

Policies and Procedures

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1.0 PURPOSE

INTRODUCTION AND GUIDING PRINCIPLES

This policy has been developed to guide AUBH into the future and to provide a framework for employees to work, together as a team, both professionally and ethically. The internal procedures and practices embodied in this policy are designed to specifically address AUBH's unique working environment whilst attracting and retaining the best qualified talent. More importantly, it reflects how we distinguish ourselves as employees of AUBH.

It is a requirement of employment that all personnel adhere to the policy, rules, and behavioral standards in order to contribute towards a positive and effective work environment. In the event that employees fail to adhere to this standard, employees may be subject to formal disciplinary action as outlined in this policy.

Employees are expected to comply with this policy, and all other procedures that apply to their role and function, as well as the Labor Law of the Kingdom of Bahrain. However, bear in mind, that this policy, as well as all other policies and procedures that govern AUBH, are principle-based documents that cannot anticipate every possible situation. Any disputes and or arbitration concerning all AUBH employees will be under the jurisdiction of the Kingdom of Bahrain in accordance with Bahrain Labor Law.

This policy has been approved by the Board of Governors and may be amended periodically. Amendments to the policy will be made in line with the University's objectives or aligned to Higher Education Council (HEC) rules. Once approved, the revised policy shall be circulated by HR.

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2.0 DEFINITIONS

Abbreviations

The following abbreviations or terms, found in the manual, have been listed and defined below:

Abbreviation	Definition
AUBH	American University of Bahrain
BOD	Board of Directors
COO	Chief Operating Officer
Executive Management	President, COO and Provost
GCC	Gulf Cooperation Council
SIO	Social Insurance Organization
HEC	Higher Education Council
HR	Human Resources Department
HRD	Human Resources Director
Labor Law	The Labor Law of the Kingdom of Bahrain
Line Manager	Immediate Manager or Supervisor
LMRA	Labor Market Regulatory Authority
MOL	Ministry of Labor
AUBH calendar year	1 st August to 31 st July

3.0 POLICY

SECTION ONE: RECRUITMENT AND SELECTION

- 1.1 AUBH seeks to attract and recruit qualified and diverse talent for all positions. Potential employees will be selected based on their skills, knowledge, and experience.
- 1.2 All vacancies will be publicly posted on AUBH website, internal employees are encouraged to apply for positions that fit their qualifications and experiences.
- 1.3 All applicants shall be treated fairly and equally with respect throughout the recruitment process and in accordance with the AUBH Diversity and Inclusion Policy. It is the responsibility of the Line Manager, when entrusted with the selection of candidates, to do so on the basis of merit, without prejudice or bias.
- 1.4 In order to maintain integrity, 4th degree relatives as defined by Bahrain Labor Law should not be placed or engaged in a function in which another member of the family is either directly or indirectly

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responsible for the supervision of that relative. Any exceptions shall be granted at the discretion of Executive Management.

- 1.5 AUBH will not offer permanent employment to candidates below the age of eighteen (18) years.
- 1.6 All recruitment must be in accordance with the annual workforce plan and budgeted headcount approved by the Board of Directors. It is the responsibility of the line manager and the provost's office to request their admin and faculty needs during the budget planning process.
- 1.7 A job description must be prepared, and requisition form must be completed for each vacant position.
- 1.8 Successful candidates shall be offered employment once the Executive Management has approved the hire or internal transfer (as per the Delegation of Authority Policy).
- 1.9 All prospective employees must complete the Employment Application Form. The application must be accompanied with documents including (but not limited to) a copy of the passport, CPR, certificates/qualifications, experience certificates, passport size photo, references, testimonials, etc.
- 1.10 New employees will have an induction and must satisfactorily complete their probation period prior to completion of their first ninety (90) days of employment.
- 1.11 For every potential recruit or new hire, there should be supporting documentation on file providing evidence that the recruitment process has been followed.
- 1.12 Authority levels will be as per the Delegation and Authority Policy.

SECTION TWO: COMPENSATION AND BENEFITS

- 2.1 The compensation guideline is designed to achieve the following goals:
 - a. Provide a fair, equitable, and attractive compensation for employees.
 - b. Encourage and reward performance.
 - c. Attract and retain individuals of the right caliber, qualification, and experience.
 - d. Be responsive to changes in the marketplace and offer competitive salaries to those in similar institutions.
 - e. Manage compensation in a structured and cost-effective manner.
- 2.2 Several factors are considered when determining the components of an employee's salary:

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- a. The grading structure and salary ranges for each grade.
- b. AUBH's budget and capacity to pay.
- c. Local market practices and conditions.

2.3 Salary definition for the purposes of this policy:

"Salary" refers to the total monthly cash payment received by an employee. Salary does not include any allowances, fringe benefits or "one-off" payments made to employees.

SALARY STRUCTURE AND RANGES

- 2.4 AUBH's grading and salary structure is developed against an organizational structure, whereby Job Grades encompass all positions. All positions are classified into grades as a guideline for equitable compensation.
- 2.5 Positions are evaluated and awarded specific points based on the competence, consequence, and knowledge requirements for the job. Job grades are then determined, with a minimum and maximum points for each grade which are then translated into salary scales.
- 2.6 Salary scales are at the discretion of the Board of Directors, as and when required may be modified to reflect market changes.

JOB EVALUATION

- 2.7 Each job description is evaluated by HR to establish a fair relationship between positions and assigned grades.
- 2.8 Newly created jobs or existing jobs which have a significant change in the roles or responsibilities, will be evaluated by HR. It is unlikely that a job description will change more than once a year.

GRADES AND POSITION TITLES

- 2.9 Employees will be identified by their position title. Grades will typically only be used as an internal reference point by HR when determining salaries, benefits, promotions, transfers, deployments, etc.

STARTING SALARIES

- 2.10 All employees will be hired at an appropriate compensation within the relevant grade for the approved position. The specific salary within the grade range will be determined by AUBH based on

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the individual's comparative experience and skills. Employee basic salary is dependent upon the employee's grade and/or employment contract.

- 2.11 In exceptional circumstances based on completion of a required training for a specific position; an employee's salary may be reviewed post successful completion of the probation period. Salary changes are not automatic and must be approved by Executive Management.

SALARY REVIEWS AND INCREASES

- 2.12 Salary reviews will be conducted during the period of the employee's annual appraisal. This will ensure that salary adjustments, if any, are matched with the performance and productivity of the employee and made in response to changes in cost of living and local market conditions.
- 2.13 Employees in the following categories are not entitled to salary increases:
- Employees who have less than three months service before the month of implementation.
 - Employees with a performance level rated as "underperforming".
 - Employees who have been subject to formal disciplinary action.
 - Employees who resign before the month of salary payment.
 - Employees whose contracts specifically excludes eligibility.
 - Employees whose basic salary is above the maximum of their respective grade.
- 2.14 Entitled employees may not necessarily be awarded a salary increase.
- 2.15 Salary increases are typically applied in August of each year but are at the discretion of Executive Management.
- 2.16 A salary increase does not involve a change in the classification or job grade and is strictly a movement of an employee's basic salary within the applicable salary range.
- 2.17 HR will lead the annual salary review cycle. Increases are determined on a discretionary basis established by Executive Management.
- 2.18 Salary increments are discretionary and based on the approved budget.

PROMOTIONS

- 2.19 Promotions are discretionary and will be determined and budgeted for annually and approved by Executive Management. Decisions are based on budgeted workforce plans and taking performance into consideration.
- 2.20 Academic promotions are considered as per the Academic Rank Promotion Policy.
- 2.21 Administrative promotion could be considered if:
- there is a succession need for a critical resource

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- a vacancy at a higher level or expansion of an existing role exists
- the employee is a high performer

2.22 Employees may be considered for a promotion, but not necessarily promoted.

2.23 An employee receiving a promotion will be granted a promotional salary increase and will be moved to the appropriate grade as approved by Executive Management.

2.24 Administrative promotion requests are initiated by line manager by completing the Promotion Requisition Form. All requests will be received and reviewed by HR prior to obtaining approval by Executive Management.

- 2.25 All employees are entitled to promotions except those:
- who have less than three months service before the month of implementation.
 - with a performance level rated as “underperforming”.
 - who have been subject to formal disciplinary action.

PART-TIME POSITIONS

2.26 Compensation for part-time positions shall be approved by Executive Management.

SALARY PAYMENT

2.27 All employees will be paid monthly as detailed in the below schedule:

Subject	Detail
Frequency of payment	Monthly in arrears
Date salary available to employee	No later than the 28 th day of each month (or earlier if 28 th coincides on a weekend or public holiday)
Currency of payment	BHD
Mode of payment	Direct credit transfer into employee’s account located in Bahrain as provided to AUBH as specified in the Employee Details form. International transfers or payment by check are at the discretion of HR.
Changes to Bank Account	Employees must notify HR department in writing should they wish to change bank details for salary transfer along with the effective date of the change.

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Deductions	The payment may include deductions for unpaid leave/sick leave, advance payments, or any other expense according to the employee's personal account.
Pay slip	An electronic pay slip will be available in the HR system summarizing the payment; hardcopy will be provided upon request.

BENEFITS

MEDICAL INSURANCE

2.28 All full-time employees will be entitled to medical insurance as detailed in the below schedule:

Subject	Detail
Eligible employees	All full-time employees who have successfully completed their probation period are eligible for medical insurance coverage.
Medical insurance coverage	<p>The University provides medical insurance coverage. Coverage starts immediately once the employee successfully completes their ninety (90) day probation period.</p> <p>Employees who wish to pre-enroll themselves into the medical coverage plan prior to completion of the probation period, may do so on the condition that a Medical Insurance Agreement is signed which specifies that the employee agrees to reimburse AUBH for all costs associated with medical insurance enrollment should their employment end prior to completion of probation period.</p> <p>Employees are eligible for family status of medical insurance coverage, based on their contractual agreement. Spouse and up to two (2) children may be covered as dependents. Definition of dependents according to the medical insurance policy are as follows:</p> <ul style="list-style-type: none"> ▪ Includes the legal spouse of an employee. (This does not include those legally separated) and ▪ Children under 18 years of age who are residing and studying in Bahrain. For children above 18, the requirements dictated by the medical insurance provider/policy must be followed. (e.g., proof of current education, status in Bahrain, copy of transcripts, CPR). <p>The University allows employees to enroll additional dependents at their own expense, which will be deducted from the salary over a maximum period of 6 months. The University will review the claims</p>

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	<p>of these dependents annually and has the right to refuse enrolling the members again in case of high claims.</p> <p>For employees or spouses, and in cases where medical insurance coverage provided by AUBH does not include a maternity benefit, AUBH will reimburse up to BHD 750 for expenses related to pre-natal, delivery, and post-natal care supported by receipts from an authorized medical provider in Bahrain. This benefit does not extend to medical providers outside of Bahrain and will apply for up to two (2) children.</p>
Reimbursements	<p>Reimbursements will be made by the insurance company subject to the excesses/deductibles as per the terms of the medical insurance policy shared with all employees upon joining the university or during annual medical insurance renewals.</p>

COMPUTER DEVICES

- 2.29 The University will provide all employees with a Windows-based laptop device. Line Managers may request a different device for their employees with proper justification; these requests must be approved by the VP Finance and Administration or COO and be in line with the IT Asset Management Policy.

MOBILE DEVICES

- 2.30 The University may provide a SIM card and/or mobile device for positions that require one with approval from Executive Management. Employees are expected to return the device in the event of termination or resignation. All costs associated with the SIM card and/or mobile device shall be borne by AUBH. Any misuse of the issued SIM or device will be the responsibility of the staff member legally and financially.

SPORTS FACILITIES

- 2.31 All full-time employees, at their own leisure, will be permitted to utilize the Sports Center on campus. A University ID is required to access the facilities.
- 2.32 The employees will follow the Sports Center rules and regulations. Violations will be treated in accordance with this policy.

PARKING

- 2.33 All full-time employees will be allocated a parking area within the University's premises.

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EXPATRIATE ANNUAL AIR TRAVEL BENEFIT

- 2.34 Expatriate full-time employees, as stipulated in their employment agreement will be entitled to annual flights as specified below:

Subject	Detail
Eligible employees	<p>Full-time expatriate employees who have completed (6) six months of service are eligible for annual flights and shall be based on the approval of their Line Manager.</p> <p>Where this Contract is terminated by the University or notice of termination is given, the Employee will not receive the annual return air ticket for that year, but will instead be offered a repatriation flight in accordance with the respective clause contained in this Contract.</p> <p>If the Employee joined in the middle of the year, the provision of an annual air ticket for that year shall be at the discretion of Executive Management.</p>
Entitlement	<p>The employee is entitled to one (1) return economy-class flight(s) to the employee's point of origin (agreed with the employee when recruited) and back to Bahrain. This ticket will be booked by the University once per year for the Employee, spouse, and up to two dependent children under the age of 18 who reside in Bahrain.</p> <p>The employee must request the air travel benefit at least one-month (1) prior to the desired date of travel.</p> <p>The cost of air tickets will also include airport taxes payable, if any, and travel insurance. Any other cost of travel, including but not limited to health checks, excess baggage, parking, etc. will not be covered by the University.</p> <p>The University may place limitations on the expenditure for such flights in addition to determining the date and time of travel as well as the airline.</p> <p>Employee may request travel to a destination other than point of origin as long as the cost of that travel does not exceed the minimum or lowest available cost of air travel to the point of origin; if the cost exceeds, the employee will pay the difference.</p> <p>The employee is not entitled to encash any annual return flight(s) or to carry such flight forward to subsequent years.</p>

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Process	<p>If the employee requests an annual ticket, the request will be sent to HR to procure the ticket. The travelling employee should ensure that the tickets are booked as detailed in the request.</p> <p>Upon receiving approval by Management, an employee may book their own travel provided the total itinerary cost does not exceed the costs received from the recognized travel agents of AUBH.</p> <p>Should the employee choose to purchase the ticket at his/her own expense then the University will reimburse the employee subject to the above-mentioned Entitlement. Reimbursements payable upon presenting actual receipts and proof of travel (boarding pass).</p>
Termination & Repatriation	<p>Should the employee be terminated by the University or be given notice of termination, the employee will not receive the annual air travel benefit for the year and will instead be offered a repatriation flight in accordance with the respective clauses as stipulated in their employment agreement.</p> <p>Where the annual air ticket has already been incurred by the University in respect of the same year in which the employment is subsequently terminated, the cost expended on that air ticket will be deducted from the Employee's final settlement.</p>

EXPATRIATE RELOCATION ALLOWANCE

- 2.35 Full-time expatriate employees' relocation, as stipulated in their employment agreement, will be covered by the University. Relocation includes the cost of airfare, one month accommodation, and other travel expenses approved at the discretion of Executive Management and will be communicated and negotiated on an individual basis.

SOCIAL INSURANCE CONTRIBUTIONS

- 2.36 Full-time local and GCC nationals' employees are entitled to social insurance contributions as specified below:

Subject	Detail
Eligible employees	Local and GCC nationals are entitled to SIO pension fund based on labor law.
Applicable Law	Please refer to the Bahrain Social Insurance Law available on sio.gov.bh or from the relevant GCC country of origin.
Formula for calculation	<ul style="list-style-type: none"> ▪ Based on basic salary (allowances are excluded except for social allowance).

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	<ul style="list-style-type: none"> ▪ The share of which the Bahraini employee, the Expatriate employee, and the University is responsible for will follow the applicable local or GCC regulation.
Contributions paid to whom and when	Contributions are paid directly by the University.

LEAVING INDEMNITY

2.37 Full-time employees are entitled to end of service benefit as specified below:

Subject	Detail
Eligible employees	<p>Expatriate employees and Local National employees (who meet the criteria) will receive an end of service benefit in accordance with the Indemnity Article 113 of the Labor Law.</p> <ul style="list-style-type: none"> ▪ Paid to employees at the end of their service as part of their final settlement. ▪ Leaving Indemnity will follow the guidelines of the Labor Law.
Applicable Law	Article 113 of the Labor Law of the Kingdom of Bahrain.
Formula for calculation	<p>Expatriate employees and Local Nationals who earn over Bahraini Dinars 4,000 are entitled to a leaving indemnity upon the termination of their employment in accordance with the Labor Law as follows:</p> <p>The leaving indemnity is set at the rate of fifteen (15) days' basic salary for each full year of service for the first three (3) years of employment and thereafter, thirty (30) days base salary for each full year of service.</p> <p>For Expatriate employees, leaving indemnity is calculated based on last drawn salary against years of service.</p> <p>For Local Nationals, leaving indemnity calculation is based on any amount in excess of BD 4,000 and commences once the basic salary is above BD 4,000. ¹</p>

¹ For illustration purposes only, assuming a Local National earns BD 4,500 per month. The employee's base salary for calculating the leaving indemnity would be BD 500. The leaving indemnity calculation as per the labor law will be used and instead of years of service, calculation would commence once the base salary is above BD 4,000 per month.

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CONTRACTUAL BENEFITS

- 2.38 In specific contracts authorized by Executive Management or the BOD, modifications and addition to the above-mentioned benefits could exist. These contractual benefits will prevail.
- 2.39 Authority levels will be as per the Delegation and Authority Policy

SECTION THREE: PUBLIC HOLIDAYS AND LEAVES

- 3.1 The objective of this section is to set out official working hours, public holidays, various types of leave, and to detail AUBH's procedure on how to manage absence of employees fairly and consistently.

ROLES AND RESPONSIBILITIES

- 3.2 The HR has the primary responsibility for this policy and ensuring that the procedures stated herein are followed.
- 3.3 All Line Managers are responsible for ensuring the requirements of these policies are consistently applied to all employees.
- 3.4 All employees are responsible to plan their leave for the year and to utilize all their leave within the Academic Year.

OFFICIAL WORKING HOURS

- 3.5 The standard working week for all employees is five days, from Sunday to Thursday.
- 3.6 The official core working hours are nine (9) hours commencing from 8.00 am to 5.00 pm. The Employees are expected to complete eight (8) hours a day with flexibility to commence between 8.00 am and 9.00 am (or as required).
- 3.7 Faculty are expected to be on campus 45 hours per week.
- 3.8 Employees (Faculty and staff) working hours will be in accordance with AUBH's curriculum, workload, and needs and may include work outside the standard working week and core working hours.
- 3.9 The time spent travelling to and from AUBH, to get to work and back home is not considered working time.
- 3.10 Administrative staff working in excess of their contractual hours or on holidays will be compensated by overtime in accordance with the Labor Law.

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3.11 Employees are expected to adhere to the work timings.

RAMADAN WORKING HOURS

3.12 In accordance with the Labor Law of the Kingdom of Bahrain, AUBH employees will not be required to work for more than six (6) hours per working day and no longer than thirty (30) hours per working week during the holy month of Ramadan.

3.13 Employees are expected to complete six (6) hours a day during the holy month with flexibility to commence between 8.00 am and 10.00 am (as required).

3.14 Faculty working hours will be in accordance with AUBH's curriculum, workload, and needs.

PUBLIC HOLIDAYS

3.15 The University will observe the following as Official Public Holidays decreed by the Government of the Kingdom of Bahrain. All employees are entitled to leave with full pay on the following occasions:

DATE	HOLIDAY
1 st January	<ul style="list-style-type: none"> ▪ New Year's Day
1 st May	<ul style="list-style-type: none"> ▪ Labor Day
End of Ramadhan (Date varies on lunar calendar; all Islamic holidays are subject to confirmation at the time.)	<ul style="list-style-type: none"> ▪ Eid Al Fitr ▪ Eid Al Fitr ▪ Eid Al Fitr
Date varies on lunar calendar; all Islamic holidays are subject to confirmation at the time	<ul style="list-style-type: none"> ▪ Arafa ▪ Eid Al-Adha ▪ Eid Al-Adha ▪ Eid Al-Adha ▪ Al Hijri New Year – Islamic New Year ▪ Ashoora (Day 9 of Muharram) ▪ Ashoora (Day 10 of Muharram) ▪ Birthday of Prophet Mohammed

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16 th December	<ul style="list-style-type: none"> ▪ National Day Holiday
17 th December	<ul style="list-style-type: none"> ▪ National Day Holiday

- 3.16 All Islamic holidays are subject to confirmation by Local authorities and will be announced by HR.
- 3.17 Any unexpected official holiday will be announced by the Government of Bahrain and by HR.
- 3.18 If a public holiday coincides with a weekend, day(s) off in lieu will be granted normally following the weekend unless otherwise announced by the Government of Bahrain and by HR.
- 3.19 If public holiday coincides with assignments / training outside Bahrain, the employee will not be granted a day off in lieu but will benefit from any official holiday occurring in the country of assignment.
- 3.20 Unless otherwise stated in employment agreements, AUBH employees will be eligible to the following leaves:
- a. Annual Leave
 - b. Sick Leave
 - c. Maternity Leave
 - d. Paternity Leave
 - e. Marriage Leave
 - f. Compassionate Leave
 - g. Bereavement Leave
 - h. Pilgrimage/Haj Leave
 - i. Study Leave
 - j. Time off in Lieu
 - k. Parental Leave
 - l. Unpaid Leave
 - m. Extended Leave Without Pay

ANNUAL LEAVE

- 3.21 The University places values and importance on work-life balance. Employees are encouraged to take their full annual leave entitlement by planning in advance during the year; Line Managers will take reasonable measures to ensure that employees are not prevented from doing so on account of workload. Details of the AUBH's annual leave guidelines are detailed in the schedule below:

Subject	Detail
Annual Leave Guidelines	<ul style="list-style-type: none"> ▪ Annual leave is a paid leave entitlement. ▪ All employees must take at least six (6) consecutive days annually. It is normal for staff to take all outstanding leave once each year.

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	<ul style="list-style-type: none"> ▪ Employees under probationary period will not be entitled to utilize annual leave. ▪ Employees in specific circumstances may be requested to return to work earlier than scheduled. The unutilized leave will be credited back to the employee's leave balance. ▪ Annual leave must be planned and organized within an Annual Leave Plan. The purpose of this plan is to ensure that employees' leaves are taken in an organized basis. The Annual Leave Plan must be submitted by September 30th of each year and should be adhered to, to the extent possible. ▪ Annual leaves must be approved by Line Managers, giving as much notice as reasonably possible. Vacations must not be booked until approval has been obtained by the Line Manager. Leave requests may not be authorized by the Line Manager if the leave period coincides with a peak period in terms of work. ▪ Faculty annual leave days will be as allocated in the internal Academic Calendar.
Annual Leave Entitlement Guidelines	<ul style="list-style-type: none"> ▪ Unless otherwise stated in the employment agreement, AUBH employees will be eligible for a minimum of 30 working days annual leave per calendar year, accrued on a monthly basis per completed month of service from the start date of the contract. ▪ The leave entitlement may be increased at the management's discretion. ▪ Employees are entitled to take leave in advance of their monthly accrual with the approval of Line Manager. Any utilized annual leave that is unaccrued will be deducted from the final settlement.
Carry Forward Annual Leave	<ul style="list-style-type: none"> ▪ Employees are encouraged to avail all annual leave accumulated in the Academic Year and a maximum of 5 days unutilized annual leave shall be automatically carried forward. ▪ Subject to the approval of Executive Management, based on the recommendation of the concerned Line Manager, and in specific cases were warranted due to work schedules, more than 5 days of unutilized leave may be exceptionally carried forward to the following year with written confirmation from HR. The carry forward leave must be utilized within the 1st quarter of the following year.
Annual Leave Paid Calculation	<ul style="list-style-type: none"> ▪ For the purposes of final settlement, the unutilized annual leave payment calculation is as follows: $([\text{monthly salary}] \times 12 / 365) \times (\text{number of unutilized annual leave days})$

SICK LEAVE

3.22 All permanent employees are entitled to sick leave in accordance with the Labor Law of the Kingdom of Bahrain and as detailed below:

Subject	Detail
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Sick Leave Guidelines	<ul style="list-style-type: none"> ▪ Employees will be eligible for sick leave upon completion of their probationary period. ▪ Employees who have not completed their probationary period will be eligible for sick leave without pay. ▪ An employee who has not commenced duty for a full calendar will earn sick leave on a pro-rata basis. ▪ Any sick leave days in excess of the accumulated sick leave will be deducted from the respective employee as appropriate. ▪ Employees unable to report to duty must inform their Line Manager as soon as possible. ▪ Sick leaves in excess of one (1) day during any given month must be supported by a medical certificate or appropriate deduction will apply to employees who do not present these certificates. ▪ Sick leave claimed, but not subsequently supported by an authenticated medical certificate, will be treated as unpaid leave, and may be the subject matter for disciplinary procedures as detailed in the Employee Relations section of this policy. ▪ Absence due to illness for one (1) day or less will also be recorded and deducted from the employee sick leave balance; the employee is allowed once per month to submit such leaves without a medical certificate. ▪ Sick leaves may not be claimed whilst an employee is on annual leave except in the circumstance of emergency hospitalization and accidental injury requiring prolonged sick leave of at least ten (10) days. In such cases, the employee needs to present a medical certificate.
Sick Leave Entitlement Guidelines	<ul style="list-style-type: none"> ▪ Unless otherwise stated in the employment agreement, AUBH employees will be eligible for sick leave per calendar year in accordance with the labor law: <ul style="list-style-type: none"> ▪ Fifteen (15) calendar days with full pay per year ▪ Twenty (20) calendar days with half pay per year ▪ Twenty (20) calendar days without pay per year ▪ Sick leave is accrued on a monthly basis per completed month of service from the start date of the contract. ▪ An employee who has not commenced duty for a full calendar year will earn sick leave on a pro-rata basis. ▪ Sick Leave, on full pay or otherwise, shall not be treated as part of the employee's paid leave entitlement. ▪ Entitlement to sick leave on full or partial pay may be accumulated during the Employee's service for a period not exceeding 240 days. ▪ Half Pay and Unpaid sick leave will be utilized once the full paid entitlement is exhausted.
Approval of Medical Certificates	<ul style="list-style-type: none"> ▪ Medical certificates may be obtained from private clinics and hospitals. ▪ All medical certificates must contain as a minimum the following information, such as employee full name, date of birth, gender, medical diagnosis and expected period of incapacitation, name of the medical doctor, his/her address, his/her signature, and his /her official stamp.

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	<ul style="list-style-type: none"> ▪ If after the expiration of the medical certificate the employee continues to be absent due to illness, (s)he should obtain another medical certificate for the extended period of absence.
Industrial Sickness	<ul style="list-style-type: none"> ▪ If an accident-causing injury to the employee happens while at work, the employee should report it immediately to the Line Manager, health & Safety officer and HR and complete the industrial accident form to report it to the SIO within 24 hours of the accident. ▪ If properly reported to the pension commission, all the medical treatment consequences including sick days shall be borne by the SIO.

MATERNITY LEAVE AND NURSING HOURS

3.23 Female employees are entitled to maternity leave and nursing hours in accordance with the Labor Law of the Kingdom of Bahrain and as detailed below:

Subject	Detail
Maternity Leave Guidelines	<ul style="list-style-type: none"> ▪ Female employees are eligible up to (60) sixty calendar days of paid maternity leave in connection with the birth of a child. AUBH may at the request of the employee extend the maternity leave, provided that the total number of leave days does not exceed ninety (90) calendar days; this extension will utilize the annual leave balance of the employee in addition to unpaid leave if required. Such maternity leave may commence prior to the expected date of delivery. ▪ On return from maternity leave, a female employee is entitled to period(s) of rest in order to nurse her infant for a cumulative period of twelve (12) months. The total of such nursing time shall not exceed two (2) hours each day for the first year. ▪ Nursing time shall be in addition to the normal intervals of rest granted to all employees. ▪ Requests for maternity leave must be accompanied by a medical certificate which provides the projected delivery date. Employees are expected to make leave arrangements with the Line Manager as far in advance as possible. ▪ There will be no compensation for official public holidays, any compassionate or sick leaves that may occur during the maternity leave period. ▪ Female employees are also entitled to unpaid leave to take care of their child (who is not above

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	six (6) years of age) for a maximum period of six (6) months on three (3) occasions throughout her period of employment.
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PATERNITY LEAVE

3.24 Male employees are entitled to paternity leave after the birth of a child as detailed below:

Subject	Detail
Paternity Leave Guidelines	<ul style="list-style-type: none"> ▪ Male employees are entitled to three (3) days paid leave on the day of a child's birth. ▪ Requests for paternity leave must be accompanied with the birth certificate of the child. ▪ There will be no compensation for official public holidays or any bereavement or sick leave that may occur on that day.

MARRIAGE LEAVE

3.25 All employees are entitled to marriage leave as specified in the schedule below:

Subject	Detail
Marriage Leave Guidelines	<ul style="list-style-type: none"> ▪ An employee is entitled to three (3) days paid leave on the occasion of their marriage, provided that this leave is availed only once during their service with AUBH. ▪ This leave needs to be supported with an official marriage certificate. ▪ There will be no compensation for official public holidays or any bereavement or sick leave that may occur on that day.

COMPASSIONATE LEAVE

3.26 All employees are entitled to compassionate leave as detailed in the schedule below:

Subject	Detail
Compassionate Leave Guidelines	<ul style="list-style-type: none"> ▪ Compassionate leave is not automatic and is at the discretion of the Executive Management and the Line Manager. This leave will typically be applicable to employees who have completed their probationary period. ▪ Compassionate leave with pay may be granted to allow absence for the serious illness or following a death of employee's immediate family members. ▪ While there is no fixed entitlement to compassionate leave, the application of this leave shall be limited to a maximum of ten (10) days in any one calendar year.

Policies and Procedures

BEREAVEMENT LEAVE

3.27 All employees are entitled to bereavement leave as detailed in the schedule below:

Subject	Detail
Bereavement Leave Guidelines	<ul style="list-style-type: none"> ▪ An employee is permitted three (3) days paid leave in the event of the death up to the third degree. ▪ Female Muslim employees are entitled to one (1) month paid leave in the event of the death of her spouse. This bereavement leave may be combined with the employee's annual leave for an additional period of three (3) months and ten (10) days. If the employee does not have sufficient annual leave days remaining, she is entitled to take unpaid leave for this period. ▪ Expatriate employees may be permitted to additional paid days of bereavement leave to support travel. Extension of days is at the discretion of Executive Management.

PILGRIMAGE / HAJ LEAVE

3.28 All Muslim employees are entitled to Pilgrimage / Haj leave as detailed in the schedule below:

Subject	Detail
Pilgrimage / Haj Leave Guidelines	<ul style="list-style-type: none"> ▪ After the completion of five (5) years of service at AUBH, Muslim employees will be entitled for a period not exceeding fourteen (14) calendar days to perform Haj Pilgrimage (Mecca). ▪ This leave may only be taken once during the period of employment and should apply at least one month in advance. ▪ HR will determine the number of employees that can be released for this leave in any one year, which means that an application may not necessarily be granted in that year.

STUDY LEAVE

3.29 All employees are entitled to study leave as detailed in the schedule below:

Subject	Detail
Study Leave Guidelines	<ul style="list-style-type: none"> ▪ AUBH may offer up to a maximum of ten (10) calendar days study leave to employees wishing to pursue further studies. ▪ All study leaves are not automatic and will require exceptional approval by Executive Management.

Policies and Procedures

TIME OFF IN LIEU

3.30 All employees are entitled to time off in lieu as detailed in the schedule below:

Subject	Detail
Time Off in Lieu Guidelines	<ul style="list-style-type: none"> ▪ AUBH may offer employees time off in lieu who have been requested to work during their weekend, public holiday, or annual leave as per the Labor Law articles 57 & 58. ▪ Time off in lieu is not automatic and will be approved by the employee's Line Manager.

UNPAID LEAVE

3.31 Employees may apply for unpaid leave in accordance with the schedule below:

Subject	Detail
Unpaid Leave Guidelines	<ul style="list-style-type: none"> ▪ AUBH may in special circumstances grant an unpaid leave of absence. Unpaid leave of absence is unlimited. ▪ Employees cannot apply for unpaid leave while they still have an annual leave balance remaining. ▪ The approval of such leave will be at the discretion of the Line Manager and Executive Management and will be reviewed on a case-by-case basis. ▪ The University will pay its share of the SIO for up to one month of unpaid leave; time in excess of one month will be borne by the employee.
Unpaid Leave Calculation	<ul style="list-style-type: none"> ▪ The unpaid leave deduction calculation is as follows: $([\text{monthly salary}] \times 12 / 365) \times (\text{number of unpaid calendar days})$

UNSCHEDULED ABSENCES

3.32 Line Managers are expected to counsel employees for any persistent absence from work without permission. In case of no improvement in attendance patterns, the case should be referred for disciplinary action in accordance with the Employee Relations section of this policy.

ABANDONMENT OF SERVICES

3.33 Abandonment of services occurs when an employee abstains from duty without reasonable cause for more than ten (10) consecutive days. In such cases, the employee will be subject to disciplinary action in accordance with the Employee Relations section of this policy and their name will be removed from the payroll.

3.34 Authority levels will be as per the Delegation and Authority Policy.

Policies and Procedures

SECTION FOUR: EMPLOYEE RELATIONS

- 4.1 The Employee Relations section of this policy is divided into two sections, governing the discipline and grievance procedures. This policy shall be read in accordance with all other AUBH policies.

Discipline

- The University sets expectations for employees on 1) **job performance** and 2) **conduct**. Employees are responsible for meeting expectations. The Disciplinary section of this policy codifies the process when an employee is accused of misconduct, and the subsequent actions that the University will take if the accusations are upheld.

Grievance

- The grievance procedure is intended to be used as problem-solving approach for a particular decision or action previously taken, or a request for modification. The purpose of the grievance procedure is to enable AUBH employees to raise concerns in an attempt to resolve differences.

DISCIPLINE

- 4.2 Subject to the Labor Laws of the Kingdom of Bahrain and AUBH's own set of rules and regulations, the University may take disciplinary actions against employees guilty of misconduct.
- 4.3 Employees who fail to correct a deficiency after progressive discipline may be dismissed.
- 4.4 AUBH recognizes that the purpose of discipline in most cases is to help employees improve poor or declining job performance, absence or conduct issues as detailed in Bahrain Labor Law and summarized below. Examples of situations that may lead to the enforcement of disciplinary actions include/but not limited to:
- Poor work performance and observable uncooperative conduct in completion of assigned tasks
 - Careless disregard or violations of AUBH's rules, policies and procedures University or departmental policy
 - Failure to carry out lawful, reasonable, and safe instructions given by superiors
 - Persistent and excessive unscheduled absence and tardiness and failure to comply with the scheduled absence procedure(s)
 - Insubordination or misconduct
 - Dishonesty or fraud
 - Breach of confidentiality
 - Failure to attend training course, workshop, conference, or event as delegated by AUBH without an acceptable excuse
 - Unauthorized removal of assets from the University premises
 - Use of AUBH's email to transmit inappropriate material

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- Deliberate damage to AUBH property and premises or reputation through acts of misconduct or involvement in such damage
- Conviction of criminal offense
- Falsification of employment data during the recruitment and selection process
- Failure to respond satisfactorily to previous warnings

ROLES AND RESPONSIBILITIES

4.5 The disciplinary process may be initiated and/or taken by various concerned departments or individuals as listed below:

- | | | |
|---|---|--------------------|
| <ul style="list-style-type: none"> ▪ Line Manager ▪ Academic Dean / Director ▪ Executive Management ▪ Human Resources | } | Managers of People |
|---|---|--------------------|

4.6 AUBH applies the grandfather principle to manage discipline and dismissal. Meaning, if the immediate Line Manager of the concerned employee is unable to take ownership of the disciplinary process, the case will be referred to the next level of authority in the hierarchy.

4.7 Warning letters will be issued by HR and co-signed by Executive Management and concerned Manager and acknowledged by the Employee. Dismissal letters are issued by the HR and signed by Executive Management.

4.8 **Managers of People** are responsible for:

- Understanding the importance of discipline as a means to ensure rules are observed and standards maintained.
- Ensuring that employees understand what is expected of them with regards to both performance and behavior and then ensuring these standards of performance and conduct are maintained within their department.
- Taking ownership of the disciplinary process in their department and applying the disciplinary procedures fairly and consistently.
- Fully documenting all discussions held during the disciplinary process.

4.9 **Human Resources** is responsible for:

- Ensuring that the Disciplinary section of this policy is applied in a consistent and fair manner to employees. Providing counsel and coaching to Line Managers when they are dealing with disciplinary issues.
- Ensuring that accurate records of the disciplinary process are maintained in the employee's personnel file and are treated confidentially.
- Being involved during the entire disciplinary action process.
- Ensuring that the Disciplinary section of this policy and Procedure complies with the laws of the Kingdom of Bahrain.

INVESTIGATION

4.10 Disciplinary action will not be initiated until there has been a full investigation of the facts; and at each stage the employee will have the opportunity to hear the case against them and state their own case.

Policies and Procedures

- 4.11 The results of the investigation and the disciplinary action that will be carried out, except for Verbal Warnings, will be consulted with COO or President; the Provost will be consulted if the investigation relates to faculty.

PENALTIES

- 4.12 Penalties prescribed in Bahrain Labor Law will be used for disciplinary action as required.

Levels of Disciplinary Action

- 4.13 The level of disciplinary action will vary and will be decided based on the specific nature of the violation, the conduct of the employee concerned, and the impact or consequence caused by the violation. These may include verbal and written warnings, suspension with or without pay or dismissal from service in accordance with Bahrain Labor Law and as listed below in ascending order:

- Verbal Warnings
- Written Warnings
- Salary Deductions
- Suspension
- Dismissal

- 4.14 It is possible to combine more than one (1) penalty for the same offense. For instance, “Persistent and excessive unscheduled absence and tardiness and failure to comply with the scheduled absence procedure(s)” may be subject to both written warnings and financial penalties.
- 4.15 **Verbal warnings** will typically be delivered by the employee’s immediate Line Manager in a discussion; and will typically follow with an email documenting the verbal warning.
- 4.16 **Written warning letters** are issued by HR and co-signed by Executive Management and concerned Manager. The written warning must detail the facts and the nature of violations The employee must receive a copy of a signed acknowledgement of receipt confirming that (s)he has read and understood the contents of the letter.
- 4.17 **Salary Deductions** in respect of any violation will be included within the monthly payroll.
- 4.18 **Suspension** (with or without pay) will be considered in the following circumstances:
- pending the outcome of an investigation
 - as a result of a serious breach or violation
 - post a final warning and while a dismissal is being considered
- 4.19 During suspension, the employee may not communicate with employees at AUBH and may not access AUBH premises and assets (computer, phone, etc.). Any exceptions will be at the sole discretion of the Executive Management and shall be communicated by HR.
- 4.20 **Dismissal** may be the final course of action or may be the immediate course of action, depending on the nature of the violation/contravention and in accordance with Bahrain Labor Law. Dismissal letters are issued by HR and signed by Executive Management.

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GRIEVANCE

- 4.21 AUBH recognizes that an employee may have problems or concerns about their work, working environment or working relationships that they wish to raise and have addressed. In this respect, our policy is to encourage employees to discuss informally with their Line Manager any concerns and issues that arise during the course of their employment, so these can be resolved quickly and to the satisfaction of all concerned.
- 4.22 However, if the employee feels that the matter has not been satisfactorily resolved, the employee can raise a formal grievance, following the AUBH's Grievance & Complaints Policy.
- 4.23 Authority levels will be as per the Delegation and Authority Policy.

SECTION FIVE: PERFORMANCE MANAGEMENT

- 5.1 Performance management is critical in aligning individual performance to AUBH's strategic plan and to ensure that employees receive constant feedback enabling them to perform to the best of their abilities.
- 5.2 A performance review is not an opportunity to unload a long list of criticisms. Rather, it's an honest and constructive evaluation of the employee's performance, both areas of growth and development. Think of the performance review as a way to:
- Celebrate the positives, by recognizing achievements
 - Shine a light on areas where improvements can be made
 - Provide employees with ongoing feedback
- 5.3 Performance is a continuous process and will be measured in an annual performance cycle from August 1st to July 31st.
- 5.4 Authority levels will be as per the Delegation and Authority Policy.

ANNUAL PERFORMANCE CYCLE AND TIMETABLE

- 5.5 The annual performance cycle consists of **three (3)** key stages: Performance planning, Mid-year Review and Year-end review and rating.
- 5.6 Performance reviews should not be a surprise. Employees should know what is coming.
- 5.7 Feedback is not an annual event; it is constant and needs to be provided throughout the year. For instance, at the end of a project, or submission etc. Managers should choose a frequency that is right for them and their employee(s).

PERFORMANCE MANAGEMENT DOCUMENTATION

Policies and Procedures

- 5.8 The performance review form sets objectives and deliverables. The form also lists behaviors (linked to that particular role or level) that define how they perform or achieve objectives and a space to list learning and development needs for each employee.
- 5.9 The performance review form is a tool and is not the process. The process of managing performance is the day-to-day interactions of Line Managers and employees that lead to objective achievement and demonstration of competencies. The form are simply records of these interactions.
- 5.10 Employees and Line Managers need to fill out the performance review form truthfully and accurately and submit original signed copies to HR within agreed timeframes (as established by HR annually).

UNDERPERFORMANCE AND DEVELOPMENT PLANS

- 5.11 Should the employee's performance fall below the required standard for their role, and they are unable to meet their contractual obligations, a sixty (60) day development plan will be initiated.
- 5.12 In line with the labor law of the Kingdom of Bahrain, the development plan will be the responsibility of Line Manager to manage. If underperformance occurs, Line Managers must manage it appropriately, sensitively, and promptly. Underperformance can include:
- not performing duties, or not performing them to the required standard
 - not displaying the appropriate competencies expected for the position or level
 - displaying negative or disruptive behavior in the workplace

PERFORMANCE RATINGS

Guidance and definitions of ratings to ensure performance is reviewed meaningfully as detailed below:

	Underperforming	Developing	Effective	Exceeds	Far Exceeds
	1	2	3	4	5
Rating	Significant improvement is required to justify retention in current position.	Opportunity for enhancement. Frequent direction / supervision is required.	Delivers everything that was agreed with infrequent direction / supervision.	Delivers above and beyond what was agreed with minimal or no direction / supervision.	Consistently delivers extraordinary results and far exceeds expectations and accountabilities.
Individual Objectives	Performance falls below expectations on multiple critical accountabilities.	Sometimes meets agreed upon results, but does not meet all expectations and accountabilities	Delivers all agreed upon results and meets expectations and accountabilities. Adds value to AUBH.	Consistently delivers outstanding results and exceeds expectations and accountabilities. Exceeds challenging objectives. Results add significant value and growth to AUBH.	Demonstrates remarkable achievement in all objectives. Initiates and successfully implements innovative projects that greatly enhance the value and growth of AUBH.
Competencies	Does not demonstrate many of the competencies required of the role.	Demonstrates many of the competencies required for the role, but not the full range.	Displays strengths across many of the competencies required for the role	Excels in demonstrating the competencies required for the role. Demonstrates leadership abilities.	Masters all required competencies and shows exceptional leadership and innovation. Continuously seeks and implements improvements.

SECTION SIX: LEARNING & DEVELOPMENT

- 6.1 AUBH recognizes that as an educational provider it has a unique responsibility to support and encourage the development of its employees.
- 6.2 The University is fully committed to providing employees- whatever their role, with varied approaches to development (such as external training, workshops, on-the-job training, and job rotations etc.).
- 6.3 AUBH aspires to maintain a **positive learning environment** with the aim of motivating and retaining talent and maximizing their potential. AUBH aspires to maintain a positive learning environment through:
- the active support and encouragement of Executive Management
 - the Line Manager’s proactivity in identifying and supporting training needs
 - the employee’s motivation and drive for self-development and managing their own learning
- 6.4 AUBH’s approach to learning and development is a systematic one, in that it is an outcome of a training needs analysis.
- 6.5 The University will invest objectively to meet current and future learning and development needs for all employees. A reasonable budget will be allocated for suitable training that meet these objectives. Training budgets are reviewed and approved annually in line with the budget.

FACULTY PROFESSIONAL DEVELOPMENT

- 6.6 AUBH will allocate an annual budget for the development of faculty members. The overall budget will also cover funding for the center of teaching and learning excellence.
- 6.7 Once the budget has been approved, an annual professional development curriculum will be developed. Faculty professional development will be driven by academic learning needs of AUBH.

DEFINING LEARNING AND DEVELOPMENT NEEDS / TRAINING NEED ANALYSIS

- 6.8 Defining learning and development needs is not just about bridging gaps between what people know and do and what they should know and do. It is also about **positive factors** such as identifying and satisfying development needs – preparing employees to take on extra responsibility with stretched assignments and building leadership capabilities to help employees deal with additional responsibilities etc.
- 6.9 All learning and development activities should be centered on an understanding of **what needs to be done** and **why it needs to be done** - and should always be aligned to personal, departmental, and operational plans and objectives. For that reason, there are many and varied drivers behind **training needs analysis**, the most common of which include the following:
- **Performance Reviews** – is a prime source of information regarding individual learning and development needs. Line Managers and employees jointly prepare and agree on learning and development needs for the calendar year – the emphasis being on supporting the employee’s development to achieve objectives for that particular year.

- **New Technology or Processes** – the introduction of any of these factors may require training to ensure that each employee is able to adapt effectively and efficiently.
- **Health & Safety or Legislative Requirements** – training needs may be identified as part of legislation rather than individual personal development level. For example, health and safety training or a change in the law regarding which may require employees to be enrolled in workshop to develop a certain skillset.
- **Institutional Requirements** – as a result of internal or external reviews/accreditation findings.

6.10 Authority levels will be as per the Delegation and Authority Policy.

SECTION SEVEN: BUSINESS TRAVEL AND ENTERTAINMENT

- 7.1 The Business Travel and Entertainment section of this policy is divided into two and governs the **Business Travel** and **Business Entertainment** respectively.

BUSINESS TRAVEL

- 7.2 Employees may be required to travel overseas for business purposes, or to attend training programs, etc. This policy serves as a guideline in establishing consistency in managing business-related travel costs for employees.
- 7.3 Line Managers in conjunction with HR are expected to apply good judgment when endorsing employee overseas travel with regards to training requests (this includes seminars, workshops, and conferences); and ensure there is business continuity during the course of employee travel.
- 7.4 As per the Delegation of Authority Policy, all overseas travel related to business and training will require Executive Management approval.
- 7.5 Some of the procedures reflected in this policy will be facilitated by the Finance department in accordance with AUBH's Business Expense Policy. Other procedures such as immigration requirements pertaining to the visiting country and travel and accommodation will be managed by the travel agency and HR.
- 7.6 AUBH will provide travelling employees with a per diem allowance, as per the Business Expense Policy to cover expenses incurred while traveling.
- 7.7 AUBH is committed to ensure that safety precautions are maintained during travel to countries, which may pose political or security risks to employees. In the event of any emergency crisis, the employee should contact Executive Management and/or HR, who will contact relevant embassies and Ministries to assist and facilitate the safe return of the Employee.
- 7.8 To mitigate key man risk, Executive Management should avoid travelling together.
- 7.9 AUBH shall not be responsible for loss or theft during employee business-related travel.

BUSINESS ENTERTAINMENT

- 7.10 All business entertainment expenses either locally, in Bahrain or whilst Employee travel overseas shall be reimbursed as per the Business Expense Policy.
- 7.11 Authority levels will be as per the Delegation of Authority Policy.

SECTION EIGHT: BUSINESS ETHICS AND BEHAVIOR

8.1 All AUBH employees should behave in a manner which uplifts and enhances the image and reputation of the University. This policy outlines the high standards of behavior expected of all AUBH employees. All employees must not only adhere to this policy but also to the spirit that underlies it. Any breaches outlined in this policy shall be treated in accordance with the Employee Relations section of this policy.

RESPECT AT WORK

8.2 It is AUBH policy to maintain a professional business environment which respects customs and values of diverse cultural groups and nationalities. Behavior of a disrespectful, discriminatory, or harassing nature has no place at AUBH. Each individual is responsible to maintain a respectful and professional business environment.

CONFIDENTIALITY AND RECORD KEEPING

8.3 AUBH employees are required to adhere to confidentiality clauses as detailed in their employment agreement. These clauses hold Employees accountable to not divulge or make known to any person any confidential information about AUBH.

8.4 Employees who have access to information which may include sensitive financial, or personnel information must be discreet even to the extent of not disclosing information with other colleagues at AUBH who may or may not be exposed to the information.

8.5 All employees are not authorized to disclose any information with any third parties unless they have been given expressed approval to do so.

8.6 Employees responsible for maintaining AUBH records must do so diligently ensuring accuracy and completeness of data. Records must be maintained confidentially and held securely. Confidential records and files shall not be distributed or be removed from AUBH premises.

DISHONESTY AND FRAUD

8.7 Whenever a case of dishonesty, fraud, theft, or an attempt thereof in connection with AUBH is brought to the attention of an employee, HR must be notified immediately. In all cases of dishonesty, fraud or theft will be investigated and treated in accordance with the Employee Relations section of this policy.

THE PRESS

8.8 It is vital that news about AUBH public activities is appropriately addressed. All employees (unless explicitly authorized by AUBH) are not authorized to communicate to the press or to make any statement on behalf of AUBH.

CORRESPONDENCE, PUBLICATIONS, AUBH NAME

8.9 Memorandums are not to be issued, signed, or distributed to the public by any employee other than those authorized to.

8.10 Any notice that an employee wishes to post on AUBH's SharePoint, website of notice board concerning events, recreation activities or sports must have the prior approval of Executive Management.

8.11 AUBH stationery or logo will strictly be used for professional use. Any logo use will be in accordance with AUBH's Brand Guidelines.

APPEARANCE AND DRESS CODE

8.12 All employees are expected to be dressed professionally and presentably at work at all times.

ALCOHOL AND DRUG ABUSE

8.13 Employees are prohibited to come to work while in the possession of alcohol or drugs or in a state of intoxication, under the influence of alcohol or drugs or any other narcotic.

SMOKING

8.14 Smoking of any kind shall not be permitted in buildings and is restricted to only designated areas on campus.

CONFLICT OF INTEREST

8.15 It is essential that AUBH employees do not participate or get involved with anything whatsoever which conflicts with the interests of AUBH or anything which could be construed as being a conflict.

RELATIVES WORKING AT AUBH

8.16 In accordance with the recruitment and selection section of this policy, relatives should not be placed or engaged in a function in which another member of the family is either directly or indirectly responsible for the supervision of that relative.

8.17 The application of this on internal vacancies (refer to the recruitment and selection section of this policy), would consequently mean that all transfers will not proceed unless the family member who is likely to be affected can also transfer to another department or faculty of AUBH.

8.18 Adherence to the above shall be applied for any internal / external recruitment or promotion of employees. Any exceptions to the above shall be granted at the discretion of Executive Management.

GIFTS AND HOSPITALITY

8.19 The Gifts and Hospitality section of this policy will help ensure that business is conducted with integrity and any conflicts of interest are properly managed.

8.20 Accepting gifts and/or offers of hospitality carries a risk because employees are faced with a conflict between the interests of AUBH and the interests of the provider of the gift; that is, in terms of influencing a current or future, business decision.

8.21 In the event that an employee receives a gift or an offer of hospitality, is invited to speak at a conference, the employee should report the gift, its nature, and the identity of the sender to HR using the Gifts and Hospitality Log.

8.22 Gifts of money or money vouchers should not be accepted under any circumstances. Gifts and hospitality invitations valued at BHD 30 and above shall be declared by the Employee to HR.

8.23 Failure to declare gifts received may invoke a disciplinary action on the Employee.

FINANCIAL GAIN

8.24 AUBH employees must not engage in any practice or procedure which may conceal, facilitate, or constitute bribery, kickbacks, improper gratuities or other improper payments or receipts, or which may appear as such.

BREACHES OR NOTIFICATIONS OF BREACHES

8.25 Employee who are found to be in breach with the above will be subject to disciplinary action in accordance with the Employee Relations section of this policy.

8.26 All employees should be alert and responsive to situations in which they are placed in which could result them in violating this policy. When uncertain or doubtful on any aspect of this policy or application of it thereof, the employee should raise this to his/her Line Manager or HR.

SECTION NINE: END OF SERVICE

9.1 It is AUBH's policy to end the services of its employees, only after careful consideration of the circumstances in each case whilst ensuring full adherence with the Labor Law of the Kingdom of Bahrain and terms and conditions within individual employment agreements.

9.2 Employees who exit AUBH shall be treated professionally with respect and fairness. The HR shall ensure that exit formalities are completed within a minimum timeframe and with maximum ease.

9.3 When an employee's service ends with AUBH it will be the responsibility of the Line Manager to initiate the end of service procedure after receiving a formal written resignation letter, request for early retirement, etc. All termination requests must be approved by the appropriate authority as defined in the Delegation of Authority Policy.

9.4 The End of Service section of this policy is divided into the following sections:

- Relocation of Expatriate Employees
- Resignation
- Termination with Notice
- Termination During Probation Period
- Termination Without Notice
- Completion of Contract
- Non-renewal of contract
- Termination Due to Government Regulations
- Termination Due to Medical Reasons
- Abandonment of Services
- Redundancy
- Death
- End of Service Procedures
 - Withdrawal of Notice
 - Reducing Notice Period
 - Final Settlement Procedure
 - Service Certificates
- Farewell Gift

RESIGNATION

9.5 Should an employee resign, they must serve a period of thirty (30) days' notice, as detailed in the terms and conditions of their employment agreement. Resignations during the probationary period will require one (1) days' notice.

9.6 Faculty are required to complete all semester duties should it be more than (30) days and the last working day shall fall between semesters only.

TERMINATION WITH NOTICE

- 9.7 An employee who has completed the probationary period, but whose work is found unsatisfactory, may be terminated following any disciplinary action should the circumstances justify termination.
- 9.8 An employee may be terminated for disciplinary issues, or poor performance in accordance with the Employee Relations section of this policy. Under these circumstances, employees will be terminated and given notice in accordance with the employment agreement.

TERMINATION DURING PROBATION PERIOD

- 9.9 All employees are hired and placed on a ninety (90) day probationary period. During this period, the employee must demonstrate satisfactory performance within the role assigned.
- 9.10 If the employee fails to meet the job requirements or deems the employment of AUBH to be undesirable, for any reason whatsoever, (s)he may resign or be terminated given a one (1) day notice in writing, with or without indicating any specific reasons, at any time during the probationary period.
- 9.11 Employees who have pre-enrolled themselves in the medical insurance coverage must reimburse AUBH for any costs associated with enrollment. Reimbursements or expense deduction to be made while calculating the employee's final settlement.

TERMINATION WITHOUT NOTICE

- 9.12 Where it is necessary, as detailed in the Employee Relations section of this policy, AUBH may terminate employment immediately without notice or the usual contractual or statutory notice period.

COMPLETION OF CONTRACT

- 9.13 Fixed-term contracts will come to an end automatically at the end of the specified period unless there is a justifiable misconduct or performance-related reason for early termination (as detailed in the Employee Relations section of this policy).
- 9.14 If an expatriate employee terminates the fixed-term contract prior to agreement end date, AUBH shall not be responsible for any relocation costs, or extending the residence permit beyond their last working day.

COMPLETION OF CONTRACT

- 9.15 At the end of the fixed-term contract, upon performance evaluation AUBH may choose not to offer a contract renewal to the employee.

TERMINATION DUE TO GOVERNMENT REGULATIONS

- 9.16 An employee may be terminated due to government regulations which include the following:
- An employee whose employment has not been confirmed by the HEC
 - An expatriate employee whose work permit is cancelled or who is repatriated by the order of Government Officials of the Kingdom of Bahrain
 - A local employee whose dismissal has been requested by the Government based on violation of laws

TERMINATION DUE TO MEDICAL REASONS

- 9.17 An employee will be terminated on medical grounds when it has been certified by a medical practitioner that the employee is incapacitated from performing the assigned work duties either permanently or for an extended period of time beyond his/her sick leave entitlements.
- 9.18 An employee may be terminated by Executive Management after all sick and annual leave entitlements are used and subject to receipt of medical certificate specifically declaring employee unfit to work.

ABANDONMENT OF SERVICES

- 9.19 In accordance with the Public Holiday and Leave section of this policy if an employee is found to have abandoned their services without a justifiable cause for more than ten (10) consecutive or (20) intermittent days in a one-year period the case will be referred to the Employee Relations section of this policy. The staff member will be issued a warning letter after 5 days in the first instance and 10 days in the latter instance. Usually, in such cases, the employee is terminated by Executive Management and their name will be removed from the payroll.

REDUNDANCY

- 9.20 A redundancy may occur based on AUBH needs, faculty needs, budgetary constraints or restructuring of roles. End of Service payment will be paid to employee as per termination clause of employment contract.
- 9.21 Executive Management will decide whether there is a business need for redundancy by adhering with the Labor Law of the Kingdom of Bahrain.

DEATH

- 9.22 The services of an employee will automatically be terminated on the date of their death as confirmed by an official death certificate. The final settlement payable to or recoverable from the employee will be settled with the legal heirs.

9.23 Salary payment to the family of the deceased employee will be paid for the month in which they die and up to two (2) additional months. Indemnity allowance for termination of service and final dues such as outstanding salary should be paid to the religious inheritance rules, or next of kin, as applicable.

9.24 HR will provide a certificate of service including details of the employee's occupation, duration of employment, and the final wages paid to them. HR will return to the family of the deceased any of their personal items.

9.25 For expatriate employees, AUBH will repatriate mortal remains to their country of origin/home country.

GARDEN LEAVE

9.26 AUBH reserves the right to assign an employee on garden leave.

FAREWELL GIFT

9.27 Executive Management, at its discretion, will approve farewell gifts for employees leaving the University after at least two years of service. The value of the gift will be based on the employee grade and years of service. The per year multiple used will range from BHD 50 to BHD 100, depending on the grade of the employee.

WITHDRAWAL OF NOTICE

9.28 Should an employee wish to withdraw their resignation, then they must place this request in writing to their Line Manager. It is at the discretion of the concerned Line Manager, in consultation with HR to decide as to whether this withdrawal is accepted or not.

REDUCING NOTICE PERIOD

9.29 Employees who wish to reduce their notice period and bring their last working day forward, must place their request in writing. It is at the discretion of the Line Manager, in consultation with HR as to whether this is accepted or not. Should the request be accepted, then the employment shall end on the earlier date, and no further pay or benefits will be payable.

SERVICE CERTIFICATES

9.30 All full-time employees leaving AUBH will provided with a service certificate which details the following information:

- Job title
- Employment period
- Last salary paid
- Reason for termination

9.31 Authority levels will be as per the Delegation and Authority Policy.

5.0 RELATED DOCUMENTS AND REFERENCES

DELEGATION AND AUTHORITY POLICY

POLICY HISTORY			
Date of Last Action	Action Taken/Changes	Authorizing Entity	Effective Date