



# Staff Handbook

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# 1. About the University

## 1.1 Overview

The University of Khorfakkan (UKF) is a non-profit higher education institution established in 2022 by His Highness Sheikh Dr. Sultan Bin Mohammed Al Qassimi, Member of the Supreme Council, Ruler of Sharjah, and President of the University. UKF was founded with a vision to provide high-quality education, foster academic excellence, and contribute to the socio-economic and cultural development of the region.

The University boasts state-of-the-art infrastructure designed to support excellence in teaching, research, and community service. Its modern facilities, well-equipped laboratories, advanced learning resources, and dedicated faculty members create an environment conducive to innovation, intellectual growth, and student success.

UKF offers a diverse range of undergraduate programs across multiple disciplines, including Arts, Sciences, Information Technology, Business, Law, Sharia, and Marine Sciences. The University is home to five academic colleges:

- College of Law
- College of Arts, Humanities, and Social Sciences
- College of Business Administration
- College of Marine Science and Aquatic Biology
- College of Computing and Intelligent Systems

Currently, the University offers thirteen undergraduate degree programs that align with both national and international academic and industry standards. These programs are designed to equip students with the knowledge, skills, and competencies required to meet the evolving demands of the job market. The undergraduate programs offered at UKF include:

- Bachelor in law
- Bachelor in Sharia - Foundations of Religion
- Bachelor of Arts in History and Islamic Civilization -Tourism Guide
- Bachelor of Arts in Sociology
- Bachelor of Arts in Public Relations
- Bachelor of Arts in Communication – Radio & Television
- Bachelor of Science in Business Administration - Management
- Bachelor of Science in Business Administration - Human Resources Management
- Bachelor of Science in Business Administration - Industrial Management
- Bachelor of Science in Marine Biology
- Bachelor of Science in Computer Science - Cyber Security
- Bachelor of Science in Computer Science - Artificial Intelligence
- Bachelor of Science in Computer Science - Computer Games Development

Through its commitment to academic excellence, research, and community engagement, the University of Khorfakkan aims to nurture future leaders, scholars, and professionals who can contribute meaningfully

to society and the global economy.

## 12 Vision

Our vision is to become a leading institute for arts, sciences, marine, maritime research, innovation, and education programs amongst universities, research institutes, and industry.

## 13 Mission

The mission is to enhance, facilitate and deliver internationally recognized, cross-disciplinary and high-impact research and education in arts, sciences and marine sciences, and ocean engineering.

## 14 Strategic Goals

The University goals are as follows:

- SG 1 Enhance Student Academic Support & Learning Resources
- SG 2 Enhance Student Career & Professional Development
- SG 3 Strengthen Student Health and Well-Being
- SG 4 Strengthen Community Partnerships Supporting and Promote the University's Visibility
- SG 5 Support Economic Development
- SG 6 Environmental and Sustainability Initiatives
- SG 7 Promote Teaching & Learning Best Practices
- SG 8 Faculty and Staff Development
- SG 9 Accreditation and Curriculum Enhancement
- SG 10 Foster a Culture of Research and Innovation
- SG 11 Promote High-Quality Publications & Patents
- SG 12 Strengthen Research Infrastructure
- SG 13 Revenue Generation and Diversification
- SG 14 Optimize Resource Allocation and Digitization
- SG 15 Talent Acquisition and Retention

## 15 Core Values

The core values of the University of Khorfakkan are:

- **Integrity:** UKF adheres to the highest ethical principles and works with integrity, and accountability to create trust and credibility.
- **Inclusiveness:** we welcome and value each other and embrace the diversity of ideas and people.
- **Innovation and creativity:** UKF works without bounds to improve lives through creativity and innovation in the pursuit of academic excellence.
- **Transparency:** UKF is committed to effective communication, through a variety of communication methods, with all our stakeholders (staff, students, alumni, partners, vendors, and the local and international community needs).
- **Excellence:** all UKF activities are conducted according to the highest international standards.

## 16 Strategic Objectives

### **STUDENT EXPERIENCE**

1. Improve students' access to academic support and resources
2. Provide state-of-the-art technology & e-learning tools for students
3. Prepare students for successful post-graduation careers
4. Increase student involvement in clubs, organizations, & extracurricular activities
5. Improve student physical & well-being
6. Continuously gather student feedback and make improvements

### **COMMUNITY ENGAGEMENT**

1. Contribute to community education and development
2. Promote university visibility, classification, and ranking
3. Involve alumni & stakeholders in the UKF's community efforts
4. Promote entrepreneurship and Emiratization
5. Contribute to local economic growth
6. Promote sustainability and environmental responsibility in the community
7. Conserve natural resources and reduce resource consumption

### **ACADEMIC EXCELLENCE**

1. Promote academic infrastructure
2. Apply innovative teaching & learning strategies
3. Improve faculty expertise & engagement in research & teaching
4. Improve the faculty recruitment process and professional development
5. Develop a dynamic & relevant curriculum that prepares students for the real world
6. Enhance the quality assurance system

### **RESEARCH AND INNOVATION**

1. Create an environment that encourages research & innovation
2. Encourage Multi-Disciplinary Research Collaboration
3. Allocate a mini. of 5% of the operational expenditure to support research
4. Promote the quality of research outcome
5. Invest in cutting-edge research, innovation facilities and equipment
6. Establish Research Institutes/Centers/Labs

### **GROWTH AND EFFICIENCY**

1. Increase enrolment rates across all colleges and programs
2. Increase student diversity across all colleges and programs
3. Ensure a stable & sustainable financial model
4. Introduce new programs for future jobs
5. Efficiently allocate resources
6. Digitize the university services
7. Attract top talent and skilled employees
8. Maintain top talented employees

## **1.7 University Characteristics and Advantages**

The University of Khorfakkan (UKF) was established with a visionary goal: to embody the essential qualities shared by world-renowned universities while contributing to the academic, economic, and cultural advancement of the region. UKF is committed to excellence in education, research, and community service, ensuring that students receive a holistic and impactful learning experience.

With a well-developed infrastructure that supports both teaching and research, UKF has successfully attracted distinguished faculty members with diverse international backgrounds and expertise. These

faculty members play a crucial role in delivering high-quality education, mentoring students, and contributing to the University's growing research endeavors.

UKF is dedicated to fostering an intellectually stimulating environment that challenges students both inside and outside the classroom. By attracting talented students from diverse backgrounds, the University promotes inclusivity, critical thinking, and innovation, preparing graduates to excel in an increasingly globalized world.

Strategically located on the eastern coast of the Emirate of Sharjah, UKF is uniquely positioned to serve the educational and economic needs of the region. Recognizing the significance of marine sciences to the local economy, UKF is expanding its academic offerings to include specialized programs in this field, aligning with the region's natural resources and economic priorities.

The University's campus comprises three main buildings, housing modern facilities that support academic and extracurricular activities. UKF includes four colleges that collectively offer more than nine undergraduate programs across a variety of disciplines. Currently, the University serves approximately **1,300** students, with academic instruction provided by **67** faculty members who bring extensive international experience and expertise in their respective fields.

Through its commitment to academic excellence, research, and regional development, the University of Khorfakkan aspires to become a leading institution that not only meets but exceeds the expectations of students, faculty, and stakeholders, ensuring a lasting impact on both local and global scales.

## **18 Governance**

The governance model of Khorfakkan University, as outlined in the organizational chart, appears to be structured hierarchically with a clear division of responsibilities among various offices and departments. Here are the key components of the governance model:

1. **President of the University:** At the top of the hierarchy is the President, who oversees the entire university's operations.
2. **Board of Trustees:** This body provides strategic direction and oversight, ensuring that the university adheres to its mission and goals.
3. **Chancellor:** is appointed by the Board of Trustees and is empowered to head all academic and administrative staff, implement policies and represent the University in national and international settings.
4. **Offices and Departments:**
  - **Office of the Chancellor:** Manages and coordinates the chancellor's activities.
  - **Financial Resource Development Office:** Reports to the Board of Trustees and Responsible for securing and managing financial resources.
  - **Internal Audit Office:** Reports to the Board of Trustees to ensure compliance and financial integrity.

- **Institutional Communication Department:** Reports to the Chancellor to manage internal and external communications.
- **Khorfakkan Center for Marine Sciences and Financial Response:** Reports to the Chancellor and Focuses on marine sciences and financial matters.
- **Legal Affairs Office:** Reports to the to the Chancellor and handles legal issues and compliance.
- **Institutional Effectiveness and Academic Accreditation Department:** Reports to the Chancellor and ensures the university meets academic standards and accreditation requirements.
- **Strategic Planning and Institutional Development:** Reports to the Chancellor and develops and implements strategic plans and partnerships.

#### 5. Vice Chancellors:

- **Vice Chancellor for Administrative and Financial Affairs:** Oversees administrative and financial operations.
- **Vice Chancellor for Academic Affairs:** Manages academic programs and faculty.
- **Vice Chancellor for Community Affairs:** Engages with the community and external stakeholders.

6. **The Deans' Council:** Chaired by the Chancellor and includes the Vice Chancellors and College Deans. The Council is responsible for approving study curricula, study plans, academic calendar, faculty appointments, promotions, extra curricula activities, and research and scholarship activities.

#### 7. Various Administrative Departments:

- **Student Affairs Department:** Manages student services and support.
- **Admissions and Registration Department:** Handles student admissions and records.
- **Financial Affairs Department:** Manages the university's finances.
- **Facilities and Maintenance Department:** Oversees campus infrastructure.
- **Human Resources Department:** Manages staff and faculty recruitment and development.

#### 8. Centers and Special Offices:

- **Upskilling Center:** Focuses on enhancing student and staff skills.
- **Partnership Development Office:** Develops and maintains partnerships with external organizations.
- **Graduate Affairs Office:** Supports alumni and graduate students.
- **Research and Innovation Deanship:** Promotes research activities and innovation.

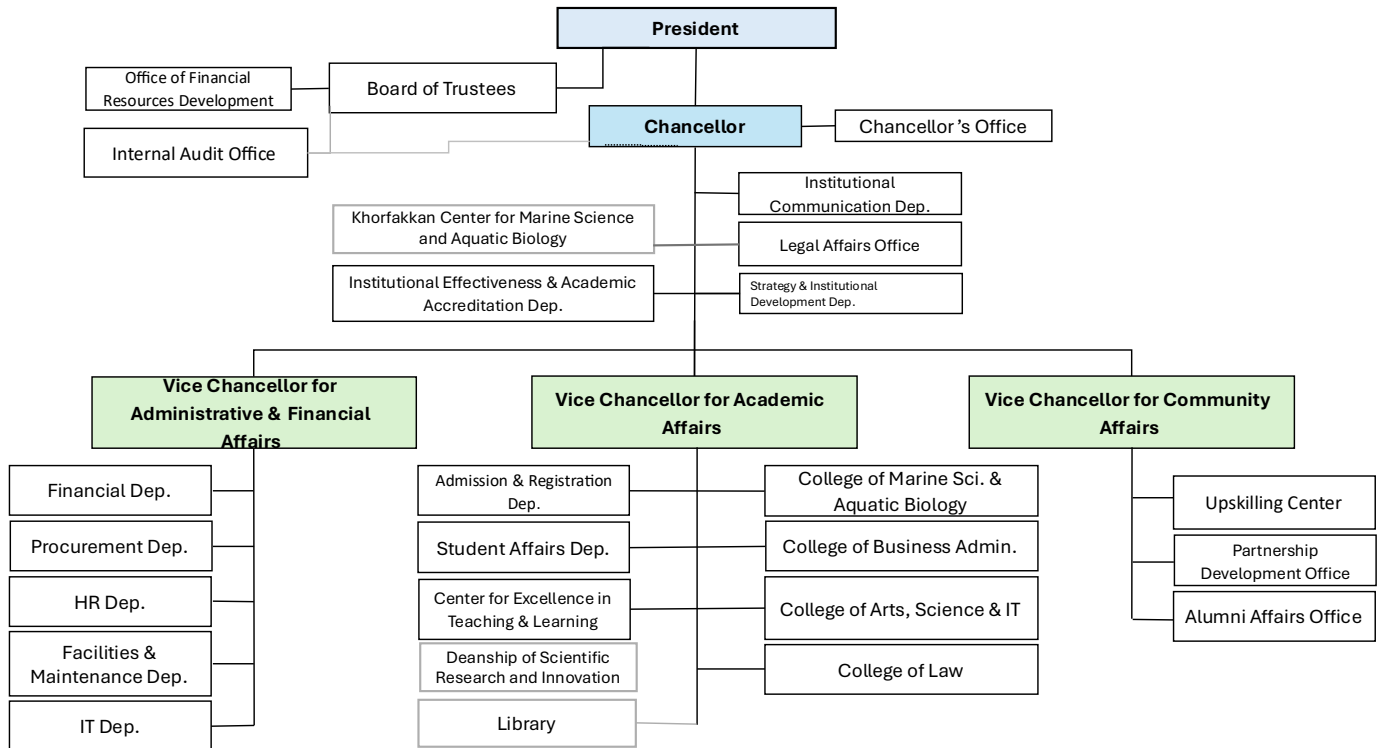
This governance model emphasizes a structured approach to managing the university's operations, with a focus on academic excellence, financial sustainability, and community engagement. The clear delineation of roles and responsibilities helps ensure efficient administration and strategic growth.

## **19 Organizational Chart**

The organization of UKF supports the achievement of its mission and facilitates its effective and efficient operation in line with its institutional vision.

The organization chart indicates hierarchical relationships and lateral relationships between different units and Departments. The University President coordinates with the Board of Trustees to oversee the Institutional planning and main achievements. The University Chancellor supervises day-to-day operations.

## University of Korfakkan Organization Chart



## 2. Employment

### 2.1 Institutional Diversity and Equal Employment Opportunity

As an institution dedicated to teaching, research, and community service, the University of Khorfakkan strives to provide its faculty and staff members with the most rewarding and fulfilling employment experience possible in order to allow all employees to work and achieve the full extent of their capabilities. Equal employment opportunities and fair treatment are principles embodied in the UAE's national laws and set out in the heart of the University's policies and regulations. The University recruits, hires, trains, promotes, and compensates employees in all job classifications solely based on qualifications and productivity. The university ensures that no employee or applicant will be discriminated based on race, color, religion, national origin, gender, age, or disability. The University has clear and published policies regarding ethical code of conduct and conflict of interest, ensuring a working culture of integrity, mutual respect, and transparency.

The Human Resources Department applies up-to-date recruitment methods, applying both technical and scientific analysis in reviewing and evaluating applicants. This comprehensive and dynamic recruitment system ensures hiring the most qualified and skilled employees possible to help fulfill the University's mission of providing academic services of the highest quality.

## 2.2 Employee Grades at the University

The University has two pay scales for administrative staff members, one for UAE nationals and the other for non-national UAE employees, while grade categories are the same for both:

Grade	Category
From grades 1 to 3	Leadership Positions
From grades 4 to 7	Intermediate Positions
From grades 8 to 14 (for nationals) and from grades 8 to 12 (for non-nationals)	Support Positions

## 2.3 Categories of Employee at UKF

Category 1: Academic staff

This category includes:

1. Faculty (PhD holders)
2. Research faculty
3. Postdoctoral fellows
4. Lecturers (Master holders)
5. Teaching assistants (including also tutors)
6. Research assistants

Category 2: Administrative staff

This category includes other employees except for certain positions, such as drivers, office attendants, and similar. This category includes:

- Academic Accreditation Officer
- Academic Applications Analyst
- Academic Records Officer
- Accountant
- Acquisition Specialist
- Administrative Assistant
- Administrative Officer
- Admission and Registration Officer
- Admission and Registration Specialist
- Admission Officer
- Admission Specialist
- Alumni Officer
- Archiving Officer
- Athletics Coach
- Career Advancement Officer
- Coach

- Coach-Athletics
- Community Affairs Officer
- Community Cooperation Officer
- Compliance Officer
- Contract Management Officer
- Counselor
- Customer Service Officer
- Data Analyst
- Director
- Engineer
- Financial Planning Analyst
- Fixed Assets Officer
- Graphic Designer
- Head of Department
- Health and Safety Officer
- Human Resources Officer
- Laboratory Officer
- Library Officer
- Library Specialist
- Marketing Specialist
- Nurse
- Office Manager
- Project Management Officer
- Project Manager
- Public Relations Officer
- Purchasing Officer
- Receptionist
- Registration Officer
- Registration Specialist
- Secretary
- Security Guard
- Student Activities Officer
- System Analyst
- Technician
- Web Officer
- Web Specialist

## **24 Definitions of Categories of Staff**

### **Definitions**

**Staff (Non-Academic Staff):** University employees who are employed full-time and are not classified as faculty. All non-faculty appointments are included.

**Admin Staff:** an employee in administrative jobs or in jobs of technical nature of all kinds Such as administrative assistant, administrative officer, executive officer, Coordinator, unit officer, specialist and technician.

**Professional Staff (Directors-Leaders-Supervisors):** Persons employed for the primary purpose of performing academic support, student services, and institutional activities, whose assignments would require either college graduation or comparable experience. These activities are classified as one of the following: Executive, administrative and managerial or other professional duties.

**Clinical Tutor:** Person employed to provide students with high-quality tutoring, training and development opportunities, as well as manage and organize assessment activities.

**Laboratory Supervisor:** Person employed to supervise, maintain and upgrade the laboratory facilities, support faculty and students who are using them, as well as safely test the labs and assure proper functioning of facilities, materials and equipment.

**Support Staff:** an employee in service support or technical support jobs such as driver, security officer, professional/craftsman, helper, users and office boys.

**Academic Staff:** People who teach courses at UKF colleges. Faculty members may include professors, associate professors, assistant professors, Lecturer and instructors.

**Full Time Staff:** The one who works at least 40 hours weekly with full-time contract and has specific duties to do according to the position title and job description described above in the contract.

**Part Time Staff:** Persons on the payroll of the institution for specific periods and classified by the institution as parttime.

## 2.5 Employment System

Through the Department for Human Resources (HR), the University recruits and appoints various qualified personnel both from inside and outside the country. Priority is given first to UAE nationals, followed by nationals from GCC countries, Arab nationals, and other nationalities, respectively. The University adheres to the most up-to-date methods, applying both technical and scientific analysis in reviewing and evaluating applicants, to ensure hiring the most qualified and skilled personnel possible to help fulfill the University's mission.

Positions are announced once approved in the University's annual budget according to the following:

- A. Announcements are published on the University's website and in local and foreign newspapers (if required).
- B. All announcements must be made locally (if not filled in by someone in the University). If a suitable individual is not found locally, the vacancy must be announced outside the country.
- C. An employee within the University may apply for a position which is announced by the University if he/she meets the qualifications in accordance with the University By-Laws for reappointment.

## 2.6 Applying for Employment

Anyone interested in joining the University may visit the Job Opportunities page on the University's website to check the vacancies. Here one may fill out an application on the website, which will allow the University to contact the applicant for any additional information. Likewise, anyone interested in employment at the University may visit HR at the University to complete an application form by hand

and submit the necessary documents.

## **2.7 Contracts**

The period of **contract** is two years renewable for similar **periods** based on employee performance.

## **2.8 Probationary Period**

Employees at the University in all grades are subject to a compulsory probationary period for six (6) months from the date of commencing work. If an employee does not demonstrate full competence in his/her position, the University reserves the right to end his/her services during the probationary period. Otherwise, the employee will be considered instated in his/her position and the probationary period will be included as a part of his/her period of service, provided that the employee passes his/her evaluation by the concerned college dean, department director, or immediate supervisor and is recommended to the HR Department.

## **2.9 Transfers and Promotions**

An employee may apply for a transfer to another department in the University upon approval from both the departments from/to which he/she would like to transfer, provided that he/she has completed three (3) years in his/her current position. Further, the University may transfer an employee from one department to another, provided that the transfer is viewed as being in the best interest of the University.

In all cases, the transfer of an employee shall not affect or cause a setback in his/her seniority required for promotion.

Concerning promotion, an employee may be promoted after he/she has served at least six years in a particular grade. Exceptions to this provision may only be made upon a decision from the Chancellor and recommendation by the Employee Affairs Committee, provided that seniority for promotion purposes is taken into consideration. Promotion shall be to a vacancy of the same nature to and the next grade above the position in which an employee is currently working in accordance with the By-Laws for Non-Faculty Members.

## **2.10 Guidelines for New Employees at the University**

The HR Department will familiarize new employees with all of the information that they will need during the hiring process and any required documents, summarized as follows:

### **Stage One: Before Commencing Work at the University:**

After a candidate has been nominated for a position and the Chancellor has approved the appointment, an official decision will be issued by the Employee Affairs Committee upon which the candidate will receive both the decision and offer of employment.

#### **1. Calculating Salaries:**

The salary of a candidate is determined according to an approved table of salaries based upon provisions issued by the Employee Affairs Committee with regard to appointing employees and grade availability in

the department of hire.

## **2. Obtaining National Security Approval**

## **3. Preparing the Offer of Employment:**

HR undertakes preparation of the offer of employment to the candidate, which clearly states the position title, department/unit to which he/she has been appointed, position grade, salary and other benefits, and entitlements to regular vacation. The candidate is given approximately one week to respond to the offer after which the offer will be considered void.

## **4. Submitting Required Documents for Employment**

HR will request some supporting documents from the candidate through the offer of employment with which a new file for the candidate will be opened.

## **5. Completing the Required Forms**

HR will require the candidate to fill out certain forms before he/she commences work.

## **6. Opening a Bank Account**

1. All newly appointed employees joining the University are required to open a bank account and to provide the account information to the Salaries Section in HR no later than the 15th of each month.
2. If an employee wishes to change his/her account number or change his/her bank account from one bank to another, he/she must visit the HR Department to finalize arrangements upon which he/she will be asked to provide a bank release statement from his/her previous bank and an official letter from the new bank authorized for the direct deposit of his/her monthly salary.

## **Stage Two: Commencing Work at the University**

After the employee has completed the first stage, and has submitted all documents to the HR Department, he/she may commence work in his/her department or unit, which will undertake the following:

1. Informing the HR Department of the employees' commencement date.
2. Arranging office space for the employee and providing him/her with office keys.
3. Introducing the employee to his/her colleagues.
4. Specifying the employees' computer needs and office furniture requirements through the departments concerned.
5. Arranging for a meeting between the employee and his/her direct supervisor so that he/she may obtain all pertinent information regarding the position.
6. Giving the employee an idea about the services available at the University such as transportation, mail services, health insurance, the Traffic Department, and University Security. Information on these matters may be found in this handbook.

## **Stage Three: After Commencing Work at the University**

### **1. Making Arrangements to join the General Pension and Social Security Authority (for UAE nationals only).**

- a. UAE nationals working at the University of Khorfakkan should join the General Pension and Social Security Authority. All new national employees must go to the staff member concerned in HR to sign a form (Commencing Service for the Insured Employee Form).
- b. If any new employee wishes to include years from his/her previous employment, he/she must go to the staff member concerned in HR to make the necessary arrangements for this.
- c. Upon ending service at the University for any reason, and once his/her work release has been completely authorized, a UAE national employee must go to HR to sign the (End of Services for the Insured Employee Form).

### **Electronic Fingerprinting System**

All administrative staff employees at the University from grades two and lower are required to use the electronic finger authorization system to sign in and out and should have their fingerprint documented in the system through the authorized staff member. Any delay in documenting one's fingerprint is considered the employee's sole responsibility.

### **Portal System**

- a. All employees at the University are authorized to enter the Portal System to submit vacation requests, return notices, and overtime hours by doing the following:
- b. Visiting HR to obtain a password.
- c. Inquiring about how to use the system (if needed) by speaking to either the administrative assistant of a particular department or college administrative coordinator, depending on the nature of the question.

### **Submitting Vacation/Leave Requests and Return Notices**

All employees are required to submit vacation requests and return notices before the 15th of each month to prevent their salaries from being withheld by doing the following:

- a. Regular Vacations: An employee should submit his/her vacation request before vacation and present his/her return notice as soon as he/she returns from vacation.
- b. Emergency Vacation or Sick Leave: An employee should submit his/her leave request as soon as he/she returns to work.
- c. Parturition Vacation (Maternity Leave): An employee must submit her vacation request, along with required documentation, no later than a week following the date of the delivery.

In all the above cases, it is incumbent that the department concerned be informed of an employee's absence.

### **Contacting the Department for Human Resources (HR)**

The HR Department is prepared to answer any questions that an employee might have at any time at extension: (807).

### **2.11 Staff Records**

The University of Khorfakkan maintains a record for each professional staff member, including attested academic transcripts of academic preparation, the signed contract, and all documents required by the

Ministry of Labor and Social Affairs in the U.A.E. These records serve as an essential resource for managing employment relationships, ensuring compliance with legal and regulatory obligations, and supporting the professional development of staff members.

### **Authorized access to staff files**

All files and records are kept in safe cabinets in the Human Resources Department and access is limited to authorized personnel. Individually identifiable personal information contained in computerized databases, whether maintained centrally or by colleges, departments or other units, is afforded the same confidential treatment that applies to written records.

The following circumstances identify persons or cases to access personal faculty and staff files:

- People designated by the Chancellor.
- Both active and retired members of the faculty and staff have the right to access their records when given permission by the Chancellor.
- Legal representatives of deceased faculty and staff members shall have the right of access for five (5) years after the death of the individual.
- Personnel records may be disclosed to university officials, and authorized individuals performing work for the University who require the information for the performance of their duties.
- The University may release personnel records in response to a lawful subpoena, warrant, or court order, including disclosure to a government agency.
- The University may disclose information contained in records to protect its legal interest when it believes the actions of an individual violate or have violated his/her conditions of employment or threaten injury to people or property.
- Information may be disclosed if, in the judgment of the designated custodian of HR Records, such disclosure is necessary to protect the health, safety or property of any person.

## **3. Staff Rights and Responsibilities**

### **3.1 Salary, Benefits and Compensation**

#### **3.1.1 Salaries and Wages**

Salaries are determined according to the Table for Salaries as approved by the Supreme President of the University, which includes all special allowances provided to employees at the University of Khorfakkan as per two variant salary tables, one for nationals and one for non-nationals:

The salary table for nationals includes the total salary, social allowance, and children's allowance, with no cap being placed on salaries according to position grade.

The salary table for non-nationals includes the basic salary and housing allowance (55% of the basic salary for a married employee, ranging from a minimum of AED800 to a maximum of AED3500, and 45% of the basic salary for those who are single, ranging from minimum of AED600 to a maximum of AED2750). An allowance for increased cost of living may be up to 10 % of the basic salary, a maximum AED1500.

#### **3.1.2 Salaries and Wages Policy**

Employees at the University are appointed on either unlimited or temporary contracts (fixed compensation or daily wages).

The benefits applying to employees on unlimited contracts differ from those of employees on temporary contracts. Employees on unlimited contracts receive all benefits provided by the University including education for children, air tickets and health insurance, while employees on temporary contracts receive benefits as agreed upon between the two parties (the University of Khorfakkan and the employee) and may not claim the benefits provided on an unlimited contract. Please note that all allowances found in the Table of Salaries fall under the regulations of the University and are overseen by the Department for Human Resources in terms of entitlements. For questions or clarifications regarding the Table of Salaries, employees are encouraged to visit the HR Department.

### **3.1.3 Benefits**

#### **Educational Fees for Children**

School tuition for children includes tuition for elementary school through high school and university tuition at the University of Khorfakkan as follows:

#### **First: Education for Children**

1. The University shall cover the cost of annual tuition fees for children of administrative staff enrolled in primary school (KG1) through high school inside the country in the amount of at most (AED15,000) for one child and at most (AED30,000) for three children in accordance with the benefits table and the tables approved by the University Administration.
2. The payment of these fees and tuition fees shall be paid against original receipts or invoices.

#### **Second: Education for Children at the University of Khorfakkan**

3. The University of Khorfakkan carries the educational fees for up to two children for all national and non-national employees at the University according to the approved provisions in this regard.

#### **Health Insurance**

1. The University provides suitable medical care to its employees through contracts with insurance companies and provides health insurance for: All employees, wives of male employees, and up to three dependent children residing with them in the UAE; female employees who can prove their husband's inability to work; divorced females; and widows responsible for supporting their children.
2. Also found at the University are two dental clinics in the Department of Medical Services at the University, where dental treatment is available in exchange for nominal fees.

#### **Incentives/Bonuses**

In order to motivate employees who are excelling in their performance, the University may grant an employee receiving 'excellent' in his/her performance reports for two consecutive years an incentive raise/bonus within the range of his/her regular allowance and the limits of his/her grade according to

provisions in effect.

## **General Vacation Policy**

### **Annual Vacation:**

1. An employee may elect to take his/her vacation once accrued or may postpone his/her annual vacation in part or in whole (should his/her job necessitate remaining at work) to the following year provided that his/her accumulated vacation time does not exceed what he/she is entitled to over a two-year period.
2. If an employee does not return to work immediately once his/her vacation has ended, his/her salary will be suspended beginning on the first day following the end of his/her vacation.

### **Types of Vacations:**

Employees at the University of Khorfakkan are entitled to various types of vacations, some paid and some unpaid according to the table below:

<b>Type of Vacation</b>	<b>Paid/Unpaid</b>
Annual Vacation	Paid
Sick Leave	Paid
Parturition Vacation (Maternity Leave)	Paid
Emergency Leave (up to seven days maximum together or separate)	Paid
Demise Leave for first degree relatives (up to seven days maximum)	Paid
Hajj Vacation	Paid
Special Vacation (Escorting/accompanying someone – special circumstances or sick)	Unpaid
Unpaid Vacation	Unpaid

### **Arranging Vacation and Return Notices**

1. The University of Khorfakkan provides an electronic system to employees, which allows them to submit their annual vacation times and return notices once approved by their College Dean or Department Director.
2. As for sick leave and other types of leaves, an employee is required to submit his/her leave request and return notice immediately upon return from his/her sick/emergency leave or within a maximum of one-week. Otherwise, leave will be considered as part of the annual vacation period.

3. The Department for Human Resources provides all such documents, which may be filled out by hand and sent to the HR Department.

### **Salary Payment Policy**

1. Employees' salaries are paid according to contract (unlimited or temporary), and the specifics of each employee as determined by HR and approved by the Vice Chancellor for Financial and Administrative Affairs and the Director of HR, before being forwarded to the Finance Department for payment.
2. If an employee begins work after the beginning of the month, or if his/her services end before the end of the month, his/her salary will be calculated by the proportion of the number of days of work (including official holidays and weekends) to the total number of days in that month.
3. All employees' salaries will be transferred to their bank accounts through the bank affiliated with the University of Khorfakkan whenever possible.
4. The Salaries Section in HR will provide employees with a salary breakdown and notify them of any deductions (if applicable).

In applying the salaries payment policy, HR may enter and update the employees' personal database as related to monthly salaries, allowances, and entitled benefits according to the HR Department system. Likewise, employees are asked to present an annual statement indicating any change in their social status. If this information proves incorrect, the employee may be suspended and subject to investigation.

### **Overtime**

The workweek at the University of Khorfakkan starts at 7:30 AM on Monday and ends at 5:00 PM the following Sunday. Overtime work is defined as work over 40 hours during this seven-day period.

University policy requires that overtime work be approved in advance by the dean or director, except in emergencies where prior approval is not possible.

Supervisors are responsible for determining and assigning work schedules. Work outside of approved schedules should not be allowed, unless approval is obtained, or an emergency exists. Any time worked must be compensated if it is known by the supervisor and is suffered or permitted to happen.

Where it appears that an employee may exceed in a workweek the 40 hours allowed, time off may be provided in the same workweek in order to keep the total hours worked to 40 or less.

It is not allowed that overtime earned in one pay period be carried over and compensated in a later pay period. Time worked must be compensated on a current up-to-date basis.

This plan allows that when overtime is worked in one week of a pay period, it may be compensated for by time off in another week at one half rate, if both weeks are in the same pay period. For example, an employee who works 44 hours per week could be required to work only 34 hours in the other week and receive regular pay for the pay period, if both weeks are in the same pay period. This plan cannot be extended beyond the pay period.

The overtime of the employees, other than members of the teaching staff, shall be calculated and paid as follows:

- The Employee shall be indemnified in consideration of such overtime, at such rate equal to the wage of an hour of his/her amended salary. The number of additional working hours during the ordinary working days shall be calculated at the maximum rate of two working hours per day. During the weekend, the actual working hours shall be calculated at the rate of 4 working hours' maximum.
- If the employee works during an official holiday, the Employee shall be compensated for the overtime at the rate of double the adjusted salary for the actual working hours, at the rate of 4 hours per day maximum. If the actual working hours of the Employee are less than two hours, they shall be considered as two actual working hours.
- In coordination with the heads of organizational units, the additional working hours may be used as paid leave. This is to be added to employee annual leave.
- The wage of the additional Work may not exceed the total salary for two months per one Year.

### **3.1.4 Demise Policy**

#### **Demise vacation**

According to the UKF regulation:

- a. A Muslim female employee whose husband passes away is eligible to take a fully paid leave for the period of four (4) months and (10) days from the date of her husband's death.
- b. Employees are entitled to a leave of mourning for the period of three (3) consecutive days in the event of the death of a spouse or the death of one of the following relatives (parents, children, brothers and sisters), provided that a death certificate is presented.
- c. The corpse companion from the University is given a seven-day paid vacation in case the corpse is to be dispatched abroad.
- d. The corpse companion from the University is given a two-way ticket in addition to 1500 AED as travel expenses.
- e. The family of the deceased shall be entitled to the following (unless the deceased otherwise wills):
  1. The total salary of the month in which death occurs
  2. The total salaries of the following three months

## **3.2 Staff Responsibilities**

Whenever an employee joins any administrative department at the University, the department concerned provides the employee with a job description, whereupon his/her immediate supervisor will review it with him/her. The responsibilities of an administrative employee at the University include:

1. Performing all duties and responsibilities as assigned by his/her immediate supervisor.
2. Adhering to the by-laws and regulations in effect at the University.
3. Adhering to the official work hours of the University and not leaving work early without first obtaining permission.
4. Exercising confidentiality and not disclosing information or data he/she is made privy to as a part of the job.
5. Not accepting paid or unpaid work during official work hours or outside work hours without taking permission beforehand from the department concerned at the University.
6. Respecting the laws of the University as an educational academic institution and therefore not committing dishonorable acts and respecting the duties of his/her job.
7. Not asking for or accepting him/herself or others any gift, advantage or promise in exchange

- for performing his/her duties.
8. Not keeping any official document or papers for him/herself, any official work document or paper even if such are a part of his/her assigned duties.

### **Attendance and Work Hours**

1. Official work hours at the University are flexible time in and out system from 7:30 a.m. until 5:00 p.m. from Monday through Thursday, with weekends falling on Fridays, Saturdays and Sunday. The actual hours of work per day are eight (8) hours (40 hours weekly). The HR Department may determine other work hours for employees whose nature of work so does require.
2. An employee joining the University must adhere to the attendance system, approved and in place, for arrival to and departure from work.
3. If an employee is late for work daily, more than three days out of a month, he/she will be notified as a warning. If he/she continues to be late, this time will be deducted from his/her monthly salary.
4. If an employee stops coming to work for a period exceeding 20 days consecutively or 30 days separately, he/she will be considered as having resigned from work. HR will be responsible for taking the necessary measures to end his/her services.

## **4. Staff Development**

The University of Khorfakkan recognizes the value of its staff as an important asset in the community, and it encourages them to develop and consider University job opportunities as part of their personal and career advancement. The UKF offers a wide range of services to help administrative, and management develop managerial staff and professional skills to enhance individual and organizational success. These opportunities range from professional development to supervisory training, software and computer systems courses and leadership development that can help University staff reach their potential and goals.

### **4.1 Performance Reports and Appraisal**

Based on the Performance Reports Regulation:

1. Employees shall be evaluated annually through the administrative performance system approved by the University Administration, which begins by the employee setting his/her own objectives (performance indicators), in cooperation with his/her direct supervisor. The objectives shall be evaluated at the end of the performance cycle, and the evaluation shall be connected to the annual increment.
2. The annual evaluation shall be according to the rating scale determined by the Finance Committee.

### **4.2 Procedures for supervision of staff**

- 4.2.1 Human Resource Department is activating annually the regular performance appraisal procedures for all the University employees.
- 4.2.2 The appraisal form should be filled in by the direct manager and employee.
- 4.2.3 The direct manager is responsible for evaluating the employee and provides evidence of his/her performance.
- 4.2.4 HR provides fingerprint machine and a professional system at the entrance gate to control and monitoring employee attendees.
- 4.2.5 Any delay or absence will be recorded in the system for accountability issues.
- 4.2.6 The frequency and duration of supervision sessions will be dependent on the nature of the staff member's role and responsibilities.
- 4.2.7 The work standards expected are clearly stated and agreed and related to the relevant Human Resource Department at the Government of Sharjah and UKF By-laws.
- 4.2.8 Training and development opportunities for staff are identified, facilitated and evaluated.
- 4.2.9 A supervision monitoring form is maintained and made available for inspection and audit by the Executive Director.

### **4.3 Disciplinary Measures**

1. The disciplinary measures that may be taken against an employee member include:
  - a. Warning.
  - b. Reprimand.
  - c. Reprimand with a one-year suspension of annual increment, or a reprimand with a one-year suspension of promotion to a higher rank.
  - d. Reprimand with partial or total suspension of payment of salary for a period not exceeding six months.
  - e. Termination of contract, but with full rights to salaries and indemnities.

- f. Termination of contract with partial or total withholding of salaries and indemnities.
2. Disciplinary actions cited in items (1) above are issued in the following manner:
  - a. The director of a department may issue the penalty for a warning, but the staff member may appeal to the HR and Staff Affairs Committee within seven days of being notified of the penalty.
  - b. HR may impose the penalties in successive order: (a), (b) and (c) of the item (1) above.
  - c. The Staff Affairs Committee may issue any penalty mentioned in item (1) above.
3. Decisions by the Staff Affairs Committee shall be considered final. Grievances against the decisions of the Staff Affairs Committee may be directed to the Vice Chancellor for financial and administrative affairs within two weeks of notification. The Vice chancellor's decision on the matter shall be final and not subject to appeal elsewhere.
4. The case under investigation shall not be rendered void if the staff member being investigated submits his/her resignation.
5. The disciplinary measures taken against a staff member have no bearing on any criminal or civil proceedings connected with the same event that led to them.

#### **4.4 Raises and Allowances - In-Kind Advantages**

The employee is entitled to the regular raise specified for his/her grade as per the table enclosed with these by-laws. This raise, however, is due only after the passage of one year on the employee's appointment, subject to a decision issued by the Chancellor, or whomever he may deputize, upon recommendation from the Committee.

The employee who is reported to have Excellent Performance may be given additional, incentive raise/bonus within the category of his/her regular raise and grade. An employee, however, shall not have more than one bonus in two years, as per the following rules:

- An employee shall not have this incentive raise more than once per annum.
- This incentive raise is paid to the employee by the date of its approval by the Chancellor, upon the Committee's recommendations.
- An incentive raise is paid in each department with an average not more than 10% of employees receiving this raise.

The Human Resources Department will prepare lists with the names of employees deserving the regular or incentive raises and put them before the Committee prior to the due date.

Some employees with specialized qualifications may be granted an allowance called (Rareness Allowance) equal to 20 % of the basic salary. This is made by a decision from the Chancellor, upon recommendation from the Director of the competent department and the Committee as well.

### **5. Code of Conduct**

All UKF employees are required to conform to professional standards of conduct. Professional standards of conduct presume that employees will not engage in conduct contrary to the interests of the University or that interfere improperly with the rights of other people, their property, or the property of the University. Failure to adhere to professional standards of conduct or engaging in unacceptable behavior may be subject to disciplinary action, including discharge. Unacceptable employee conduct may include, but is not limited to:

- Unauthorized access, use, or release of confidential data.
- 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.

- Illegal use, possession, or sale of controlled substances.
- Violent behavior in any form, including threats.
- Theft of University property, including data or intellectual property.
- Harassing behavior of any kind toward staff, faculty, students, applicants, visitors, or other persons having official business at the University.
- Misrepresentation or falsification of university documents or information provided to the University.
- Inappropriate or unauthorized use of the University's computing resources.

## **Use of University Systems, Resources and Information**

University employees are provided with the necessary resources to efficiently and effectively perform their job duties. The University expects employees to utilize these resources, responsibly, for university-related purposes, and indirect support of the institution. The UKFIT Resources Policies Manual provides valuable guidelines associated with using a university computer, computer system, or other types of resources. Any use of university communication resources in conflict with the values of the University is unacceptable. It is the responsibility of all UKF employees to respect the highest level of privacy for their colleagues and other members of the University community.

### **Copyright Policy**

The UKF employees are required to comply with the general provisions of copyright laws, which prohibit any form of illegal reproduction of copyrighted material. Supervisory personnel must ensure that every employee under their supervision who has occasion to either reproduce copyrighted material or order its reproduction is familiar with and abides by the copyright guidelines set by the University.

## **6. Conflict of Interest**

The University of Khorfakkan expects its employees to adhere to the ethical standards toward the University's policy so that it might realize its mission. Employees are required to uphold the job values entrusted in him/her, which includes not disclosing confidential matters or documents he/she may be privileged to due to the nature of his/her work and equally respecting superiors and colleagues at university.

Concerning conflict of interest, it is strictly forbidden for an employee at the University to accept work for his/her own benefit or to act as a go between for jobs or contracts at the University. To ensure that this does not occur, the University has the employee sign an agreement regarding conflict of interest when he/she is appointed to the University.

## **7. Staff Evaluation**

### **7.1 Measures to Evaluate Employees**

All administrators and support staff will receive a written performance evaluation from their immediate

supervisors in coordination with the Human Resources Department at least once a year. A department may select to use the University’s standardized performance evaluation system or utilize their own performance review process if the performance review form and procedures have been reviewed and approved by Human Resources. The supervisor evaluates performance in terms of achievement of standards and objectives related to job responsibilities. A written performance evaluation form will be completed for each employee and on file prior to the approval of the annual salary review recommendations and contract renewals. Written performance evaluation forms will be maintained in the employee’s University personnel file.

## 7.2 Evaluation Scores and Distribution

Competence is scored according to the following scale:

Weak	Satisfactory	Good	Very Good	Excellent
1-50	51-70	71-80	81-90	91-100

## 8. Staff Disciplinary and Grievance

### 8.1 Staff Disciplinary Measures

1. Without prejudice against civil criminal responsibility (when necessary), employees violating the duties stipulated in these by-laws, or breaking the rules while doing their duties, shall be punished according to the disciplinary measures.
2. Disciplinary Council
  - a. A disciplinary Council is formed by a decision from the Chancellor, or whomever he may deputize. The Council will be chaired by the Vice-Chancellor, with the membership of two of the faculty members one of them shall be from the College of Law, and two of the Directors of Departments. The members’ grades shall not be lower than the grade of the employee presenting before the Council.
  - b. The Councils meeting shall not be considered legal unless two thirds of the members attend the meeting. Decisions are issued with a majority of votes.
3. Competent authorities may suspend the employee from work, as a precautionary action, if the investigation welfare requires so. This suspension shall not be for more than three months, and this period shall only be extended by a decision from the competent Disciplinary Council. Once the employee is suspended, half his/her salary will be deducted starting from the date of suspension. This matter shall be put before the Disciplinary Council immediately within one month of notifying the council of it, otherwise the employee will be paid full salary. In case the employee is found innocent, or is punished by a warning or notice, or the investigation is closed, the deducted salary will be paid back. In case the employee is punished by a stronger penalty, the punishing authority will decide on the deducted amount of the salary.
4. If an employee is imprisoned in a verdict, he/she will be considered suspended from his/her work and will be deprived of his/her total salary as long as he/she is in custody. If the employee is/proved to be innocent or has spent the time of his/her sentence, his/her situation is put before the Chancellor to decide what he deems fit about the employee’s salary and disciplinary responsibility. If the employee is not found liable for what happened, he/she will be paid the amounts deducted from his/her salary.
5. Disciplinary Penalties

Disciplinary Penalties imposed on employees and varied according to grades, as follows:

**First: Penalties for employees in grades 9 & 8 are:**

- a. Written Warning.
- b. Notice
- c. Unpaid Suspension from work for a period not more than three months.
- d. Expulsion from service, along with reserving the right to receive salary or compensation, or deprivation of a maximum of a quarter of any of them.

**Second: Penalties on employees in grades 7 and below:**

- a. Written warning.
- b. Notice.
- c. Deduction of salary with a maximum of two months per annum in a maximum of a quarter of the salary. Deprivation of the regular raise (annual raise).
- d. Half-salary suspension from work for a period of not more than three months, or lowering salary within the grade's limits, or demotion, or both.
- e. Expulsion from service, along with reserving the right to receive salary compensation, or deprivation of a maximum of quarter of any of them.

**6. Penalties Implementation**

- a. Penalties stipulated in the Clause (First) of the previous Article will be imposed as follows:

- 1. By a decision from the Vice-Chancellor for penalties mentioned in sub-clauses (a, b, c).
- 2. By a decision from the Disciplinary Council for the expulsion from service.

- b. Penalties stipulated in Clause (Second) of the previous Article will be imposed as follows:

- 1. By a decision from the Vice-Chancellor for penalties mentioned in sub-clauses (a, b, c, d, e, f).
- 2. By a decision from the Director of Department for penalties mentioned in sub-clauses (a, b, d).
- 3. By a decision from the Disciplinary Council for all penalties mentioned in this Clause for employees in grades from (2) and above.

**7. Investigation Committee**

- a. An investigation committee shall be formed by the decision of the Chancellor and shall be reformed annually.
- b. An investigation committee may call upon whomever it views appropriate to complete procedures and measures regarding the cases forwarded to it.
- c. The decision to refer an employee to the Disciplinary Council shall be issued by the Chancellor, based upon the recommendations of an investigative committee, and shall include a statement of facts, together with supporting documents, and the accusations leveraged against him/her.
- d. The employee shall be informed of the referral decision and the date of the council session. The employee may defend him/herself and be heard before an investigative committee and the Disciplinary Council.

8. The Disciplinary Council shall, while deciding on one of the punishments mentioned in these by-laws, observe the proportionality between the punishment and the violation committed. It is not allowed also to impose two penalties on the same violation.

9. The Disciplinary Councils decisions shall be issued with statement of its reasons and causes. These reasons and causes shall be extracted from the data presented in the investigations and shall be based on the enforced rules and laws. Delivery of decisions will be made in the session set for that purpose and the employee will be notified of the decision in writing within two weeks of its issue.

10. For disciplinary decisions issued by the Chancellor, employees in grades (6) and above may complain to the

President or his designee. For other grades, complaints will be submitted to the Chancellor. Complaints should be submitted within ten days after the employee is notified in writing of the decision. The complaint is considered accepted if it is not decided on within 30 days after it is submitted. On the other hand, if the employee does not submit a complaint within the set period, the decision will be considered final.

11. In case the employee is suspended from work, for investigation purposes or because of being under protective custody, or submitted to disciplinary investigation, he/she will retain his/her right to promotion if this promotion is due during the period of suspension or investigation. Here, if the employee is proved innocent or punished with a penalty not more than deducting from a five-day salary, promotion will be retrieved. But if the penalty is stronger, the employee will be deprived of the promotion for one year of the date of its due date.
12. Employee resignation shall not be a reason for not proceeding in the procedures of disciplinary action. It is prohibited, however, to approve an employee's resignation when he/she is put before the Disciplinary Council.
13. Disciplinary action or investigation shall not be valid after the passage of three years of violation commitment. The same applies to the cases of the demise of the employee or the passage of three years at the end of his/her services with the university.
14. In case an employee is being charged with a capital offense, or dishonesty or breach of trust crime, he/she shall not be promoted. Still, the employee will retain his/her right to promotion if the promotion is due during the time of trial. In case the employee is found not guilty, his/her promotion will be reactivated as of its due date.
15. Disciplinary actions
  - a. Disciplinary actions imposed on employees will be cancelled by the passage of the following periods:
    1. Six months for cases of warning, blame, notice, and deduction of salary for no more than five days.
    2. One year for cases of deduction of salary for more than five days.
    3. Two years for cases of deprivation of regular raise.
  - b. The cancellation will be by a decision from the Chancellor if it is proved by reports that the employee's conduct and performance were satisfactory since the date of imposing the penalty. The cancellation of the penalty will revoke it, for future considerations. In this case the employee will be entitled to all due rights and compensations, and the penalty documents will be removed from his/her folder.

#### **b. Staff Grievance Measures**

Should an employee feel that he/she has been treated unfairly or that a decision taken against him/her is unfair, he/she may present grievance to the Chancellor. According to the University By-Laws, grievance will be considered in his/her favor if no decision is taken within 30 days from the date upon which the grievance was submitted.

#### **Administrative Measures for Dealing with Grievances:**

If the decision on a grievance matter is issued from the Disciplinary Council or from a special committee formed for investigation, the decision will be referred to the Chancellor for review. The Chancellor has the right to mitigate any decision issued against the employee. If the grievance presented from the employee is as a result of mistreatment or disrespect, the grievance will be referred to the Chancellor to form a committee to investigate the grievance in question, which will in turn forward its recommendation to the Chancellor. If the grievance is due to an employee's evaluation results, the grievance will be forwarded to the Staff Affairs Committee (SAC) to take a decision in this regard.

#### **c. Nepotism and Employment of Relatives Prohibited Situations of Relatives Employment**

The University of Khorfakkan applies an equal opportunity employment policy based on competence and merit and does not discriminate in favor of or in opposition to the employment of relatives. (*not to appear as a discriminatory employer*). Nevertheless, employment of relatives in some cases may result in conflicts of interest and claims of favoritism and partiality in treatment. Therefore, the University of Khorfakkan's Employment of Relatives policy specifically prohibits the appointment of relatives in the following situations:

1. When a relative is the director or indirect line manager of a relative (in some cases, indirect authority can influence the direct manager in favor of the employee)
2. When a relative is responsible for / or able to influence decisions related – but not limited to: recruitment, compensation, performance assessment, promotion, increments, disciplinary procedures and termination
3. When a relative may be placed in circumstances of actual or reasonably foreseeable conflict between the interests of the University and their interests
4. When a relative's authority may result in favoritism, undue influence or breach of confidentiality

### **Disclosure of Relationships and Conflict of Interest**

1. Prospective employees must disclose information relevant to relatives employed by the University during the recruitment process when requested, as well as complete the Employment of Relatives Disclosure Form.
2. Current employees must:
  - 2.1 Disclose existing relationships, if any, within fourteen days (14) of the effective date of the Employment of Relatives Policy
  - 2.2 Disclose information relevant to relatives employed by the University when requested
  - 2.3 Disclose information relevant to relatives employed by the University when new relationships (by blood or marriage) are created or modified
  - 2.4 Declare cases of noncompliance with the Employment of Relatives Policy as a result of transfer, promotion or reorganization
  - 2.5 Notify the Human Resources Department if a Relative is a candidate for employment at the University
3. Employees must complete the Employment of Relatives Disclosure Form in September of every year to report changes in relationships

### **Management of Situations of Conflict**

1. The University reserves the right to reject a job candidate who is a relative of a university's employee if any of the situations listed under clause 1 applies.
2. If any of the situations listed under clause 1 applies to current employees, a report describing the conflict should be developed by the line manager together with a mitigation plan and submitted to the Human Resources Department for review. Decisions to address the conflict will be made by the management.
3. If decisions related to transfer, promotion or reorganization may place an employee in any of the situations listed under clause 1, a report documenting potential conflict and mitigation plans should be developed by the line manager and submitted to the Human Resources Department for review. Decisions to address the conflict will be made by the management.
4. The University reserves the right to reject a transfer request by an employee if the transfer will result in any of the situations listed under clause 1.
5. When a change in marital status or personal relationship results in any of the situations listed under

clause 1, the University will make every reasonable effort to transfer one of the employees to a position which will permit their continued employment. Such a transfer must be arranged within a period of 30 days. Delete: after which one or the other of the related employees may be terminated if such a transfer has not taken place. Termination should not be the first report, a conflict management report should be developed and submitted for approval, if not convincing, termination can be decided by management.

6. The decision as to which employee will be transferred will be at the sole discretion of the University but will take into account the wishes of the employees involved, to an extent feasible. If, however, a mutually satisfactory decision cannot be made, the University reserves the right to determine which employee is subject to transfer delete or termination based on business needs. If a transfer is not feasible, the University reserves the right to terminate the employment of one of the related employees.
7. Any exception to the provision of the Employment of Relatives Policy shall be approved by the Board of Trustees upon the written recommendation of the Chancellor.

### **Policy Violation**

Failure to comply with the Employment of Relatives Policy is subject to disciplinary action, up to termination of employment. For more details about this policy see UKF policies and procedures policy number: HR-ER-20.

## **9. Safety**

### **Employee Health and Safety**

Just as the University provides health insurance for an employee and his wife and up to three dependent children residing with him in the UAE, in addition the University provides a healthy environment including a spacious atmosphere, excellent ventilation, pest control and special facilities for those with special needs.

### **Fire Protection**

The University utilizes sensor equipment as a safety means to protect against fire throughout the University. This equipment is inspected and updated regularly. Likewise, practice drills and training sessions are performed regularly to test the equipment's efficiency against fires.

### **Employee Respect**

The University fosters an environment of cooperation between all employees, both academic and administrative. Violation of the University By-Laws is unacceptable and those who do so may be made subject to investigation and/or any other appropriate measures.

## **10. Staff Communication and Representation**

### **10.1 Role of Staff in Governance**

One of University of Khorfakkan aim is to provide a positive productive environment and deliver a high-quality work environment for employee and staff. UKF was adopted a framework for continuous development and enhancement of the quality of all University activities. In order to achieve this, we

consider our staff and employees' feedback a very important indicator of the current quality of UKF activities. UKF believe that success and excellence reached by involving all beneficiaries. Staff can be involved and affect decision making via staff affair committee and staff satisfaction survey

## **10.2 Staff Affairs Committee**

The main duties for this committee to:

1. Develop plans and programs focused on positive principles and values that promote the spirit of fellowship among members of the University of Khorfakkan community based upon the vision of His Highness, Chancellor of the University, for the University to be a renowned and globally distinct academic research institution in all areas, including social and humanitarian aspects.
2. Develop human resources at the University and deepen the bonds of collegiality between administrative staff members.
3. Encourage the participation of administrative staff members at various events and occasions.
4. Develop the regulations and by-laws and reduce and conserve operating costs.
5. Achieve the maximum benefit from governmental services.
6. Increase the use of the latest technologies.
7. Study and identify the training needs of staff at the University.
8. Propose plans and organize social and recreational programs.
9. Conduct research on issues related to aspects of administrative development.
10. Review applicable by-laws and present suggestions for developing them.
11. Simplify work procedures.
12. Establish databases to help the University Administration carry out its tasks.
13. Open the door for discussions and consultations, especially on the administrative status of staff members.
14. Oversee the organization of annual meetings between staff members.
15. Develop programs to show appreciation, honor and grant incentive awards to administrative staff members.
16. Considering the HR needs of all University departments.
17. Conducting job interviews for all departments in terms of human resources.
18. Reviewing application for the promotion of employees.
19. Discuss all the views and ideas produced by staff and employees.

## **10.3 Staff Satisfaction Survey**

This survey is used to collect feedback from staff on their perception of the experience that they are having at the University of Khorfakkan. This is an e-survey and collected annually. It measures how satisfied they are with the University environment, facilities and services. All the feedback is valuable and affects the decision making in the UKF for continuous enhancement and sustainable running.

## **10.4 Communication by Email**

1. The University provides email services to all employees as soon as they are appointed to facilitate communication and the transfer of documents by internet.
2. The intranet is also provided to all employees to facilitate accessing the latest news, issues and

discussions on the intranet.

### **10.5 Suggestions and Recommendations**

1. The University gives employees the opportunity to offer suggestions and recommendations by e-mail to the Office of the Vice Chancellor for Financial and Administrative Affairs.
2. The University conducts regular job surveys and questionnaires in order to solicit employee suggestions and recommendations.

### **10.6 Collegiality**

1. Collegiality between colleagues is viewed as one of the University's top priorities and is encouraged through teamwork and joint committees so that colleagues may communicate with one another in a way that encourages the employee to help himself and gives him/her the sense of fully participating at the University.
2. All colleges and departments at the University hold end-of-the-year celebrations through small parties at the departmental level to honor employees whose services end at the University.
3. The Chancellor meets with administrative employees on an annual basis and views these meetings as a chance to exchange constructive ideas.

## **11. Staff Services and Facilities**

### **11.1 Human Resources Department**

The Department of Human Resources (HR) at the University of Khorfakkan deals with faculty and administrative staff affairs. This is achieved through the application of procedures which contribute to the attainment of the University's objectives and the implementation of university policies.

HR provides the University's various units and departments with qualified faculty and staff and works to create a positive work environment through facilitating all procedures associated with services provided by the University to its employees.

### **11.2 Financial Department**

The Finance Department is aiming to implement all tasks related to the University and in accordance with the rules, regulations and financial policies in this regard.

The Finance Department consists of the following sections:

1. **General Accounts Section**

All work related to accounting is completed through this section, including general accounts, distributors' accounts, treasury and bank accounts and preparing the annual draft budget for the University and following up on its implementation after it has been approved by the Higher Administration. Implementation of the budget is followed at the various college and departmental levels to ensure optimal performance in carrying out the University's financial plan for its approved budget.

2. **Revenues Accounts Section**

All accounting work related to student accounts is performed by this section, including student scholarship accounts.

### **11.3 Facilities Management and Planning Department**

The University of Khorfakkan Facilities Management and Planning Department is a service provider. Its purpose is to provide UKF with the best quality physical environment and services for teaching, learning, research and the community. The Facilities Management and Planning Department operates and maintains the University campus to help the University fulfill its teaching, research and community service responsibilities.

### **11.4 Information Technology Center**

The mission of the Information Technology Center is to provide the latest technological infrastructure for university administration and academic activities. This includes the provision of networks, inter-university links, and appropriate hardware and software for both administrative and academic needs. The Information Technology Center also ensures that the technological infrastructure is used effectively. For this purpose, among others, the Center assumes a significant role in user support and training.

### **11.5 Public Relations and Media Department**

The Department of Public Relations and Media endeavors to initiate mutual understanding between all members of the University community and between the University of Khorfakkan and other external cultural, economic and social institutes to enhance the University's standing and its capabilities.

### **11.6 Sport Facilities**

The Department of Sports Activities organizes and supervises the implementation of various sports programs, activities and tournaments. In addition, the department organizes programs to train and prepare sports teams for tournaments inside and outside the university. It develops sports programs to promote students' hobbies and interests in sports. The department executes many training courses for faculty, staff, and their children, as well as for students in swimming, karate and fitness under the supervision of a group of trained professional coaches.

The Department maintains sports facilities and coordinates the use of machines, tools and sports equipment available in the department.

The Department aims to give an opportunity for the largest possible number of students and staff at the University to engage in sports and enjoy other recreational activities in their leisure time. It also aims at developing the mental and intellectual abilities of the students and polishing their leadership skills. Furthermore, it aims at developing students' skills and special talents to reach a higher standard in athletic activities. The sports complex does its best to develop a spirit of teamwork among students and to create an atmosphere of friendship among students and faculty.

Experienced and highly qualified coaches supervise the Department of Sports Activities.

## **11.7 Food Services**

The University of Khorfakkan provides modern restaurants for its community members where meals are served at reasonable prices. They remain open until evening.

## Appendix: Contact Details

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## Modification History

SUMMARY OF CHANGE (& SECTION)	DATE
The Handbook has been fully revised to ensure its accuracy and compliance with the newly approved policies.	December 2025