



Administrative Staff Handbook

2018-2019

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1. About the University

1.1 Overview

The University of Sharjah was established as a non-profit institution for higher education in October 1997 by His Highness Sheikh Dr. Sultan Bin Mohammed Al Qassimi, Member of the Supreme Council, Ruler of Sharjah and Supreme President of the University, as the first university in the Emirate of Sharjah. In less than 10 years, the University has achieved academic accreditation for most of its programs at the bachelor's and master's levels.

The University of Sharjah aims at becoming an institution of higher education utilizing the most modern educational means and curriculum. The student is the University's number one priority. The University endeavors to have students reach their highest potential through strengthening interaction between students, urging them to work hard, and instilling in them the desire to develop their own personal and cognitive skills so that they may become active members of the society. The University is conscious of its leading role in the society-at-large. Hence, it seeks to create an atmosphere conducive to developing its students' intellectual capabilities driven by scientific and logical reasoning.

The University is comprised of 14 colleges, which offer diverse academic programs of study at the diploma, bachelor's and master's levels. The student population at the University has currently exceeded 15000 with a faculty of 610.

The University's architecture is of an Islamic design and houses study halls, laboratories, libraries, computer labs, theatres, clubs, and other administrative facilities. There are also separate residential areas for male and female students and the faculty.

The University has opened a complex for the Colleges of Medicine and Health Sciences, which includes the Colleges of Medicine, Dentistry and Pharmacy, medical research laboratories, and the Medical Sciences Library, in addition to other facilities. Moreover, a comprehensive medical teaching hospital was established to facilitate teaching in the fields of Medicine and Health Sciences. The University's network has been designed according to international specifications with an internal network server and international internet connections, offering the possibility of internet conferencing and seminars.

1.2 Vision

The University of Sharjah is recognized among the reputable and comprehensive universities around the world for its excellence in teaching and learning, research, and sustainable academic programs that provide quality services to the community and contribute to the well-being of society.

1.3 Mission

The University of Sharjah fosters a culture of critical inquiry in a diverse learning environment which leads to the discovery, creation, and dissemination of knowledge. The University is committed to providing its students with an education and life-long learning experience of the highest quality through the provision of a comprehensive platform of excellent academic and professional programs, promoting creativity, innovation in research and scholarship, and enhancing the personal, social, academic, and career development of all students. The university serves the socio-cultural and economic needs of the community and the society in the UAE and beyond.

1.4 Goals

The goals and objectives of the University of Sharjah include:

1. Advance scientific research and scholarship at UOS to an international level
2. Develop the necessary infrastructure needed for research
3. Expand graduate studies programs to establish more relevant specialties and higher degrees with international quality
4. Promote excellence in teaching, with state of the art infrastructure, through enhancing learning for all academic programs, including extra-curricular activities
5. Recruit and retain talented and diverse students, scholars and staff and create the proper environment that nurtures innovation, creativity, and the pursuit of knowledge
6. Promote the personal, social, academic and career growth of all students in a proactive manner to prepare and qualify them to be leaders in their chosen careers and professions
7. Forge strategic partnerships with the local community, including the public service industry in order to be responsive to the socio-economic needs of the community through dedicated applied research
8. Contribute to the socio-cultural, scientific and economic progress of society through social responsiveness and effective engagement
9. Leverage relationships with alumni to advance the University's mission
10. Develop effective and efficient academic and administrative processes that promote and support excellence in teaching, research and service to the community

1.5 Core Values

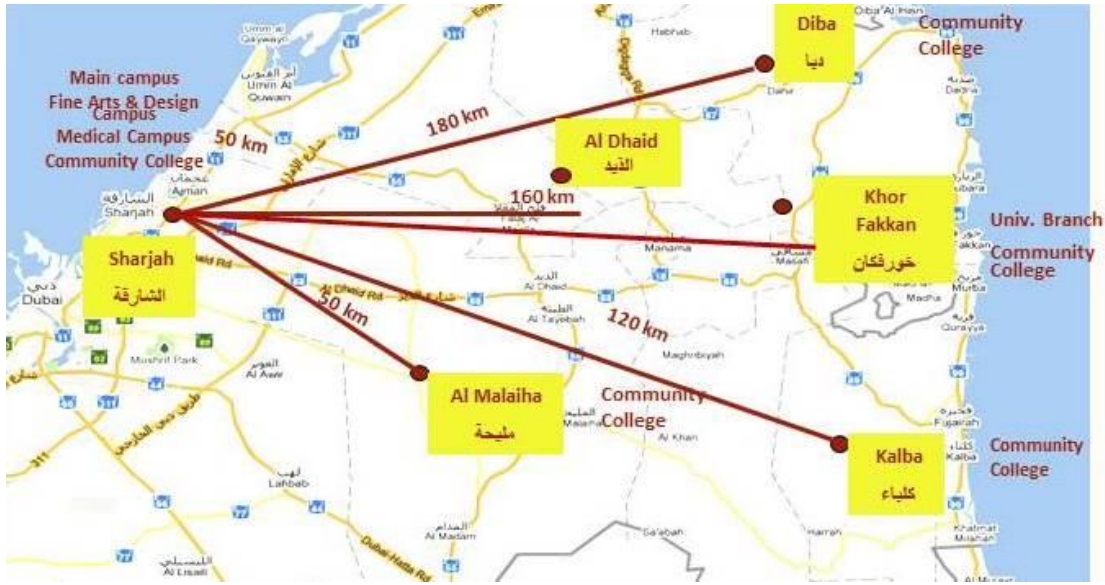
The University of Sharjah endeavors to achieve its mission through the following set of core values which define its character and culture:

1. Ethical and Civic Responsibility in accordance with progressive Arab and Islamic ideals
2. Highest standards of integrity, transparency and accountability
3. Mutual respect, fairness and collegiality among all

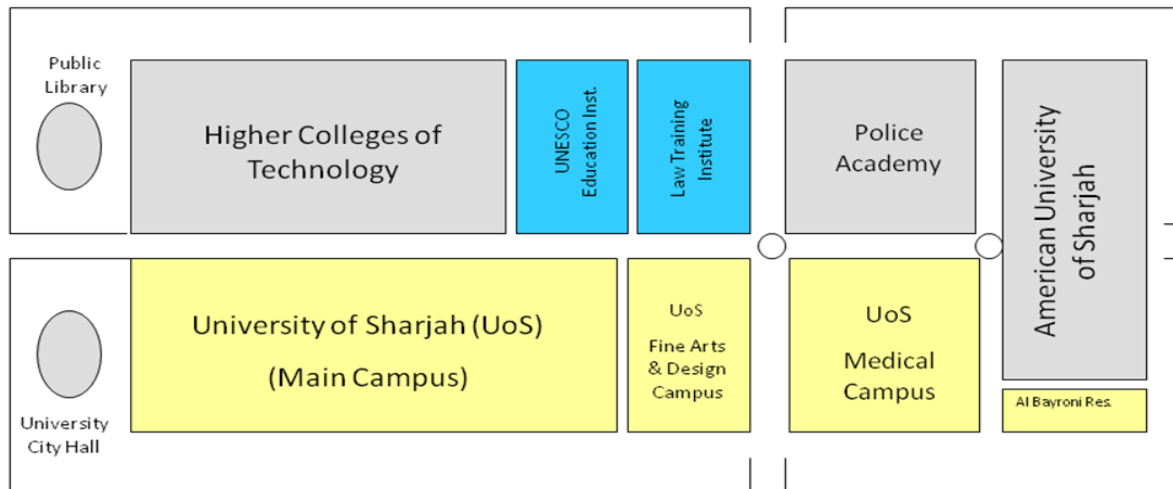
4. Freedom of intellectual thoughts and expressions

1.6 Campus Map and Directory

University Campuses



University City



Total Area is 7.5 Km²

Telephone Directory

Office / College / Department	Telephone Number	Fax Number
Chancellor's Office	+971 6 5050001	+971 6 5585185
Vice Chancellor for Academic Affairs	+971 6 5053032	+971 6 5053034
Vice Chancellor for Medical & Health Sciences Colleges	+971 6 5057201	+971 6 5585879
Vice Chancellor for Finance & Administrative Affairs	+971 6 5050103	+971 6 5050101
Vice Chancellor for Community Affairs	+971 6 5050524	+971 6 5050523
Dean for Academic Support Services	+971 6 5053014	+971 6 5050139
Call Center for New Students	600-522251	
Admissions and Registration	+971 6 5050735	+971 6 5585184
Disability Resource Center	+971 6 5053028	+971 6 5053112
New Dental Hospital Call Center	06-5057666 (External) Ext 7666 (Internal Within UOS Campus)	
Students Housing		
Men	+971 6 5052778	+971 6 5585487
Women	+971 6 5051500	+971 6 5585419
Passport Unit	+971 6 5050066	+971 6 5050026
College of Shari'a & Islamic Studies	+971 6 5050181	+971 6 5050334
College of Sciences	+971 6 5050226 +971 6 5050225	+971 6 5050489
College of Arts, Humanities and Social Sciences	+971 6 5053301	+971 6 5050644
College of Business Administration		
Men	+971 6 5053500	+971 6 5050100
Women	+971 6 5053522	
College of Engineering		
Men	+971 6 5050901	+971 6 5585173
Women	+971 6 5050952	+971 6 5585191
College of Health Sciences		
Men	+971 6 5057501	+971 6 5057502
Women	+971 6 5050801	+971 6 5050802
College of Law		
Men	+971 6 5050195	+971 6 5050140
Women	+971 6 5053187	+971 6 5053155
College of Fine Arts & Design	+971 6 5053441	+971 6 5053444
College of Communication	+971 6 5050695	+971 6 5050688
Community College	+971 9 2387666	+971 9 2387565
College of Medicine	+971 6 5057201	+971 6 5585879

College of Dental Medicine	+971 6 5057301	+971 6 5585641
College of Pharmacy	+971 6 5057401	+971 6 5585812
College of Sciences	+971 6 5050225	+971 6 5050489
	+971 6 5050224	
College of Graduate Studies and Research	+971 6 5050550	+971 6 5050552
Deanship of Student Affairs		
Men	+971 6 5050759	+971 6 5585174
Women	+971 6 5050701	+971 6 5585160
Information Technology Center	+971 6 5050014	+971 6 5585101
Physical Plant	+971 6 5050058	+971 6 5050051
Human Resources	+971 6 5050023	+971 6 5585200
Public Relations	+971 6 5050020	+971 6 5585099
Media Center	+971 6 5050020	+971 6 5585099
Finance Department	+971 6 5050048	+971 6 5585183
Alumni Association	+971 6 5050527	+971 6 5050523
Office of Grants and Sponsorships	+971 6 5050530	
Center for Continuing Education and Professional Development (CCE)	+971 6 5057081, +971 6 5057087	+971 6 5057078
Central Laboratories	+971 6 5053453	+971 6 5050444
Medical Service Department		
Men's clinic	+971 6 5050207	+971 6 5053222
Women's clinic	+971 6 5050642	
Emergency Phone Numbers		
Emergency Males	050/3619222	
Emergency Females	050/3619333	+971 6 5053250
Ambulance	050/5272233	
Medical Laboratory	+971 6 5585416	
Pharmacy	+971 6 5053272	
Libraries		
Medical Colleges	+971 6 5057161	+971 6 5585186
College of Fine Arts & Design	+971 6 5053190	+971 6 5053167
Men	+971 6 5050245	+971 6 5050249
Women	+971 6 5050673	+971 6 5050671
Business Services and Purchases Dept.	+971 6 5050081	+971 6 5050419

2. University Administration

The organization of the University of Sharjah is composed of the President, Board of Trustees, Chancellor, Vice Chancellors, Associate Vice Chancellors, Deans of Academic Units and Directors of Administrative Units.

The President and founder of the University is the highest authority in the institution and acts as the chair of the Board of Trustees. The Board consists of fourteen members and holds the power of legislation, approving policies and supervising University performance. With the exception of the Chancellor, no board members are involved in the day-to-day operations of the University.

The Chancellor is the chief executive officer of the University. The 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.

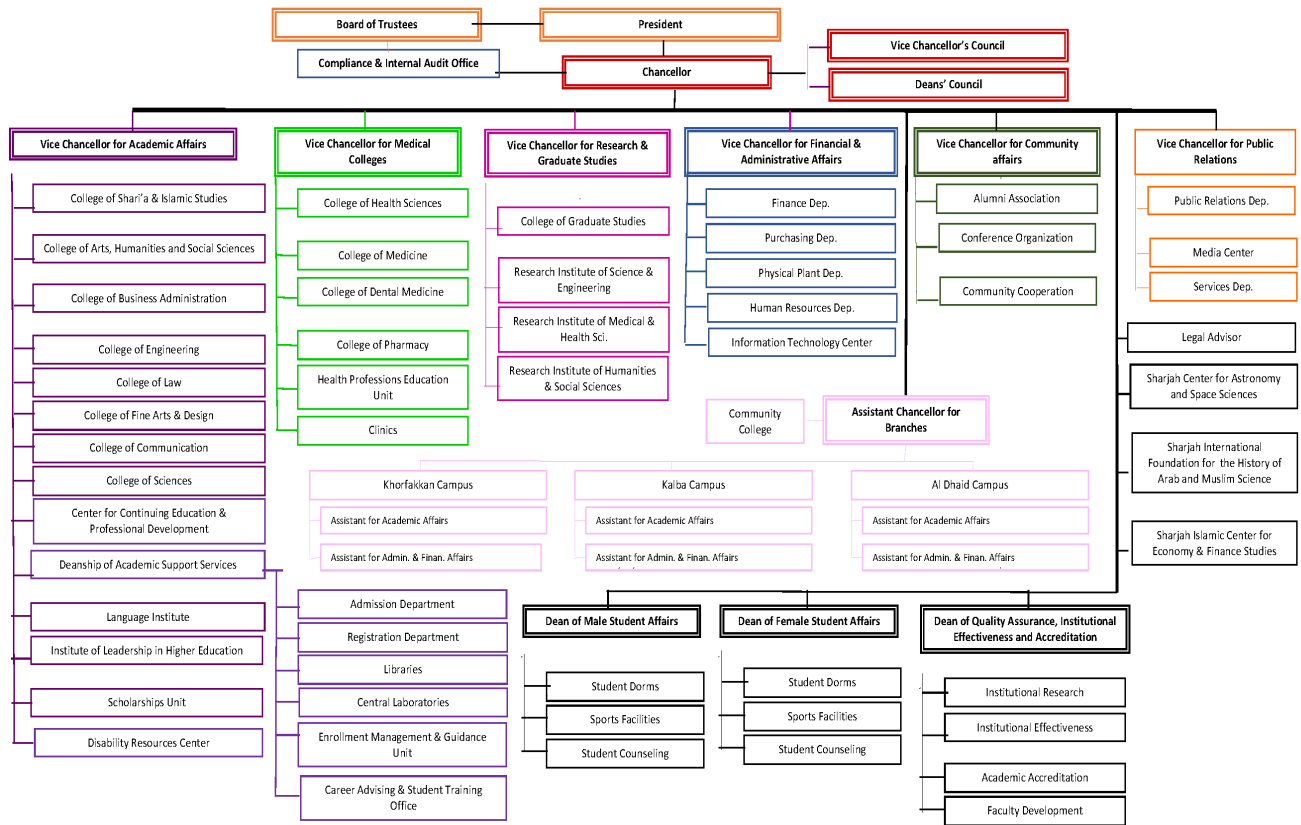
The Deans' Council which is chaired by the Chancellor and includes the Vice Chancellors and College Deans. The Council is responsible for approving study curricula, study plans, academic calendar, faculty appointments, promotions, extra curricula activities, research and scholarship activities.

There are six Vice Chancellors and one Assistant Chancellor for Branches. The Vice Chancellor for Academic Affairs and The Vice Chancellor for Medical and Health Sciences Colleges are delegated academic responsibilities, while The Vice Chancellor for Financial and Administrative Affairs is delegated the non-academic responsibilities along with The Vice Chancellor for Community Affairs which is responsible for Alumni and community relations and the Vice Chancellor for Public Relations. Moreover, there is Vice Chancellor for research and graduate study to be responsible for all graduate and research activities. In addition, the Chancellor appoints the Assistant Chancellor for Branches, Legal Advisor and Director of the Enrollment Management & Academic Guidance Unit.

Academically, the University is composed of thirteen colleges divided into two sectors. The first sector reports to the Vice Chancellor for Academic Affairs and includes: College of Shari'a and Islamic Studies, College of Arts, Humanities and Social Sciences, College of Business Administration, College of Engineering, College of Law, College of Communication, College of Fine Arts and Design, College of Sciences, and the Center for Continuing Education and Professional Development. The second sector reports to the Vice Chancellor for Medical and Health Sciences Colleges and includes: College of Medicine, College of Dentistry, College of Pharmacy, College of Health Sciences, Medical Education Unit, Medical Services Department, Clinical Training Center, Dental Hospital and Institute of Medical Research.

The University organization also includes four Deanships. The Deanship of Academic Support Services supervises the Admission, Registration, IT, Libraries and Laboratories services. The Deanship of Student Affairs supervises students' activities in the male and female campuses and administers issues related to Career Advising, Sports Complex, Student Counseling and Student Dorms. The Deanship of Graduate Studies and Research overlooks the research and scholarship activities in the institute. The Deanship of Quality Assurance, Institutional Effectiveness and Accreditation supervises activities related to institutional research, institutional effectiveness, faculty development and academic accreditation.

Organizational Structure of the University of Sharjah



3. Employment

3.1 Institutional Diversity and Equal Employment Opportunity

As an institution dedicated to teaching, research, and community service, the University of Sharjah 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 to the full extent of their capabilities. Equal employment opportunities and fair treatments are principles embodied in the UAE's national laws and set out in the heart of the University's policies and regulations. The University will recruit, hire, train, promote, and compensate employees in all job classifications solely on the basis of qualifications and productivity. No employee or prospective employee will be discriminated against because of 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.

3.2 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:

Employment Level	Employment Grade
Vice-Chancellor for Academic Affairs	11
Vice-Chancellor for Financial and Administrative affairs	
Vice-Chancellor for Research and Graduate Studies	
Other Vice (s)-Chancellors, Deans, Institute Directors	10
Directors	9
Head-I	8
Head-II	7
Team Leader-I	6
Team Leader-II, Sr. specialist	5
Specialist, Sr. Officer	4
Officer	3
Senior Clerical / Technical	2
Clerical / Technical	1

3.3 Employment System

Through the Department for Human Resources (HR), the University recruits and appoints various administratively 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 administrative 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 made on the University's website and in local and foreign newspapers (if required).
- B. All announcements must be made locally (if not filled 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.

3.4 Applying for Employment

Anyone interested in joining the University may visit the University's website through the following link: <http://hr.sharjah.ac.ae/Arabic/Pages/default.aspx> or enter the Job Opportunities page. 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.

3.5 Contracts

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

3.6 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.

3.7 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 four (4) 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.

3.8 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 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 employee's commencement date.

2. Arranging for an office space for the employee and providing him/her with office keys.
3. Introducing the employee to his/her colleagues.
4. Specifying the employee's computer needs and office furniture requirements through the concerned departments.
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 Sharjah should join the General Pension and Social Security Authority. All new national employees must go to the concerned staff member 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 concerned staff member 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 on 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 his/her vacation request, along with required documentation, no later than a week following the date of the delivery.

In all of the above cases, it is incumbent that the concerned department 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: (2036).

3.9 Faculty and Staff Records

The institution maintains a record for each full-time faculty, part-time faculty, and 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.

The Human Resources Department maintains a file for each faculty member. This file contains all the pertinent information such as the educational achievement, academic rank and salary. Moreover, the institution demonstrates that faculty members are competent in the language of instruction.

Authorized access to faculty and staff files

All files and records are kept in safe cabinets at the Human Resources Department and access is limited to authorized personnel. Individually identifiable personal information contained in computerized data bases, 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:

- Persons designated by the Chancellor.
- Both active and retired members of the faculty and staff have the right of access to 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.

4. Staff Rights and Responsibilities

4.1 Salary, Benefits and Compensation

4.1.1 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 Sharjah 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.

4.1.2 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 Sharjah 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.

4.1.3 Benefits

Educational Fees for Children

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

First: Education for Children (for UAE nationals and non-nationals)

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 Sharjah

3. The University of Sharjah 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 Sharjah are entitled to various types of vacations, some paid and some unpaid according to the table below:

Type of Vacation	Paid/Unpaid
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 Sharjah 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 period of one-week maximum. Otherwise, the 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 particular month.
3. All employees' salaries will be transferred to their bank accounts through the bank affiliated with the University of Sharjah 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 data base 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 Sharjah starts at 7:30 AM Sunday and ends at 5:30 PM the following Saturday. 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 emergency situations where prior approval is not possible.

Supervisors are responsible to determine and to assign 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 to 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 by time off in another week at a time and one half rate, if both weeks are in the same pay period.

For example, an employee who works 44 hours in a 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 the additional working hours during the ordinary working days shall be calculated at the rate of two working hours per day maximum. 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 leaves
- The wage of the additional Work may not exceed the total salary for two months per one Year.

4.1.4 Demise Policy

Demise vacation

According to the UOS By-laws chapter 4 articles 31 state that:

- 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.

Demise case of University employee

According to the UOS regulation:

- a. The corpse companion from the University is given a seven-day paid vacation in case the corpse is to be dispatched abroad.
- b. The corpse companion from the University is given a two-way ticket in addition to 1500 AED as travel expenses.
- c. 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

4.2 Staff Responsibilities

Whenever an employee joins any administrative department at the University, the concerned department 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 concerned department 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 for him/herself or others any gift, advantage or promise in exchange for performing his/her duties.
8. Not keeping for him/herself any official work document or papers even if such are a part of his/her assigned duties.

Attendance and Work Hours

1. Official work hours at the University are from 8:00 a.m. until 4:30 p.m. from Sunday through Thursday, with weekends falling on Fridays and Saturdays. 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.

5. Staff Development

The University of Sharjah 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 UoS offers a wide range of services to help administrative staff and management staff develop managerial 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.

6. Code of Conduct

All UoS 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 persons, 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 in direct support of the institution. The UoS IT 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 UoS employees to respect the highest level of privacy for their colleagues and other members of the University community.

Copyright Policy

The UoS 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.

7. Conflict of Interest

The University of Sharjah 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 privy 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.

8. Staff Evaluation

8.1 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.

8.2 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

9. Staff Disciplinary and Grievance

9.1 Staff Disciplinary Measures

1. Without prejudice to the 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 member’s grades shall not be less 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 found not 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 vary 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 of receiving salary or compensation, or deprivation of a maximum of 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 quarter the salary.
- d. Deprivation of the regular raise (annual raise).
- e. Half-salary suspension from work for a period not more than three months, or lowering salary within the grade's limits, or demotion, or both.
- f. Expulsion from service, along with reserving the right of receiving salary compensation, or deprivation of a maximum of quarter of any of them.

6. Penalties Implementation

- a. Penalties stipulated in 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 investigative committee shall be formed by decision of the Chancellor and shall be reformed annually.
- b. An investigative 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 at 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 decision will be done 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. Complaint 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 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 time.
12. The employee's 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 the 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.

9.2 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 a grievance to the Chancellor. According to the University By-Laws, the 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 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.

10. 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.

11. Staff Communication and Representation

11.1 Role of Staff in Governance

One of University of Sharjah aim is to provide a positive productive environment and deliver a high quality work environment for employee and staff. UOS 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 UOS activities. UOS 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

11.2 Staff Affairs Committee

The main duties for this committee to:

1. Considering the needs of all University departments.
2. Conducting job interview for all department in term of human resource
3. Reviewing application for the promotion of employees.
4. Discuss all the views and ideas produced by staff and employee.

11.3 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 Sharjah. This is an e-survey and collecting it annually. It measures

how satisfied they are with the University environment, facilities and services. All these feedbacks are valuable and affect the decision making in the UOS for continuous enhancement and sustainable running.

11.4 Communication by E-mail

1. The University provides e-mail services to all employees as soon as they are appointed to the University in order to facilitate communication and the transfer of documents by internet.
2. Intranet is also provided to all employees to facilitate accessing the latest news, issues and discussions on the intranet.

11.5 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.

11.6 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 are ending 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.

12. Staff Services and Facilities

12.1 Human Resources Department

The Department of Human Resources (HR) at the University of Sharjah 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.

12.2 Financial Department

Finance Department is aimed 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, and 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.

12.3 Physical Plant Department

The University of Sharjah Physical Plant Department is a service provider. Its purpose is to provide UOS with the best quality physical environment and services for teaching, learning, research and the community. The Physical Plant Department operates and maintains the University campus to help the University fulfill its teaching, research and community service responsibilities.

12.4 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 insures that the technological infrastructure is used effectively. For this purpose, among others, the Center assumes a significant role in user support and training.

12.5 Public Relations Department

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

12.6 Medical Services Administration

After the official start up of the University in 1997, the University quickly realized the urgent need for clinics at the University for testing, diagnosing, and treating students, whether in the case of emergencies or minor ailments. Two clinics were established early on, one on the male campus in M3 and another on the female campus in W3. With the increase in student numbers and the fact that the clinics were also receiving University faculty members, staff and family members of faculty and staff, it was soon realized that the medical staff would also have to increase. The clinics were

then provided more suitable areas mid-year 1999/2000 in M2-038 and W2-037 so that more advanced services could be rendered in promoting the University's standing and reputation.

12.7 Media Center

The Media Center is considered vitally important at the University of Sharjah due to the importance of the media in conveying the broad spectrum of the role that the University plays academically, intellectually, culturally and scientifically.

12.8 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 in order 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 of the training courses for faculty, staff, and their children, as well as to 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 at their leisure time. It also aims at developing 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 the area of 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.

12.9 Center for Continuing Education and Professional Development

The mission of the Center for Continuing Education at the University of Sharjah is to provide opportunities for individuals and institutions in the private and public sectors in the United Arab Emirates to improve their professional performance and increase their competitive edge by offering them high quality programs in continuing education.

12.10 Food Services

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