



STAFF HANDBOOK

Academic Year

2018 – 2019

Full Reference: STAFF_Version 1_2018	Approved by: EIC College Council
Last Revision: None	Date of Approval: 31 th August 2018
Next Review: August 2019	Contact Person: Dr. Thouraya Labben



Chairman's message

Dear Staff,

Welcome and thank you for being part of the European International College. While the focus of any great College is its students, the foundation is its faculty and staff. Please know I value all you do, and everything you bring to our campus community.

Located in the heart of Abu-Dhabi it is one of the country's leading urban colleges. I believe the formula for an outstanding college is great students, great faculty and staff, and great facilities. You'll find it all here at the European International College.

The policies and procedures set forth in the Staff Handbook will acquaint you with the administration and governance of EIC. The dedication and commitment of staff members are essential in maintaining and improving the quality of this institution, and I hope you will share in achieving our corporate goals in excellence.

Once again, I welcome you to the European International College and may you be enriched by your experience here.

Dr. Abdulla Abduljalil Al Fahim

Welcome to European International College (EIC)

Dear valuable Staff members,

As a key member of our team that supports the development and success of EIC, you play a critical role in every student's experience and supports EIC culture of boutiques education to uphold the program's reputation for personalized attention. To achieve these objectives, you need to know about your responsibilities, College policies and procedures, and the resources available to you, which are comprised in this "Staff Handbook".

The Staff Handbook is updated regularly to ensure compliance with the college's rules and regulations, with the guidelines of the Ministry of Education, Higher Education Affairs, as well as with UAE labour law. Any change in this Staff Handbook will be notified in due time to Staff members.

All Staff members are encouraged to consult the Staff Handbook and the College catalogue for more detailed information of various issues that are relevant to you and the College.

EIC Management wishes you a prosperous and challenging career at EIC.

Dr. Thouraya Labben

College Dean

Table of Contents

1	European International College	6
1.1	Aims & Philosophy.....	6
1.2	Vision	6
1.3	Mission	6
1.4	EIC Core Values.....	6
1.5	Organizational Chart.....	7
1.6	Goals and Objectives	7
2	Definition and categories of EIC staff.....	9
3	Staff management.....	9
3.1	Work Week	9
3.2	Attendance.....	9
3.3	Overtime	9
4	Vacations and Leave Period.....	10
5	Staff Employment and Promotion Policies.....	13
5.1	Staff Employment.....	13
5.1.a	Sourcing Candidates.....	13
5.1.b	Interviews.....	14
5.1.c	Selection	15
5.1.d	Unsuccessful Candidates	15
5.1.e	Probation period.....	15
5.2	Staff Promotion	16
5.2.a	Introduction.....	16
5.2.b	Staff Promotion Criteria	16
5.2.c	Staff Promotion Process.....	17
5.2.d	EIC Shift Career Path	17
6	Staff Evaluation.....	17
6.1	Overview.....	17
6.2	Appraisal Process	17
6.3	Occurrence of performance evaluation	18
7	Staff Professional Development	18
7.1	Purpose.....	18
7.2	Scope	18

7.3	Newly Recruited Staff	19
7.4	Annual Professional Development Program planning	19
7.5	Professional Development Process	19
7.6	Professional Development Approval	20
8	Compensation and Benefits Policy.....	20
8.1	Compensation	20
8.2	Salary Incrimination and Bonuses	21
8.3	Educational Benefits.....	21
8.4	At Your Service	21
9	Resignation, Termination, and Contract Renewal	21
9.1	Resignation	21
9.2	Termination	21
9.3	Appraisal outcomes and Contract Renewal	22
10	Participation of Staff to Governance.....	22
11	Appeal and Grievances Process	24
11.1	Grievance Policy and Procedure.....	24
11.2	Appeal and Grievance Committee.....	24
11.3	Informal Resolution	24
11.4	Grievance procedure	24
11.5	Confidentiality.....	25
11.6	Exhaustion of Remedies.....	25
11.7	Prohibition of Discrimination and Retaliation.....	25
12	Appendices	25
	Forms and Templates	26

1 European International College

1.1 Aims & Philosophy

The principal aim of EIC is to prepare students for a successful career in the areas of Hotel Management & Tourism, and Business Administration. EIC stresses professional excellence. The concept of professional excellence goes beyond obtaining professional knowledge. EIC places strong emphasis on skills development and building a proper attitude. Embedding hospitality excellence in business education is the key thrust of EIC.

1.2 Vision

To be one of the leading educational institutions in the Gulf Region in training young people to become successful professionals. EIC offers an academic environment designed to give students the knowledge, research environment and training skills necessary to face global professional careers challenges in hospitality and business community.

1.3 Mission

EIC mission is to provide excellence in hospitality and business education and to advance in the United Arab Emirates and beyond by promoting innovation and excellence in education, equip our students with the best platform to enhance their leadership and career opportunities in the fields of business and hospitality and sustain an environment of ethical scientific research, innovation and discovery that creates new knowledge and opportunities for economic development and diversification, as well as improved quality of life in the communities we serve.

1.4 EIC Core Values

Excellence

A member of the EIC community is characterized by excellence. Student, faculty and staff perform competently to their fullest potential, thus rewarding the EIC community with notable achievements in all fields of endeavour. The EIC community cultivates a campus environment committed to a distinctive culture of excellence in academics, service and other facets of life.

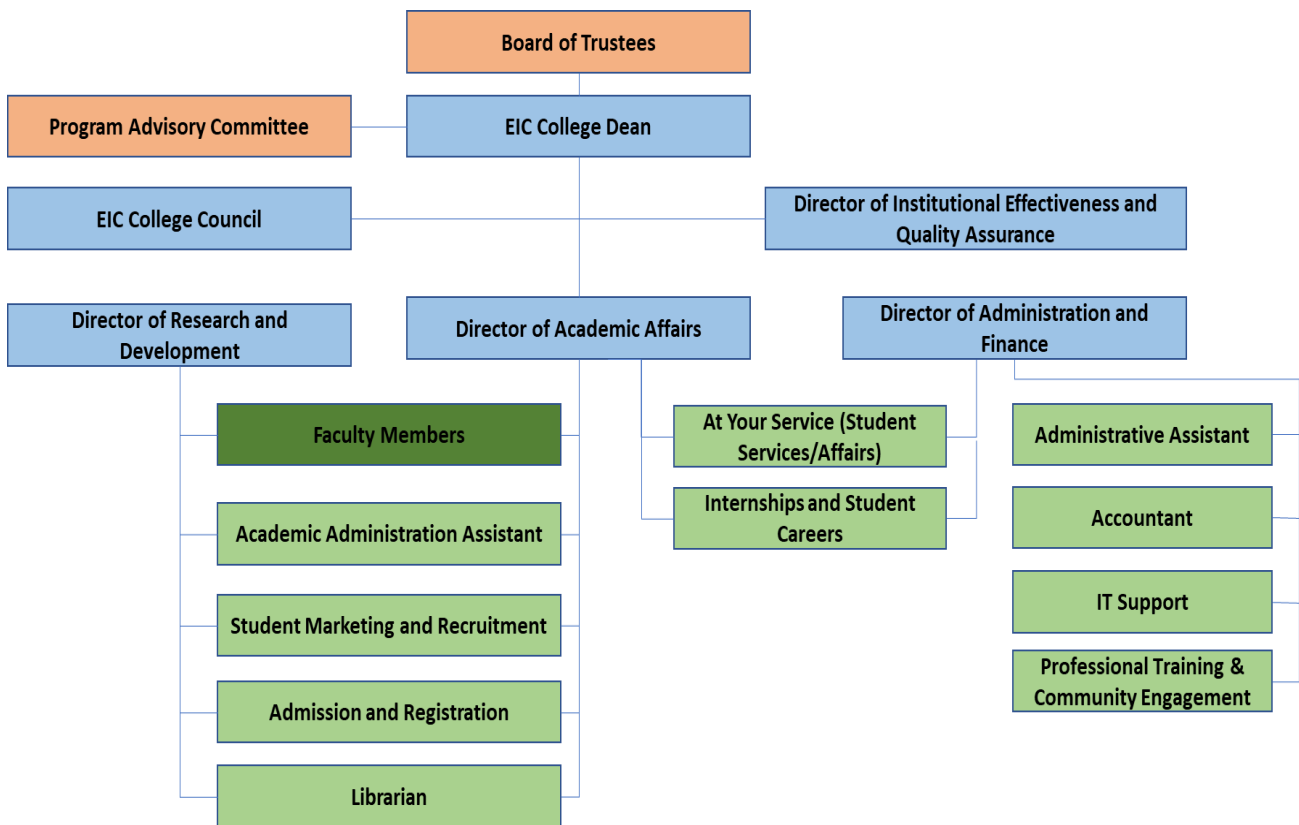
Integrity

A member of the EIC community is characterized by integrity. Full development of integrity and morality is among the primary purposes of EIC as a higher educational institution. Thus, EIC steadfastly promotes and adheres to a set of guiding principles and a code of conduct which are integrated into the curriculum, academic, programs and management policies and instilled in all members of the EIC community. It provides a good foundation for responsible conduct of lives.

Creativity

A member of the EIC community is characterized by creativity. EIC provides a learning environment that encourages creativity and innovation. EIC community builds an organizational culture which influence creativity and innovation. Thus, EIC produces creative professionals contributing to the advancement of organizations, communities and the bigger society.

1.5 Organizational Chart



1.6 Goals and Objectives

In fulfilling its purpose, EIC has the following major goals and related objectives:

Goal 1:

To provide a higher education opportunity for men and women of all cohort groups to study and specialize in hotel management & tourism and business administration

Objectives:

- 1.1. To offer a choice in Diploma/Associate programs, and Bachelor programs to prepare for academic and professional success in hospitality & tourism and business administration, through the development of knowledge, skills, and competences as required by the respective fields.
- 1.2. To welcome and support full-time as well as part time students.
- 1.3. To engage local high schools, the local community and the respective industry to create awareness of higher educational opportunities at EIC.

Goal 2:

To ensure high quality education and to equip its students with the knowledge, research environment and training skills to cooperate with the challenges of their professional careers in hotel management & tourism and business administration

Objectives:

- 2.1. To recruit and retain highly motivated students, and offer excellence in education, training, and services.
- 2.2. To attract and retain experienced and qualified faculty members, with academic and industry expertise.
- 2.3. To foster excellent relationships with the industry to create opportunities for real-life learning opportunities and provide career support for students in different stages of their studies.
- 2.4. To foster excellent relationships with academic partners to keep up with international standards of higher education.
- 2.5. To develop research academic and applied research capabilities and provide a dynamic learning environment for students and staff by inducing learning through research.

Goal 3:

To maintain a high level of student, faculty, and staff satisfaction with respect to campus facilities, campus atmosphere, academic support services and the institution's policies, procedures and operations.

Objectives:

- 3.1. To provide high quality educational environment, training facilities, and support services on campus.
- 3.2. To create a campus culture which is safe, welcoming and supporting, and which promotes strong personal concern for the wellbeing and success of all staff and students.
- 3.3. To engage in quality assurance activities, and implement corrective measures to enhance and improve our programs, resources, facilities, and services.

Goal 4:

To contribute to the economic, social and cultural development of Abu Dhabi in particular, and the United Arab Emirates and the Gulf Region in general.

Objectives

- 4.1. To keep track with the fast development of the hospitality and business communities, in Abu Dhabi in particular, and in the UAE and the Gulf Region at large.
- 4.2. To supply labour market with young professionals with the adequate knowledge, smart skills, and competences needed by the industry.
- 4.3. To sustain and improve the quality of community engagements by cultivating openness, tolerance and respect for differences, to stimulate interaction and creativity, and to develop and execute innovative ideas that serves our communities.

2 Definition and categories of EIC staff

Professional Staff: Professional staff is defined as having the required preparation and specialized knowledge in a specific field and in exercising independent professional judgment. These individuals are predominately responsible for the management, operation, and implementation of policies and procedures which support the College mission.

Support Staff: Support staff includes employees who provide clerical, technical, maintenance, and administrative support to the college.

Academic Staff: Academic staff includes the professionals who are responsible for planning, directing and undertaking academic teaching, research and community engagement activities in the College.

Non-Academic Staff: Non-academic staff is defined as those who have to perform work assignments other than teaching.

Full-time Staff: Full-time staff is defined as the person who undertakes his/her duty for no less than 40 hours a week. Full time staff is registered at Ministry of Labor and has an employment contract.

Part-time Staff: Part-time staff is defined as the person who undertakes the duty for less than 40 hours a week. Usually part time staff is paid on hourly basis

3 Staff management

3.1 Work Week

Depending from the position staff work 5 (from Sunday to Thursday) or 6 days (from Saturday to Thursday). The working days are defined in the staff contract.

3.2 Attendance

Maintaining great attendance for staff is a criterion that allows the staff to be in good standing with the college. Being present and on time helps strengthen the staff work credibility and work history.

The college operated from 7:00am to 9:30 pm. For this reasons staff have weekly shifts. Each staff member daily working hours are 8 hours. Each employee has 1-hour lunch break which in not included in the 8 working hours.

In case the employee is late, he/she needs to inform the direct supervisor as well as the HR officer. Employees have an obligation to attend work as scheduled, and supervisors have an obligation to manage and address attendance issues.

Hours of work will vary during the Ramadan period and sometimes for other circumstances depending on the college operations.

3.3 Overtime

Overtime hours are calculated for the extra hours he/she works or the work done outside working hours. Overtime, has to be approved by head of department. The college favours time compensation. Compensation

period/days will be agreed between the employee and the head of department and information has to be sent to the HR officer.

If an employee happens to work during a holiday, the overtime compensation in terms of time will be 1.5 hours for every hour of work provided the total hours on holidays do not exceed 8 hours a day. This shall be recorded by the HR officer; the same procedures for regular overtime apply. No employee may be assigned to work during a holiday for more than two days a month

4 Vacations and Leave Period

- Annual leave

EIC employees are entitled to thirty (30) days' vacation leave per year. Additionally, all EIC employees are granted an additional week vacation between the fall and spring semesters, as well as on official holidays declared by the UAE government. The additional week is credited at the beginning of each new academic year.

- a. During the leave period, an employee is paid his basic wage including the housing allowance and the transport allowance.
- b. EIC has the right to determine when an employee is allowed to take his annual leave and whether (if required) he is entitled to divide the leave into two parts.
- c. EIC has the possibility to require employees to work during their annual leave once only during two consecutive years for reasons intruding the normal operations of the college.
- d. Leave not availed during a year will be carried forward to the next year. As much as thirty days of unused leave may be accrued and carried forward, but for no more than one (1) year.
- e. An employee is not entitled to any leave during his/her probation period. Only under specific circumstances approved by the College Dean.

- Official Holidays

An employee is entitled to an official holiday with full wage on the following occasions:

Occasions	Time Off
1. Hijri New Year's Day	One day
2. Gregorian New Year's Day	One day
3. Eid A1 Fitr (end of Ramadan)	Three days
4. Eid Al Adha	Four days
5. Prophet Mohammed's Birthday	One day
6. Isra Al Miraj	One day
7. UAE National Day	Two days
8. UAE Martyr's day	One day

- Sick Leave

The employee is not entitled to any paid sick leave during the probation period. In case of sick leave:

- The employee must report to the director supervisor any injuries or illnesses preventing him/her from working, within a maximum period of 24 hours.
- The employee is entitled to sick leave wages as follows:
 - i. Full wage for the first 15 days.
 - ii. Half wage for the next 30 days.
 - iii. Any following period will be without wage.
- However, if the employee's illness is directly caused by his misconduct (for example by excessive drinking), he is not entitled to any wages during the sick leave.
- It should be noted that the employee should provide evidence of his illness warranting sick leave by an official medical certificate (certified by a government physician). The management reserves the right to make all decisions on such matters. Any sick leave not supported by a valid medical certificate will not be treated as a sick leave and will be treated as unpaid leave.
- Abuses of sick leave privileges shall constitute grounds for dismissal from employment.
- The employee may resign from employment during the sick leave period and before the completion of 45 days specified by law, provided a certified government physician approves the reason of resignation. In this situation, the college will pay the employee all the wages he is entitled to, until the end of the 45 days referred to above.
- The management may not dismiss an employee from service during his sick leave or annual leave. During this period, any notice for termination will be considered null and void. However, the College is entitled to terminate the employment contract if the employee has exhausted his full sick leave and is not fit to return to work. In such cases, the employee will be entitled to his full gratuity and end of service entitlement in accordance with the UAE Labour Law. Furthermore, the employee will not be entitled to wages for the days that he has not reported to work after the end of his leave (whether sick leave or annual leave). This will not prejudice the rights of the College to terminate the employee's contract if the employee fails to report back to work within seven consecutive days from the date he was due back.

- Hajj Leave

- All Muslim employees, given that they have completed 12 months of employment at EIC are granted once during their service in EIC, 7 days paid leave for performing Hajj pilgrimage.
- Employees wanting to go for Hajj leave should give notice to the HOD prior to taking their decision to leave by filling the "Leave of Absence Form".
- Such leave shall not be deducted from other leaves due to him/her and shall not exceed 30 days.

- Maternity Leave

- Female employees shall be entitled to maternity leave with full pay for a period of 45 days after completion of 1 year of continuous service with EIC. If the Faculty members has not completed 1 year of service, she shall be entitled to maternity leave with half pay.
 - Maternity leave requests must be made in advance of the anticipated leave to HOD. The “Leave of Absence Form” must be supported by a relevant certificate from a registered obstetrician. Exceptions can be made in cases of premature delivery.
 - A female employee is also entitled to an additional 2 breaks of half an hour each in addition to the rest breaks for nursing her child for a period of 18 months following delivery. This break could be taken as a consolidated 1 hour in a day.
- Maternity leave is not deducted from any other leave that a female employee is entitled to.

- Death or Disability of an Employee

- Salary and End-of-Service Benefits: In the event of the death of an employee, the dependent family members or legal beneficiaries of the employee as specified in the employment contract, receive the salary for the month during which death occurred, a payment of the end of benefit will be finalized.
- Employee payments due to EIC: The College may waive any requirement for the repayment of certain amounts owing to EIC by the deceased Employee.
- Disability: In the event of total or partial disability resulting from accidents at work, the compensation shall be determined in accordance with the appropriate Cabinet Decisions applied by the Civil Service regulations in the UAE on a case-by case Basis.
- All benefits for staff will be calculated as per U.A.E. Labor law

- Emergency Leave

The emergency leave is granted due to extenuating circumstances such as the death of a first degree relative.

- Bereavement/Compassionate leave:

The employee shall be granted bereavement leave with total salary as follows:

- Period of 5 working days for death of any of his immediate relative (father, mother, son, daughter and wife/husband).
- Period of 3 working days for death of any of his second-grade relative (grandfather, grandmother, brother, sister and grandsons).
- Permissible to combine between bereavement leave, annual leave and unpaid leave.
- If bereavement leave occurred during the annual leave, the employee may extend the annual leave or increase his leave balances equal to the working days coincidence with the bereavement leave.

- The employee shall report his relative's death and provide the reasonable prove after he returned form the bereavement leave.
- Bereavement leave shall start as of the death date.
- The grade relation of one of the spouses is considered same as the grade for the other spouse.
- **Unpaid leave**

A full-time regular employee, upon application in writing and with written approval by the College Dean, may be granted a continuous leave of absence without pay for a maximum period of three months.

5 Staff Employment and Promotion Policies

5.1 Staff Employment

EIC hires a suitable candidate when a position becomes vacant due to a Team Member leaving employment or is created due to the growth and expansion of EIC. In this situation:

- The hiring of suitable candidates for vacant or new positions is based on the requirements of EIC's operation.
- It involves the sourcing of possible candidates to be screened and interviewed in order to select the right candidate to be hired.
- Sourcing of possible candidates is mainly through placing an advertisement for the vacancy in a newspaper or through online recruitment portals and agencies or through referrals and CV's sent through EIC website.
- Other possible sources of candidates include recruitment agencies that should be contracted with and need the approval of the College Dean.

5.1.a Sourcing Candidates

A "Staffing Request Form" is prepared by the HOD requesting for a position to be filled.

- The staffing request shall be forwarded by the HOD (whom the new recruit will be reporting to) to the HR officer.
- The HR officer shall forward the staffing request to the College Dean for approval.
- A "Candidate Profile Form" will be prepared by the HR Officer in coordination with the relevant HOD based on the approved Grading and Benefits scale of EIC and using the approved job description of the position.
- The "Candidate Profile Form" is then approved by the HOD.
- Candidates for certain positions could be sourced through EIC's database of CV's collected through the website or through referrals or through "Job Applications" sent to EIC. When recruitment agencies are required for sourcing candidates, the HR officer sends a request on EIC's letterhead by fax/email in

addition to the "Candidate Profile Form" to the selected recruitment agency with which there is an agreement in place advising of the available position/s.

- The recruitment agency should forward within a maximum of 2 weeks from the date of receiving the request from EIC, the resumes/CVs which will need to be further screened based on the requirement and sent to the HOD for short listing.
- Once the candidates are shortlisted (this step should be completed within a time frame of 1 to 2 weeks depending on the urgency of recruitment of the position), the recruitment agencies will contact the candidates for arranging interviews.
- If it is required to place an advertisement for the vacancy in a newspaper, the HR Officer shall coordinate with the newspaper to obtain prices and prepare a request for advertisement using a "Print Advertisement Request Form" (this shall not need more than 2 working days) for the same will be made by the HR officer to be signed by the Accountant and College Dean to confirm the placement.
- The HR Officer ends the approved "Print Advertisement Request Form" to the advertiser on EIC letter head or by e-mail requesting for placing the advertisement.
- Online recruitment portals that have been subscribed to by EIC or are free of charge could be used as well to either post the job vacancy or download CV's.
- The HR officer shall review and screen the CV's of potential candidates for the positions to be recruited and forward the selected CV's to the relevant HOD (this step depends on the urgency of recruitment of the position and the number of CV's received but, in most cases, it should not exceed 2 weeks per position).
- Once the candidates are shortlisted by the HOD, the HR officer will contact the candidates and arrange for interviews in coordination with the HOD (this step depends on the urgency of recruitment of the position and the number of candidates shortlisted received and the location of the candidates).

5.1.b Interviews

- Prior to the interview, the HR officer shall forward to the responsible HOD a copy of the resume/ CV of each candidate along with an "Interview Evaluation Faculty Form & "Interview Evaluation Faculty General Form" depending on the position to be recruited and the "Candidate Profile Form
- The HR officer is responsible for arranging local interviews with potential candidates and for making alternative arrangements for the responsible HOD to undertake interviews and assessment of candidates from other countries; this requires the approval of the College Dean (this step depends on the urgency of recruitment of the position and the number of candidates shortlisted received and the location of the candidates).
- Telephonic interviews could be conducted for those candidates who reside outside the country or are unable to attend a personal interview if so agreed by the HOD.
- The HOD shall complete the "Interview Evaluation Faculty/General Form" for each candidate interviewed and forward them to the HR officer.

5.1.c Selection

- The responsible HOD will draw up a shortlist of candidates for final consideration.
- The decision on who should be offered employment is based on the job description/specification as well as matching the position profile.
- For shortlisted candidates, a reference check must also be conducted to determine and assess the candidate's skills, abilities and his performance record with his previous employers. A minimum of one (1) reference must be obtained.
- Once all candidates have been interviewed, and assessments completed, based on those assessments the responsible HOD will recommend the most suitable candidates.
- The College Dean will make the decision based on the HOD recommendation as to who will be offered employment.
- An "Offer Letter" is prepared by the HR Executive based on the interview evaluation results that would identify which level within the position's grade to be applied as per the approved EIC Grading and Benefits Scale (this step should not exceed 2 days per position).
- The "Offer Letter" is prepared in two original copies and initially approved by the HOD and signed by the College Dean before it is sent out to the candidate.
- The candidate should return one signed copy of the "Offer Letter" to the HR officer to be filed in the personnel file of the Team Member.
- In the case of employment on part time basis, the above-mentioned steps apply in the same manner, with the exception of the form used to formalize the employment agreement with the selected candidate. Where by a "Part-Time Employment Agreement Letter" should be used.

5.1.d Unsuccessful Candidates

If a candidate is unsuccessful, the HR Executive will forward a regret letter to him/her informing that he/she was not selected for the position.

5.1.e Probation period

Appointments are probationary for the first 6 months of employment. The employee may be terminated by the College Dean after consultation with HOD during the probationary period by giving the other party minimum of one-month notice before the end of the probationary period. The decision is based on the observation of the staff member's performance and respect of EIC rules and regulations.

- a. Probation period is 6 months. Each employee is evaluated at the end of their six (6) months' probation period to confirm their position in EIC.
- b. At least 2 weeks before the end of the probation period the HR Executive will forward a "Probation Review Form" to the responsible HOD to be completed and requires the approval from the College Dean.

- c. If EIC is not satisfied with the employee or if the employee is not satisfied with EIC, either party can terminate the contract of employment within this period of 6 months without advance notice.
- d. A record of the probation period review of all employees must be maintained by the HR Executive.
- e. The decision to confirm permanent employment or release the employee is taken by the College Dean after considering the recommendation of the HOD.
- f. After the permanent employment of the employee is approved by the College Dean, the employee's offer letter is fixed for a period of 2 years.

5.2 Staff Promotion

5.2.a Introduction

The promotion of members of the staff has major importance for the development of the College as a centre of excellence. The basic considerations in assessing the performance of staff are mastery of subject matter, effectiveness at work, scholarly accomplishment, effectiveness of the College service, and potential for continuing professional growth.

In this regard:

- All applications for promotion are treated in a fair and impartial way, and in line with the strategic aims and objectives of the College. EIC is committed to act in a manner which does not discriminate, either directly or indirectly, in its promotion criteria and decisions. It also recognizes the need to consider individual circumstances which may have resulted in a restricted opportunity for a staff member to perform to his or her potential.
- Staff in all administrative career pathways is able to apply for promotion up to professorial equivalent levels,
- Consideration of all proposals for promotion will involve the assessment of an individual's overall contributions to the strategic objectives of the College.

5.2.b Staff Promotion Criteria

The general criteria set forth indicate the kinds and levels of attainment that candidates for promotion to the various Staff ranks should have achieved. These criteria should be considered minimal standards for promotion in the College.

- to be eligible for a promotion the staff member has to show observable progress in his performance during the last two years based on the annual performance appraisal.
- A promotion may be expressed in terms of higher position and/or salary increase within the salary range of the position.
- The employee's salary history, work experience, education and training; whether the promotion results from reclassification of the position in which the employee is incumbent; whether the employee has previously served in the new classification or in another classification in the same job category and skill level; the number of skill levels between the old and new position; pay ranges of the classifications involved; internal equity; the fiscal condition and policies.

5.2.c Staff Promotion Process

1. HR announce and invite application from staff to apply for promotion assessment.
2. Each applicant must submit his/her application to HR unit through his/her Director of Unit.
3. All applications received will be compiled by HR Unit.
4. The applicants will be informed and invited to attend appraisal session accordingly
5. The recommendation by assessor/Director of the unit will be considered and approved by the EIC College Council.

5.2.d EIC Shift Career Path

At EIC, a staff may decide to shift his/her career path from specialist skill position to administrative skill position subject to the needs of the College and potential of the staff. In this regard, he/she is encouraged to discuss with the respective Director, considering the needs of the unit, his/her interest, qualification and competencies that are required for the position

6 Staff Evaluation

6.1 Overview

EIC always encourages the employees and facilitates their growth and satisfaction within the college. For this purpose, employees are evaluated/appraised on an annual basis. It is the reference for decisions regarding confirmation of appointment, promotion and annual appraisal of AAU staff strictly on merit. The objective of this policy is to specify the policy and procedure of performance appraisal. This policy covers all permanent full-time administrative staff members.

The appraisal performance process focuses at encouraging a performance driven work environment that can ultimately urge good performers to improve further and help to manage underperformances through proper monitoring and guidance. It also aims at providing a fair review of the employee's performance during the year as an essential part of employee development.

- Objectives are agreed between the employee and appraiser/HOD. These objectives are based on the department objectives as well as the college mission and vision
- Employees are required also to be familiar with EIC mission, vision and institutional objectives and goals.
- Appraisers/HOD's are required to maintain proper record of the individual performance in case it is important to attach it to the performance appraisal form as evidence.

The HR Unit will be responsible for supporting Performance Management activity through providing guidance to Appraisers/HOD's and appraisees/employees. The HR Unit is also responsible for performance improvement needs including training and corrective actions.

6.2 Appraisal Process

At the end, each administrative year meetings are set between the appraiser/HOD and the employee for an appraisal meeting.

Staff appraisal forms are filled in separately. One by the employee and one by the appraiser/HOD.

During the meeting, the self-appraisal is discussed based on the appraiser/HOD and the achievement of the objectives set during the previous appraisal process. New objectives are agreed at the end of the appraisal meeting.

Performance appraisal meetings must be based on the principle of two-way communication. The employee is encouraged to discuss issues related to the job and performance, career plans, etc. Appraisers/HOD's are encouraged to provide constructive feedback on the employee's strengths and areas for improvement.

A report summarizing the differences between appraisee and appraiser evaluation as well as the needed actions and new objections. This report is then signed by the appraiser and the appraisee. Originals are kept with the HR unit and copies will be given to appraiser and appraisee.

Goals of EIC as well as those of their department/unit. It will help the employees to demonstrate better understanding for individual objectives and to participate in the performance discussions.

6.3 Occurrence of performance evaluation

The evaluation process will take place as follows:

- Employee's Confirmation: All new employees will be appraised one month prior to the completion of probation (Probation period will be of six months). In case of satisfactory performance, their services will be confirmed. In case of unsatisfactory performance, services may be terminated.
- Annual Performance Appraisal: This will be conducted once a year.
- Contract Renewal: Performance review must take place at least three months prior to the employee's contract renewal. The performance management system is comprised of three basic activities: setting objectives and conveying them to the employees at the beginning of the year, monitoring the performance during the year, and reviewing the performance and objective achievement at the end of the year.
- Aside from the above-mentioned formal activities, employees and managers are encouraged to frequently conduct less formal meetings in order to discuss progress or any hindrances in objective achievement.

7 Staff Professional Development

7.1 Purpose

To structure and standardize the training and development of the Team Members and further enhance the overall performance of the college by elevating each individual's performance and personal development.

7.2 Scope

- a. Includes training, seminars, workshops, conferences, that could be conducted internally or externally. These activities aim to enhance employee knowledge, skills, capabilities, and expertise.
- b. External training or certification is also required when internal training efforts are not optimal and more specialized training is needed such as train the trainer.

c. Training and development of the employee is a necessity and should be conducted regularly to all employees.

7.3 Newly Recruited Staff

The newly recruited staff attend the orientation sessions scheduled for each employee group at the EIC.

7.4 Annual Professional Development Program planning

a. After the HOD conducts the performance appraisal, the professional development requirements of each employee are defined and clearly stated in part in "Staff Performance Appraisal" forms. Detailing the personal development plan of each employee.

b. A professional development plan for each employee is prepared by the HR Executive in coordination with the respective HOD.

c. Some identified professional development requirements could be offered internally such as further understanding on how to deliver the required tasks according to EIC's policies and procedures whereas other professional development requirements may need external sources.

7.5 Professional Development Process

- ❖ The Professional Development;
 - Schedule the Performance Development Planning meeting and define pre-work with the staff member/faculty member.
 - The staff member reviews personal performance for the quarter, writes business and personal developmental goal ideas on the PDP form and gathers needed documentation, including 360-degree feedback results, when available.
 - Through appraisal performance outcomes. The HOD prepares for the PDP meeting by clearly defining the most important outcomes needed for the staff person's job within the framework of the organization's strategic plan.
 - The HOD writes business and personal developmental goal ideas on the PDP form in preparation for the discussion.
 - The HOD gathers data including work records and reports and input from others familiar with the staff person's work.
 - Both the HOD and the employee examine how the employee is performing against all criteria, and think about areas for potential development.
 - The HOD develops a plan for the PDP meeting which includes answers to all questions about the performance development planning process with examples, documentation, and so on. (Use form in the handbook).
 - Recognize that this process takes place quarterly and that the most time and work are invested in the first PDP meeting. The rest of the quarterly PDP goals, maybe for years, update the initial goals.

7.6 Professional Development Approval

- a. Once it is identified that external professional development requirement is needed, the HR Executive sources suitable companies or professionals to provide the required training. After consolidating the training days and number of Team Members to attend a particular external training course, the HR Executive requests for a quotation from the sourced companies or professionals for the training needed.
- b. Upon receiving the quotations, the HR Executive compares the prices and recommends the most suitable providers to the HOD.
- c. The HOD reviews the comparison and selects the company or professionals to be contracted for the required external training.
- d. The HR Executive prepares an order to the selected company or professionals, to be approved by the College Dean.
- e. Once the order is approved, the HR Executive forwards the signed order to the selected company or professionals to book the required training sessions.
- f. The HOD issues a memo to the employee, announcing that he/she has been selected for the external training.
- g. The HR Executive then informs the employee of the scheduled external training course dates and timing.
- h. All employees who attended any external training paid by EIC should sign a "Training Undertaking" after attending the training, to be signed by the HOD and a witness.
- i. After the employee attend the external training they should prepare a report detailing the learning outcomes, to be reviewed by the HOD.
- j. Employees who attended the training should aim to implement their learning in their work and they will be evaluated during the annual performance appraisal for understanding and implementing the trainings they had attended.

8 Compensation and Benefits Policy

8.1 Compensation

EIC adopts its own system of compensation and benefits which is mainly based on academic background, experience, and the responsibilities of the position. In addition, EIC takes into consideration any distinguished accomplishments the staff member may have achieved.

EIC offers compensations that are similar to other comparable educational institutions. The monthly compensation is a cash lump sum including basic salary and allowances. In addition, EIC offer medical insurance to Staff as per Abu Dhabi Law.

The Office of Administration and Finance will supply information to employees on matters of salary. All salaries are transferred through WPS system.

8.2 Salary Incrimination and Bonuses

EIC seeks to grant annual bonuses or salary incrimination to Faculty members and staff that achieved high performance during the appraisal process. The College Dean selects the eligible Faculty members and staff, in collaboration with the Director of Academic Affairs and Director of Administration and Finance, a budget for incrimination or bonuses is proposed to the Board of Trustees. The College Dean's proposal will be validated or adjusted by the Board of Trustees according to the financial situation of the College.

8.3 Educational Benefits

A scholarship in one-half of the amount of tuition is awarded, to all full-time employees who wish to study a credit course offered by the College. The employee is expected to pay the remaining tuition and fees charged for the course.

8.4 At Your Service

At Your Service is an office that offers Staff with various sporting and recreational services. Some of the services provided by this office are:

- 1) Negotiating discounts for staff and staff families' activities
- 2) Information regarding events in Abu Dhabi and U.A.E.
- 3) Finalize booking for recreational services.
- 4) Completing Errands

9 Resignation, Termination, and Contract Renewal

9.1 Resignation

Staff resignation notice is as per the UAE labour law (his does not apply to Faculty members – See faculty Handbook). The staff member has to communicate their notice of resignation to the head of department/direct supervisor. If staff member did not complete two years, he/she needs to pay back the college 6'000AED.

9.2 Termination

Staff termination will be communicated at least one month before the end of the semester. Staff termination occur at any time. Termination notice is as per the UAE labour law.

Any employee may be discharged at any time and salary payments stopped for any one or more of the reasons hereafter listed which shall constitute good cause for discharge:

- Unprofessional conduct.
- Sexual harassment of an employee, student, or applicant for a position or program at the College, or retaliation against a person for complaining of sexual harassment or for not cooperating in an investigation of alleged sexual harassment.

- Incompetence.
- Insubordination.
- Conviction of any felony.
- Repeated failure to comply with official directives, established Board Policy, Administrative Policy, and deadline.
- Physical or mental incapacity preventing performance of the contract of employment.
- Repeated, wilful and serious dereliction of duty.
- Assault of an employee of the College, a student of the College, or a parent or legal guardian of a student of the College.
- Deliberate violation of another's civil rights while performing assigned duties.
- Reduction in force as provided by Board Policy.
- Failure to report for duty after all leave has been exhausted.
- Deliberate falsification of information contained in the employee's application for employment.
- Deliberate falsification of any document in connection with employee's employment relationship with the College or in connection with any College activity.
- Any other reason as prescribed by UAE Labour laws.

9.3 Appraisal outcomes and Contract Renewal

Based on the overall performance evaluation, the College Dean makes the decision whether or not to renew the staff contract.

If Staff member annual performance is evaluated as unsatisfactory, the supervisor/head of department in collaboration with the College Dean should design and implement immediately a plan to enhance Staff member performance improvement.

The Staff member has a period of one year to improve his/her performance. After this period, if the appraisal outcome is satisfactory the process will be closed. If staff member fails to meet the objectives, the College Dean in consultation the supervisor/head of department will take the adequate decision. The decision may imply sanctions and termination.

10 Participation of Staff to Governance

Staff voice is important in EIC because they participate to the improvement of operations and services which are important for students and stakeholders' satisfaction. Staff have several channels to participate to governance:

Participation to Standing Committees

Staff are represented in several standing committee as a member or as a chair.

Staff Meetings

Staff meetings are organized regularly and are headed by the College Dean or the Director of Administration and Finance. It gives the opportunity to staff to share their concerns and take the necessary actions.

11. Staff Records

On a monthly basis, staff members are required to send a report where they share their concerns and important matters with management.

Staff Records

The HR Unit maintains a file for each faculty and staff member. Each file contains the following documents, among others:

- 1. Personal Information:** This part contains the employee's C.V, personal photo, valid passport-copy with residence visa for employee and dependents, valid UAE ID copies, contact details, health insurance records etc.
- 2. Qualifications:** In this section, true copies of all the verified academic credentials are placed in addition to copies of experience certificates, special achievement certificates, training certificates, etc.
- 3. Offer Letter and Contract:** This section provides information about the offer letter detailing the salary, valid MOL contract, date of commencement of work, and date of end of contract.
- 4. Leaves Information:** In this part of the file employee's leaves are recorded and categorized according to the type of leave; annual leaves, sick leaves and other leaves.
- 5. Other Documents:** In this part, all those documents issued by the college for the staff and upon their request are documented.

At EIC, Human Resources Department maintains an official personnel file for each member of staff. Employee personnel files are kept in hard and soft copies, with an external back up.

HR unit recognizes the right of each employee to examine, obtain a copy of, and to challenge the accuracy of factual data in documents contained in that Faculty personnel files. These files are confidential, and accessible only upon receipt of a written request approved by Human Resources Department. The maintenance of these personnel files is assured by the HR Officer.

Any person seeking access to these files shall provide evidence of identity and should have a prior authorization. In this regard, the HR officer should facilitate the access of faculty and staff to their files throughout the below process:

- Faculty apply to the HR unit by a written request (Document request form).
- Faculty submit the form with specific required documents attesting that no changes or alterations may be made to any documents in the file, and no documents may be removed from the file.
- HR approve and provide the faculty/staff with required document.
- Faculty/staff signs document that they have received and give back on the same day their file

11 Appeal and Grievances Process

11.1 Grievance Policy and Procedure

The grievance procedure is designed to provide due process for the faculty and staff in academic personnel actions. Although grievances can concern any personnel action affecting a faculty or staff member, they might include promotion, appraisal, dismissal of untenured faculty, work assignments, violations of academic freedom, merit raises, committee assignments, and patterns or trends in matters of this sort.

11.2 Appeal and Grievance Committee

The Faculty and Staff Grievance Committee consists of 3 members selected by the College Dean according to availabilities and each case conditions. The committee decides on all offenses that fall between the faculty and staff members and if proved, the Committee send the final decision to the College Dean. The College Dean will only interfere in case of appeal after the final decision taken by the Committee.

11.3 Informal Resolution

Both informal and formal procedures for redress of grievances are available to, and may be initiated by, any faculty or staff member. Grievances normally should be settled informally through discussion between the person initiating the grievance (the grievant) and the person against whom the grievance is directed (the respondent); if useful, this informal process may include discussion with appropriate persons who are not parties to the grievance. The majority of grievances should be resolved by informal means.

If informal discussion does not resolve the grievance, the grievant may petition for a formal hearing of the grievance by the Appeal & Grievance Committee. This petition must be submitted to the College Dean.

11.4 Grievance procedure

The grievance process will progress as follows:

1. The procedure begins when the grievant, in person, delivers a written grievance to the Academic Director. Receipt of the material must be acknowledged in writing and dated by the Academic Director.
2. Within 5 working days the Academic Director must forward a copy of the grievance to the respondent who must acknowledge receipt of the grievance in writing and dated. The respondent has to send a written response to the grievance to the Academic Director within 5 working days. This acknowledged response has to be communicated to the grievant within 3 working days.
3. Upon the reception of the grievant of the response of the respondent, an informal grievance process starts between the Academic Director, the grievant and the respondent. When needed, other members can be involved in this process to solve the grievance informally. Within 15 days.
 - a. If the informal grievance process reaches a solution, the Academic Director has to write a report about the grievance outcomes and the actions to be taken by both parties. This report has to be signed by the Academic Director, the grievant and the respondent. The grievance process is closed.

- b. If the informal grievance process does not reach a solution within 15 working days, the college dean must select the committee's members within 3 days according to their availabilities and neutrality towards the grievance case. The formal grievance process starts.
4. The College Dean sends the written grievance of the grievant, the written response of the respondent, and his report about the unsuccessful informal grievance process signed by the grievant and the respondent.
5. The Grievance committee will meet first to assess the case and develop an action plan for its intervention. When the committee consider that they have used all resources to understand the case and explore the grievant and the respondent points of view a final decision will be formulated by the committee. The decision must be taken within 15 days. If the decision takes longer than 15 working days, the committee must inform the grievant and the respondent in writing of the reasons for delay.
6. The grievance committee's decision will be formally communicated to the grievant and the respondent. However, if either the grievant or the respondent doesn't accept decision any party can proceed for decision appeal action. The appeal case is reported to the College Dean who will take the final decision.

11.5 Confidentiality

Sensitive information disclosed in the proceedings should be kept confidential. Except for simple announcements about the status of the proceedings and similar matters, both the College and the concerned faculty or staff member(s) shall avoid making public statements about the case until the proceedings have been completed.

11.6 Exhaustion of Remedies

A faculty or staff member shall not initiate civil litigation or civil administrative remedies against the college or its employees until all the remedies provided by this procedure have been exhausted.

11.7 Prohibition of Discrimination and Retaliation

- Nothing in this policy shall be used as a basis for illegal discrimination or retaliation against any individual or group.
- No retaliatory action may be taken against any individual who files or assists with a grievance because of his or her involvement with the grievant.

12 Appendices

Forms and Templates

- Form No. 01 - Staffing Request Form**
- Form No. 02 - Candidate Profile Form**
- Form No. 03 – Job Application Form**
- Form No. 04 - Employment Agreement Letter**
- Form No. 05 - Part-Time Employment Agreement Letter**
- Form No. 06 – Welcome Letter**
- Form No. 07 - Job Description**
- Form No. 08a - Interview Evaluation Form**
- Form No. 08b - Interview Evaluation General Form**
- Form No. 09 - Probation Review Form**
- Form No. 10 - Team Member Information Form**
- Form No. 11 - New Team Member Arrival Checklist Form**
- Form No. 12 - Team Member Reference Check Form**
- Form No. 13 – Accident Report Form**
- Form No. 14 – Leave of Absence Form**
- Form No. 15 – The Asset Acknowledgement Form**
- Form No. 16 – Staff Appraisal Form**
- Form No. 17 – Training Undertaking**
- Form No. 18 – Print Advertisement Request Form**
- Form No. 19 – Attendance Sheet Form**
- Form No. 20 – Personnel Data Form**
- Form No. 21 – Exit Checklist Form**
- Form No. 22 – Exit Interview Form**
- Form No. 23 – Promotion Letter**
- Form No. 24 – Warning Letter**
- Form No. 25 – Certificate of Service upon Completion**
- Form No. 26 – Performance Improvement Plan Form**
- Form No. 27 – Document Request Form**

Form No. 01 - Staffing Request Form

Position Required:

Reason for recruitment of position:

Date Required: _____

Minimum Requirements:

Educational Qualification:

Experience Details:

Requested by:

_____ **Head of Department**

Approved by:

_____ **College Dean**

Form No. 02 - Candidate Profile Form

Candidate Profile	Date:
Position:	
Company:	Company Location:
Reporting to:	
Expected Joining Date:	
Basic Salary:	
Allowance/s:	
Other Benefits:	
Age Preference:	
Gender Preference:	
Educational Background:	
Languages/s Required:	
Core Competencies:	
?	
?	
Previous Professional Experience:	
?	
?	
Responsibilities & Key Activities (<i>Job in Brief</i>):	
?	
?	
Required Initial Training:	
?	
?	
Personality Traits:	
?	
?	
Job Environment (<i>requirements & complexities</i>):	
?	
?	
Internal/External Contacts:	
Internal:	
External:	
Key Performance Indicators:	

Form No. 03 – Job Application Form

JOB APPLICATION FORM

DATE: POSITION APPLIED FOR:

NAME: FAMILY NAME:

NATIONALITY: PASSPORT NO.: VALID UNTIL:

MARITAL STATUS: NBR OF CHILDREN: AGES:

EDUCATION:

HIGH SCHOOL

YEAR	NAME OF INSTITUTE	LOCATION	GPA

UNIVERSITY / COLLEGE STUDIES

YEAR	NAME OF INSTITUTE	MAJOR	DEGREE

LANGUAGES

	SPOKEN			WRITTEN		
	POOR	FAIR	FLUENT	POOR	FAIR	FLUENT
ARABIC						
ENGLISH						
OTHERS						

SKILLS

TYPE	NAME OF ESTABLISHMENT	ADDRESS	NBR OF LEVEL YEARS	OF LEVEL
COMPUTER				
OTHERS, (SPECIFY)				

PREVIOUS EXPERIENCE IN THE LAST 10 YEARS

PERIOD	NAME OF COMPANY	POSITION HELD	TOTAL PACKAGE	REASON FOR LEAVING

REASONS FOR LEAVING YOUR MOST RECENT JOB:

PLEASE GIVE THREE REFERENCES THAT YOU HAVE WORKED WITH:

NO.	NAME	POSITION AND COMPANY	CONTACT

CAN WE CONTACT ANY OF THE ABOVE REFERENCES? YES NO

DO YOU HAVE A UAE DRIVING LICENCE? YES NO

IF YES, NUMBER: VALIDITY:

HAVE YOU BEEN HOSPITALIZED PREVIOUSLY? YES NO

IF YES, WHERE

WHY

WHEN

DO YOU HAVE ANY CHRONIC DISEASE? IF YES, PLEASE SPECIFY

DO YOU HAVE ANY PHYSICAL DISABILITY? IF YES, PLEASE SPECIFY: _____

DECLARATION:

I HEREBY DECLARE AND UNDERTAKE THAT ALL THE ABOVE DETAILS AND INFORMATION GIVEN ARE ACCURATE, CORRECT AND VALID UPTO MY BEST KNOWLEDGE. I ALSO CONFIRM MY UNCONDITIONAL ACCEPTANCE TO THE IMMEDIATE DISMISSAL DECISION OF EIC IF ANY OF THE ABOVE-MENTIONED INFORMATION WERE INCORRECT.

SIGNATURE:

FOR OFFICIAL USE

NAME:

DATE: / /

SIGNATURE



الكلية الأروبية الدولية
EUROPEAN INTERNATIONAL COLLEGE

Employment Agreement

Between

European International College – Abu Dhabi

And

“Full Name of Team Member”

Table of Contents

Aims & Philosophy	32
English Proficiency	32
Compensation and Benefit Philosophy	32
Employment Contracts	33
Conditions of Appointment & Contract Duration	33
House Rules of EIC	34
Renewal of Contracts	34
Reduction-in-Force	34
Team Members Attendance and Absence	34
Team Members Annual Leave	35
Sick Leave	35
Maternity Leave	35
Compassionate Leave	36
Hajj Leave	36
Unpaid Leave	36
Confidentiality	36
Member agreement form	37

Aims & Philosophy

The principal aim of EIC is to prepare students for a successful career in related areas of hotel management and tourism. Although EIC stresses professional excellence, there are other qualities that the college also embraces and encourages such as professional attitude, stimulation of thought, development of personality, character and ethical conduct.

English Proficiency

All faculty members regardless of status are expected to be proficient in written and oral communication in English. All courses use English as the medium of instruction and faculty members are expected to write clearly and effectively in English and speak at a level that is easily comprehensible to the student.

Compensation and Benefit Philosophy

► EIC aims to provide structured and equitable compensation to all its Team Members in par with its competitive set at all times, taking into consideration market fluctuations as much as possible. Providing reward and recognition to Team Members in the form of incentives for exceptional performance and meeting of set KPI's. Annual review of EIC's Grading and Benefits Scale shall be conducted which may result in changes in the benefits depending on market conditions and subject to approval by the VP.

Team Member's signature: _____

► The promotion of a Team Member occurs through the recommendation of the Head of Department based on the exceptional performance and KPI achievement of the Team Member.

Employment Contracts

All Team Members selected to join EIC receive contracts which are in line with the labour law and regulations of the U.A.E.

Conditions of Appointment & Contract Duration

You will be employed with a probation period of six (6) months during which period either party has the right to terminate the employment agreement without any advance notice or compensation by way of wages.

Your employment shall be for the 1st two years on a limited contract including the successful completion of your probation period and thereafter will be extended for further similar periods of time.

EIC may terminate this employment agreement by serving you with a one-month written notice of termination.

If you resign from your position after the probation period, you should provide EIC with 3-month written notice (for Faculty members) and stay until the end of the semester that you are instructing is completed / (for all other Team Members) you should provide EIC with 2-month written notice.

You will be entitled to an end of service gratuity remuneration in accordance with the practices of EIC and as per UAE labour Law, provided however that a minimum of one year of continuous employment has been completed and provided your employment has not been terminated as mentioned above.

EIC may terminate the employment agreement at any time without prior notice on the grounds of Article 120 of UAE Labour Law encompassing amongst others, of misconduct, theft, breach of confidentiality, incompetence, negligence and breach of contractual terms or for any other reason which EIC deems reasonable.

EIC has the right not to hand any letters of recommendation to any Team Member leaving EIC.

Team Members who resign should hand over all material that has been gathered during his/her service with EIC. This includes local and international contacts done through EIC, Files, documents etc.

During the above-mentioned period of resignation notice, all Team Members should hand over their job duties to his/her successor and always project a positive impression of EIC at all times in addition to providing all instructions needed to ensure the work excellence of their successor.

Team Member's signature: _____

House Rules of EIC

- ▶ All EIC Team Members must abide by the house rules at all times while at work.
- ▶ Disciplinary action against the Team Members could be applied by the Head of Department as seen necessary if any of the house rules are broken or not applied up to the standards required by EIC

Renewal of Contracts

Contract is renewed for similar periods at the end of the initial employment duration and is based upon the performance of the Team Member throughout the period. In case a contract is not to be renewed, the Team Member will be intimated before the semester is due to end and as per the EIC Separation Policy.

Reduction-in-Force

EIC of Hotel Management and Tourism must remain a viable, responsive and effective institution. The college may undergo significant programmatic changes or may face financial exigency which could require reduction-in-force. The appointment of any Team Member at EIC may be terminated under any of the following conditions:

A state of financial exigency as declared by the boards of governors.

Changes to the program offerings and/or curriculum which may render some positions redundant.

EIC will normally provide three-month written termination notice to the concerned member.

Team Members Attendance and Absence

▶ Attendance is expected from all Team Members, whereby the location of their attendance can differ depending on the tasks and responsibilities allocated to them.

▶ The normal work-hours are forty-eight (48) hours per week five (5) days of the week with Friday and Saturday being days off.

▶ The working hours may be changed from time to time to suit specific conditions. Furthermore, you will be expected to work the hours necessary to fulfil the duties and remuneration thereof is inclusive in the package offer

▶ Absence is defined as the nonattendance by a Team Member to the allocated location of work for reasons such as the vacation entitlement, sick leave, compassionate leave, Hajj leave and maternity leave.

Team Member's signature: _____

Team Members Annual Leave

Team Members are entitled to thirty (30) days-vacation leave upon completion of 12 months of service. Additionally, all Team Members are granted a one-week vacation in between the fall and spring semesters, as well as on official holidays declared by the UAE government.

Official holidays shall not be added to a Team Member's leave when they fall during the annual leave periods or when occurring during other permitted leaves.

Vacation leave should be scheduled in advance by the Team Member at a mutually agreeable time to both the Team Member and the HOD to meet the needs of business

Sick Leave

- ▶ Sick leave is taken when sickness/injury prevents the Team Member from performing his/her job duties. Team Members are not entitled for any sick paid leave during the probation period.
- ▶ A Team Member who is absent from work due to illness must notify the Head of Department or ensure they are notified of that fact as soon as possible preferably ahead of time. Sick leave day number should be limited to a maximum 90 days per year.
- ▶ UAE labour law states that the sick leave's first 15 days should be paid in full and the next 30 days should be with half pay.
- ▶ Sick leave will be calculated at EIC as follows:
 - ▶ The first 15 days with full pay
 - ▶ The next 2nd 15 days, with half pay
 - ▶ Any subsequent periods, without pay or up to 90 days
- ▶ Team Members are required to present a valid (attested) Medical Certificate/ Report signed by the attending physician preferably from a government hospital.

Maternity Leave

A female Team Member shall be entitled to maternity leave with full pay for a period of 45 days after completion of 1 year of continuous service with EIC. If the Team Member has not completed 1 year of service, she shall be entitled to maternity leave with half pay.

Team Member's signature: _____

Compassionate Leave

- ▶ Compassionate Leave is a term used to describe time off work to deal with the consequences of a death of an immediate family defined as the Team Members spouse, brother, sister, parent or child.
- ▶ Team Members can take up to five (5) working days as bereavement leave that should be approved by the Head of Department.

Hajj Leave

All Muslim Team Members, given that they have completed 12 months of employment at EIC are granted once during their service in EIC, 7 days paid leave for performing Hajj pilgrimage. Team

Members wanting to go for Hajj leave should give notice to the Head of Department prior to taking their decision to leave

Unpaid Leave

A Team Member may be granted unpaid leave for a period of up to 1 week per academic year only after the approval of the Head of Department. If a Team Member takes the time off /day off without the approval of the Head of Department, this leave will be treated as unpaid leave.

Confidentiality:

All the information and knowledge gained or received at EIC are confidential and therefore may not be disclosed, shared or used for personal or business interest during the collaboration of the Team Member nor after separation from EIC.

While employed by EIC, you will not work for any other person, firm, corporation in either paid or unpaid capacity, in accordance with the laws applicable to the issuance of work permit under our sponsorship.

After resignation, no Team Member is permitted to join another college that is in the same field being Hospitality in the UAE, for a period of 2 years after leaving EIC.

Date: _____
Name: _____
City, Country: _____

Dear _____

With Reference to your application, we are pleased to offer you a position of “**Position**” within our organization based on the following terms and conditions:

CONDITIONS OF EMPLOYMENT:

Position : Job Title
Status : Single/Family
Reporting To :
Probation Period : 6 Months
Commencement Date : Date of Join

This position as detailed is offered subject to you being granted the necessary Visa and permit by the competent authorities.

TOTAL REMUNERATION AND PACKAGE:

Your salary will be paid to you on a monthly basis in arrears

Basic Salary : AED _____ per month (AED Amount in words- Only per month.)
Transportation : You will be paid a transportation allowance of AED _____ per month / You will be provided with a (type) car by the company including petrol expenses up to a limit of AED _____ per month
Accommodation : You will be given an allowance of AED _____ - per month/ You will be provided with a (number of bedrooms) accommodation by the company
Mobile : You will be paid a mobile allowance of AED _____ - per month.
Medical Insurance: You will be covered under the existing medical insurance policy of EIC
Air Ticket : Annual _____ class air tickets to point of hire _____
Commission/ Bonus : As per EIC Rewards & Incentives Policy
Vacation : 30 calendar days paid vacation after completion of 12 month of continuous service.

First Name, we look forward to welcoming you and hope that the time you spend with us will be the start of a long and mutually beneficial career for you at EIC.

If you agree and acceptance of the terms and conditions stated in this letter, please indicate the same by signing in the space provided here below and return the copy signed to our office.

We take this opportunity to wish you every success in this assignment.

_____ **College Dean**

I, **Full name**, holder of passport no....., citizen ofhave read, understood and agreed on the above-mentioned employment details and EIC rules and regulations. I also respect the privacy of the college administration and students, and will always use EIC's name appropriately. I will take the responsibility of my actions and will dedicate my time at EIC to promote excellence in education and by my signature, affixed here below, do indicate my acceptance of the same

Signature: _____

Date: _____



الكلية الأروبية الدولية
EUROPEAN INTERNATIONAL COLLEGE

Part-Time Employment Agreement

Between

European International College – Abu Dhabi

And

“Full Name of Team Member”

Date: _____

Name: _____

City, Country: _____

Dear _____

With Reference to your application, we are pleased to offer you a position of “**Position**” within our organization on a part time employment status based on the following terms and conditions:

CONDITIONS OF EMPLOYMENT:

Position : Job Title

Status : Single/Family

Reporting To:

Course/s:

Trial Period : 3 Months

Commencement Date: Date of Join

This position as detailed is offered subject to you being granted the necessary Visa and permit by the competent authorities.

TOTAL REMUNERATION AND PACKAGE:

Your salary will be paid to you on a monthly basis in arrears

Salary : AED _____ per month / day/ hour (AED Amount in words- Only per month/ day/ hour.)

Teaching Hours : _____ Hours per course per month/day (including office hours, course preparation time, course correction time, weekly Faculty meetings)

Meals : Free duty meals provided by EIC

Vacation : As per EIC calendar published every year

GENERAL CONDITIONS

Your Local Residency and work permit will be not handled by EIC and EIC shall not be your sponsor.

You will be expected to work the hours necessary to fulfil the duties and remuneration thereof is inclusive in the package offer.

You are expected to participate in Faculty meetings and standardisation/exam boards and to serve as student advisors.

You are welcome to participate in official college activities such as banquets, graduations, welcome dinners etc. However, these activities are not considered as working hours.

Sick leave and leave of absence on any other account will be granted as per EIC's Attendance Policy. All EIC policies and procedures are applicable to you and should be abided by at all times.

All courses syllabi, course descriptions, learning outcomes, handouts and examinations prepared and / or used in the courses taught are the property of EIC. In addition to any other written documents or material related to the position (books, computer soft and hardware, keys). In the case of termination of the agreement all exams, corrections and marks must be submitted to the Head of Department and all written documents and material that are the property of the EIC must be returned.

All information and Knowledge gained or received at EIC are confidential and under no circumstances is it acceptable for a Team Member of EIC to disclose confidential information or to trade or work in conflict with the interests of EIC. You acknowledge and agree that you will abide by EIC's policies and procedures.

DURATION OF CONTRACT

You will be employed with EIC with an unlimited contract.

TERMS OF CONTRACT:

The agreement can be cancelled at the end of a month, with one-month notice during the 1st year of employment, two months from the 2nd to the 9th year of employment and three months subsequently. Given that no major disruption to the course taught by you is occurring and with prior approval from the Head of Department

In case of any legal disputes that might occur between the undersigned employee and the employer, or any of its members or personnel or students, for whatever reason whether financial, academic or personal while the employee is employed or after the employment period is over, the Legal process is in Abu Dhabi, UAE and the procedure in Arabic language.

First Name, we look forward to welcoming you and hope that the time you spend with us will be the start of a long and mutually beneficial career for you at EIC.

If you agree and acceptance of the terms and conditions stated in this letter, please indicate the same by signing in the space provided here below and return the copy signed to our office.

We take this opportunity to wish you every success in this assignment.

_____ **College Dean**

I, **Full name** have read and fully understood the terms and conditions stated in this letter and by my signature, affixed here below, do indicate my acceptance of the same

Signature: _____

Date: _____

Form No. 06 – Welcome Letter

Date: _____

Name: _____

Dear **"First Name"**.

Welcome to the European International College, we are delighted to have you as a member of our team. All Members of the team would also like to formally welcome you to the organization. We look forward to the enthusiasm and expertise that you will bring to the organization and we hope that your career with us would be a fulfilling one.

In the coming few days you will be going through a detailed induction which will help you in understanding EIC and its functions. My team and I will extend our support and cooperation at every stage to help you succeed.

We wish you all the best for a successful career with us.

Best regards,

College Dean

Form No. 07 - Job Description

Position		Grade	
Department			
1. Department Purpose:			
1.1			
2. Position Purpose:			
2.1			
3. Reporting Lines:			
3.1 Reports directly to:			
3.2 Reported directly by:			
3.3 Number of Team Members controlled			
4. Tasks			

5. Background Knowledge & Experience	
5.1 Minimum Education level required:	
5.2 Work Experience	
5.3 Special Skills / Attributes required for the position	

Form No. 08a - Interview Evaluation Form

Interview Evaluation Faculty Form

EUROPEAN INTERNATIONAL COLLEGE
CANDIDATE INTERVIEW EVALUATION FORM

Candidate's Name:

Position:

Date:

Interviewed By:

Candidate evaluation forms are to be completed by the interviewer to rank the candidates' overall qualifications for the position. Under each heading the interviewer should give the candidate a numerical rating and write specific job-related comments in the space provided. The numerical rating System is based on the following:

5 – Exceptional 4 – Above Average 3 – Average 2 – Satisfactory 1- Unsatisfactory

Educational Background – Does the candidate have the appropriate educational qualifications or training for this position?

Rating: 1 2 3 4 5

Comments:

Prior Work Experience – Has the candidate acquired necessary skills or qualifications through past work experiences?

Rating: 1 2 3 4 5

Comments:

Technical Qualifications/Experience – Does the candidate have the technical skills necessary for this position?

Rating: 1 2 3 4 5

Comments:

Administrative and budgetary experience: financial planning, staff supervision, management of resources – Does the candidate demonstrate the knowledge of these areas necessary for this position?

Rating: 1 2 3 4 5

Comments:

Leadership Ability – Did the candidate demonstrate the leadership skills necessary for this position?

Rating: 1 2 3 4 5

Comments:

Customer Service Skills – Did the candidate demonstrate the knowledge and skills to create a positive customer experience/interaction necessary for this position?

Rating: 1 2 3 4 5

Comments:

Communication Skills – How were the candidate’s communication skills during the interview?

Rating: 1 2 3 4 5

Comments:

Candidate Enthusiasm – How much interest did the candidate show in the position?

Rating: 1 2 3 4 5

Comments:

Overall Impression and Recommendation – Final comments and recommendations for proceeding with this candidate.

Rating: 1 2 3 4 5

Comments:

Expected salary?

Comments:

Visa status – Tourist /visit or Husband / wife sponsorship

Comments?

Years of experience within U.A.E. – How familiar is the candidate with the culture

Rating: 1 2 3 4 5

Comments:

_____/_____/_____
Signed Date Signed Date _____/_____/_____

Form No. 08b - Interview Evaluation General Form

Interview Evaluation General Form

Team Member Information

Candidate Name: Date Interviewed:

Position applied for: Interviewed By:

Evaluation

1 = Poor 2 = Fair 4 = Good 5 = Excellent

WORK EXPERIENCE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(Similar Job Roles / Functions)				
<i>Comments</i>				
ATTITUDE (Self-confident, flexible, positive, committed, <input type="checkbox"/> organized, willing to learn)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>				
COMMUNICATION (Speaks clear and fluent English, able to grasp <input type="checkbox"/> easily, easy to interact with)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>				
JOB KNOWLEDGE (good skills and understanding of <input type="checkbox"/> responsibilities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>				
APPEARANCE & GROOMING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(presentable, neat, clean)				
<i>Comments</i>				
Education (Has the required degree for the position if <input type="checkbox"/> applicable)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>				
LOCAL MARKET KNOWLEDGE/EXPERIENCE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(Worked in the UAE previously)				

<i>Comments</i>
OVERALL IMPRESSION <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<i>Comments</i>

TOTAL SCORE	/35
--------------------	------------

30-35 **Very Good** 25-30 **Good** 15-25 **Average** Below 15 **Below Average**

Other Skills and Characteristics

.....

.....

.....

.....

Current Package

.....

.....

.....

.....

Expected Package

.....

.....

.....

.....

Passport / Visa Status / NOC Availability

.....

.....

.....

.....

Suitable Can be considered Unsuitable

HR Recommendation	Head of Department
--------------------------	---------------------------

Recommended Not recommended Approved to issue the offer letter Rejected

_____ _____
Signed Date

____/____/____ _____
 Signed

____/____/____ _____
 Date

Form No. 09 - Probation Review Form

Team Member Name: _____	Team Member No: _____
Position: _____	Review Date: _____

Key to Ratings:

- | | | |
|----------|----------------|---------------------------------------------------|
| U | Unsatisfactory | Consistently not meeting performance expectations |
| C | Competent | Meeting performance expectations |
| E | Excellent | Consistently exceeding performance expectations |

Please indicate with an "X" the appropriate rating from U (unsatisfactory) to E (excellent) and write comments as required.

Evaluate Knowledge of Job Duties during the probationary period (e.g. knowledge of job duties, quantity and quality of work, dependability, cooperativeness, and initiative).

Head of Department Rating:

U C E

Comments:

Evaluate dependability and cooperativeness during the probationary period

Head of Department Rating:

U C E

Comments:

Evaluate initiative and perseverance/enthusiasm of the Team Member

Head of Department Rating:

U C E

Comments:

Have attendance and punctuality been satisfactory? If not, please give specifics and comment on steps taken to correct the situation.

Head of Department Rating:

U C E

Comments:

Evaluate Supervisory and Managerial Skills (if applicable)

Head of Department Rating:

U C E

Comments:

I have discussed the contents of this review with the Team Member

_____ Date: _____ Head of
Department

Recommendation *(please tick one)*

Appointment to be confirmed

Terminated before end of probation.

Approved by

_____ Date: _____

Vice President

Form No. 10 - Team Member Information Form

Team Member Name:	Team Member No:
Home Address:	Home Phone:
Mothers Name:	

Doctor's Name:	Phone:
Address:	

Insurance Information:
Medical Information

EMERGENCY CONTACT INFORMATION

In the event of an emergency, I, the undersigned, authorize EIC to contact the Following person(s):

Name:	Phone (H):
Relationship to Team Member:	Mobile:
Address:	

Name:	Phone (H):
Relationship to Team Member:	Mobile:
Address:	

_____ **Team Member Name (print)**

_____ **Team Member Signature**

_____ **Date**

Form No. 11 - New Team Member Arrival Checklist Form

<p><u>Arrival Checklist</u></p> <p>Team Member Name: _____</p> <p>Position: _____</p> <p>Start Date: _____</p>													
<p><u>Visa Procedure</u></p> <p><input type="checkbox"/> New Visa</p> <p> <input type="checkbox"/> Passport Copy</p> <p> <input type="checkbox"/> Address in Home Country</p> <p> <input type="checkbox"/> Telephone No. In Home Country</p> <p><input type="checkbox"/> Mother's Name</p> <p> <input type="checkbox"/> Photographs</p> <p> <input type="checkbox"/> Employment Agreement Letter Copy (Signed)</p> <p> <input type="checkbox"/> Attested Education Certificates</p> <p><input type="checkbox"/> Visa obtained on: _____</p> <p><input type="checkbox"/> Visa attested by embassy (only for Egyptians): _____</p> <p><input type="checkbox"/> Visa sent to _____</p> <p>Team Member: _____</p> <p><input type="checkbox"/> Attested visa sent on: _____</p> <p><input type="checkbox"/> Original visa sent to the airport on arrival date: _____</p>	<p><input type="checkbox"/> Transferable Visa</p> <p> <input type="checkbox"/> Passport Copy (Front and Back Page)</p> <p> <input type="checkbox"/> No Objection Letter from Previous EIC</p> <p> <input type="checkbox"/> Copy of Residence Visa</p> <p> <input type="checkbox"/> Proof of Signature in NOC</p> <p> <input type="checkbox"/> Trade License Copy</p> <p> <input type="checkbox"/> Copy of Employment Agreement Letter (signed)</p> <p> <input type="checkbox"/> Copy of Old Labour Card</p> <p> <input type="checkbox"/> Attested Education Certificates</p> <p><input type="checkbox"/> Visa obtained on: _____</p> <p><input type="checkbox"/> Visa sent to _____</p> <p>Team Member: _____</p> <p><input type="checkbox"/> Original visa sent to the airport on arrival date: _____</p>												
<p><u>General</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;"> <input type="checkbox"/> Air ticket booked</td> <td style="width: 50%; border: none;"> <input type="checkbox"/> Accommodation</td> </tr> <tr> <td style="border: none;"> <input type="checkbox"/> Desk arranged PC/ Laptop</td> <td style="border: none;"> <input type="checkbox"/></td> </tr> <tr> <td style="border: none;"> <input type="checkbox"/> Welcome letter E-mail address</td> <td style="border: none;"> <input type="checkbox"/></td> </tr> <tr> <td style="border: none;"> <input type="checkbox"/> Business card (if applicable)</td> <td style="border: none;"> <input type="checkbox"/> Office supplies</td> </tr> <tr> <td style="border: none;"> <input type="checkbox"/> Airport pick up arranged Orientation</td> <td style="border: none;"> <input type="checkbox"/> plan prepared</td> </tr> <tr> <td style="border: none;"> <input type="checkbox"/> Job description</td> <td style="border: none;"></td> </tr> </table> <p>Others: _____</p>		<input type="checkbox"/> Air ticket booked	<input type="checkbox"/> Accommodation	<input type="checkbox"/> Desk arranged PC/ Laptop	<input type="checkbox"/>	<input type="checkbox"/> Welcome letter E-mail address	<input type="checkbox"/>	<input type="checkbox"/> Business card (if applicable)	<input type="checkbox"/> Office supplies	<input type="checkbox"/> Airport pick up arranged Orientation	<input type="checkbox"/> plan prepared	<input type="checkbox"/> Job description	
<input type="checkbox"/> Air ticket booked	<input type="checkbox"/> Accommodation												
<input type="checkbox"/> Desk arranged PC/ Laptop	<input type="checkbox"/>												
<input type="checkbox"/> Welcome letter E-mail address	<input type="checkbox"/>												
<input type="checkbox"/> Business card (if applicable)	<input type="checkbox"/> Office supplies												
<input type="checkbox"/> Airport pick up arranged Orientation	<input type="checkbox"/> plan prepared												
<input type="checkbox"/> Job description													

Form No. 12 - Team Member Reference Check Form

TEAM MEMBER REFERENCE CHECK FORM

Candidate Name: _____

Position Appointed to: _____

Name of Authorised Referee:

Designation: _____

Company Name: _____

Contact Details: _____

Signature (if possible): _____ **Date:** _____

What was the reason for this candidate leaving your employ?

What was his/her salary package before leaving?

Would you re-employ him/her again? Yes **No**

Why?

Job Performance: Absence from Work:

- Exceeded Expectations Excessive
- Met Expectations Moderate
- Did not meet Expectations Minimum
- None

Competencies:

Competency	Excellent	Good	Fair	Poor	Comments
Confidentiality					
Analytical					
Organisational					
Communication					
Interpersonal					
Leadership					
Managing Change					
Multi-Tasking					
Meeting Targets					
Meeting Deadlines					
Working Under Pressure					
Flexibility					
Self-Motivation					

Did he/she have adequate knowledge, understanding and expertise to carry out the work effectively?

What potential did he/she have for advancement when employed in your company?

Why?

Has the company ever had cause to warn or discipline him/her?

How long did you Manage him/her for?

Is there any other work-related factors that you can share?

Form No. 13 – Accident Report Form

Form No6– Accident Report Form

Date of Incident		Time		AM/PM
Details of Incident				
Name of Injured Person				Male/ Female
Mobile Number(s)				
Type of Injury				
Injury requires Doctor/Hospital Visit	Yes/ No*			
Doctor/Hospital Phone No				
Recorded By/ Date				

**No medical attention was desired and/or required*

Signature of Injured Party _____

Date _____

Form No. 14 – Leave of Absence Form

Team Member Name: _____

Position: _____

Team Member No: _____

Nature and Period of Leave (<i>Show Inclusive Dates</i>)	From	To	No. of hrs/days/ wks.	Office use
Annual Leave				
Leave Without Pay				
Sick Leave without Medical Certificate				
Sick Leave with Medical Certificate				
Hajj Leave				
Compassionate Leave				
Maternity Leave				
Other Paid Leave: <i>Please Specify:</i>				
Other Un Paid Leave: <i>Please Specify:</i>				

Comment/Reason:(if required)

Please provide below the contact details while on leave:

Team Member Signature: _____ Date: _____

Approved by: _____ Date: _____ HOD

Form No. 15 – The Asset Acknowledgement Form

Team Member Name: _____

Position: _____ **Team Member No:** _____

Please check off each item as it is returned by placing a note in the respective column. If an item has not been issued or is not applicable, please place a note saying N/A in the column.

Items	Issue Date	Model/ Type	Asset Reference Number	Issuer's Name	Issuer's Signature	Returned on & Receivers Signature	Comments
Laptop							
Confidential Documents							
Books							
Other:							

Acknowledgement by Team Member

I, _____ hereby acknowledge that I have taken the above-mentioned items from EIC and I will be held responsible for any misuse, loss or damage caused to it during my possession.

Signature of Team Member

Form No. 16 – Staff Appraisal Form

STAFF PERFORMANCE APPRAISAL FORM

EMPLOYEE INFORMATION

Name: Position/Department:

Time in the position.....Years Months Evaluation Period: From.....to.....

PREVIOUS YEAR OBJECTIVES ASSESSMENT

Objective1:

.....
.....
.....

- ☐1 = fully achieved, very few or no shortcomings
- ☐2 = largely achieved, despite a few shortcomings
- ☐3 = only partially achieved, benefits and shortcomings finely balanced
- ☐4 = very limited achievement, extensive shortcomings
- ☐5 = not achieved

Objective2:

.....
.....
.....

- ☐1 = fully achieved, very few or no shortcomings
- ☐2 = largely achieved, despite a few shortcomings
- ☐3 = only partially achieved, benefits and shortcomings finely balanced
- ☐4 = very limited achievement, extensive shortcomings
- ☐5 = not achieved

Objective3:

.....
.....
.....

- ☐1 = fully achieved, very few or no shortcomings
- ☐2 = largely achieved, despite a few shortcomings
- ☐3 = only partially achieved, benefits and shortcomings finely balanced
- ☐4 = very limited achievement, extensive shortcomings
- ☐5 = not achieved

Objective4:

.....
.....
.....

- ☐1 = fully achieved, very few or no shortcomings
- ☐2 = largely achieved, despite a few shortcomings
- ☐3 = only partially achieved, benefits and shortcomings finely balanced
- ☐4 = very limited achievement, extensive shortcomings
- ☐5 = not achieved

Objective5:

.....
.....
.....

- ☑1 = fully achieved, very few or no shortcomings
- ☑2 = largely achieved, despite a few shortcomings
- ☑3 = only partially achieved, benefits and shortcomings finely balanced
- ☑4 = very limited achievement, extensive shortcomings
- ☑5 = not achieved

General

appreciation

.....
.....
.....

PERFORMANCE RATING

Position Expertise

Effectiveness with which the employee applies professional/technical and/or non-technical skills and knowledge to the job.

.....
.....
.....

- ☑1 = fully achieved, very few or no shortcomings
- ☑2 = largely achieved, despite a few shortcomings
- ☑3 = only partially achieved, benefits and shortcomings finely balanced
- ☑4 = very limited achievement, extensive shortcomings
- ☑5 = not achieved

Approach to Work

Characteristics the employee demonstrates while performing job assignments including creativity, flexibility, initiative, planning and organization, time management, commitment, ethical behaviour, process improvement, and/or professional development.

.....
.....
.....

- ☑1 = fully achieved, very few or no shortcomings
- ☑2 = largely achieved, despite a few shortcomings
- ☑3 = only partially achieved, benefits and shortcomings finely balanced
- ☑4 = very limited achievement, extensive shortcomings
- ☑5 = not achieved

Quality of Work

Manner in which the employee completes job assignments including accuracy, depth, consistency, relevance, responsiveness, follow-through, judgment, decision making, reliability, and compliance regulations and policies.

.....
.....
.....

- ☑1 = fully achieved, very few or no shortcomings
- ☑2 = largely achieved, despite a few shortcomings
- ☑3 = only partially achieved, benefits and shortcomings finely balanced
- ☑4 = very limited achievement, extensive shortcomings
- ☑5 = not achieved

Quantity of Work

Employee's success in producing the required amount of work including priority setting, productivity, and timeliness.

.....
.....
.....

- ☑1 = fully achieved, very few or no shortcomings
- ☑2 = largely achieved, despite a few shortcomings
- ☑3 = only partially achieved, benefits and shortcomings finely balanced
- ☑4 = very limited achievement, extensive shortcomings
- ☑5 = not achieved

Communication Skills

Effectiveness of employee in transmitting information including confidentiality, accuracy, handovers, facilitation/ participation in sharing information, follow-ups, and oral and written expression.

.....
.....
.....

- ☑1 = fully achieved, very few or no shortcomings
- ☑2 = largely achieved, despite a few shortcomings
- ☑3 = only partially achieved, benefits and shortcomings finely balanced
- ☑4 = very limited achievement, extensive shortcomings
- ☑5 = not achieved

Customer Service and Interpersonal Skills

Effectiveness of the employee's interactions in responding to and working with others, including interactions with students, co-workers, faculty, clients, and other stakeholders.

.....
.....
.....

- ☑1 = fully achieved, very few or no shortcomings
- ☑2 = largely achieved, despite a few shortcomings
- ☑3 = only partially achieved, benefits and shortcomings finely balanced
- ☑4 = very limited achievement, extensive shortcomings
- ☑5 = not achieved

Commitment and Dedication

The degree to which the employee goes beyond the call of duties to help achieving the college strategy, mission, vision, and values, (e.g. major projects, accreditations, licensing, partnership, etc.).

.....
.....
.....
.....

- ☒1 = fully achieved, very few or no shortcomings
- ☒2 = largely achieved, despite a few shortcomings
- ☒3 = only partially achieved, benefits and shortcomings finely balanced
- ☒4 = very limited achievement, extensive shortcomings
- ☒5 = not achieved

Professionalism

Reflects the image of EIC, business attire, behaviour, attitude, ethics, cultural sensitivity, compliance with laws, hygiene and overall conduct and impression.

.....

.....

.....

- ☒1 = fully achieved, very few or no shortcomings
- ☒2 = largely achieved, despite a few shortcomings
- ☒3 = only partially achieved, benefits and shortcomings finely balanced
- ☒4 = very limited achievement, extensive shortcomings
- ☒5 = not achieved

SUPERVISORY / LEADERSHIP SKILLS Applies to managers, supervisors, directors, etc.

Supervision

Provides oversight, direction and guidance, recognition and development opportunities, consistency, coaching and mentoring, and addresses performance problems

.....

.....

.....

.....

- ☒1 = fully achieved, very few or no shortcomings
- ☒2 = largely achieved, despite a few shortcomings
- ☒3 = only partially achieved, benefits and shortcomings finely balanced
- ☒4 = very limited achievement, extensive shortcomings
- ☒5 = not achieved

Leadership and Management

Provides strategic input, communicates a vision, sets unit goals, develops strategies and takes action to ensure the efficient stewardship of the college resources (operational, financial, marketing, and human)

.....

.....

.....

.....

- ☒1 = fully achieved, very few or no shortcomings
- ☒2 = largely achieved, despite a few shortcomings
- ☒3 = only partially achieved, benefits and shortcomings finely balanced
- ☒4 = very limited achievement, extensive shortcomings
- ☒5 = not achieved

STRENGTHS AND AREAS FOR DEVELOPMENT

1-Employee's strengths at the work place

.....
.....
.....
.....

2-Areas in which employee could further develop performance

.....
.....
.....
.....

GOALS AND OBJECTIVES FOR PERFORMANCE AND DEVELOPMENT FOR NEXT YEAR

Objective 1:

.....
.....
.....

Actions	KPIs

Objective 2:

.....
.....
.....

Actions	KPIs

Objective 3:

.....
.....
.....

Actions	KPIs

Objective 4:

.....
.....
.....

Actions	KPIs

Objective 5:

.....
.....
.....

Actions	KPIs

Any comments or remarks

.....
.....
.....
.....

Based on all previous measures of performance, the overall performance rating is

- Exceptional (E)
- More than satisfactory (MS)
- Satisfactory (S)
- Needs improvement (NI)
- Unacceptable (U)

NAME EMPLOYEE & SIGNATURE

DIRECT SUPERVISOR NAME & SIGNATURE

Form No. 17 – Training Undertaking

DATE: _____

Subject: SELF UNDERTAKING FOR TRAINING **(TITLE)** / COURSE **(TITLE)**

Dear Sir,

I, the undersigned, _____ holder of _____ Passport No. _____ employed by the European International College holding employee no. _____ hereby understand, undertake and unconditionally irrevocably agree that I was sent by the European International College to undergo Training **(title)**/Course**(title)**:

The cost of such training course is **(AED Amount)** and will be depreciated over 2 years' period, starting at the moment the course is completed (on ____/____/____) and for two years. I will refund the remaining balance in case I resign from my employment at the European International College before course has been fully depreciated.

In case I fail to observe or deviate from my above undertakings, for whatsoever reasons, I hereby commit to refund to the European International College and I fully authorize the European International College to deduct from my End of Service Benefits or any of my other dues all the costs / expenses incurred by the European International College for my respective Training /Course proportionately.

Confirming my statements given here above, I hereunder affix my signature and details.

Signature of the Team Member: _____

Name of the Team Member : _____

Team Member number: _____

Position : _____

Department : _____

Head of Department

Witness

Form No. 18 – Print Advertisement Request Form

PRINT ADVERTISEMENT REQUEST

Date: _____

Matter to be advertised

Quotation from Newspaper/ Publication:

(Attached original quotation)

Details:

No of Insertion: _____

Cost per Insertion: _____

Total Cost: _____

Approved by:

ACCOUNTANT

COLLEGE DEAN

Form No. 19 – Attendance Sheet Form

Attendance sheet for the month of _____

Name	Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su	W	Th
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Name 1																															
Name 2																															
Name 3																															
Name 4																															
Name 5																															

Public holiday	PH
Working days	W
Sick Leave	SL
Paid Leave	PL
Unpaid Leave	UL
Compassionate Leave	CL
Hajj Leave	HL
Maternity Leave	ML
Day Off	X

Prepared by:

Approved by:

Signature:

Signature:

Date

Date

Issue No.: Issue-1	Issue Date: 22/10/2010	Page 75 of 100
--------------------	------------------------	----------------

Form No. 20 – Personnel Data Form

Sl.#	Name	Visa				Insurance				Visa Sponsorship Establishment
		Labour Card No.	Work Permit No	Starting Date	Expiring Date	Starting Date	Expiring Date	Insurance Company	Insurance Class	
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										
16										
17										
18										
19										
20										

S.I	Name	Emergency Contact No.	Emergency Contact Person Name.	Educational Qualifications	Experience	No of years' Experience	Previous Employment
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							

Form No. 21 – Exit Checklist Form

Please Note:

This form must be completed and returned to the Accountant. Final payment cannot be released until all items have been returned and form has been authorized.

Team Member Information

Team Member Name: _____ **Position:** _____

Team Member No: _____ **Last Working Day:** _____

Reason for leaving EIC: (Please tick appropriate box):

Contract Expired	<input type="checkbox"/>
Health Reasons	<input type="checkbox"/>
Moving from the Area	<input type="checkbox"/>
Termination	<input type="checkbox"/>

Resignation - Family Reason	<input type="checkbox"/>
Resignation – Medical Reason	<input type="checkbox"/>
Resignation – Relocation	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>

Signed

Team Member to Sign (Form may not be processed without signature)

Checklist

Please check off each item as it is returned/ auctioned by placing a tick in the YES column. If an item has not been issued or is not applicable, please place a tick in the N/A column.

DETAILS	YES	N/A	<u>Signature</u>
Laptop Returned	<input type="checkbox"/>	<input type="checkbox"/>	
Keys returned -House/Drawer/cup board	<input type="checkbox"/>	<input type="checkbox"/>	
Handover of Documents and Contacts	<input type="checkbox"/>	<input type="checkbox"/>	
Cancelled email and other applicable application log-ins/access	<input type="checkbox"/>	<input type="checkbox"/>	
Other Property returned in accordance with completed Asset Acknowledgement form	<input type="checkbox"/>	<input type="checkbox"/>	
Visa Cancelled	<input type="checkbox"/>	<input type="checkbox"/>	
Any other departmental material returned	<input type="checkbox"/>	<input type="checkbox"/>	

Confirmation and Authorisation

HR Executive

Signature: _____ **Date:** _____

Head of Department

Signature: _____ **Date:** _____

Form No. 22 – Exit Interview Form

Team Member Name: _____ **Resignation Date:** _____

Position: _____ **Starting Date:** _____

Team Member No: _____

Reason/s for Leaving (check the best described reason)

- Secured a new Job
- Dissatisfied with Salary & Benefits
- Moving from the Area
- Health Reasons
- Dissatisfied with Type of Work
- Health Reasons
- Other Reasons (Please specify below)

Team Member Comments:

Interviewer Comments:

Team Member Signature: _____ **Date:** _____

HR Exécutive Signature : _____ Date : _____ Questionnaire

(continued)

What are your primary reasons for leaving?

What did you find most satisfying about your job?

What did you find most frustrating about your job?

Were there any policies or procedures at EIC that made your work more difficult?

Would you consider returning to EIC in the future?

Would you recommend EIC to a friend as a good place to work?

Is there anything EIC could have done to prevent you from leaving?

Form No. 23 – Promotion Letter

Date: _____

Team Member Name: _____

Team Member No: _____

Position: _____

Dear "First Name"

Congratulations!

Based on your performance review, we are pleased to promote you to the position of _____.

Accordingly, your salary of AED _____ is revised with effect from _____ and your salary package will now be AED _____.

We are confident that you will discharge your new responsibilities effectively and to the best interests of EIC.

Thank you for your hard work, dedication and drive to succeed

(HOD to add few personalized comments)

Best Regards,

College Dean

Form No. 24 – Warning Letter

Date: _____

Team Member Name:

Position:

Misconduct Description:

The above misconduct is against EIC's rules and regulations

Action Taken for This Case

- Recorded verbal warning Suspended without pay
- From _____ to _____
- 1st written warning
- 2nd written warning
- 3rd written warning Termination
- Effective date: _____
- Final written warning

Issued by:

Head of Department

I accept my misconduct, fully and understand the warning and will strictly follow it accordingly

Team Member signature: _____

Form No. 25 – Certificate of Service upon Completion

Date: _____

To Whom It May Concern

This is to certify that Mr. / Ms _____ was employed by the European International College since _____ in the position of _____

During his/ her tenure with EIC, he/ she was found to be hardworking and efficient.

We thank him/ her for his/her services rendered and wishes him/her success in his/her future.

Thanking You

College Dean

Form No. 26 – Performance Improvement Plan Form

Employee Name:

Title:

Department:

Date:

Performance in need of improvement: (List the goals and activities the employee will initiate to improve performance. Include skill development and changes needed to meet work performance expectations.)

Target date for improvement:

Expected results: (List measurements where possible.)

.....
.....
.....

Dates to review progress by the employee and supervisor:

.....
.....
.....

Progress at review dates:

Employee Signature: _____

Date: _____

Supervisor Signature: _____

Date: _____

Form No. 27 – Document Request Form

Position: _____

Staff No: _____

Document description	
Reason	
Requested (date)	
Approved (date)	
Returned (date)	

Comment/Reason:(Required)

Please note that; document(s) requested must not be tampered with or messed with:

Date and Signature

Approved by: _____

Date: _____

HRD