

Policy Title:	5.b Employment Policy (EMP)		
Policy Number:	FS-PO-5B	Date Created:	30-04-2006
Responsible:	Director Human Resources	Approved by:	Board of Trustees

Purpose

The purpose of this policy is to provide standard guidelines and procedures for hiring new employee at CUD.

Scope

This policy applies to all the new hirings at CUD.

Policy Statement

Equal Employment Opportunity

It is the policy of Canadian University Dubai to provide equal employment opportunity to all persons regardless of age, colour, national origin, citizenship status, physical disability, status as People of Determination (People with Disabilities/People with Special Needs), race, religion, creed, gender, sex, sexual orientation, gender identity and/or expression, marital status, status with regard to public assistance, or any other characteristic.

The appointment, development, and retention of competent Employees are essential to Canadian University Dubai. The university strives to appoint Employees who:

- Possess the necessary degree (s) from a fully accredited institution. The degree must include at least 18 hours in the subject area in which the faculty member will teach (official transcripts are required to be on file);
- Dedicated, active professionals in their field;
- Able to submit documentation required by government regulations that establish identity and citizenship;
- Obtained Ministry clearance after selection;
- Committed to the vision, mission and Core Values of the University.

Establishing the Need

Employee vacancies will arise from the identification of the vacancy in the headcount plan or through the replacement of employees who have left. Request for employees should be made through the requisition process detailing the needed information.

The Dean sets the requirements for the faculty position regarding:

- Academic Rank/ teaching experience and the discipline or specialization.
- Area of Research Interest, Recent Research publications, scholarly activity, and supervision of Theses/dissertation
- Time frame of staffing process
- Expected start date of successful candidate

This information needs to be correctly authorized in accordance with the authority limits. All vacancies in terms of the headcount plan need a final approval by the Director of Human Resources. Once the post has been authorized, the staffing process begins.

Recruitment

- All standard recruitment activities shall be within the approved workforce plan. Any recruitment for non-budgeted positions will require special approval from the President.
- The University shall adopt fair and consistent methods of recruitment and selection so as to select the most suitable candidate to meet the requirements of the job.
- Dean/department head will be the hiring manager for the position/s to be recruited for as well as establish the selection committee.
- The selection committee will comprise of the Dean (Hiring manager), Department Head, Representative of Human Resources Department Representative of relevant Faculty/Department, Representative from outside the Faculty, if required
- No candidate shall be employed without first being interviewed by a selection committee. The committee shall, at a minimum, contain the line manager for the area plus one other.

- Where the candidate is asked to travel to the University from within or outside the country, appropriate costs will be borne by the University after the submission and recommendation of Human Resources Director to be approved by the President. This measure is not applicable during COVID-19 Pandemic.
- The minimum recruitment age will be eighteen (18) years.
- Employment of candidates over age of sixty five (65) requires the approval of the President. For Jobs requiring hiring of employees less than eighteen (18) years of age or above sixty five (65), the Human Resources Department and line manager will review these case by case and decide on the approvals in conjunction with President.
- The birth date established for the employee at the time of his employment will be as indicated by his duly authenticated birth certificate, passport, or nationality card.

Recruitment of Part-time faculty

- Part-time faculty is recruited by the Dean who will propose to the Provost for formal appointment to be approved by the President. Part-time faculty cannot exceed 25% of the faculty. Based on Faculty needs and the performance evaluation outcome, part-time faculty may be re-appointed for a consecutive term. Reappointment letters are handed over to part-time faculty member prior to the beginning of the new semester.
- The determination of the necessity for and authorization of recruitment must come from the Provost.
- Normal Hiring procedures will be followed with the recruitment of part-time faculty.

Advertising

- The Hiring manager will submit a recruitment requisition to Human Resources to verify the necessary details regarding the requirements for the job and the terms and conditions.
- The Human Resource Department places advertisements for the positions in standard international sources and collects and screens the CV's before forwarding to the Department Heads/Dean.

Short-listing Candidates

- Applications for the post will be reviewed by the Selection committee, who will draw up a short-list for the Hiring Manager's approval.
- The selection of the shortlist will be guided by the requirements of the job and the candidates' qualifications, taking into account factors such as education, research, training, experience, skills, competencies and other characteristics as required by the Faculty/department.
- Those candidates who are not successful at this stage will be sent a standard rejection letter.
- Candidates short-listed for interview will receive an invitation to an Virtual E-Learning interview together with a job description and information regarding the University.

Selection Process

The Selection committee will interview all shortlisted candidates

- A candidate must satisfactorily establish his ability to meet the requirements outlined in the job description of the designated job.
- Salary and Benefits details should not be discussed by the selection committee and questions related to these areas should be referred to HR.
- Selection committees should indicate their top candidates in order of preference, approved by the Dean/department head and submitted to the Provost for endorsement before submitting to HR for final approval by the President and hiring.
- All unsuccessful candidates will be rejected and be informed in writing.

Conflicts of Interest in Staffing

- Conflicts of interest occur when a member of the selection committee is in a position to influence recruitment processes where there might be personal gain and/or personal relation or have an interest in the outcome (separate from their professional role). Whenever possible, those with potential conflicts should remove themselves from involvement in the decision

- The first and most important line of defense against conflicts of interest must be from the university selection committee members. The university, therefore, requires the University faculty, staff and selection committees to disclose their intention to recommend candidates for available vacancies within the university that might lead to a conflict of interest and if he/she wishes to introduce a potential candidate (**e.g. close relatives, friends, ex-colleagues**) for an interview.
- Depending on the consensus of the selection committee, the member involved may or may not be required to attend the recruitment process for the candidate that he/she has introduced. In the event that potential conflicts cannot be resolved at this level, they should be referred to the higher authority within the University. This authority will forward a recommendation to the Hiring manager for final resolution.
- It is acknowledged that Employees of the University and the selection committee sometimes refer or recommend suitable candidates for the University for Existing Vacancies. All candidates whether known or unknown to any member of the University and the committee must follow the recruitment process along with all other candidates.
- The University relies on the transparency, good judgment, disclosure, professional integrity and moral ethics of the university Employee and recruitment team/hiring committee members to protect themselves and the university from conflicts of interest.
- All members of the selection committee should have the fulfillment of the university recruitment process in a professional manner as their key responsibility and interest.

Reference and Background Checks

- For those candidates recommended for approval the new Employee be required to submit testimonials and credentials to the Human Resources Department, including:
 - Qualifications: Original authenticated certificates must be available on arrival in the UAE.
 - Attested Transcripts of Master and Ph.D.
 - Experience testimonials
 - Attested marriage certificate if any
 - Attested Children's birth certificates *if applicable*
 - Coloured passport copy
 - Passport size photos
 - References: Written references from previous employer/s will be required. Three references are preferred with at least two being from current or former employers
- All testimonials and certificates should be translated in Arabic and duly attested by the Ministry of Foreign Affairs and the UAE Embassy in the country where the document was issued.
- As per the circular issued by the Ministry of Education - Higher Education Affairs in 2009, all new Employees must go through the process of Ministry Clearance before they join.
- Ministry clearance must be obtained and no candidate shall be employed without reference checks being completed.
- Faculty member credentials are to be verified by the appropriate Faculty.
- Costs of attesting credentials and documents and mailing it to CUD shall be incurred by the employee.

Offer of Employment ¹

- Assuming reference checks are positive, HR will issue an offer letter to the preferred candidate.
- All offer letters are signed by the Provost & President and must be supported by relevant Departmental budgets.
- It should be understood by all employees and applicants that employment offers are not a contract of employment, and that the selection process may be terminated at any time by either party with written notice.
- In the event an applicant declines an employment offer, the Human Resources Directorate shall notify the concerned Directorate/ Faculty head immediately upon receiving such notice and proceed with the next candidate as per the order of preference or take such action necessary to identify another qualified candidate.
- It is the responsibility of the hiring department to advise HR immediately of any changes to the new hire's start date.

¹ The University has implemented a paperless operation in attempt to minimize transmission of disease. All offer letters and contracts shall be in a form of electronic copy.

Re-Hiring

- A former employee may be re-hired follow the normal recruitment process provided that he/she has a satisfactory record and a vacancy is available inside the University.

Employment of Immediate Relatives

- While the University does not encourage employment of relatives/next of kin of existing employees, it is recognized that this may occur when there is no apparent conflict of interest from a personal or business relationship standpoint. In no circumstance shall an employee report indirectly or directly to a relative. New hires are required to identify any potential conflict of interest during the recruitment process.
- Relatives of present employees are given equal consideration with other qualified candidates for employment.

Employment Contracts ²

- It is the University's intention to provide competitive and attractive terms and conditions of employment for all Employees with the objective of attracting and retaining competent employees.
- In return, the University expects its employees to respect the employment contract and abide by the terms laid down therein. Failure to do so could result in the termination of that contract.
- Upon recruitment, new employees will sign an employment contract prepared by Human Resources stating his/her position, remuneration and the applicable terms and conditions. The employment agreements will be signed by the President.
- All employment agreements shall be subject to U.A.E. legislation and the policies and procedures as per his/her respective handbook as approved by the Board.
- Employment contracts will present all terms and conditions clearly and will not be open to misrepresentation or misinterpretation. The employee will receive the contract prior to commencement, the University having received signed acceptance of the contract prior to making a visa application on behalf of the new employee.

Medical Examination

- The employee will undergo a complete medical examination upon arrival in the UAE in accordance with the laws in the UAE. Employment is contingent upon successfully passing the medical examination. In some cases a medical exam or medical certificates will be required for health or life Insurance eligibility.

Induction and Orientation of New Employees ³

- All new employees will be welcomed and oriented, through a comprehensive induction program. The employee will receive a welcome pack that includes job-related and UAE-related information sources, forms to fill for HR records, and courtesy CUD material.
- The objective of the induction is to provide new employees with information necessary to assist them with the integration to CUD and the country.
- Induction and orientation programs for new employees are conducted by the Human Resources Department in collaboration with other departments and respective managers in the University.
- The induction program will be divided into
 - General University induction by the Human Resources Department.
 - Faculty/Department induction
 - Academic Orientation
- The purpose of Induction and Orientation is to:
 - Ensure that the employee understands CUD mission
 - Explain CUD annual goal setting and review process
 - Discuss expectations and related policies
 - Help the new employee to fully integrate into CUD culture
 - Answer any questions the new employee may have.

³ During the unprecedented time of pandemic, CUD prioritizes the health and safety of its Community. Induction and Orientation will be conducted virtually.

Probationary Period

- All new employees will be subject to a probation period from their first working day at University, to a maximum of six months at the end of which, employment will be confirmed if the employee's performance is satisfactory.
- During the probationary period the Dean/ Department Head monitors the progress and experience of the new employee. The Dean/department head must also meet with the employee on a regular basis to discuss performance. Performance concerns will be made in writing to the employee. New faculty members have access to the course files, which contain course syllabi, class handouts, case studies, and copies of previous exams prepared by other faculty who have previously taught the course. New faculty is also encouraged to work with other faculty teaching the course on an on-going basis to ensure that the initial teaching experience is as effective as possible. The Dean/ Department Heads monitors the progress and experience of the new faculty.
- An official probation evaluation will be completed at the end of the probation period. Evaluation of faculty on probation is conducted by the Dean of the academic Faculty in conjunction with the Provost using input from the Department Head and IRP Dean to obtain feedback on the performance of new faculty in the classroom.
- The probation evaluation elements:
 - Three months review - At the end of first three months, the faculty member meets the Dean for an informal discussion on progress on Performance.
 - Six month review –
 - One month before the end of the probationary period the faculty member submit a self-evaluation on Core Values and Behavioral Competencies
 - The Department Head/Dean will collect supplemental evaluation outcomes from:
 - Course files
 - Instructional Quality peer review
- The faculty member then meets with the Dean for an evaluation conference, which provides an opportunity to discuss the faculty member's performance, professional contributions and areas for continuous improvement as perceived by both the faculty member and the dean.
- The probation evaluation are signed to conclude the conference and sent to the Provost and HR for confirmation. If the faculty member does not sign the evaluation, the dean will forward it to the Provost with a notation of this conclusion.
- Depending on the result of assessment, it may be decided to:
 - Confirm the faculty employment or
 - Terminate the contract with one week's notice
- During the probation period, either party may terminate the contract by giving two (1) weeks prior notice (except for serious offences requiring summary dismissal)
- An employee who resigns during the probationary period shall not normally be entitled to any end of service or repatriation benefits.
- At any time during the probationary period, if the employee's work or attitude is deemed unsatisfactory, the employee's supervisor will refer the case to the Faculty/Department head for termination action. Termination actions will be reviewed by the Provost and approved by the President.

Employment Confirmation and Renewal of Contract

a) Employment Confirmation

Upon successful completion of probation and depending on the results of the probation evaluation, Virtual E-Learning teaching certificates, the faculty member is confirmed in his/her position unless otherwise notified – in writing by Human Resources.

b) Contract Renewal and Salary Increases

- Modification and/or renewal of contracts shall be carried out through, "Amendment of Contract or Contract Renewal Letter" through mutual agreement between CUD and employee prior to implementation. ⁴

⁴ The University has implemented a paperless operation in attempt to minimize transmission of disease. Contract renewals and amendments shall be in a form of electronic copy.

- Salary reviews may be conducted upon contract renewal. Performance reviews will be evaluated and taken into account for salary adjustments as recommended for approval of the President CUD.
- Contract renewal should occur before the notice period specified in the contract lapses. Notice period as specified in the contract is required from the employee and university for non-contract renewals.

Hiring of Consultants

a) Primary Reasons for Appointment of Consultants

- Absence of required expertise in-house;
- The need for high quality services;
- The need for economy and efficiency;
- The need to have qualified Consultants for providing the specific services;
- To provide specialized services for limited periods without any obligation of permanent employment
- To benefit from superior knowledge, transfer of skills and upgrading of a knowledge base while executing and assignment
- To provide independent advise on the most suitable approaches, methodologies and solutions of projects

b) Employment Contract or Agreement

- All job appointments shall be by means of a written contract or agreement, between the University and Consultant concerned ⁵

c) Terms and Conditions

Written contracts or agreements shall, as a minimum, contain the following:

- Defined deliverables
- The mechanism allowing for the frequent monitoring of progress in terms of the agreed objectives;
- The period of employment
- The notice period required by either side to terminate the contract
- The rates agreed upon
- The frequency of payments; and
- The method of payment
- Confidentiality clause
- Protection of Intellectual property rights

d) Types of Contracts

i) Lump Sum (Firm Fixed Price) Contract:

Lump sum consultancy contracts are used mainly for assignments in which the content and the duration of the services and the required output of the consultants are clearly defined. They are widely used for simple planning and feasibility studies, environmental studies, Program/course design, preparation of data processing systems, and so forth. Payments are linked to outputs (deliverables), such as reports, drawings, bills of quantities, bidding documents, and software programs.

ii) Time-Based Contract:

This type of contract is appropriate when it is difficult to define the scope and the length of services, either because the services are related to activities by others for which the completion period may vary, or because the input of the consultants required to attain the objectives of the assignment is difficult to assess. This type of contract is widely used for advisory services, etc. Payments are based on agreed hourly, daily, weekly, or monthly rates for staff (who are normally named in the contract). The rates for staff are based on the salary scales of CUD for the level of the position related to the service to determine the Day/week/month rate. Time-based contracts need to be closely monitored to ensure that the assignment is progressing satisfactorily and that payments claimed by the consultants are appropriate.

⁵ The University has implemented a paperless operation in attempt to minimize transmission of disease. Contract renewals and amendments shall be in a form of electronic copy.

iii) Retainer and/or Contingency (Success) Fee Contract:

Retainer and contingency fee contracts are widely used for banks or legal firms. The remuneration of the consultant includes a retainer fee to ensure availability of “on call” specialized services as required.

iv) Percentage Contract:

Percentage contracts directly relate the fees paid to the consultant to the estimated or actual project cost, or the cost of the goods/service procured. Percentage net profit share in the project need to be clearly defined in the agreement with the method of calculation.

Policy Revision History

Version No.	Update Brief	Approved Date
V1.0	New policy	30-04-2006
V1.1	Revised and updated	26-11-2015
V1.2	Revised and updated	03-02-2021
V2.0	Reviewed and updated	13-03-2023