are in place for setting up a quarantine area in the case of an epidemic or endemic.
- 7.1.13** Alerting the staff and the faculty of any epidemics, so that timely precautions can be taken and the authorities can be alerted in the case of an outbreak.



7.2 Individual Staff / Students

7.2.1 All employees of the University shall ultimately be responsible for upholding the Health and Safety Policies of the University. The responsibilities of all employees shall be:

7.2.1.1 Ensuring active participation and cooperation with the HSO.

7.2.1.2 Participating in health and safety training.

7.2.1.3 Reporting any risks and recording them appropriately.

7.2.1.4 Ensuring that reasonable care and precautions shall be taken while carrying out their duties.

7.2.1.5 Ensuring that any activities that can be deemed to be risky, or that could cause injury or harm to themselves or others shall not be carried out.

7.2.1.6 Ensuring that department colleagues shall be alerted if an employee has any known, life-threatening conditions or allergies, so that precautionary procedures are in place or remedial procedures can be taken quickly.

7.2.1.7 Ensuring proper emergency contacts are listed in the employee information forms and updating them when necessary.

7.2.1.8 Responding appropriately to any medical condition which they have contracted. If an employee suffers from the flu or a disease that has been declared to be contagious, they shall either stay at home, or if they are already on campus, they shall alert their manager or the HSO, so that they may be quarantined or sent home as deemed appropriate by the HSO.

7.3 First Aid Room

7.3.1 The University shall maintain a first aid room on its premises. The first aid room shall be staffed by qualified nurses operating on a shift basis.

7.3.2 The HSO will be responsible for ensuring that the first aid room is properly staffed during working hours by following up on attendance.

7.3.3 The nurses shall ensure that the first aid box is properly stocked, and that essential medicines are always available and their expiry dates are monitored.

7.3.4 The HSO shall ensure that all current and new employees are made aware of the existence of the first aid room and the arrangements pertaining to its operation and use.

7.4 Evacuation Procedure

7.4.1 The HSO shall establish evacuation areas and notify all employees through appropriate communication and/or training supported by the provision of floor plans, maps and posters. The evacuation area will be a designated area that is sufficiently far away from the building so that no one is at risk from falling debris. It will be an open area that is large enough to accommodate all of the employees.

7.4.2 The HSO shall ensure that suitable arrangements are in place to alert the fire department or emergency services in the event of an emergency or evacuation.

7.4.3 The HSO shall ensure that arrangements are in place to ensure that emergency doors are not blocked, and the exits are not obstructed and are clearly marked and periodically inspect the premises to ensure that this is being observed.

7.4.4 The HSO shall appoint one representative in each working area (divided into floors, corridor wings or departments) across the campus, who will take the lead during an evacuation alert and ensure that everybody exits the building quickly.

7.4.5 The aforementioned representative shall be called Fire Wardens and their responsibilities shall include:

7.4.5 .1 Ensuring that employees use the quickest unobstructed path in the evacuation area and advise if necessary on alternative routes in cases where the quickest route is inaccessible.



- 7.4.5 .2** Checking all areas in their working area to ensure no one is left behind.
- 7.4.5 .3** Taking the roll call of the employees in their work area.
- 7.4.5 .4** Ensuring that no one uses the elevators.
- 7.4.5 .5** Making sure that no one re-enters the building unless it is declared safe.
- 7.4.5 .6** Assisting the HSO in carrying out the other evacuation related tasks, if needed.
- 7.4.6** The HSO shall ensure that arrangements are in place to ensure that these Fire Wardens are given the proper training and practise, through fire drills and mock evacuations.
- 7.4.7** All employees, especially the Fire Wardens, should be trained in using fire extinguishers.

7.5 Risk Assessment

- 7.5.1** A risk assessment shall be conducted by the HSO at the University. The components of the risk assessment shall include:
 - 7.5.1.1** Investigating – identifying potential hazards or safety risks.
 - 7.5.1.2** Recording – documenting the details of the potential risks in the Risk Assessment Form.
 - 7.5.1.3** Reporting – ensuring that the Senior Management of the University is alerted and made aware of any recorded risks.
 - 7.5.1.4** Implementing – identifying the appropriate measures that need to be taken, advising Senior Management on allocation of required resources and setting a time frame for ensuring appropriate measures are put in place.
 - 7.5.1.5** Reviewing – reviewing the final outcome of the Risk Assessment Forms. If the initial report was filed by another employee it is advised that the HSO share the final review with employees to encourage further participation.





ASU



جامعة العلوم التطبيقية
APPLIED SCIENCE UNIVERSITY