



Administrative Staff Manual

NOV2021

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University of Technology Bahrain would not have surpassed several transitions over the past few months without you. It is an exciting time for all of us as we rebrand and affirm the University's path towards new heights of excellence. Achieving change may mean playing the long game and thinking globally but acting locally. I am confident that through our concerted efforts, and the dedication that all of you have shown over a very challenging academic year, we will prevail.



With UTB's goals of diversifying programme offerings, promoting culture of cross disciplinary collaboration, pursuing high-impact research and innovation, and achieving academic excellence, your roles as UTB faculty and staff are paramount and vast.

As you engage in your everyday tasks, this manual acquaints you with your rights, policies, benefits, services, and resources for the efficient, effective, and ethical professional conduct of your responsibilities. Your hard work, commitment, ingenuity, and creativity to support our students and help sustain their academic progress is truly appreciated.

Let us continue to inspire students to learn and to achieve their dreams.

You have my very best wishes.

Sincerely,

DR. HASAN ALMULLA
President_



THE UNIVERSITY

The University of Technology Bahrain is decisive and transformative in its quest for more academic recognitions and unprecedented commitment to excellence. With its viable blueprint and commitment to continue to serve as a key player in economic development and growth, UTB offers market-oriented programmes namely: Bachelor of Science in Business Informatics, Bachelor of Science in International Business, Bachelor of Science in Computer Science, Bachelor of Science in Informatics Engineering, and Bachelor of Science in Mechatronics Engineering, and Master of Business Administration.

UTB's ambition is to become the leading university in business, science, and technological innovation. It offers bachelor and graduate programmes which are on a par with the best universities worldwide, taking pride in its programmes which have sustained the rigorous scrutiny of national and international accrediting bodies.

The business programmes, under the College of Administrative and Financial Sciences, include the Bachelor of Science in Business Informatics, Bachelor of Science in International Studies, and Master of Business Administration. All these have received full accreditation status from the European Council for Business Education (ECBE), an international organization which ensures that its accredited members satisfy the requirements of the European Higher Education set out in the Bologna Process and other European standards.

The College of Computer Studies offers Bachelor of Science in Computer Science programme.



The engineering programme offerings under the College of Engineering are Bachelor of Science in Informatics Engineering and Bachelor of Science in Mechatronics Engineering.

Visually, the UTB identity has been created with students in mind, focusing on a youthful application and modernistic representation through the use of dynamic typography and vibrant color, and shall be reflected in all aspects of the university's identity, marketing, and communications.

The university advocates an innovative and a student-centered approach to teaching and learning, coupled with a holistic vision of education that aims to develop students to their full potential and make them ready and employable for the world of work.

UTB provides a holistic education through internationally accredited business, engineering, and computing programmes. Our learning model provides students with a flexible, blended and integrated learning approach. Students are given opportunities to implement concepts and principles in real-life situations. Such an approach ensures the development of work-ready graduates.

Obtaining a degree programme from an HEC-accredited institution like UTB ensures the university's commitment to conform or even surpass the threshold of academic standards. Through the collaborative efforts of all stakeholders, UTB is ready to respond to new opportunities and developments with a commitment to expand its academic programme offerings.



VISION MISSION VALUES

VISION

The University of Technology Bahrain will contribute to the advancement and application of knowledge and will have a transformative impact on the lives of learners and the society, whilst continuing to inspire students and the future generation to come.

MISSION

To contribute to the growth and sustainability of the economy and the expansion of human knowledge in business, science and technology by fostering continuous innovation and excellence in education and research, strategic partnerships, international recognition, and entrepreneurial development.

CORE VALUES

1. Excellence and Quality
2. Professionalism
3. Creativity and Innovation
4. Growth and Development
5. Commitment and Engagement
6. Collaboration
7. Integrity

EMPLOYEE CLASSIFICATION

The employees in the University are categorized as academic and non-academic. The academic group consists of the faculty members, Associate Deans/Department Heads and Deans who are directly involved with academic matters. The non-academic group consists of the administrative officers and administrative staff who render support for the smooth operation of the University.

The non-academic employees are classified as follows:

Top Management

Consists of officers who have the power or prerogative to lay down and execute management policies and/or hire, transfer, suspend, layoff, recall, discharge, assign or discipline employees or to recommend such managerial actions.

Top management level includes the following positions:

- President
- Vice President for Academic Affairs
- Vice President for Administration and Finance
- Director for External Affairs and Community Engagement
- Senior Director for QAAD
- Director for Planning

Supervisory and Managerial

Consists of employees whose primary duties include the management or supervision of a specific department/office/unit where he/she is assigned.

Rank and File

Consists of faculty members and administrative staff

- a. A Faculty member is responsible in providing effective and efficient teaching, learning, and assessment functions to students and ensures attainment of learning outcomes. He/she directs educational activities to students in a form of regular class lessons, supervision duties, laboratory hours, and other activities which are relevant to the subject matter and which are in accordance to the University's vision and mission.
- b. An Administrative Staff is responsible in rendering administrative support to the department to which he/she is assigned.

ADMINISTRATION AND STRUCTURE

University President

As chief executive officer of the University, the University President provides the overall administrative and educational leadership for UTB. He oversees the implementation of the University approved policies, procedures, plans, and programs that will ensure the attainment of the University's vision and mission.

The University President is vested with the authority to appoint the members of the University Council (UC), and heads of the academic and administrative offices in accordance with established policies and procedures for such office.

The President is the presiding and approving officer of the University Council.

The University President presents the budget to the Board of Trustees (BoT) for approval during its regular meeting and shall submit an annual report to the Board on the performance and condition of the University.

Vice President for Academic Affairs

The Vice President for Academic Affairs (VPAA) is the Chief Academic Officer and provides leadership and coordination in the design, development, implementation, and evaluation of all matters relating to curriculum, instruction, research and academic services through the different colleges, offices and centers. The VPAA establishes academic linkages or partnerships with other educational institutions, groups, or academic associations.

The VP AA is UTB's chief academic officer and is responsible for setting the University's academic programmes, strategies, and priorities ensuring superior academic reputation and image of the University subject to the approval of the University President. Further, the VPAA prepares and submits the proposed academic budget for the approval of the University President.

The VP AA is also responsible for all academic personnel (Deans, Associate Deans, Programme Heads, Department Heads, etc.) and academic support units (Research Center, Center of Innovation and Entrepreneurship, Teaching and Learning Center, General Education Center, and Faculty Development Office)

Vice President for Administration and Finance

The Vice President for Administration and Finance (VPAF) oversees the financial and business operations of the University. The VPAF manages financial operations of the University which include financial planning, financial analyses, handling of University investments (CAPEX), and provision of appropriate controls and reports for funds management, accounting, and payroll (OPEX). The VPAF also oversees the administrative operations of the University including campus facilities Management, Finance, ICT Center, Human Resource, Purchasing, and Training and Development Center are managed through the different offices under the VPAF.

Community Engagement Office

The Community Engagement Office through its different offices manages the communications and public relations, alumni affairs, and community engagement activities of the University. He/she handles all government relations, University's public relations and communications activities and oversees the development and implementation of Community Engagement activities. He also acts as the University spokesperson on all issues concerning the University and all its constituents.

Quality Assurance and Accreditation Department (QAAD)

The Head of the Quality Assurance & Accreditation Department is responsible for the development, implementation, monitoring and enhancement of the University's quality assurance procedures to ensure quality and excellence in the entire operation of the Institution.

Planning and Development Department

The Head of Planning and Development Department has the main responsibility to prepare/coordinate the preparation of all the plans of the University; conduct and analyze all surveys and prepare their results for the concerned departments to prepare the improvement plans.

Marketing and Communications Department

The Head of the Corporate Communications Office is responsible for ensuring effective and focused communication of University survey results, news/press releases, announcements, and other information which are released through internal or external communication channels. He/she manages and develops insightful contents and information that could enhance the University's reputation and image.

Deanship of Student Affairs (DSA)

The Dean of Student Affairs (DSA) provides system-wide leadership and support in furthering University efforts and initiatives to promote intellectual, cultural, social, recreational, emotional and personal development of all students through non-curricular and extra-curricular activities.

Research Center

The Head of the Research Center is responsible for providing research leadership through building and providing sufficient supports that increase the internal and external research opportunities for faculty members, staff, and students. The responsibility includes developing research agenda, implementing research strategic goals and initiatives, and acting as the nexus between the University and community with respect to research initiatives of mutual benefits that will be necessary to enhance the research culture among students and staff.

Teaching and Learning Center

The Director of the TLC is responsible for providing teaching and learning leadership through facilitating the development of teaching expertise and learner-centered approaches in teaching, supporting rigorous and thoughtful ongoing assessment and feedback to improve learning outcomes. The responsibility includes collaborating with academic departments and academic support units to promote a university-wide culture that values effective teaching and meaningful learning and support excellence, inquiry and innovation.

Center of Innovation and Entrepreneurship (CIE)

The Director of the CIE is responsible for providing leadership and strategic planning efforts for all aspects of the UTB-CIE program and activities that offers opportunities for students, alumni, and the business community to channel their innovative spirit of entrepreneurship into action by providing services, professional networking and physical co-working space and facilities.

Library

The Head Librarian is responsible for managing the acquisition and development of library resources including print and non-print collections; manages the operation of library in providing efficient and effective library services; and strictly implements the rules and regulations in borrowing books.

Faculty Development Office

The Head of Faculty Development Office (FDO) provides oversight and monitoring of all forms of faculty development activities of the University through the Faculty Development Committee (FDC) of each College. This includes determining the appropriate support, resources, seminars, and training opportunities to facilitate the faculty's professional growth. The FDO is responsible for providing continuous improvement through a diverse range of faculty development programs designed to support teaching, leadership, and research.

Colleges and Center

UTB has three (3) Colleges and one (1) Center. Each College is headed by a Dean and supported by Associate Deans and Programme/Department Heads to deliver curricular programmes through the academic department.

The three colleges, one center and six programmes are as follows:

College of Administrative and Financial Sciences (CAFS) offers Master of Business Administration; Bachelor of Science in Business Informatics and Bachelor of Science in International Studies.

College of Computer Studies (CCS) offers Bachelor of Science in Computer Science;

College of Engineering (COE) offers Bachelor of Science in Informatics Engineering and Bachelor of Science in Mechatronics Engineering.

Center for General Education (CGE) is non degree granting and offers all the general education requirements of the three colleges.

Admission

The Office of Admission serves as the first point of contact for new and prospective students, both undergraduate and graduate, who intend to enroll at the University. It is responsible to disseminate information to prospective students about the University and about the admission process. Moreover, the office receives and evaluates the admission credentials of each applicant and determines the admission eligibility for these students and informs them of their admission status.

In case of transfer students from other colleges and universities, it evaluates, in conjunction with the colleges, determine their transferability to the University.

Registration

The Office of the Registrar serves as the University's official custodian of student academic records and it takes a leadership role in the accurate and efficient management of information and data including transcripts of records, award certification and authentications, enrollment certification, programme catalogue production and registration for courses.

The office also serves as a point of contact with appropriate offices in the Ministry of Education. As the official repository of student records, the Office of the Registrar is responsible for the collection, administration, maintenance, processing and distribution of information. As official custodian of all student academic records, the registrar determines the access and distribution of those records based on school policy.

Student Life Office (SLO)

The Head of the Students Life Office is responsible for planning, organizing, and delivery of co-curricular and extra-curricular programs for students that enriches the quality of student services; conducts student discipline; and supervises Student Council and Clubs.

Alumni and Career Development Center

The Head of Alumni and Career Development Center is responsible for identifying and liaising with external institutions to serve as partners in the implementation of the programs and services of the office.

International Education Unit (IEU)

The Head of International Education unit is responsible to assist the International Students in the following areas: securing student visa, looking for their accommodation, enrolment procedures, arrival at the airport, organize activities for international students, assist them in their university concerns, ensures the safety of the students, recommends international students for registration and communicates with the parents regarding the student.

Public Relations Unit (PRU)

The Public Relations Unit manages the communications and public relations activities of the University.

Internal Audit

The Head of the Internal Audit conducts financial and operations audit; reviewing and evaluating systems and procedures of the University.

Department of Finance

The Head of the Finance Department is responsible for the coordination of the conduct of the external audit as well as all government or QA visits in relation to accounting matters.

Accounting Unit

The Head of the Accounting Unit is responsible in summarizing and consolidating the accounting activities such as the preparation of monthly financial operations and financial statements, payroll, disbursements, quarterly and annual income tax return and other mandatory government requirements for final review by the department head.

Budgeting Unit

The Head of the Budgeting Unit is responsible in consolidating the budgetary requirements of all the departments for final review by the department head.

Treasury Unit

The Head of Treasury Unit supervises and monitors activities such as daily collections, deposits, payments for expenses, Petty Cash, Working Fund, Inventory of checks/official receipts and prepares month-end reports.

Department of Human Resource

The Head of the Human Resource supervises and coordinates human resource activities such as manpower planning and recruitment, induction and orientation, training and development, personnel movements, salary and benefits administration, maintenance and records keeping, and

implementation of HR programs and policies.

Recruitment Unit

The Head of the Recruitment unit is responsible in the recruitment and deployment of the needed manpower in the University.

Employee Relations

The Head of the Employee Relations unit is responsible in the preparation of employee activities, issuance of notices and memorandums to employees, preparation of employees payroll attendance summary and prepares and process payroll discrepancy.

Payroll Unit

The Head of the Payroll unit is responsible in the checking and monitoring of monthly payroll attendance summary to be submitted to the Accounting Unit.

Training and Development Unit

The Head of the Training and Development unit is responsible in the preparation of the annual training and development plan based on the result of the Training Needs Assessment which is conducted on an annual basis.

SUPPORT SERVICES

Property Department (PRD)

The Head of Property Department maintains stocks of supplies and equipment and coordinates between the different departments and the

head office for the needed supplies.

Information and Technology Department (ITD)

The Head of the Information Technology and Data Center oversees the implementation of the CIS and standard office software used in the University.

Application and Knowledge Management

The Head of the Application and Knowledge Management is responsible for creation of content and review standards, quality indices, tool and process training, and operational metrics and reports, maintaining and enhancing the platform supporting the university processes through coordination with different vendors/partners.

Technical Support Unit

The Technical Support unit is responsible for assisting users in using computer software; troubleshooting and maintenance of computers; providing access and rights to every network user; monitoring, installation of network and its activities during operation and laboratory sessions and conducting in-house seminars and training for students, teaching, and non-teaching personnel.

Purchasing Department

The Head of Purchasing Department conducts canvass of supplies and deals with the negotiations with suppliers and coordinates with the requisitioning department regarding their specific needs. They also monitor buyers' performance based on the suppliers' delivery, quality, pricing and support service.

Clinic Department

The Head of the Clinic Department provides emergency nursing procedure for students and employees in case of illness or accident.

Facilities Management Department

The Head of Facilities Management is responsible in inspecting the physical conditions of the campus and its facilities; requisitioning for needed facilities and materials; planning and supervising construction/repair; and supervising and ensuring that support services are provided to staff and students.

Security Unit

The Head of the Security Unit is responsible in maintaining a safe and secure environment by providing physical protection for University students, staff, and property.

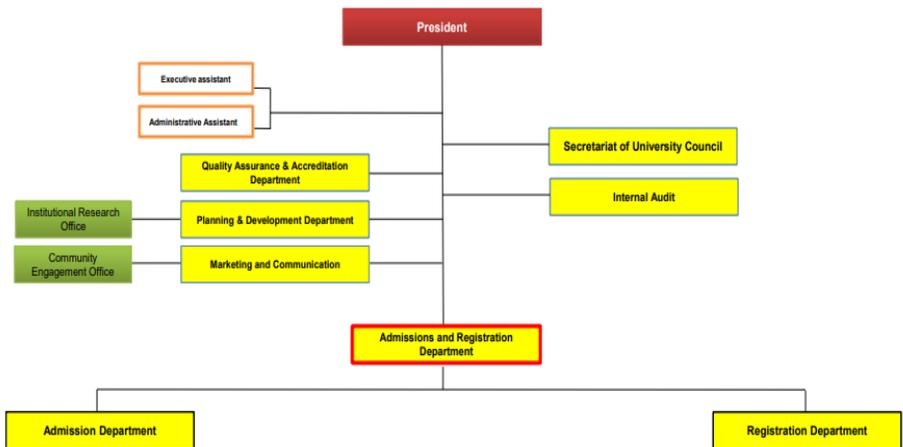
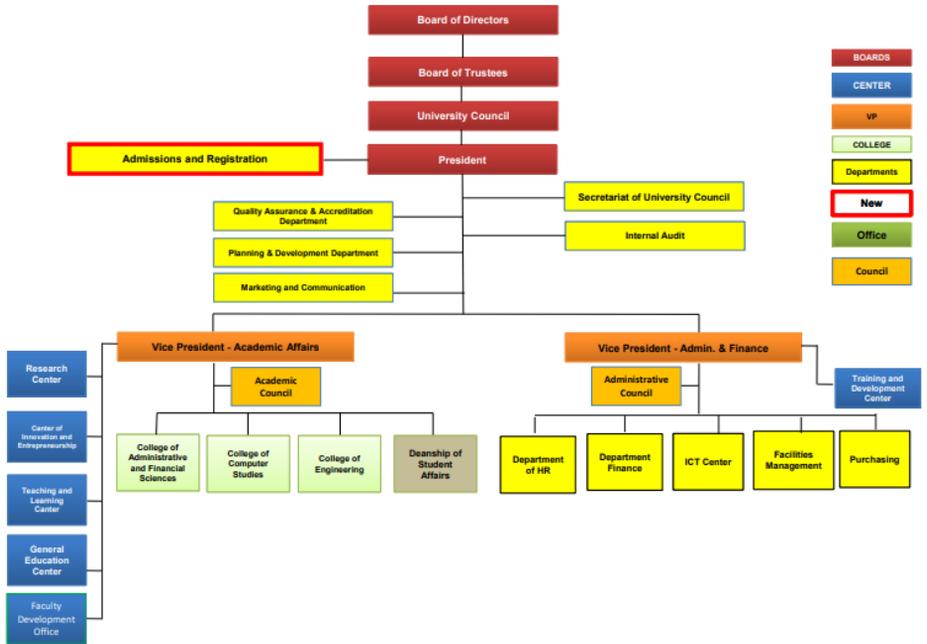
Cleaning Unit

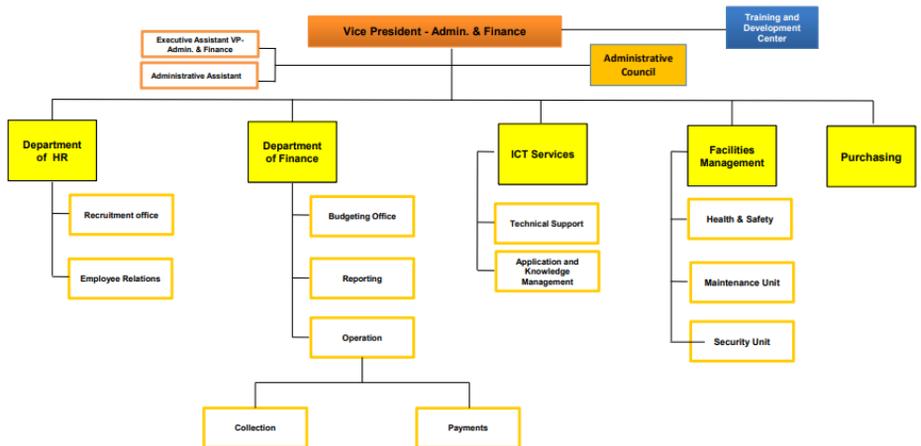
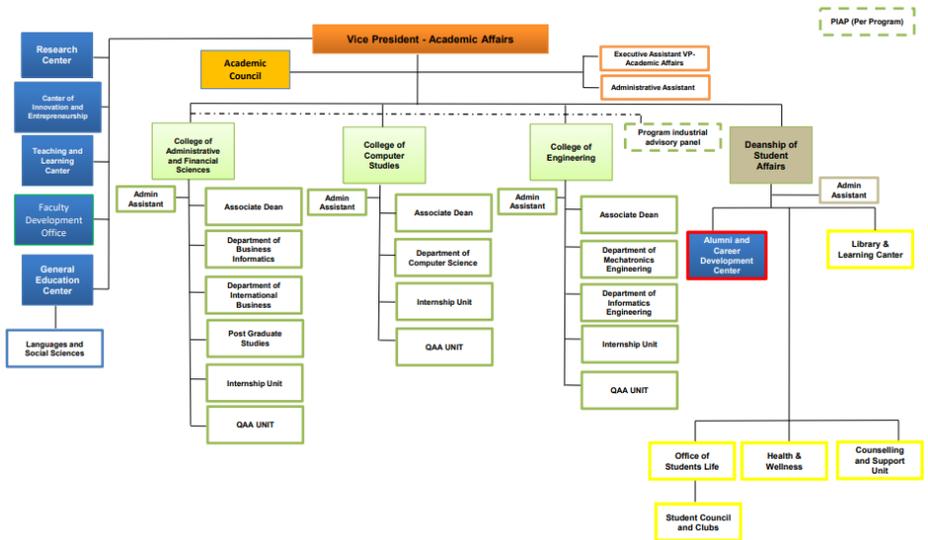
The Head of the Cleaning Unit is responsible in monitoring the over-all sanitation and cleanliness of the campus and its facilities.

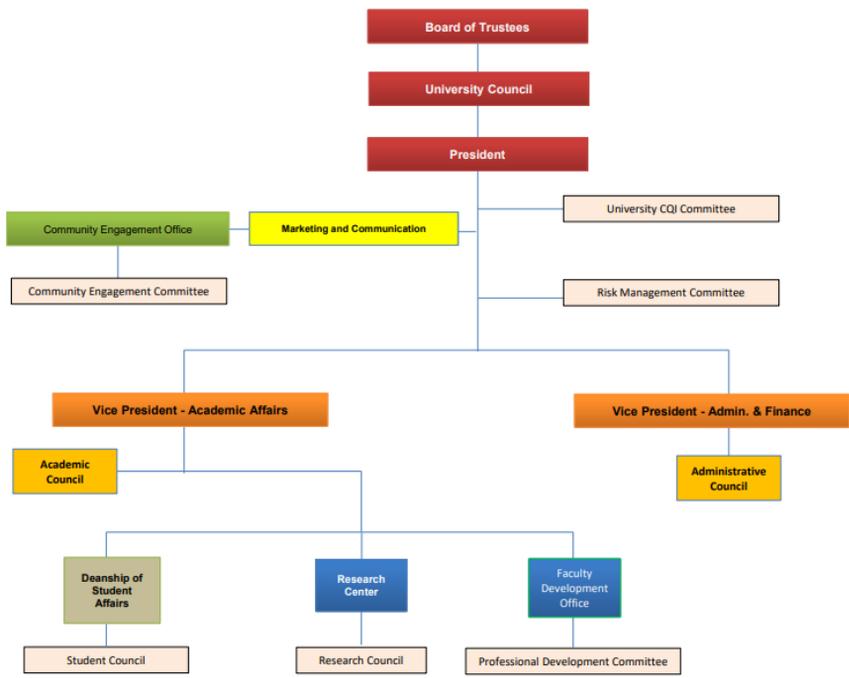
Maintenance Unit

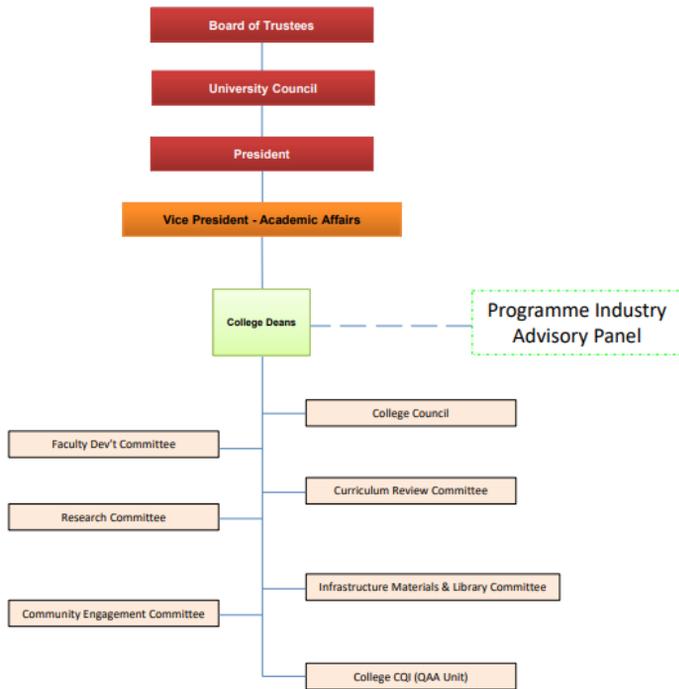
The Head of the Maintenance Unit is responsible in supervising the work of the maintenance staff in the repair of the building, equipment and other facilities and other installations of machinery and equipment.

UTB ORGANOGRAM









HIRING REQUIREMENTS

A. Manpower Requisition Form

Before any employee can be hired, a Manpower Requisition Form (MRF) has to be accomplished and processed from the originating department.

Manpower Requisition Form (MRF) refers to an official form used by the Requisitioner, an employee authorized by the company, to request for new or replacement manpower.

It consists of general requirements, reason for request, manpower specifications and authorized signatories. When using an MRF, please be reminded of the following procedure:

Under the general requirements, the MRF must show the exact position, department, date needed and type of employment.

B. Pre-employment Requirements

The following pre-employment requirements must be submitted prior to the hiring of any employee:

- Updated Resume with picture
- Duly accomplished and certified application form
- Authenticated Diploma and Transcript of Records
- Certificate of Employment from previous employers
- Certificates of Training, Seminars and Conferences
- Proof of records/publications

- Marriage Certificate (for married applicants)
- Child/Children Birth Certificate (if applicable)
- Professional Licenses (if any)
- Two (2) pcs. 2x2 pictures with white background

C. Orientation Program

New employees shall be given an on-the-spot orientation by the HRD upon reporting for duty and will be scheduled for a company-wide comprehensive Orientation Program Seminar.

D. Exclusive and Full-time Employment

An Employee of the University is required to devote his/her whole time and attention to the service of the company and should not engage in any employment in any industry related business or transactions.

EMPLOYMENT STATUS

All employees hired by the University shall receive their respective written appointment in their prescribed form duly signed by the appointing authority stating their job titles, duties and responsibilities, salaries, employment status, and other terms and conditions of employment. The nature or status of appointment in the University can be as follows:

Temporary/Casual

An employee hired only as temporary replacements for a full time employee and whose period of employment shall only be for the duration of the employee's leave of absence he/she is substituting for

Contractual

An employee hired under the conditions of a contract either to work for the University and only for a limited period of time i.e., the contract is two (2) years, evaluated annually

Probationary

An employee who for a period of time is being tested to enable the employer to ascertain employees suitability to the job and qualifications to be a regular employee.

WORK SCHEDULE

A. Break time and Meal Periods

All non-academic employees are required to report for work from Sunday to Thursday from 8:00 AM to 5:00 PM. However, depending on the need of the department, reporting time may vary as in the case of the maintenance staff and other positions, whose work hours are scheduled by their immediate supervisor provided that approval from the President has been secured first and submitted to HRD for payroll attendance purposes.

All employees are expected to be at their designated post at the start of their official working hours.

| | | |
|-------------|------------|---|
| AM Break | 20 Minutes | Muslim: 9:40AM - 10:00AM Non-Muslim: 10:00AM-10:20AM |
| Lunch Break | 1 Hour | Muslim: 4:00PM - 5:00PM (In lieu of 1:00PM - 2:00PM) Non-Muslim: 12:00 NN -1:00 PM |
| PM Break | 20 Minutes | Muslim: 1:00PM - 1:20PM Non-Muslim: 3:00PM-3:20PM |

Please be reminded that Non-Academic Staff are required to log in and out of the Face ID machine during their lunch break.

Employees must ensure that they are at their designated posts at the end of their official break periods. Over breaks will not be tolerated and corresponding deductions will be applied.

B. No Loitering Policy

Employees are strictly prohibited from loitering and should stay in their properly designated working areas and perform their assigned tasks except during break-time periods or in case of personal necessity/emergency.

C. Ramadan Schedule

In the observance of the Feast of Ramadan the following work schedules shall be observed during this period:

Officers and Non-Academic Personnel:

Muslim: 8:00 am to 2:00 pm

Non-Muslim: 8:00 am to 3:00 pm

D. Holidays

The University observes all legal holidays and any special holiday declared by the government. The officers must always ensure the safety and security of University properties during holidays.

E. Suspension of Work

In the event work is suspended due to force majeure or as declared by UTB, there being no work, employees shall be paid for that particular day(s).

Work may only be suspended upon the declaration of the various ministries of the Kingdom of Bahrain or during situations such as bomb threats, war and other related occurrences. In no way shall work be suspended just to accommodate a meeting. Those employees hired on a "no work, no pay" basis shall not be paid.

EMPLOYEE ATTENDANCE

Coming to work on time is a way of life in UTB. At the start of work hours, every employee is expected to be at the workplace, prepared and ready to begin assigned task for the day. Employees should already be at the office on or before the designated reporting time so as not to be considered late.

A. Face ID Device

The Face ID records of the daily attendance of employees shall be the basis for computation of salaries and wages. They are thus required to time in and out daily. Employees are expected to use the Face ID for the time in/out as they report and leave for work and to and from official business.

Upon hiring, Face ID No. will be provided by the HRD. This will be used to register the employees in the Face ID machines for their LOG IN AND LOG OUT.

In cases where the biometrics machine is out of order, employees are required to use the logbook.

Employees who report one (1) minute or more from the official start of working time shall be considered late.

Employees who leave work one (1) minute or more from the official end of working time shall be considered under time. Employees with no face ID attendance for a particular day shall be marked absent.

B. Official Business (OB)

All Official Business (OB) transactions should be filed online thru the HRMS at least two (2) days prior to the actual date of OB. Employees will not be allowed to leave the company premises without approved OB's.

In case an urgent OB is needed filing should be done within the day of the actual OB.

Employees who are out on OB should limit their time and activities to what is indicated in the OB. Any activity outside the stated purpose shall constitute gross dishonesty under the University's code of conduct.

C. Official Business Accomplishment (OBA)

Upon return from their OB, employees should file their Online OB Accomplishment Report thru the HRMS. OBA's must be filed within the day or the following day.

Late filing of OB and OBA will be rejected hence the employee will be marked absent for that particular period.

D. Travel Order (TO)

All employees who are required to perform Official Business (OB) transactions attend to conferences, seminars or trainings outside of Bahrain shall be required to file an online Travel Order thru the HRMS.

Likewise, deployment, end of contract and availment of annual free airfare thru the University expense shall also be covered by Travel Order.

The employee shall submit to HRD a hard copy of the travel order duly signed by the employee who will go on travel and his/her Immediate

Superior. The HRD will route and process the travel order together with other pertinent documents for signature and approval of the HRD, Audit, VP for Acad. Affairs (For Academic employees only), VP for Administration and Finance and the President

PAY POLICIES

A. Salaries

Salaries shall be paid to employees every 28th of the month in accordance to the approved Payroll Cut off schedule.

B. Payroll Cut-off Period

The attendance cut-off period as specified by the HRD shall be the basis of the attendance coverage for the monthly payroll of the employees. HRD shall disseminate the attendance cut off schedule and post the same in their bulletin board for the employees' reference.

All payroll documents must be submitted to HRD on the specified period of submission per cut off.

C. Bank Account Details

All employees are required to submit their Bank Account details to HRD. Salaries shall be drawn from the bank account provided by the employees in an accredited bank in Bahrain.

D. Payroll Complaint

Employees who have payroll complaint must observe the following:

1. Accomplish a Payroll Complaint Form
2. Indicate the date of deduction and the amount deducted.
3. Attach the pay slip and other pertinent documents

4. Submit all documents to HRD. Should the payroll Complaint be valid, the deductions shall be reversed and released on the next payday.

WORKING ATTIRE

All employees are required to wear the prescribed working attire. The following working attire shall be observed:

| | |
|----------------------|--|
| Male | Suit Arabic traditional thobe (For Muslims) Jeans, Sports Shirts with collar or equivalent, Rubber shoes and slippers are not allowed. |
| Female | Suit/Dress/Skirt/Slacks and formal blouse with Blaizer Formal footwear with at least one-inch heels Mini-skirts, sleeveless, jeans, rubber shoes and slippers are not allowed. |
| Maintenance Staff | Jeans and sport shirts with collar or uniform shirt. |
| Security Guards | Security Guards must wear prescribed Company uniforms. |

Aside from the prescribed dress code, employees are required to observe good grooming and proper hygiene.

Employees who are not wearing the proper working attire shall be refused entry and shall be marked absent (without pay) for the day.

ID Cards should be worn at all times when inside the University premises. The NO-ID-NO-ENTRY policy shall be strictly implemented.

All employees shall be issued individual ID cards and are required to wear them at all times when inside the Company premises and buildings.

The NO-ID-NO-ENTRY policy shall be strictly implemented. Security guards have been instructed not to allow any employee to enter the Company premises without wearing their company ID.

In case of loss of ID, an affidavit of loss, letter of request for replacement of ID Card and receipt for payment of BD5 paid thru the cashier for the ID replacement should be submitted to HRD for processing of the ID request.

PERFORMANCE EVALUATION

The Performance Appraisal System for Non-Academic (PASNA) is the performance evaluation instrument for Non-academic employees.

It consists of two (2) parts:

Part 1 (70%) measures performance based on critical performance areas or key results area.

Part II (30%) measures the work behavior or attitude of the employee such as initiative, reliability, attendance, personality and human relations, integrity, etc.

Employees shall be appraised on a periodic basis on their current performance based on the job requirements of their position.

The PASNA result may be used for the renewal or non-renewal of contract and for promotion and salary adjustment.

Computations of scores are as follows:

| | |
|---------------|---|
| Part 1 | $\frac{\text{Total Score for JPf and JPr} \times 0.7}{\text{Number of Rating Factors}}$ |
| Part 2 | $\frac{\text{Total Score} \times .03}{\text{Number of Factors}}$ |
| Overall Score | Part 1 + Part 2 |

Note: JPf = Job Performance

JPr = Job Productivity

The computed scores should be matched against the table below:

| Score Range | Performance Rating | Equivalent |
|--------------------|---------------------------|-------------------|
| 4 | Greatly exceeds standards | Outstanding |
| 3 < 4 | Above standards | Very Satisfactory |
| 2 < 3 | Meets standards | Satisfactory |
| < 2 | Below standards | Poor or Failed |

PROMOTION and SALARY ADJUSTMENT

A. Promotion

An employee who demonstrates outstanding ability, diligence and professional competence is given every opportunity to advance towards a more responsible and better paying job within the University.

The Immediate Superior shall evaluate and may recommend an employee for promotion. The concerned employee shall undergo 3 months nomination period.

The employee being nominated for promotion must have an outstanding performance, must not have been subjected to disciplinary action and no negative findings by the HRD and Audit in order to be confirmed of his/her new position.

Upon approval of the confirmation to the new position corresponding salary adjustment shall be implemented.

B. Salary Adjustment

This means increase in basic pay by virtue of a new minimum wage as mandated by law; or a new plantilla adopted by the University, provided the employee meets the corresponding new criteria set by management. Salary adjustment shall not require a nomination period and shall take effect on the date specified by management.

TRAINING and DEVELOPMENT

The University recognizes the importance of training and development as a tool for optimizing employee productivity and morale. The University, through the HRD, shall prepare a comprehensive annual training and development plan based on the result of the Training Needs Assessment which is conducted on an annual basis.

The HRD conducts an all year round set of in-house regular courses and programs on values formation, skills aspects, and current developments in the performance of administrative functions and services to address gaps in knowledge, skills and attitudes. Special courses and programs offered by external agencies can likewise be availed upon request by those who have specific training requirements.

Upon nomination to a training course sponsored by the University, the employee participant is required to sign an agreement that he/she shall:

1. Continue to serve the company for a minimum period commencing on the first working day after the seminar. Computation of the exact work service contract is derived as follows:

| | | |
|----------------------------|---|---|
| Work Service Formula (WSF) | = | training cost (direct + live-in expenses) + substitution cost (for faculty only) ----- ----- + 6 months Xpotential worth/training impact factor* |
|----------------------------|---|---|

2. The amount to be refunded shall be twice the amount of the seminar fee for failure to meet the exact return service

- requirement;
3. Submit a written report on the coverage of the seminar within 10 days after the seminar; and
 4. Return the original copy of training materials to the Company library within 10 days after the seminar.

***POTENTIAL WORTH/TRAINING IMPACT**

| Impact | Points | Parameter (Work) | Parameter (Education) |
|---------------------|---------------|--|--|
| Excellent | 2.00 | Improves decision making, managerial/ supervisory skills | Related to background/work; builds new knowledge |
| Very Good | 1.75 | Improves analytical skills, coordinative, human relations | Related to background/work; updates knowledge |
| Good | 1.50 | Improves language, communication and organizing skills | Related to background review |
| Satisfactory | 1.25 | Improves mechanical skills, general office administration skills | Not related to background / general education |

RELATIONSHIP with SUPERIOR & CO-EMPLOYEES

An employee is expected to give due respect to his/her superiors by recognizing their authority and to get along with their co-employees by following basic rules on courtesy and proper office decorum. In order to maintain harmonious working relationships, he/she must refrain from quarrelling with their co-employees. Any misunderstanding or differences should be settled in a peaceful and civilized manner, and if necessary, with the intervention of his/her supervisor or department head.

USE of COMPANY PROPERTY and OBSERVANCE of SAFETY MEASURES

A. Use of Company Property

Use of company property for personal and other reasons than for which it was intended is prohibited. Willful destruction of company property will not be tolerated by management.

In the event of loss or willful destruction, the employee concerned must reimburse the same at full replacement value. No property shall be removed from the company premises without securing a gate pass duly signed by the designated manager.

For transfer of property within the same building or to another building for the same purpose or users as originally intended, the Property Supervisor and VP for Admin and Finance are the designated approving Officers.

For air-conditioning units and computer equipment and peripherals, only the President can approve the gate pass for transfer.

No personally owned property by employees is allowed to be brought in the University premises unless it is registered at the gate.

Employees who are not assigned nor authorized to operate machines are prohibited to operate machines or tamper with such machines.

Employees are required to put out lights, air-conditioners and other electrical equipment and machines before leaving their work area during departure time.

B. Use of Company Telephone

Telephone etiquette and courtesy must be observed at all times. Phones should be picked up promptly, on the first ring if possible and not to exceed the third ring.

An employee should answer the phone with the appropriate greeting and by identifying his/her name and department or section.

Personal calls during office hours are prohibited unless the matter is urgent in nature.

C. Use of Corporate Email

The University considers email as an important means of communication and recognizes the importance of proper email content and speedy replies in conveying a professional image and delivering good customer services. Users should take the same care in drafting an email as they would for any other communication.

The University shall grant email accounts to all employees to support its aim of increasing productivity through the use of technology. Employees are expected to ensure the proper use of Company's email system. All messages distributed via the company's email, are Company's property.

You must have no expectation of privacy in anything that you can create, store, send or receive on the company's email system. Your emails can be monitored without prior notification if the company

deems this necessary.

If there is evidence that you are not adhering to the guidelines set in this policy, the company reserves the right to take disciplinary action, including termination and/ or legal action.

It is strictly prohibited to:

1. Send or forward emails containing libelous, defamatory, offensive, or obscene remarks. If you receive an email of this nature, you must promptly notify your superior.
2. Forward a message or a copy of a message or attachment belonging to another user without acquiring permission from the originator first.
3. Send unsolicited email messages or chain mail.
4. Forge or attempt to forge email messages, or disguise or attempt to disguise your identity when sending mail
5. Use of email for personal purposes.

D. Observance of Safety Measures

All employees must observe safety precautions not only for the protection of the company property but also for their own personal protection. Accidents, injuries, or illness inside the company premises, no matter how slight, should be reported immediately to the HRD or the department concerned. Employees are expected to be on guard against fires. As such, any sign of fire, no matter how small, must be reported immediately to the VP for Administration and Finance.

E. Observance of Security Measures

The University employs the services of security guards for round-the-clock duty within the University premises. In this regard, the security guards are being given authority to strictly implement the following preventive security measures:

1. Compulsory wearing of employee ID cards within Company premises;
2. Screening of guests and visitors, whether official or personal and not allowing them to enter the work areas including separated employees (resigned, terminated) and those placed under preventive suspension unless with clearance from HRD.
3. Strict screening and recording of property brought in and out of the office.
4. For security of records and documents, all employees are directed to leave their work area at the end of each working day clean of any paper or document. All documents/records must be properly kept in locked cabinets. Keys to lockers must be in custody of authorized personnel only of each respective department and taking documents from the cabinets must be authorized and monitored by each respective department. Announcements should be posted on bulletin boards.

F. No Smoking Policy

Smoking within the University premises is strictly prohibited as all offices are declared as a “NO SMOKING ZONE”. Violators shall be subject to disciplinary action based on the Company’s Code of Offenses.

EMPLOYEE BENEFITS

A. Social Insurance Organization (SIO) Benefit

The amounts of contribution are set by the SIO as percentage of the gross monthly salary as follows:

| | |
|------------------|--|
| For Bahrainis: | 7% – employee's share 12% – company's share |
| For Expatriates: | 1% – employee's share 3% – company's share |

B. Leaves

1. Vacation Leave (VL)

Employees who completed one year continuous service at UTB are entitled to thirty (30) days vacation leave with full pay.

Employees are required to schedule the dates of their vacation leave thru the Vacation leave Plan per School Year to be submitted by the Head of the Department at least two (2) months after the start of the School Year and must be approved by the President and submitted to the HRD office for payroll purposes.

The vacation leave must be filed online thru the use of the HRMS at least two (2) days prior to the date of leave

Late filing of vacation leave will not be accepted by the system and will be deducted from the salary of the employee

2. Sick Leave (SL)

Employees who completed three (3) months of full time service in the University are entitled to:

- Fifteen (15) days sick leave on full pay.
- Twenty (20) days sick leave on half pay
- Twenty (20) days sick leave without pay

The entitlement of the employee to sick leave on full or partial pay may be accumulated for a period not exceeding 182 days. In the event that the period of absence of an employee due to sickness exceeds the sick leave entitlement, the excess may be deducted from the annual leave.

The sick leave must be filed online on the first day of reporting for duty thru the use of the HRMS and must be accompanied by a medical certificate if the leave is for a period of more than three (3) days. The medical certificate should also be uploaded in the HRMS.

Late filing of sick leave will not be accepted by the system and will be deducted from the salary of the employee

3. Maternity leave

A female worker shall be entitled to maternity leave on full pay for sixty (60) days which shall not be deducted from her annual leave provided she produces a medical certificate attested by the Ministry of Health stating the expected date of her confinement. Such maternity leave shall include the period before and after confinement. Further, she may have an additional leave without pay for fifteen (15) days.

4. Other Types of Leaves

A worker shall be entitled to a 3-day leave on full pay in the following circumstances:

- In the event of his marriage only once.
- Death of his/her spouse or one of his relatives to the fourth degree of relationship
- Death of his/her spouse's relatives to the second degree of relationship.

A worker is entitled to leave for one day on full pay upon the birth of his child.

Appropriate leave must be filed thru the HRMS and the employee must attach required document(s) to establish the facts relating thereto.

Degree of relationship according to Article 63 of the Labor Law No. 36 of 2012

A worker shall be entitled to 3 days leave in the event of the death of one of his relative to the fourth degree.

| First degree | Second degree | Third degree | Fourth degree |
|-------------------|-------------------------|--|---|
| mother and father | grand father and mother | parents of grandfather and mother | great grandfather and mother |
| son and daughter | brother and sister | maternal and paternal uncle | uncle and aunt of worker's parent |
| | grand child | son and daughter of sister and brother | maternal and paternal uncle of worker's parents |
| | | son and | grand child of |

| | | | |
|--|--|-------------------------|---|
| | | daughter of grand child | sister and brother |
| | | | son and daughter of maternal and paternal uncle |

A worker shall be entitled a death leave of 3 days on the Death of his/her spouse’s relatives to the second degree of relationship.

| First degree | Second degree |
|-------------------|-------------------------|
| mother and father | Grand father and mother |
| son and daughter | Brother and sister |
| | grand child |

C. Medical Insurance

UTB employees are entitled to health benefit provided by accredited Government Health Centers and Hospitals.

D. Education Benefit (EDUCA)

Full-time employees of UTB including their spouse and children below 21 years of age may avail of the privilege to study at UTB. This is on the condition that the employee or his/her dependent satisfies the admissions requirement of the university. The amount of discounts extended to the employees or his dependent(s) as follows:

| With at least 1 year of Full-time service with UTB | % of EDUCA Availment | Length of RSA | TERMS |
|--|----------------------|--|------------------------------------|
| 1 Year | 50% | For dependents: w/ 12 months of RSA for every dependent For employee: 2 years RSA upon completion of degree | Remaining 50% will be paid in cash |

Discount on total fees (including tuition fees, laboratory fees and miscellaneous fees)

Registration and other fees will be paid by the UTB employee during enrollment.

E. Return Service Agreement (RSA)

Upon approval of the EDUCA application, an employee must sign a Return Service Agreement (RSA) with the university. This means that the employee must continue his/her employment with the University for a period specified in the RSA.

The employee and the dependent must satisfy the academic requirements of the courses/programmes they are enrolled in to continue to enjoy the benefit.

F. Housing Allowance

The University will provide housing allowance for all full-time expat employees except expat housewives (under the sponsorship of their husband) or housewives of Bahrainis. The amount varies with the rank of the employee.

G. Transportation Allowance

Transportation allowance is provided to full time employees. The amount varies with the rank of the employee.

H. Annual Air Passage for Expatriates

After completing one year of continuous service, full time expatriate employees are entitled to annual leaves and airline tickets to the country of origin/permanent residence. Tickets are in economy class and based on the most economical route. Arrangements of the airline tickets can be made at the HRD Office. These tickets are not convertible to cash.

I. Leaving Indemnity

A full-time expatriate employees of UTB who have completed at least one (1) year of continuous service shall enjoy leaving indemnity in accordance to the provision of Chapter14: Termination of a Contract of Employment and Article 116 of Law No. 36 of 2012 of the Labour Law for the Private Sector.

RENEWAL and TERMINATION of CONTRACT

A. Basis for renewal of contract:

1. PASNA rating of 2 < 3 = Satisfactory - up
2. Did not exceed allowable tardiness and absences for no valid reason.
3. No outstanding and un-liquidated cash advances from the accounting office.
4. No outstanding and un-resolved Notice to Explain or un-served sanction or pending behavioral case filed in the HRD office.
5. Must be physically fit based on medical certificate

B. Basis for Non-renewal of contract:

1. PASNA rating of <2= Poor/Failed
2. Exceeded allowable un-excused absences or tardiness.
3. With un-liquidated cash advances and unresolved and pending disciplinary or behavioral case in the HRD office.

C. Letter of intent to renew or end a contract

An employee who wishes to renew his/her employment contract must submit a letter of intent to renew his/her contract at least one month before the end of the existing contract. Similarly, an employee who does not wish to renew his/her contract must submit a letter of intent not to renew at least 30 days before the end of the contract.

D. Termination prior to end of contract

The University may terminate the contract of an employee if the employee is found guilty of dishonesty, gross personal or professional misconduct, or willful neglect of duty; if he/she is convicted of a criminal offense; if after adequate warning notice issued he/she still fails to attend diligently to his duties as determined by his/her Immediate Superior; if he/she is absent without authorization for more than one (1) week immediately following a leave; or for any continued material breach of the terms of his/her contract.

E. Resignation

An employee's service may be terminated through voluntary resignation which should be submitted to the appropriate department head and the President at least one (1) month from the date of effectivity of the resignation subject to all pertinent provisions under the contract.

Expatriates who are leaving the university voluntarily, through retirement or resignation are eligible for payment of indemnity according to Bahrain Labour Law.

RESTRICTIONS, CONDUCT and DISCIPLINE

Any employee who commits an offense against the University, its property or its personnel, is subject to disciplinary action. Disciplinary action which may include written reprimand, suspension and dismissal for a just or authorized cause provided by law or University regulation is dealt with in accordance with the provisions of existing labor laws and its implementing rules.

A. Guidelines

1. Every employee shall support the Management by strictly adhering to the University's policies and regulations.
2. Immediate superiors shall ensure that their staff are aware and will follow the codified penalties for policy violation.
3. Policy violations are categorized as light, medium/intermediate, serious, and very serious depending on the gravity of the offense as provided herein.
4. The Employee Disciplinary Tribunal may recommend reducing or increasing the penalty depending on the mitigating or aggravating circumstances of the offense as it affects:
 - The smooth operation of the University
 - The harmonious interpersonal relationships of management, its employees, and students; and
 - The contract of employment entered into by the University and the employee concerned.

The circumstances that may qualify the infliction of penalties include the following: extent or amount of loss or damage or injury to persons; the gravity or seriousness of the offense; and the manner and circumstances of its commission.

5. No employee shall be meted disciplinary action without just cause and without being afforded due process.

Following are the guidelines for the observance of due process:

- a. Notice of Investigation must clearly indicate all pertinent details. Everybody is required to comply with the standard forms for investigations.
 - b. Proof of receipt of the notices should be secured and attached to the decision on the case.
 - c. Compliance to the two-notice rule regardless of the basis of termination should be strictly observed.
 - d. Whether the cause of termination is due to law or contract, compliance with the procedural requisites of due process is still required.
 - e. Furnish a copy of all termination cases to the Legal Department as an exercise of prudence and for them to render proper advice to the President.
6. All violations have corresponding penalties as stated in the Codified Penalties of the University.
 7. Ignorance of the Code excuses no one.
 8. Penalties are served through a 6-month moving calendar-cleansing period. Offenses committed within the moving 6-month period will be reckoned from the date of the latest offense, which will serve as the starting point/reference for counting the number of offenses during the 6-month period.

9. In contrast, a calendar year period is reckoned on the year an offense is committed and not based on the date the last offense was committed.
10. Offense not specifically described herein shall be dealt with on a case-to-case basis.
11. This Code or any provision hereof may be modified, revised and amended as future conditions may warrant improving its implementation.
12. The aforementioned penalties shall be without prejudice to prosecution of civil and or criminal actions in court or administrative agencies.

B. The disciplinary regulations applicable on facilities subject to the provisions of the labor law No. 36 of 2013

| Type of violation | Penalty and rate of deduction from the daily wage | | | | Remarks |
|---|---|-----------------|------------|------------|---------|
| | First time | Second time | Third time | Forth time | Remarks |
| Firstly: violations related to Working hours | | | | | |
| Late arrival to work up to 15 minutes without permission or acceptable reason if other workers were not late consequently | Verbal warning | Written warning | 5% | 10% | |
| Late arrival to work up to 15 minutes without permission or acceptable reason if other workers were late consequently | Verbal warning | Written warning | 25% | 50% | |
| Late arrival to work more than 15 minutes and up to 30 | Written warning | 15% | 25% | 50% | |

| Type of violation | Penalty and rate of deduction from the daily wage | | | | Remarks |
|---|---|----------|----------|----------|---------------------------|
| minutes without permission or acceptable reasons if other workers were not late consequently | | | | | |
| Late arrival to work more than 15 minutes and up to 30 minutes without permission or acceptable reasons if other workers were late consequently | Written warning | 50% | 75% | Full day | |
| Late arrival to work more than 15 minutes and up to 60 minutes without permission or acceptable reasons if other workers were late consequently | 25% | 50% | 75% | Full day | |
| Late arrival to work more than 15 minutes and up to 30 minutes without permission or acceptable reasons if other workers were not late consequently | 30% | 50% | 75% | Two days | |
| Late arrival to work more than one hour without permission or acceptable reasons | Written warning | Full day | Two days | 3 days | In addition to late hours |

| Type of violation | Penalty and rate of deduction from the daily wage | | | | Remarks |
|---|---|--------------------|-------------------|-------------------|---|
| if other workers were not late consequently | | | | | deduction |
| Leaving work or leaving before time without permission or acceptable reason for period not exceeding 15 minutes | Written warning | 10% | Quarter day | One day | |
| Leaving work or leaving before time without permission or acceptable reason for period exceeding 15 minutes | Written warning | 10% | 25% | Full day | In addition to deduction of late period |
| Staying at work or returning to it without justifiable reason | Written warning | 10% | 25% | Full day | |
| Secondly: violations related to work organization | First time | Second time | Third time | Forth time | Remarks |
| Leaving work from a place not specified for exit | Verbal warning | Written warning | 15% | 25% | |
| Receiving non staff visitors without permission from the management | Verbal warning | Written warning | 15% | 25% | |
| Eating at a time and place not prepared for that purpose | Verbal warning | Written warning | 15% | 25% | |
| Sleeping during work | Verbal warning | Written warning | 25% | 50% | |

| Type of violation | Penalty and rate of deduction from the daily wage | | | | Remarks | |
|---|---|-----------------|----------|------------------------|------------------------|--|
| | Verbal warning | Written warning | 25% | 50% | | |
| Using the phone for personal purposes without permission | Verbal warning | Written warning | 25% | 50% | | |
| Loitering or workers not in their locations during working hours | 10% | 25% | 50% | One day | | |
| Tampering with attendance record | 25% | 50% | One day | Two days | | |
| Disobeying normal order related to work | 25% | 50% | One day | Two days | | |
| Not implementing instructions related to work provided that these instructions are displayed in a prominent place | 25% | 50% | One day | Two days | | |
| Sleeping in situations which require continuous awaking. | Half day | One day | Two days | Three days | | |
| Inciting disobedience of works and special instructions | 2 days | 3 days | 5 days | Termination of Service | | |
| Negligence or complacency in work which may cause damages on workers' health or their safety. | 2 days | 3 days | 5 days | Termination of service | | |
| Smoking in non smoking areas or | 2 days | 3 days | 5 days | Termination of service | Termination is allowed | |

| Type of violation | Penalty and rate of deduction from the daily wage | | | | Remarks |
|--|---|--------------------|-------------------|-------------------|------------------------------------|
| drinking alcohol drinks in the work place | | | | | if gross damage caused as a result |
| Thirdly: Violations related to worker's behavior | First time | Second time | Third time | Forth time | Remarks |
| Collecting donations without permission | Verbal warning | 10% | 25% | 50% | |
| Writing ads on walls or fixing ads | Warning | Written warning | 25% | 50% | |
| Excessive consumption of raw materials without acceptable reason | Written warning | 50% | One day | Two days | |
| False accusations on superiors or colleagues which causes stop of work | 25% | 50% | One day | Two days | |
| Refusing checking during leaving work | 25% | 50% | One day | Two days | |
| Violating health instructions related to work place | 50% | One day | 2 day s | 5 das | |
| Using tools, machines or raw materials for private purpose | One day | 2 days | 3 days | 5 days | |
| Quarreling with colleagues and causing disturbance in the work place | 1 day | 2 days | 3 | Days | 5 days |
| Pretending to be sick | 1 day | 2 days | 3 | Days | 5 days |

| Type of violation | Penalty and rate of deduction from the daily wage | | | | Remarks |
|--|---|-----------------|--------|-------------------------|---------|
| | 1 day | 2 days | 3 | Days | |
| Refusing to make medical checkup when requested to do so from the work unit doctor | 1 day | 2 days | 3 | Days | 5 days |
| Not handing over cash collected for the facility in the specified times without reasonable justification | 2 days | 3 days | 5 Days | Termination of services | |
| Violating local instructions related to work | 2 days | 3 days | 5 Days | Termination of services | |
| Not wearing official uniform | Verbal warning | Written warning | 10% | 25% | |
| Failure to complete training and development program | Written warning | 10% | 25% | 50% | |
| Refusing to attend extra working hours | Verbal warning | Written warning | 25% | 50% | |
| Making bargains, selling or purchasing or promoting goods in the work place | Written warning | 10% | 25% | 50% | |
| Leaving important information at the desk | Verbal warning | Written warning | 25% | 50% | |
| Leaving important information on printer, photo copy machine or fax | Verbal warning | Written warning | 25% | 50% | |

| Type of violation | Penalty and rate of deduction from the daily wage | | | | Remarks |
|--|---|-----------------|-----|-----|---------|
| | | | | | |
| Destroying backup copies of information without permission | Written warning | 10% | 25% | 50% | |
| Not reporting theft of computers, its accessories or any other machines | Written warning | 10% | 25% | 50% | |
| Not signing out of the network and not closing the computer during absence unless otherwise required. | Verbal warning | Written warning | 25% | 50% | |
| Misusing emails | Verbal warning | Written warning | 25% | 50% | |
| Encroachment of officials and smear them by any means. | Written warning | 10% | 25% | 50% | |
| Destroying a letter handed over to the mail section or opening it or helped others to do so including wire and wireless letters. | Written warning | 10% | 25% | 50% | |
| Forgetting to keep a backup copy in other safe place. | Verbal warning | Written warning | 25% | 50% | |
| Not closing personal computers at the end of the working hours | Verbal warning | Written warning | 25% | 50% | |

GRIEVANCE And APPEALS

UTB ensures prompt and efficient procedure for handling and resolving grievances in a manner that is fair, without prejudice or fear of retaliation and where all concerned shall be treated with respect, courtesy and dignity.

GRIEVANCE PROCEDURE

Through Administrative Channels.

An employee wanting to file a grievance should first discuss the grievance with his/her immediate supervisor within 30 days of the occurrence of the incident. The employee should state the issues in dispute and the corrective action to be taken.

The supervisor should attempt to resolve the grievance directly through an extensive discussion with the employee as well as through mediation between the two parties. The discussion should occur as soon as possible, but not later than seven (7) days after the request has been received.

If a mutually satisfactory agreement cannot be reached within seven (7) days of receipt of the request, the employee may submit the grievance in writing to the Department Head or to the next highest officer. The employee is given seven (7) days to present the case personally at each level.

The next level officer will investigate the matter and attempt to resolve the dispute without bias or prejudice to any of the parties. A summary of

recommendation will be sent to the concerned employee within seven days of receipt of the written grievance.

If the grievance is not resolved, the employee as the aggrieved party may then make an appeal in writing within seven (7) days to the President who in turn shall give the necessary action. The final decision is given to the aggrieved employee.

Through Formal Grievance Hearing

If the grievance cannot be resolved through the administrative channels, a grievance report must be filed within 30 days receipt of an HRD report following the mediation efforts or within 30 days of receipt of a dean's or director's report.

Upon receipt of the grievance complaint, HR will review if the grievance filed is "grievable" and if so will forward the grievance to the external hearing panel designated by the university to oversee the hearing process.

The external hearing panel will forward a copy of the grievance to the respondent with a request for a written response. A list of five (5) hearing officers will form the panel and shall be jointly selected by the parties. Both the grievant and respondent are entitled to be represented by their own counsel at their own expense.

The external hearing panel should provide a written report which contains the following:

- Positions of the parties;
- Testimony of the witnesses; and
- Identification and analysis of documentation.

The panel should submit their findings, conclusions and recommendations to the President within 30 days after the hearing ends. The President shall forward his written final decision within 30 days from receipt of the

panel's report. Any delays in the issuance of the decision and the reason for the delay should be communicated to both parties concerned.

APPEALS

If the formal procedure fails to resolve the grievance, either employee may begin the steps of this appeal procedure no later than fourteen (14) calendar days after receipt of the Formal Grievance Procedure decision to the President for a review of the decision. A request for appeal may be filed with the Office of the President. Appeals will be acted and resolved no later than 14 days upon receipt.

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MR. ROSEMARIE A. ROSALES
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Important:

Please accomplish Acknowledgement Sheet below and submit it to the office of Human Resource Department.

=====

I acknowledge that I have received and read the UTB Administrative Manual and understood the policies and procedures of the University.

I shall respect and dutifully abide by the University rules and accept responsibility for knowing and familiarizing myself with the information contained in this Manual. I shall seek clarification from the appropriate HRD Officer if it is deemed necessary.

Conforme:

Name of Employee: _____

Employee No. : _____

Signature : _____



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