



جامعة دبي الطبية
DUBAI MEDICAL UNIVERSITY

STAFF HANDBOOK

2025 – 2026





CONTENTS

FOUNDER'S MESSAGE	1
UNIVERSITY OVERVIEW	2
BOARD OF TRUSTEES	2
DMU VISION, MISSION AND GOALS	3
Vision:.....	3
Mission:.....	3
DMU mandate:.....	3
DMU Goals:	3
DMU ORGANIZATION STRUCTURE	4
DMU Organizational Structure	4
College of Medicine Organization Structure.....	4
College of Pharmacy Organization Structure.....	4
College of Nursing Organization Structure	5
1. DEFINITION OF THE CATEGORIES OF STAFF	6
1.1. Administrative & Academic Staff Categories	6
1.1 Chancellor	6
1.2 Vice Chancellor - Academic Affairs	7
1.3 Vice Chancellor - Quality Assurance and Institutional Effectiveness.....	8
1.4 Vice Chancellor - Research & Graduate Education:.....	9
1.5 Dean of the College.....	9
1.6 Head of Academic Support Department.....	10
1.7 Dean – Student Affairs	12
1.8 Shared Services Department	13
2. DEFINITION OF WORK WEEK	14
2.1. Work Hours	14
2.2. Extra Work Hours	14
3. LEAVE POLICIES	15
3.1. Annual Leave.....	15
3.2. Sick leave	15
3.3. Emergency Leave	15
3.4. Hajj Leave	15
3.5. Maternity Leave	15
3.6. Parental Leave.....	15





3.7.	Bereavement Leave	15
3.8.	Special leave.....	16
3.9.	Compensatory Leave Policy	16
3.10.	Academic Sabbatical Leave	16
3.11.	Study Leave	16
3.12.	Absence without reason	16
4.	STAFF SUPERVISION AND PERFORMANCE EVALUATION.....	17
4.1.	Introduction	17
4.2.	Purpose	17
4.3.	Scope Of the Procedure	17
4.4.	Responsibilities For Application	17
4.5.	Process	17
4.6.	The Performance Review	17
4.7.	Professional Staff Performance Evaluation Criteria.....	17
4.8.	Employees Performance Rating.....	18
4.9.	Red Category: Did Not Meet Expectations	18
4.10.	Staff Members Development Plans	18
4.11.	Performance Improvement plans	18
4.12.	Bonus.....	18
5.	STAFF COMPENSATION, BENEFITS & ALLOWANCE.....	19
5.1.	Benefits & Allowances	19
5.2.	Equal pay policy	19
5.3.	Accommodation.....	19
5.4.	Transport Allowance	19
5.5.	Annual Airfare allowance.....	19
5.6.	Medical Insurance	19
5.7.	Annual bonus	19
5.8.	Gratuity	19
5.9.	Death Compensation Policy.....	19
5.10.	Equal Opportunity Policy	19
6.	TERMS OF SERVICE FOR STAFF.....	20
6.1.	Employment Policies.....	20
6.1.1.	Responsibility of Application	20
6.1.2.	Hiring Plans.....	20
6.1.3.	Sources of Recruitment	20
6.1.4.	Advertisement & Sourcing	20
6.1.5.	Shortlisting	20





6.1.6.	Interviews	20
6.1.7.	Offers of Employment	21
6.1.8.	Employment	21
6.1.9.	Renewal of Employment Contract	21
6.1.10.	Appointment of Staff.....	21
6.1.11.	Types of Employment.....	21
6.1.12.	Orientation Policy.....	21
6.1.13.	Orientation Program Schedule.....	21
6.1.14.	Orientation Program	21
6.1.15.	Probationary Period Policy	22
6.1.16.	Nepotism Policy.....	22
6.1.17.	Employment of Immediate Relatives	22
6.1.18.	Outside Employment.....	22
6.1.19.	Personnel & Hiring Records Policy	22
6.1.20.	Emiratization	23
6.1.21.	Pension requirement for Emirati Nationals.....	23
6.2.	Professional Development for Staff.....	23
6.2.1.	Scope Of the Procedure	23
6.2.2.	Responsibilities For Approving the Application.....	23
6.2.3.	Process	23
6.2.4.	Staff Professional Development Plans.....	24
6.2.5.	Release Time	24
6.2.6.	Conferences in Dubai	24
6.2.7.	Conferences in UAE (outside Dubai)	24
6.2.8.	Conferences outside UAE	24
6.2.9.	Workshops.....	24
6.3.	Code of Conduct.....	25
6.3.1.	Purpose.....	25
6.3.2.	Scope Of the Procedure	25
6.3.3.	Process	25
6.3.4.	Use of DMU Funds and Assets.....	25
6.3.5.	Damage to Property	25
6.3.6.	Falsification of Records.....	25
6.3.7.	Theft	26
6.3.8.	Gifts & Gratuities.....	26
6.3.9.	Harassment	26
6.3.10.	Injuries and Accidents	26
6.3.11.	Confidentiality & Privacy	26
6.4.	Disciplinary Procedures.....	27





6.4.1.	Scope Of the Procedure	27
6.4.2.	Process	27
6.4.3.	Disciplinary procedures may take one of the following forms:.....	27
6.5.	Termination of Employment Policy	28
6.5.1.	Purpose.....	28
6.5.2.	Scope of the Procedure	28
6.5.3.	Definitions	28
6.5.4.	Responsibilities for Application	28
6.5.5.	Process	28
6.5.6.	Termination without notice and without end-of-employment benefits.....	29
6.5.7.	Notice Period.....	29
6.5.8.	End of Service Benefits.....	29
6.6.	Grievance and Appeals Policy	30
6.6.1.	Scope the Procedure	30
6.6.2.	Process	30
7.	STAFF GOVERNANCE AND PARTICIPATION IN COMMITTEES	32
8.	EMPLOYMENT / PERSONNEL RECORDS.....	32
9.	DMU ACADEMIC CALENDAR	32
10 .	ACCESS TO POLICIES AND PROCEDURES MANUAL	33
11.	DOCUMENT REVISION HISTORY	34







FOUNDER'S MESSAGE

We have the privilege of being the pioneer in medical education in the UAE with the establishment of Dubai Medical University in 1986 & Dubai Pharmacy Colleges in 1993, and as much as we believe it is a privilege, we realize the great responsibility that comes with it.

My happiness at our success in educating girls to become professional health practitioners to serve UAE community is beyond measure. It is my belief that achieving Dubai Medical University vision of providing health education excellency and to advance health and well-being of the community can only be fulfilled effectively if the direction and mission described in these pages have a noticeable impact on our choices and actions every single day.

It is essential that our deeds match our Islamic values, aspirations, and the expectations of our community. We are judged by how we act, the sum of these judgments is our reputation, upholding our reputation of integrity, and respect for Islamic values can be maintained only by commitment to Dubai Medical University values from all our students, faculty members & staff members.



*Late Haj Saeed Bin Ahmed Al Lootah
The Founder*



UNIVERSITY OVERVIEW

Dubai Medical University (DMU) embodies the visionary legacy of the late H.E. Saeed Ahmed Lootah, a trailblazer in UAE education. The inception of Dubai Medical College for Girls in 1986 and Dubai Pharmacy College in 1992 attests to his commitment. Recognizing the importance of interdisciplinary collaboration and a holistic approach to healthcare education, the transformative merger of these established institutions, along with the recent addition of the College of Nursing in 2023, marks a significant milestone—the birth of Dubai Medical University.

This evolution aims to establish a comprehensive healthcare education institution offering a diverse range of programs, from undergraduate to postgraduate degrees, across various healthcare fields. The establishment of DMU not only elevates educational standards but also provides students with a more inclusive and well-rounded learning experience, impacting the healthcare industry in Dubai and the UAE positively.

This preface introduces the exciting journey of quality enhancement undertaken by Dubai Medical University—a journey that reshapes medical, pharmaceutical, and nursing education, envisioning a future where healthcare professionals collaborate seamlessly across disciplines to enhance patient care.

BOARD OF TRUSTEES

The highest governing body of the institution is the Board of Trustees.

Members of BoT:

No	Name	Position on the Board	Background
1	H.E Lieutenant General Dhahi Khalfan Tamim	Chairman	Chairman, Deputy Chief of Police and General Security
2	Eng. Yahya Saeed Lootah	Member	CEO SS Lootah Group
3	Eng. Hussain Nasser Lootah	Member	Businessman
4	Mr. Sultan Abdullah Bin Hada AlSwuidai	Member	Chairman, Sharjah Economic Development Department (SEDD)
5	Dr. Mohammed Murad Abdulla	Member	Director of the General Department of Security Conferences and Seminars
6	Dr. Wadia Mohamed Al Sharief	Member	Director, Medical Education and Research Department, Dubai Health Authority
7	Dr. Fatima Sultan AlOlama	Member	Consultant and Head of Child Health section
8	Chancellor	Member	DMU Chancellor
9	Prof. Janusz A J Jankowsk	Member	DMU Vice Chancellor - Academic Affairs & Support Services
10	Dean of DMCG	Member	Ex-Officio Member



11	Dean of DPCG	Member	Ex-Officio Member
12	Dean of CON	Member	Ex-Officio Member

DMU VISION, MISSION AND GOALS

Vision:

Empower the next generation of health care leaders.

Mission:

Dubai Medical University DMU is committed to educate and nurture the next generation of competent health care professionals through excellent learning environment, innovative research and compassionate patient care to serve humanity.

DMU mandate:

- To educate and develop highly skilled and compassionate health care professionals who are prepared to meet the needs of patients and the community.
- To conduct innovative research that advances the knowledge and practice of medicine.
- To provide high quality patient care in a safe and compassionate environment.
- To serve the community by providing education, research and clinical services that promote health and wellbeing.

DMU Goals:

Goal 1: To enhance student experience and inspire ethical culture and success.

Goal 2: To promote academic excellence through innovative learning environment.

Goal 3: To be the leading center of excellence in medical research and education.

Goal 4: To engage strategic partnership and community outreach.

Goal 5: To enhance human capital to develop professional knowledge and skills.

Goal 6: To expand health education programs.

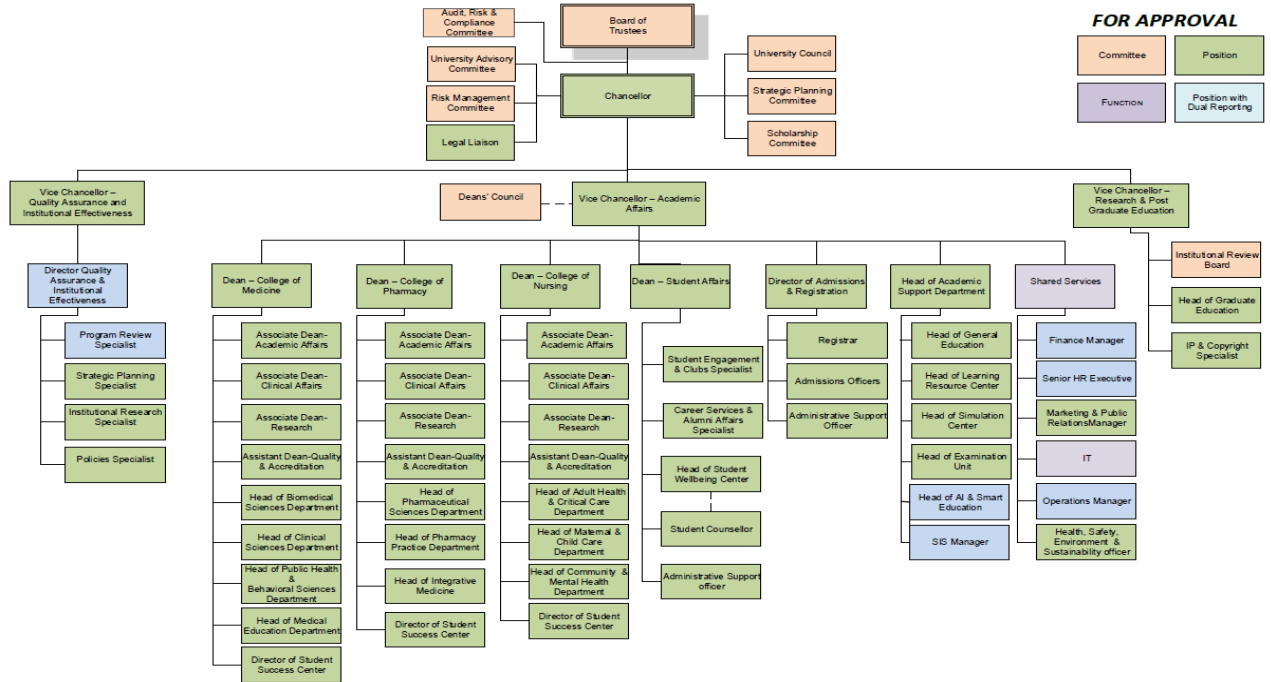




DMU ORGANIZATION STRUCTURE

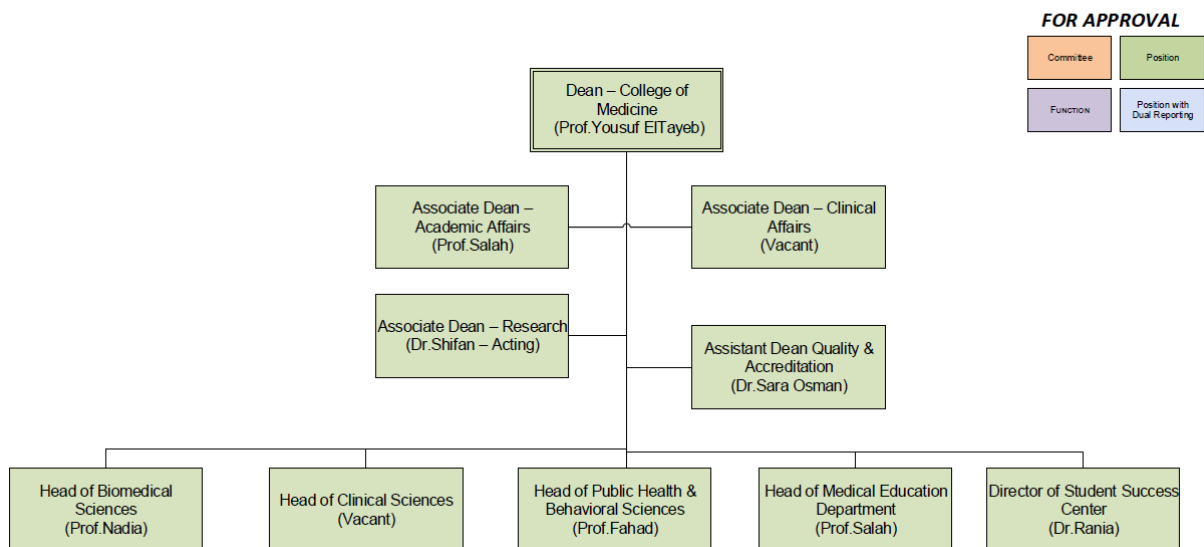
DMU Organizational Structure

	DUBAI MEDICAL UNIVERSITY	Document ID:		Issue Date:	01/08/2025	
		Prepared by:	HR	Revision Number:	H	
		DMU Organization Chart	Approved by:		Page Number:	



College of Medicine Organization Structure

	DUBAI MEDICAL UNIVERSITY	Document ID:		Issue Date:	01/08/2025	
		Prepared by:	HR	Revision Number:	H	
		DMU ORGANIZATION CHART	Approved by:		Page Number:	



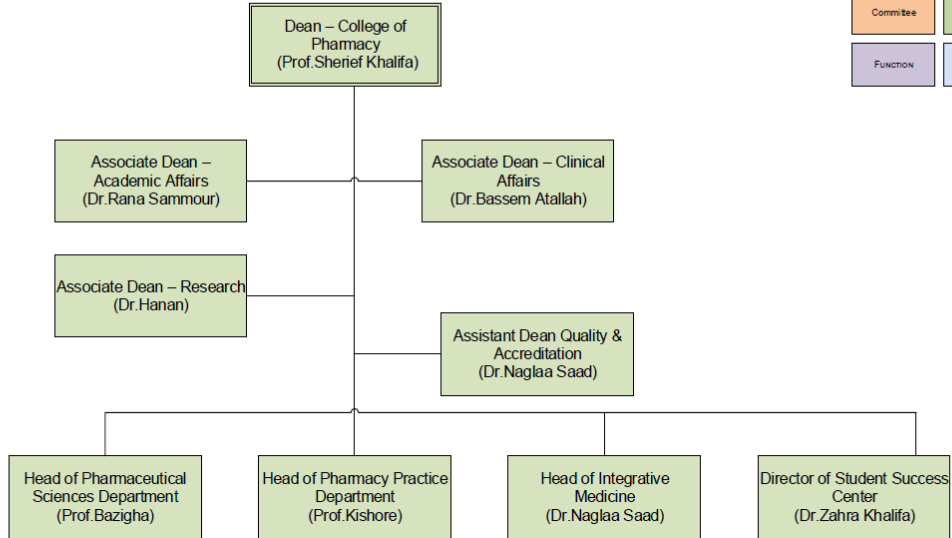
College of Pharmacy Organization Structure



	DUBAI MEDICAL UNIVERSITY	Document ID:		Issue Date:	01/08/2025	
		Prepared by:	HR	Revision Number:	H	
		DMU ORGANIZATION CHART	Approved by:		Page Number:	

FOR APPROVAL

Committee	Position
Function	Position with Dual Reporting

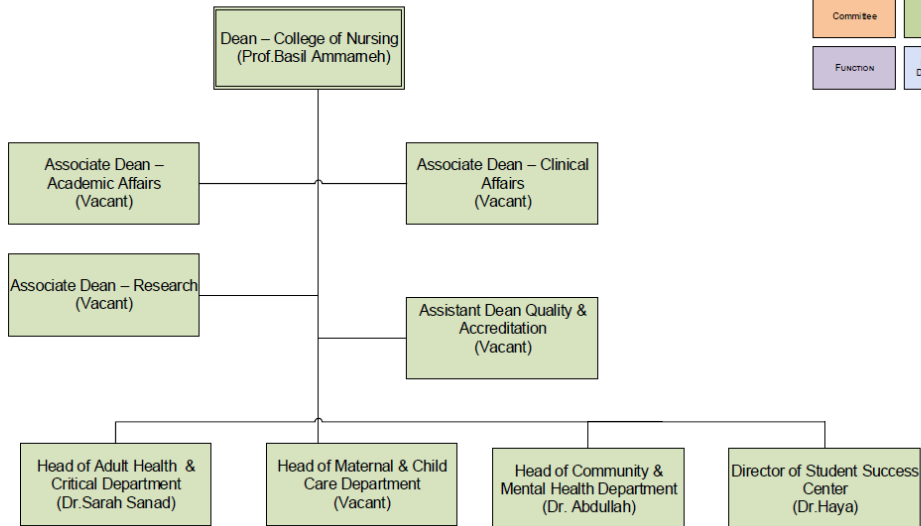


College of Nursing Organization Structure

	DUBAI MEDICAL UNIVERSITY	Document ID:		Issue Date:	01/08/2025	
		Prepared by:	HR	Revision Number:	H	
		DMU ORGANIZATION CHART	Approved by:		Page Number:	

FOR APPROVAL

Committee	Position
Function	Position with Dual Reporting





1. DEFINITION OF THE CATEGORIES OF STAFF

1.1. Administrative & Academic Staff Categories

DMU university categorized its Human Capital into the following Categories of staff.

Employees are classified in DMU to determine their roles in various aspects of administration of teaching and learning and other administrative activities. DMU offers full-time and part-time employment opportunities to cater to various staffing requirements.

Basic employee classifications are as follows:

Academic staff: refers to faculty members who are responsible for teaching and research activities and community services. This includes professors, associate professors, assistant professors, lecturers, teaching assistants and research faculty.

Non-academic staff are categorized as follows: support roles to ensure the effective operation and advancement of the university.

Administrative staff: Leadership and Managerial level responsible for the administration of the University.

Administration Support staff: Employees in the administration and operational support level example HR functions, Accounts, IT etc.

Logistics, Procurement, General Service. Academic Support: Employees who provide support for the education like the Library staff, OHSE, Assessment and evaluation team, IT etc.

Student Support: Employees who provide support to the students in different areas. It includes the admissions, registrar/Enrollment etc.

Elementary Occupational Staff: Total number of staff in the university's regular payroll working within elementary occupations, including Housekeeping, security personnel, maintenance, etc.

Teaching Assistants: Employees who provide assistance in teaching that includes tutors, lab assistants, lab technicians, Preceptors etc.

1.1 Chancellor

The Chancellor is the Chief Executive Officer of the university and reports to the University Council. The Chancellor's core responsibility is to implement the policies of the University Council and to ensure that the University's resources are used in ways that most effectively advance the approved mission and strategic plan of the University.

Responsibilities

- Set and steward the mission, vision, and long-term strategy.
- Lead the executive team; oversee Vice Chancellors, Deans, and Directors.
- Ensure academic quality and student success; approve degrees and key policies.





- Drive research and innovation; grow external funding and partnerships.
- Ensure compliance, accreditation, and ethical governance.
- Manage finances, people, and assets; ensure efficient, high-quality operations.
- Chair key councils/committees; enable transparent decision-making.
- Monitor institutional performance and risk; report to and advise the Board.
- Build relationships with ministries, regulators, industry, and community; represent the university.
- Safeguard reputation and culture; ensure leadership continuity; perform other duties as assigned.

1.2 Vice Chancellor - Academic Affairs

The Vice Chancellor - Academic Affairs & Support Services is the Chief Academic Officer of the University and provides primary administrative leadership, direction and evaluation for faculty affairs. The Vice Chancellor - Academic Affairs & Support Services work in collaboration with the Deans of the respective colleges.

Together they provide primary administrative leadership, direction, and evaluation for all academic activities of the University

Responsibilities

- Serve as the university's Chief Academic Officer; lead Deans, Associate Deans, and academic units in delivering high-quality programs.
- Set academic strategy and priorities; carry out policies of the Board of Trustees and Deans Council.
- Oversee curriculum design, review, approval, and enhancement; ensure alignment with accreditation, regulatory, and quality standards.
- Drive student academic success (progression, assessment, degree requirements) and ensure due process in academic matters.
- Lead the faculty lifecycle: recruitment, development, evaluation, and succession; recommend appointments, promotions, compensation, and separations to the Chancellor.
- Plan and manage academic budgets and resources; align facilities and staffing with academic goals; monitor performance metrics.
- Chair/coordinate key academic councils and committees; present academic matters to the University Council; ensure transparent decision-making.
- Serve as the official channel between the Chancellor and Deans/Heads; keep the Chancellor fully informed and submit required reports (including an annual academic report).
- Ensure robust academic governance (policy lifecycle, program approvals, periodic program review); maintain compliance and risk oversight for academic affairs.





- Collaborate with the Vice Chancellor – Research & Postgraduate Education on postgraduate/ research matters; serve on IRB/ethics bodies as assigned.
- Represent Academic Affairs to ministries, regulators, accrediting bodies, industry, and community partners; uphold institutional reputation. Perform other duties as assigned by the Chancellor.

1.3 Vice Chancellor - Quality Assurance and Institutional Effectiveness

Quality Assurance and Institutional Effectiveness (QA & IE) is an integral part of Dubai Medical University's quest for continuous improvement of the program, processes and administrative functions. The objective of this Office is to emphasize the results of education and to focus on the extent to which the institution uses assessment information to reevaluate goals, to make essential improvements, and to plan for the future.

Responsibilities

- Lead the university's quality assurance and institutional effectiveness strategy; set annual QA/IE plans and priorities.
- Oversee institutional and program accreditation/re-accreditation; ensure ongoing compliance with national and international standards.
- Chair the University QA & Program Enhancement Committee, coordinate with college QA committees.
- Provide accreditation enablement: design SSR/self-study templates and evidence maps; manage timelines; conduct pre-submission reviews and mock/site-visit readiness.
- Own the policy lifecycle: review and update existing policies; develop new policies and a "policy for policies"; monitor implementation and compliance.
- Direct the QA & IE Directorate (institutional research, assessment, data governance): define required data and tools, ensure data quality, analysis, dashboards, and timely reporting.
- Drive outcomes assessment and periodic program review; support colleges with improvement plans and follow-through.
- Produce the annual University Quality Assurance & Enhancement Report and other statutory quality reports.
- Enable evidence-based strategic and operational planning through KPIs, benchmarking, and risk monitoring; advise the Chancellor with actionable insights.
- Build a culture of continuous improvement via training, internal audits, feedback loops, and good practice sharing.
- Coordinate quality and accreditation across main and branch campuses to ensure alignment of standards, evidence, and reporting.
- Support the Chancellor's international engagements; liaise with ministries, regulators, and external quality agencies to extend the university's global footprint.
- Perform other duties as assigned by the Chancellor.





1.4 Vice Chancellor - Research & Graduate Education:

These include functions related to promoting research and its operational functions. On the other hand, the Research Committee reporting to the DMU Faculty Board will be responsible for strategic directions, monitoring of research applications and productivity, and continuous improvement. In addition, the structure will host the Office of Graduate studies.

Responsibilities

- Set and deliver the university's research and postgraduate strategy aligned to mission and priorities.
- Oversee postgraduate education policies and regulations; approve new PG programs and periodic reviews; ensure accreditation and quality standards.
- Chair/coordinate Graduate Council and research governance (IRB/ethics, biosafety); ensure compliance with national/international requirements and research integrity.
- Establish PG admissions standards, selection processes, and enrollment targets in coordination with Academic Affairs.
- Define supervision frameworks (supervisor appointment/training, workload, codes of practice) and support high-quality mentoring.
- Monitor PG progression and milestones; oversee thesis/dissertation examination and viva processes; drive timely completion and success rates.
- Build research capacity and infrastructure (core labs, data services); prioritize investments and shared facilities.
- Secure external funding through grants, partnerships, and consortia; mentor teams on proposal development; oversee grants administration.
- Advance knowledge transfer, IP and commercialization; manage MOUs/agreements with external partners and funders.
- Support faculty and student development (methods, integrity, professional skills); promote an inclusive, high-performance research culture.
- Track and report KPIs (funding, publications/impact, PG outcomes and employability) to the Chancellor; recommend improvements based on evidence.
- Represent the university to ministries, regulators, industry, and international partners; raise institutional profile.
- Manage people, budgets, and resources across research and PG portfolios; ensure efficient, compliant operations.
- Perform other duties as assigned by the Chancellor.

1.5 Dean of the College

The college shall have a Dean appointed by a decision of the Chairman, Board of Trustees. The Dean is the CEO of the respective Colleges.

Responsibilities





- Set and deliver the College’s mission, vision, strategy, and annual KPIs aligned with the University plan.
- Lead the full academic portfolio (UG/PG): program design/approval, delivery, assessment, and periodic review.
- Ensure compliance with MOHESR (CAA and NQC, etc.) and relevant international accreditors; oversee self-studies, evidence, and site visits.
- Drive teaching quality, academic integrity, and student success (admissions input, advising, progression, retention, graduation, employability).
- Manage budgets, people, and facilities (labs/clinics/resources) for efficient, high-quality operations.
- Recruit, develop, and evaluate faculty and staff; set workloads; oversee promotion, recognition, and succession planning.
- Advance research and innovation: set priorities, support grants and publications, ensure ethics/IRB and data protection compliance, and strengthen postgraduate research.
- For clinical/practice programs (where applicable): secure and manage affiliations/placements; ensure supervision, competency attainment, and learner safety.
- Chair College councils/committees; ensure transparent, evidence-based decisions and timely follow-up on actions.
- Partner with QA/IE on outcomes assessment and “closing the loop”; maintain accurate data, dashboards, and reports.
- Build external partnerships with ministries, regulators, professional bodies, healthcare/industries, and international collaborators; engage alumni and advisory boards.
- Oversee risk and compliance (health & safety, research integrity, data privacy); maintain up-to-date policies/SOPs.
- Representing the College in marketing, outreach, and reputation-building activities contributes to rankings and accreditation reputation.
- Mentor Associate Deans, Heads of Department, Program Directors, and emerging leaders; ensure leadership continuity.
- Provide periodic performance reports and recommendations to the Vice Chancellor – Academic Affairs, and perform other duties as assigned.

1.6 Head of Academic Support Department

Academic Support Department will provide administrative leadership for ongoing curriculum development, program delivery and program evaluation on par with international standards from the first year of study to graduation.

Responsibilities





- Oversee planning, delivery, and continuous improvement of academic support services across all managed units.
- Supervise unit heads and align objectives, KPIs, and workflows with the University's academic goals.
- Manage departmental budgets, staffing plans, workload distribution, and resource allocation.
- Develop, implement, and periodically review policies, SOPs, and service standards for efficient support delivery.
- Ensure compliance with national and international accreditation and quality requirements, coordinate evidence and audits.
- Lead assessment operations (examination timetables, invigilation, results processing) and uphold academic integrity.
- Govern digital platforms (SIS): data quality, user access, training, reporting, and business continuity.
- Strengthen learning resources and simulation-based education through faculty development and service innovation.
- Drive cross-university coordination with Colleges, Admissions & Registration, QA & IE, Student Affairs, and Shared Services (IT/Operations).
- Monitor performance dashboards, analyze risks, and implement corrective and preventive actions.

Units reporting to Academic Support Department

- **General Education Unit**
This unit will be responsible to ensure that all general education requirements of all programs and courses are in alignment with CAA standards.
- **Library**
This unit will ensure provision and update the learning resources (electronic and text) to support all the academic programs.
- **Simulation Center**
This unit will support all programs by providing the required services and training to cater to the needs of the students.
- **Central Laboratories Unit**
This unit will plan, oversee, coordinate, all university centralized laboratory's needs, requirements, and development to support the learning and research delivery.
- **Internship/Clerkship/PPE Unit**
This unit will develop, plan, deploy and evaluate university internship/clerkship/PPE for the students in different colleges.
- **Assessment Unit**
Assessment unit handles the process of measuring and evaluating the learning





outcomes of a unit or course of instruction or a program.

- **AI & Smart Education Unit**

This unit will plan, oversee, initiate, and enhance the learning process outcomes through different technology resources allocation based on the college's needs and requirements.

1.7 Dean – Student Affairs

Responsibilities

- Set Student Affairs strategy, KPIs, and annual plan; align with mission, CAA/professional standards, and UAE cultural values.
- Own Student Affairs policies (conduct, wellbeing, clubs, events, residence/transport touchpoints, publications) and schedule cyclical reviews.
- Represent student interests on executive/academic bodies; embed student voice and due process in decisions.
- Charter/oversee the Student Union and clubs; manage elections, leader training, inclusivity, activity risk, and major student events.
- Deliver career education, coaching, internships/placements, employer engagement, fairs; maintain alumni engagement, mentoring, and outcomes tracking.
- Ensure timely counselling access, case management, crisis response, and health-promotion/prevention programs.
- Set service standards/SLAs, workflows, and calendars; maintain student-facing content (portal/web) for all services.
- Coordinate orientation, advising/study-skills signposting, early-alert/case conferences to support retention and success.
- Align onboarding, enrolment transitions, eligibility checks for milestones (e.g., graduation communications).
- Coordinate student-facing services and event logistics as needed.
- Secure safe transport and residence touchpoints, technology for bookings/case records, budgets/procurement, and HSE compliance.
- Maintain the Student Handbook; administer rights/responsibilities, grievances, appeals, and academic/behavioral integrity with transparent procedures and education.
- Ensure equitable access to services for students of determination, and other at-risk groups; monitor accommodation and outcomes.
- Evidence compliance with internal regulations and external standards (CAA/professional bodies); close audit gaps; contribute Student Affairs inputs to self-studies, program reviews, risk registers, and site-visit readiness.
- Govern data for KPIs, utilization, satisfaction, incidents; publish dashboards and “you said—we did” actions; redesign services based on feedback and outcomes.
- Champion systems for bookings, counselling/advising records, case management, co-curricular transcripts, events and engagement analytics; ensure data security and access





controls.

- Lead student risk/wellbeing reviews; ensure safeguarding training for staff/student leaders; oversee event/activity risk assessments; coordinate emergency protocols and post-incident follow-up.
- Structure the Deanship; recruit, mentor, and appraise Student Affairs staff; manage budgets, contracts, and vendor SLAs; commission and monitor outsourced student-facing services.
- Oversee student-facing planning and communications for graduation and recognition events in coordination with Registrar and relevant units.

Units reporting to SAD.

- Scholarship Committee
- Student Disciplinary Committee
- Student Counseling Unit
- Admission & Registration Unit
- Career Guidance Unit
- Community Engagement Unit
- Student Happiness & Support Services
- Alumni Affairs Unit

1.8 Shared Services Department

The Shared Services Department in a DMU plays a vital role in providing essential support services and resources that support the smooth functioning of the university. The specific functions and responsibilities:

Functions:

- To manage the allocation of resources, including budgeting, staffing, and facilities, to support various colleges in the university.
- To provide administrative support services to colleges ensuring efficient operations and timely completion of administrative tasks.
- To oversee the maintenance, renovation, and utilization of university facilities, including classrooms, labs, and administrative spaces and Offices.
- To coordinate technology services and support, ensuring that faculty, staff, and students have access to necessary technology resources and assistance.
- To manage procurement processes, negotiate contracts, and oversee vendor relationships to ensure cost-effective purchasing of goods and services.
- To maintain and update inventory records for university assets and supplies, optimizing resource utilization.
- To plan and coordinate university events, conferences, and meetings, providing logistical support and ensuring a smooth execution.
- To develop and implement emergency response plans and protocols to safeguard the safety and well-being of the university community and ensure compliance with regulatory authorities.





- To ensure that the university campus is accessible to individuals with disabilities and coordinate accommodations and support services for students and employees with disabilities.
- To monitor and enforce health and safety regulations to maintain a secure and healthy environment for all members of the university community.
- To manage transportation services, such as buses or parking facilities, to facilitate commuting for students, faculty, and staff.
- To promote sustainable practices and initiatives on campus, including recycling initiatives, waste management and water, energy-efficient measures.
- To oversee the maintenance and organization of university records, ensuring compliance with data retention and privacy regulations.
- To coordinate with campus security to maintain a safe and secure environment, including security patrols and emergency response coordination.
- To identify and assess risks to university operations and implement risk mitigation strategies.
- To ensure that university operations comply with relevant laws, regulations, and policies, and provide guidance to units/departments on compliance matters.
- To facilitate training, certification in professional development opportunities for staff within shared service departments.
- To promote a culture of exceptional customer happiness service among shared service teams, addressing inquiries and concerns promptly.
- To develop and implement communication strategies for disseminating information during emergencies or critical incidents.
- To continuously assess and improve shared service operations to enhance efficiency, effectiveness, and customer satisfaction.
- Maintain sports facilities and physical well-being on the Campus.

Units reporting to SSD:

- Finance Unit
- Human Resource Unit
- Public Relations, Communications and Marketing Unit
- IT Unit
- Procurement Unit
- Transport Unit
- Facilities, HSE and Security Unit

2. DEFINITION OF WORK WEEK

2.1. Work Hours

Employees are expected to work 8 hours per day and a maximum of 48 hours per week. Duty hours shall be reduced by two hours a day during Ramadan. The time spent by the employee travelling between work and home shall not be reckoned as a duty.

2.2. Extra Work Hours

An employee who works extra hours or works on holidays at the instance of the immediate supervisor and staff members who stay back for office hours on a specified day per week to be





available for students who wish to clarify their doubts shall be compensated by a day off or award of basic wages.

3. LEAVE POLICIES

3.1. Annual Leave

Staff members who completed one year in the service are entitled to paid annual leave of 30 days & mid-year holidays as per the annual study plan and calendar. Official holidays as decided by the UAE government for the educational sector.

3.2. Sick leave

Employees are entitled to sick leave for personal illness or employment injuries; the salary is paid as follows:

- The first (15) fifteen days with full pay
- The following (30) thirty days with half pay.
- The following period unpaid
- Employees are required to provide a medical certificate for 1 to 2 days. If the sick leave is for 3 days or more, DHA / MOH certified sick leave certificate must be provided.

3.3. Emergency Leave

Employees might be granted emergency leave in situations where prior notice is not possible, and a break from work shall not be permitted for more than two days at a time or more than three times in an academic year. It cannot be joined to other leaves except at the beginning or end of a holiday. The employee must inform the Direct line manager for the reason of their absence; In the event of the non-acceptance of the explanation, the days of absence shall be deducted from the annual leave balance, if any; otherwise, an equivalent amount shall be deducted from his salary.

3.4. Hajj Leave

With the approval of the Line Manager and Vice Chancellor - Academic Affairs & Support Services, Muslim staff who are attending Hajj for the first time shall be granted unpaid Hajj leave not to exceed one month; the Hajj leave should not conflict with the interests of workers.

3.5. Maternity Leave

Female staff members employed on a full-time basis are entitled to maternity leave for a period of forty-five days' days with full pay and fifteen days with half pay. In case of no completion of one year in continuous service, then leave shall be granted in proportion to her period of work.

3.6. Parental Leave

A parental leave for a period of (5) five working days, for the worker (either the father or mother), who has a newly born child, in order to take care of his child and the worker is entitled to such leave for a continuous or intermittent period, within (6) six months from the date of the childbirth.

3.7. Bereavement Leave





An employee may be granted bereavement leave with pay for a period not exceeding three days in the event of the death of an immediate family member.

3.8. Special leave

An employee may be granted special leave with pay for a period not exceeding three days for marriage.

A female employee whose husband died shall be given special leave for mourning without pay for four months and ten days from the date of death. She is not permitted to work at any other place during this period.

3.9. Compensatory Leave Policy

Employees who work outside normal working hours are permitted to take time off in compensation for the work done. Such leave should be availed without interfering with the regular teaching responsibilities. E.g. If an examination falls on a weekend, the faculty or staff member on duty for that day shall avail of another day in lieu of the extra work. Prior approval from the Dean is required.

3.10. Academic Sabbatical Leave

A sabbatical leave is defined as a leave for the purpose of engaging in research or other activities that will advance the staff member's scholarly achievement or that will enhance the reputation of or otherwise benefit the university.

A full-time staff member, who has been in continuous service with the DMU or colleges under DMU for a minimum of 5 years is eligible for a sabbatical for a period of 1 year, with possibility of extension upon approval from the Vice Chancellor - Academic Affairs & Support Services and upon the consultation with the respective Dean with full pay for, exchange programs, research, or academic projects at a reputed foreign or UAE institution, with no pay for higher studies, maternity or serious health issues based on the Dean's approval.

3.11. Study Leave

An employee who is studying in one of the UAE's certified educational institutions is entitled to a paid leave of 10 days per year to sit for examinations. To apply for this leave, one must have completed at least two years of service with the employer.

3.12. Absence without reason

An employee who causes a break in service for seven consecutive days or fails to resume duty after the holidays within that period shall have their services terminated from the date of absence or the end of the holiday. She/ He shall forfeit his end-of-service benefits if his continuous service period does not exceed five years. The Chancellor might agree not to terminate their services if they presented plausible reasons to justify his absence from duty, as long as it does not conflict with Rule (8) of 1980 of the Ministry and other laws as amended and supplemented from time to time.

For detailed information, refer to: [FACULTY AND STAFF RECRUITMENT, LEAVE AND BENEFITS Policy-D1](#)





4. STAFF SUPERVISION AND PERFORMANCE EVALUATION

4.1. Introduction

DMU believes that performance evaluation is a vital management tool for setting and measuring employees' productivity to achieve DMU's strategic goals and objectives by motivating superior performance and counselling poor performers.

4.2. Purpose

This policy aims to describe the mechanism and process of the employees' performance evaluation to ensure that employees' performance is measured, evaluated, and aligned with the DMU strategic goals and to strengthen the ongoing communication, feedback and coaching between the employees and their direct managers/supervisors.

4.3. Scope Of the Procedure

This policy applies to all full-time, part-time, and professional staff of DMU. New employees eligible for performance evaluation should have completed six months of service by the time of the performance review.

4.4. Responsibilities For Application

The Departments, and Department heads / Chairs shall provide constructive feedback to faculty and staff members under their supervision on time.

The HR Department is responsible for administering the performance evaluation system and processes and enhancing its implementation and effectiveness through proper checks, training, and awareness.

4.5. Process

Performance evaluation is two-way communication between employees and direct line managers. It is a continuous ongoing process that includes several activities where performance discussions and feedback should take place throughout the year.

4.6. The Performance Review

DMU has developed separate evaluation criteria to evaluate staff performance due to the difference in the duties and responsibilities of staff members.

Staff members' performance is reviewed at the end of each academic year. Employees shall complete the Performance Evaluation Form to reflect their achievements in the academic year and do a formal self-rating for each performance objective; this is followed by a performance review meeting with the direct manager or supervisor.

The direct line manager should prepare for one-on-one performance review meetings to provide feedback and discuss the performance of employees in their department or unit. During the performance review meeting, the employee should make his\her comments concerning the performance rating and the reviewer's remarks.

The employee has the right to review his\her evaluation report before the final approval of the Dean and Vice Chancellor - Academic Affairs & Support Services.

4.7. Professional Staff Performance Evaluation Criteria





DMU review Professional Staff performance in terms of achieving key job objectives, participating in community services, and adhering to the DMU principles, values, and professional conduct through collaboration, teamwork, accountability, and punctuality.

4.8. Employees Performance Rating

DMU classifies the results of faculty and staff member performance into four categories: achieving job objectives and meeting expectations. The four categories of faculty and staff members' performance are:

- **Green Category: Exceeds Expectations:** Performance exceeded expectations in all essential areas of responsibility, and the quality of work overall was excellent. Annual goals were met.
- **Green Category: Meets Expectations:** Performance consistently met expectations in all essential areas of responsibility, at times possibly exceeding expectations, and the quality of work overall was very good. The most critical annual goals were met.
- **Yellow Category: Partially Meets Expectations/ Below Expectations:** Performance did not consistently meet expectations – performance failed to meet expectations in one or more essential areas of responsibility, and one or more of the most critical goals were not met. A professional development plan to improve performance must be attached, including timelines, and monitored to measure progress.

4.9. Red Category: Did Not Meet Expectations

Performance was consistently below expectations in most essential areas of responsibility, and reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas. A plan to correct performance, including timelines, must be outlined, and monitored to measure progress.

4.10. Staff Members Development Plans

Performance evaluation reports are the base for strategic human resources decisions such as staff members' development by identifying performance gaps, improvement areas, and research funding. Direct managers/ supervisors shall discuss with direct reports the professional development needs and the required skill and competency development to improve performance. The HR department shall analyze all professional development needs and discuss and approve them from the Dean.

4.11. Performance Improvement plans

All employees with unsatisfactory performance and failure to produce the desired objectives or demonstrate the relevant competencies or work dimensions. If an employee receives a "Did Not Meet Expectations or Partially Meets Expectation rating" in their review or if there is a drop in staff performance witnessed during the year, the direct manager/ supervisor and concerned management in coordination with HR shall fill a Performance Improvement Note communicated, agreed, and signed by both the employee and their supervisor.

4.12. Bonus

An annual bonus is awarded to recognize distinguished workers' ability and efficiency and develop the college using their constructive suggestions. The employees are entitled to an





annual bonus equivalent to one month's basic salary, subject to the financial budget and the decision of DMU management.

5. STAFF COMPENSATION, BENEFITS & ALLOWANCE

5.1. Benefits & Allowances

Staff members are compensated with salary, allowances, and benefits. DMU has affirmed that the salary structure will be periodically revised and benchmarked with other universities in the UAE.

5.2. Equal pay policy

DMU aligns with the UAE Cabinet Law of 2018, specifying equal wages and salaries for women and men who perform the same work or work of equal value. The salary structure is attached.

5.3. Accommodation

DMU provides staff with a monthly accommodation allowance inclusive in their salary.

5.4. Transport Allowance

DMU provides staff with a monthly transport allowance.

5.5. Annual Airfare allowance

Dubai Medical University provides annual tickets to the staff member, the accompanying spouse and Two (2) dependent children if they are to reside with the staff member in the UAE if they reside with the staff member in the UAE and is under the sponsorship of the staff Member.

5.6. Medical Insurance

Dubai Medical University provides medical insurance for the staff member and accompanying spouse and Two (2) dependent children below 18 years under the sponsorship of the employee if they are residing with the staff member in the UAE.

5.7. Annual bonus

The annual bonus is equivalent to one month's basic salary for persons who have excellent performance per the evaluation standards set herein. This will be awarded solely at the discretion of the management of the Dubai Medical University.

5.8. Gratuity

Employees are entitled to a gratuity per the UAE Labour Law (Federal Law No 33 of 2021).

5.9. Death Compensation Policy

In the event of the death of an employee during the term of contract, the dependent family members shall receive the salary for the month during which the death occurred together with a payment equivalent to 24 basic wages and the end-of-service benefit; the amount of compensation shall not be less than Dh18,000 or exceed Dh35,000. The university will cover reasonable expenses associated with the embalming and repatriation of the deceased. The chancellor may waive any requirement for repayment of dues owing to the College or clearance requirements.

5.10. Equal Opportunity Policy





The College is committed to assuring equal recruitment opportunities for all employees & students; it does not discriminate based on nationality, race, gender, age, or religion. No preference is given to any particular nationality. Employment shall not be subject to any discrimination.

Please refer to the below link for Policy and Procedure Manual: **D.1 Faculty and Staff Recruitment & Salary Scale** ([Link](#))

6. TERMS OF SERVICE FOR STAFF

6.1. Employment Policies

This policy aims to provide a framework for selection, recruitment, and employment within Dubai Medical University, promoting good recruitment practice that adopts a proactive approach to ensure consistency, fairness, and equality in all recruitment-related matters. This guideline supports achieving the DMU strategic goals and objectives by consistently acquiring highly competent faculty and staff members. This procedure applies to all appointments of faculty members & professional staff.

6.1.1. Responsibility of Application

The Human Resource Department, the Dean, and the Appointment and Promotion Committee.

6.1.2. Hiring Plans

The Deans are responsible for identifying and preparing the Staffing Plan for each academic year based on the academic and operational needs and submitting to the Vice Chancellor - Academic Affairs & Support Services. The Vice Chancellor - Academic Affairs & Support Services will coordinate with the shared services department.

6.1.3. Sources of Recruitment

DMU undertake two approaches for filling its vacant positions: filling job vacancy internally by promoting suitable employees to the vacant post and through inter-colleges transfer or through external recruitment sources by advertising job vacancies on different recruitment platforms and university website.

6.1.4. Advertisement & Sourcing

The Human Resources Department shall be responsible for announcing vacant positions through various appropriate recruitment channels and sources. HR unit will act as a central unit responsible for corresponding and coordinating with applicants during the period in which the vacancy is advertised.

6.1.5. Shortlisting

Job applications are initially screened by the HR department against the specified job requirements and qualifications in the job description. The HR department shall submit Short-list candidates to the dean and the head of the hiring department to shortlist for job interviews.

6.1.6. Interviews

The HR Department is responsible for contacting the shortlisted job candidates and arranging and coordinating interviews with the Appointment and Promotion Committee.





6.1.7. Offers of Employment

The HR Department shall prepare employment offers and send them to the successful candidates. Professional and character references should be obtained before issuing the employment contract.

6.1.8. Employment

The HRD is responsible for preparing an employment contract; the contract shall specify the duration of the agreement, job title, the employee's nationality, salary and benefit package details, and other terms and conditions.

6.1.9. Renewal of Employment Contract

DMU employment contract shall be signed by both the parties. All DMU full time staff members are appointed with limited or unlimited contract as per the UAE law with a probation period of maximum 6 months. The signed contract has legal obligations.

6.1.10. Appointment of Staff

Appointment of staff is determined based on education, experience, skills, character, and position requirements.

6.1.11. Types of Employment

- **Full-time Regular Employment:** covers the employment of full-time employees hired to work for 48 hours a week daily.
- **Part-time Employment:** covers the employment of employees who are hired to work on an hour's basis for a specific period, this type of employment covers the appointment of part-time staff and Adjunct Clinical Faculty members.
- **Temporary Employment:** covers employees hired by Dubai Medical University to work for the duration of specific projects or assignments. Temporary assignments generally do not extend beyond six months. Temporary employees are paid on a salary base or an hourly base.

6.1.12. Orientation Policy

New employees of Dubai Medical University Faculty members and professional staff shall receive an orientation within the first months of their employment. All new employees will be introduced to the Dubai Medical University through an initial briefing conducted by the HR regarding DMU HR policies and procedures, including attendance policy, leave policy, medical policy, payment methods, and accommodation plans, depending on the contract terms.

The HR department is responsible for arranging an escort to the work location and introducing the new employee to the dean, the head of the hiring department, faculty members, and professional staff. The HRD shall arrange a brief tour of the campus.

6.1.13. Orientation Program Schedule

The HR Department is responsible for conducting an orientation program in a period not exceeding 14 days from the date of employment, to be recorded in the orientation records.

6.1.14. Orientation Program

- **HR Orientation:** Information will be given on the overall DMU policies and procedures, including Leave policy; attendance policy; grievance policy; overtime policy,





performance management system and others. Employees will receive a soft copy of DMU procedure manuals & faculty/staff handbook, and the Code of conduct and disciplinary and grievance procedures will be explained.

- **Dubai Medical University Overview Orientation:** Brief description of DMU, vision, mission, and values and outline of the management structure.
- **IE & LMS orientation**
- **Health & Safety awareness orientation.**

6.1.15. Probationary Period Policy

Upon the appointment, the contract shall be subject to six months' probation period from the date of joining. An employee's services may be terminated during the probationary period through a five-day written notice without any entitlement except the basic salary of the serviced period.

6.1.16. Nepotism Policy

DMU policies for recruitment, promotion and termination of employees are based on qualifications for the position, competencies and performance capabilities. DMU attempts to avoid favoritism or the appearance of favoritism and conflicts of interest in employment decisions.

6.1.17. Employment of Immediate Relatives

DMU permits the employment of qualified relatives of employees as long as neither employee participates in making recommendations or decisions affecting the appointment or promotion of the other. DMU employees are not permitted to supervise an immediate family member/relative to work in positions with an audit or control function over a family/household member.

DMU has the right to take necessary action if there is evidence of non-compliance with this policy.

6.1.18. Outside Employment

DMU employees are permitted to engage in outside employment subject to the following restrictions:

- Employees must disclose outside work and the nature of the jobs to the Dean and obtain pre-approval to perform outside work.
- DMU requires that employees' activities and conduct away from the job must not compete, conflict with, or compromise its interests or adversely affect job performance and the ability to fulfil all responsibilities to the DMU.
- Employees are cautioned to consider the demands that additional work activity will create before accepting outside employment.

6.1.19. Personnel & Hiring Records Policy

All recruitment records will be kept and maintained confidentially by the HRD. The HRD shall create personnel files for each employee within DMU, as per the appointment checklist (See Forms), to be kept in a secure location with limited Access. Each new employee will have access to review his\her personal file in the SIS system and correct erroneous information. Each new





employee shall be issued an Employee Identification Number (staff ID) prepared and issued by the HRD at the point of hire.

6.1.20. Emiratization

DMU promotes the employment of UAE nationals for staff positions, academic support and staff members, clinical, non-clinical positions to make appropriate towards UAE Emiratization policy. As per the Ministry of Human Resources and Emiratization (MOHRE), DMU will adhere to the quota reserved for UAE nationals' employment.

6.1.21. Pension requirement for Emirati Nationals

DMU will facilitate and arrange pension scheme for Emiratis with the General Pension and Social Security Authority (for UAE nationals only).

- a. UAE nationals working at the DMU will be required to register with the General Pension and Social Security Authority.
- b. All new hired Emirati employees must go to the HR Unit to sign a form (Commencing Service for the Insured employee Form).
- c. b. new employees wishing to transfer years from their previous employment, he/she must go to the HR unit to make the necessary arrangements.
- d. Upon ending service/ service termination /completed at the University, a UAE national employee must go to HR to sign the (End of Services for the Insured employee Form)

6.2. Professional Development for Staff

This procedure is aimed at helping to develop the skills and competencies of DMU professional staff, thereby accomplishing the mission and vision of the DMU.

6.2.1. Scope Of the Procedure

This procedure applies to all DMU professional staff.

6.2.2. Responsibilities For Approving the Application

This procedure is to be implemented by the Human Resources department, under the supervision of the Dean adhering to the Line Managers' approval.

6.2.3. Process

To maintain the commitment toward the development of the skills and competencies of its professional staff members to achieve its vision, mission, and goals, DMU is implementing the following procedures:

- Organize advanced workshops and training sessions to enhance the college staff members' skills.
- Each staff member shall have the right to attend important local congresses and workshops. The college shall pay all the participation charges for all the congresses and transport and accommodation charges for congresses held outside Dubai.
- Each staff member shall have the right to attend one international congress in a year, and the College shall bear the travel expenses provided s/he presents a research paper or gives a talk at the congress.





- The Annual Plan shall represent the staff members' professional development program.
- The program shall be approved in the first or second meeting of the College Council and shall be advertised among all the staff members.

6.2.4. Staff Professional Development Plans

DMU professional staff development plans are based on the identified performance gaps, required performance improvement areas, future potentiality, and career development programs.

The HR department is responsible for coordinating and supporting the professional staff development plan, and the HR department is responsible for follow-up all professional development plans' status and the effectiveness of the implemented development activities.

6.2.5. Release Time

Release time is defined as that time during which an employee is released from normal work duties and compensated at the regular rate of pay to attend training and development programs designed to assist in developing and improving job skills and competencies; it includes course development or program enrichment by way of releasing them from their teaching or key duties, which other members will cover in the same department or by appointing part-time members for staff.

6.2.6. Conferences in Dubai

Staff members can attend any number of conferences inside Dubai which are held in their respective specialization. For each conference, 1-3 days is given release time depending on the schedule of the conference.

6.2.7. Conferences in UAE (outside Dubai)

Professional staff are permitted to attend twice a year on selective basis; for each conference, 2-3 days is given as release time, depending on the schedule of the conferences.

6.2.8. Conferences outside UAE

Administrative staff members are permitted to attend once a year on selective basis. The days for release are the number of days for the conference plus two days for travelling. For conferences outside the GCC, the release time will be 14 days. In the case of staff needing more than 14 days, permission may be given to complete the course with or without pay at the discretion of the respective line manager & Faculty Development & CPD committee.

6.2.9. Workshops

Staff can attend seven days of workshops (inside or outside UAE) once in two years. The educational program being attended must develop a new area of expertise that has been determined to be needed to meet the goals of the college and is subject to the deans' approval.

Please refer to the below link for Policy and Procedure Manual: **D.1 Faculty and Staff Recruitment & Salary Scale** ([Link](#))





6.3. Code of Conduct

6.3.1. Purpose

DMU seeks to provide and maintain a harmonious work environment that includes respectful relationships between the college and its employees and employees across all levels. These policies are to frame expectations regarding workplace behavior and conduct, disciplinary actions for violating the DMU Code of Conduct, and the right of employees to file grievances and appeal decisions.

6.3.2. Scope Of the Procedure

These procedures apply to all employees working in Dubai Medical University at all levels.

6.3.3. Process

- **DMU Code of Conduct**

DMU Code of Conduct is to guide the ethical conduct of employees at the workplace and to establish clear regulations governing workplace behavior that is respectful of the UAE's Islamic religion, colleagues, and traditions.

DMU employees should know the basic ethical principles to act appropriately. This Code of Conduct is the basis on which employees conduct daily activities on behalf of DMU.

Minor violations of the Code of Conduct may be handled informally by the employee's direct supervisor. In contrast, major violations will subject the employee to disciplinary action and will be filed in the employee's records.

- **Professional and Personal Conduct**

DMU expects all its employees to follow principles of integrity, decency, and respect in their behavioral conduct and comply with DMU regulations established to maintain a positive and productive working environment. DMU expects all employees to carry out their duties and responsibilities professionally & ethically to achieve the college's mission and goals optimally.

6.3.4. Use of DMU Funds and Assets

The assets of the DMU are to be used exclusively for the benefit of the college and only for authentic educational or work purposes. The assets of DMU are much more than physical equipment, inventory, research funds, or office supplies. These assets may not be improperly used to provide personal gain for employees or others. Employees may not transfer any assets to other people except in the ordinary course of work.

6.3.5. Damage to Property

Dubai Medical University shall not tolerate any reckless, careless, or deliberate damage to its properties; DMU, at its discretion, might report such damage to its property to law enforcement agencies for necessary action.

6.3.6. Falsification of Records





DMU prohibits employees from providing false information regarding their work status, education, timesheet, or other job-related records. Employees who observe such a violation must report it to the Dean immediately.

6.3.7. Theft

Stealing or attempting to steal DMU's property or property belonging to others is strictly prohibited. To protect employees, DMU reserves the right to inspect all purses, briefcases, lockers, toolboxes, desks, cabinets, vehicles, and other containers or items within DMU's premises.

6.3.8. Gifts & Gratuities

DMU employees and their family members shall not accept gifts of money under any circumstances, nor may they ask for non-monetary gifts, favor, or any other kind of personal benefit from DMU students, service providers, and suppliers.

Employees may accept simple, non-monetary gifts from a service provider or DMU allies only if the gift is of simple value, or the gift is primarily of an advertising or promotional nature. Gifts of more than minimal value may be accepted if protocol, courtesy, or other exceptional circumstances exist. However, all such gifts must be reported to the Dean, Department Chairs, and the Human Resource Department to determine if the employee may keep the gift, return it, or whether it should become DMU property.

Business gifts, services, hospitality, or travel-related gifts, other than items of minimal value, are not to be personally accepted (by self or family).

6.3.9. Harassment

DMU seeks to maintain an effective, respectful, and harassment-free work environment; therefore, it strictly prohibits harassment, offensive behaviors, or discrimination based on race, color, sex, age, disability, or any other category prohibited by law. Harassment includes, but is not limited to, physical contact ranging from touching to assault, dictatorial and bullying behavior, and verbal and written interaction through offensive jokes and language or conduct considered threatening or intimidating.

Retribution against an employee or student for having complained of being harassed is considered to be harassment itself and will be treated as a disciplinary offence. An employee who repeats actions considered harassment after an initial warning will be subject to disciplinary action up to possibly resulting in employment termination.

6.3.10. Injuries and Accidents

All injuries of DMU students, employees and visitors must be immediately reported to the safety officer and Head of the Department or administrative officials for the provision of first aid and medical treatment; this includes incidents that happen inside and outside the DMU campus.

6.3.11. Confidentiality & Privacy

Safeguarding the confidentiality and privacy of all employee matters is crucial and vital to the values and professional conduct that DMU strives to achieve.

Confidential information includes, but is not limited to, employee information, payroll information, student records, programs examinations, research data, the intellectual property





of the college, financial information of all kinds, software & computer systems, supplier information, marketing strategy or any other items that may be considered confidential or proprietary to the college. Violations of this policy may result in discipline up to and including termination of employment.

6.3.12 Combating Cheating and Violation of Examination System

As per Federal Decree by Law No. 33 of 2023 Concerning Combating Cheating and Violation of Examination System, all faculty and staff are required to immediately report any act of cheating or violation in examination system on the same day. Failure to do so will subject the faculty or staff to action and penalties as per the decree.

Please refer to the below link for Policy and Procedure Manual: **D.7.1 Code of Conduct** ([Link](#))

6.4. Disciplinary Procedures

All employees are expected to comply with all DMU regulations and the Code of Conduct; any violations of DMU regulations will be addressed promptly. This policy is to frame procedures for reporting conduct violations, methods for investigating such violations, the rights of the employee, and the disciplinary actions that may be imposed by DMU management.

6.4.1. Scope Of the Procedure

These procedures apply to all employees working at Dubai Medical University.

6.4.2. Process

In determining the recommended penalties, the Dean will consider all evidence, employee service record, and the extent of potential or actual damage caused.

6.4.3. Disciplinary procedures may take one of the following forms:

- **Verbal Warning**
In the case of minor violations of the DMU Code of Conduct, a verbal warning is issued by the employee's Academic Support/Department Chair. Following the issuance of the verbal warning, a written summary of the verbal warning (turn-on notice) should be prepared for placement in the employee's records.
- **Written Warning**
Suppose an employee has already received a verbal warning for offensive behaviour or breaching the regulations and continues to violate the regulation. In that case, the Academic Support/Department Chair of the employee shall refer the case to the Dean, who will issue a formal Written Warning.
- **Loss of Pay**
An employee may be subject to a salary deduction for a maximum (of 15) days at each occurrence of a major violation.
- **Suspension of the Annual Bonus**
Employees could be deprived of the annual bonus (Partially or completely) if they did not meet performance expectations or neglected their obligations.





- **Dismissal with Notice**

Dismissal from service with notice results in termination of employment with the right to the end of service gratuity. Termination may be imposed by the decision of the College Council for misconduct.

- **Termination without Notice**

For an act of “gross misconduct”, termination of employment is imposed by the College Council.

- **Handling Employment Legal Issues**

Should a problem that has developed from a disciplinary action or work dispute reach the stage of litigation, the matter will be referred to the Legal Department for handling on behalf of the college.

Please refer to the below link for Policy and Procedure Manual: **D.7.2 Disciplinary Procedures** ([Link](#))

6.5. Termination of Employment Policy

6.5.1. Purpose

This policy guides situations where employment at Dubai Medical University may end due to changes in the needs of DMU or employees’ requirements. This chapter presents the policies governing such situations, including end-of-service benefits, contingent on the circumstances of the end of employment.

6.5.2. Scope of the Procedure

This policy applies to all full-time employees at Dubai Medical University.

6.5.3. Definitions

NIL

6.5.4. Responsibilities for Application

The Human Resource Department and the College Council.

6.5.5. Process

The Federal Decree-Law no. 33 of 2021: Regarding the Regulation of Employment Relationship; will be followed.

Possible reasons for the end of the employment or termination could be the following:

- **Resignation:** occurs when an employee notifies the college in writing of their intent to end employment in accordance with the notice period contracted to by the two parties.
- **Unsuccessful probation period:** an employee’s services may be terminated during the probationary period through a 15-day written notice without any entitlement to any bonus or periodic holiday. They shall only be eligible to receive their salary.
- **End of the employment contract.**
- **Employee scoring low-performance rating.**
- **End of Employment Due to Death.**
- **Dismissal by disciplinary decision or by judicial decree.**

The College and the employee mutually agreed to end the contract.





6.5.6. Termination without notice and without end-of-employment benefits

Dubai Medical University may terminate an employee service based on disciplinary action, without notice and without end of employment benefits, due to misconduct or violations of DMU regulations that include, but are not limited to:

- Submission of false documents, certificates or falsification of identity or nationality.
- Execution of wrongful act which results in a substantial loss or damage of DMU assets.
- Disclosure of confidential or secret information relating to their work, e.g. revealing examinations to a student.
- Absence without reasonable excuse for more than fifteen (15) consecutive days during any one year.
- Conviction of an offence relating to honor, honesty, or public morality.
- They are being found, during working hours, in a state of obvious drunkenness or under the influence of drugs.
- Physical assault upon one of their supervisors or colleagues.
- It is a major violation of the DMU Code of Conduct if staff members are found providing private lessons to DMU students, whether free or paid.

6.5.7. Notice Period

The employer or the employee must give notice of the end of employment. For faculty and academic staff engaged in the delivery of academic programs, the notice period must typically result in an End of Employment date outside of a regular semester.

- During the probationary period, DMU shall give a one-day notice period for termination of employment.
- Following the successful completion of the probationary period, the notice period by either party for staff members is three (3) months.
- Following successful completion of the probationary period, the notice period by either party for professional staff is Thirty (30) days.

6.5.8. End of Service Benefits

DMU employees will be entitled to End of Service Benefit in the following situations:

- **Resignation**

If an employee intends to end their employment with DMU, they shall notify the college in writing in accordance with the notice period contracted to by the two parties. The employee must continue to honor their duties for the duration of the notice period. The notice period commences when the employee submits the letter of resignation to the Dean. The acceptance of the resignation should be indicated by management. Lack of communication is considered an indication of acceptance.

- **Exit Interview upon Resignation**

The Human Resources Department shall conduct an exit interview with the employee to gather feedback and gain insights that might assist the development of the college.

- **Redundancy**





DMU may terminate the employment contract of any employee at any time following completion of the probation period for non-disciplinary or non-legal reasons in the situation where the services of such employee are no longer required, and it is not possible to find a new position for them that suits their qualifications and skill or due to budgetary or financial limitations.

- **Termination on Medical Grounds**

DMU has the right to terminate an employee who undergoes a continuous and interrupted illness resulting in absence from work beyond their sick leave balance on medical grounds. In such cases, the employee will be paid all benefits upon termination. The college shall make the termination of service decision according to a decision by a competent medical entity upon confirmation of permanent medical unfitness or disability.

- **End of Employment due to Death**

An employee's service shall be terminated due to the employee's death. The termination will commence from the day following the employee's death date as per the official death certificate.

Please refer to the below link for Policy and Procedure Manual: **D.8.2 Termination of Employment Relations Policy** ([Link](#))

6.6. Grievance and Appeals Policy

DMU aims to provide a fair and productive work environment for all its employees that include a variety of means by which employee grievances are brought to consideration and successive resolution promptly.

This policy aims to provide guidance for handling employees' grievances and advise procedures for resolving grievances.

6.6.1. Scope the Procedure

These procedures apply to all employees working at Dubai Medical University.

6.6.2. Process

- **Apply for Grievance**

Employees have the right to apply for a grievance if they believe they have been treated unfairly or improperly at any condition of their working relationships within DMU or regarding their working & employment conditions.

An Employee shall submit a signed, clear, and detailed complaint of the case to the HR department, which will refer the matter to the Dean. The Dean shall appoint members of the Grievance Committee to review the grievance and ensure that it is complete with all required information and documents.

In cases where a grievance can be resolved informally, employees are encouraged to discuss it directly with their immediate Supervisor or the other concerned party to





resolve the matter informally. Employees may apply for a formal grievance if the issue is not resolved through the immediate supervisor.

- **Investigation**

The Grievance Committee shall carry out any necessary investigation to establish the facts of a case. The Grievance Committee shall interview all personnel associated with the grievance, including the employee, supervisor, and witnesses. Parties involved in the investigation shall provide written replies and explanations within five (5) working days from the Grievance Committee interview.

- **Grievance Decision**

The Grievance Committee shall recommend to the Dean the required actions to resolve the grievance within 20 working days.

The Grievance Committee decision shall be communicated to the employee in writing.

If the grievance investigation finds that the employee's grievance is based on false information, the employee will be held accountable for their actions which could result in formal disciplinary action against the employee up to termination.

- **The Grievance Committee**

The Grievance Committee will have the authority to access all documents, statements and records involved with the employee filing the grievance and will have the right to interview all personnel associated with the grievance, including the employee, supervisor, and any witnesses, to find precisely what happened to make recommendations on the required actions to resolve the grievance.

All information concerning grievance shall be treated as highly confidential; all participants in grievance incidents are required to maintain the confidentiality of the proceedings and may be permitted to disseminate information to appropriate college officials on a need-to-know basis.

- **Appeals**

An employee has the right to appeal for the imposed penalties resulting from violating college regulations and the code of conduct. Appeals must be in writing, providing new information not considered previously; it should be submitted within 15 days of the imposed disciplinary actions.

- **Records**

DMU Code of Conduct, Disciplinary & Grievance policies are disclosed to all employees and are available on the DMU Quality Assurance and Institutional Effectiveness Unit. All records of employees' grievances and disciplinary actions are maintained by the Human Resources Department in the employee records.

All records related to this procedure will be filed in the respective units.

Please refer to the below link for Policy and Procedure Manual: **D.7.3 Grievances and Appeals Policy** ([Link](#))





7. STAFF GOVERNANCE AND PARTICIPATION IN COMMITTEES

Staff members can play important roles in governance and participation in committees within an organization, including universities. Their contributions are vital for effective decision-making, problem-solving, and the overall success of the institution.

8. EMPLOYMENT / PERSONNEL RECORDS

Maintaining employment and personnel records for staff is a critical aspect of human resources management. Properly managed records help ensure compliance with legal requirements, facilitate employee management, and provide essential information for various HR functions. Here's an overview of the types of employment and personnel records typically maintained for staff:

Human Resources Department Documents Checklist			
Employee Id:		Employee Name:	
1	CV	<input type="checkbox"/> Yes	<input type="checkbox"/> No
2	Copy of Passport	<input type="checkbox"/> Yes	<input type="checkbox"/> No
3	Copy of Visa	<input type="checkbox"/> Yes	<input type="checkbox"/> No
4	Copy of all Educational Certificates /Documents	<input type="checkbox"/> Yes	<input type="checkbox"/> No
5	Copy of Equivalency Certificate	<input type="checkbox"/> Yes	<input type="checkbox"/> No
6	Copy of previous Experience Letters/ Certificates /Documentations (if any)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
7	Copy of previous Training Letters/Certificates / Documentations (if any)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
8	Signed Employment Contract / Offer Letter (staff should receive their copy)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
9	Copy of Signed Job Description (Employee should receive a copy)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
10	Other Documents	<input type="checkbox"/> Yes	<input type="checkbox"/> No

9. DMU ACADEMIC CALENDAR

DMU Academic Calendar

DMU Academic Calendar- Academic Year 2024 - 2025		
Event	Day	Dates
Fall Semester		





Beginning of Fall Semester	Monday	Last week of August
White Coat and Welcoming Ceremony	Monday	First week of September
Beginning of Midterm Exams	Monday	Mid of October
Beginning of Final Exams	Monday	December- Mid of January
Winter Vacation	Saturday to Monday	Last two weeks of December
Spring Semester		
Beginning of Spring Semester	Monday	Mid of January
Beginning of Midterm Exams	Monday	Second week of March
Beginning of Final Examinations	Monday	Third week of May
Spring Vacation	Monday to Sunday	First week of April
Summer Semester		
Beginning of Summer Semester	Monday	First week of June
Beginning of Final Examinations	Monday	First week of July
Beginning of Summer Vacation	Monday	Second week of July

Events	
Event	Date
Prophets Birthday*	TBC
UAE National Day	TBC
New Year's Day	TBC
Eid Al Fitr Holiday*	TBC
Eid Al Adha Holiday*	TBC
* Note: Islamic holidays are determined after sighting of the moon. Thus, actual dates may not coincide with the dates in the calendar	

10 . ACCESS TO POLICIES AND PROCEDURES MANUAL

Policies and procedures can be accessed by clicking on the link below:





[Link to Policies and Procedures Manual \(Link\)](#)

11.DOCUMENT REVISION HISTORY

Version	Date	Updated Information	Author/ Reviewer
V 1.0	Nov 2023	Policy Newly Implemented	HR
V 1.1	June 2024	Version History added and link to PPM	HR Unit
V 1.2	July 2024	Combating Cheating & Violation of Examination System	HR Unit
V 1.3	July 2024	Added hyperlinks in the contents related to PPM	HR Unit
V 1.4	July 2025	Update the handbook	HR Unit

