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Human Resources Handbook

JAN 2023 Version 7









The education of our people is a great wealth.

We are proud of our educated nation
because through knowledge and science
we will open the horizons of a glorious future



Education is a country's single most important priority and investing in the educational development of the individual represents the only real investment.



Every challenge is an opportunity for learning, a chance to test our capabilities and knowledge.

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HR Handbook

APPLICATION & PURPOSE OF THE HANDBOOK

This Handbook demonstrates how vital each member of staff is to the quality of teaching and learning within the IAT. It will provide you with an overview of policies and procedures pertinent to employees. This handbook will be regularly updated.

The Staff handbook contains the main rules and regulations, practices expectations and responsibilities related to the effective operation and performance of the IAT Entities. This handbook applies to all IAT staff, both academic and administrative. The IAT policies and procedures are other primary references for staff to refer and adhere to.

Regular reviews and feedback ensure that IAT systems, processes, policies and procedures remain relevant and current. The IAT reserves the right to amend from time to time the conditions of services included in the handbook, any amendment will be communicated to staff by email.

The IAT wishes all members of staff and new joiners a pleasant stay in the UAE and continued success in their efforts to support the IAT's goal in becoming one of the premier providers of technical education in the UAE.







(SACS) An educational system accredited nationally and internationally from the Southern Association of Colleges and Schools in the United States.





WELCOME MESSAGE FROM IAT MANAGING DIRECTOR

Dear Valued Team,

Welcome to our organization! As the Acting Managing Director, I am exhilarated to have each and every one of you as part of our dynamic team, comprising both academic and administrative professionals. Together, we will embark on an exciting journey towards fulfilling our vision, mission, and upholding our core values.

Our vision is to be the first choice for nationals seeking career technical education. We aspire to create a world-class career technical education system that produces scientists, engineers, and technicians, paving the way for our nation to build a knowledge-based economy. With your expertise and dedication, we will provide our students with the skills and knowledge they need to excel in their chosen fields.

At the heart of our organization are our core values: innovation, flexibility, professionalism, excellence, and integrity. These values shape our actions and define our culture. We encourage innovative thinking, enabling us to adapt to an ever-evolving educational landscape. We uphold the highest standards of professionalism and excellence, ensuring that our students receive the best education possible. Above all, we operate with unwavering integrity, instilling trust and confidence in our students, colleagues, and the wider community.

I am confident that together, we will make a lasting impact on the lives of our students and contribute to the growth and development of our nation. As we navigate challenges and seize opportunities, let us embrace teamwork, collaboration, and a shared commitment to excellence.

Thank you for joining our organization. Your unique skills, experiences, and perspectives will enrich our work environment, making it a vibrant hub of learning and growth. I look forward to witnessing the positive impact we will create together.

Warm regards,

Ali Al Marzooqi Acting, Managing Director, IAT

IAT GOVERNING BODY



H.E. Engineer Hussain Al Hammadi Chairman of the Board



Dr. Faisal Mohamed Al Bakeri Board Member



Dr. Abdulla Nasser Al Suwaidi Board Member



Eng. Dhafer Ayedh Al Ahbabi Board Member



Prof. Reyadh Abdullatif AlmehaidebBoard Member



Mr. Rabea Saleem Al Junaibi Board Member

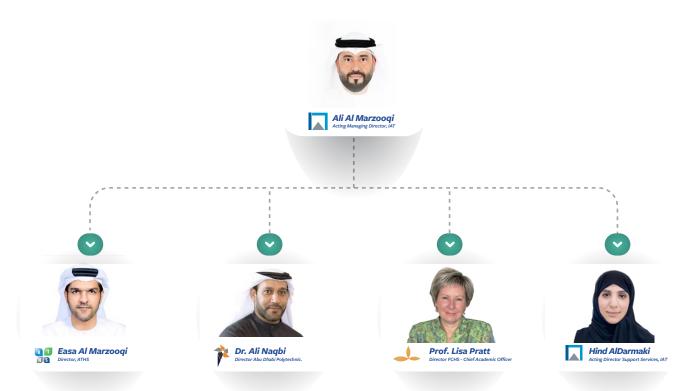


Dr. Yousef Ebrahim Al Akraf Board Member



Mr. Ibrahim Hassan Nassir Board Member

IAT MANAGEMENT





THE INSTITUTE OF APPLIED TECHNOLOGY

The Institute of Applied Technology (IAT) is an educational system that integrates high school and postsecondary career-technical programs to seamlessly provide pathways to students in the engineering, science and technology disciplines.

Vision

To be the first choice for Emiratis for career-technical education.

Mission

Create a world-class Career Technical Education system that will produce the scientists, engineers and technicians needed for the UAE to build a knowledge-based economy.

Values

Innovation: Empowerment of employees, encouragement of creative thinking and collaboration with institutions to enhance their effectiveness and the ability to manage the ongoing change.

Flexibility: Ability to proactively respond to all labor market changing requirements.

Professionalism: Ethical values and goal oriented to provide optimal work experience.

Excellence: Develop a quality management system to better control, manage and continually improve the dynamics of elements (e.g. institutional effectiveness, personal performance) that are considered critical in the policy and in the performance of its activities.

Integrity: Adhere, in our relationship with all stakeholders, to our policies and standards with, honesty, openness, transparency, accountability and consistency.



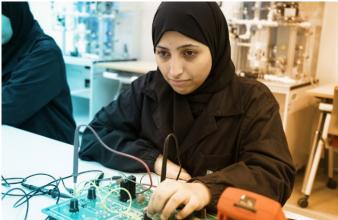
APPLIED TECHNOLOGY HIGH SCHOOLS



The Applied Technology High School (ATHS) System at IAT offers a rigorous career-cluster high school program starting from grade 8. The instructional system in the ATHS is fully electronic utilizing digital contents, iPads, and laptops with a well-developed supporting infrastructure. ATHS was the first international high school system – outside the US – to achieve the Southern Association of Colleges and Schools (SACS) District Accreditation. Abu Dhabi, Al Ain, Al Dhafra Region, Ajman, Al Fujairah, Umm Al Quwain campuses welcome both Female and Male students and Sharjah, Dubai, Ras Al Khaimah welcome male students. ATHS graduates are offered opportunities to select a wide range of post-secondary programs at IAT academies:

Abu Dhabi Polytechnic and Fatima College of Health and Sciences.







ABU DHABI POLYTECHNIC



The vision of Abu Dhabi Polytechnic is to create skilled professional technologists and engineers capable of performing at the highest international standards to build a knowledge-based economy in the UAE.

Abu Dhabi Polytechnic was established by the Institute of Applied Technology in 2010 to offer a dual educational-professional training system with multiple high-tech disciplines (specializations) to produce technologists and engineers to serve the UAE industrial manpower required for Abu Dhabi Economic Vision 2030.

Abu Dhabi Polytechnic (AD Poly). AD Poly offers the following academic programs:

Specialties	Offered Programs	Campus Location
Advanced Energy Engineering Technology	Higher Diploma	Abu Dhabi
Electromechanical Engineering Technology	Higher Diploma, Applied Bachelor's Degree	Abu Dhabi
Information Security Engineering Technology	Higher Diploma, Applied Bachelor's Degree	Abu Dhabi
Petroleum Engineering Technology	Higher Diploma, Applied Bachelor's Degree	Abu Dhabi
Autonomous System Engineering Technology	Higher Diploma, Applied Bachelor's Degree	Abu Dhabi
Meteorology Sciences	Applied Bachelor's Degree	Abu Dhabi
Aircraft Engineering Technology	Diploma, Higher Diploma	Al Ain
Aircraft Maintenance Technology	Diploma, Higher Diploma	Al Ain
Air Traffic Management	Diploma, Higher Diploma	Al Ain



FATIMA COLLEGE OF HEALTH SCIENCES







Established in 2006, the Fatima College of Health Sciences (FCHS) aims to meet the United Arab Emirates' growing need for skilled healthcare professionals. The College presently offers a Bachelor of Science in Nursing in all of its campuses located in Abu Dhabi, Al Ain, Ajman and the Al Dhafra Region it also offers a Higher Diplomas and Bachelor's Degrees in Pharmacy, Physiotherapy, Radiography & Medical Imaging and Emergency Health & Paramedics, all of which are available in both Abu Dhabi and Al Ain campuses. FCHS is accredited by the Commission of Academic Accreditation, Ministry of Education and is a recognized training provider by the National Qualification Centre, UAE.





WORKING WITH IAT

New Employees - Local Hires (Expatriate)

The IAT will cover the medical and visa costs incurred when transferring residency sponsorship of new employees and their family (spouse and up to three dependent children below 18 years) who will be residing in the UAE (the dependents has to be under staff sponsorship).

New local hire staff with golden visa will continue on the golden visa with all applicable benefits as mentioned earlier.

- IAT will pay for the staff IAT visa cancellation in order for the staff to process the golden visa.
- IAT will not pay/reimburse any cost related to golden Visa for the staff and dependents.
- In case the golden visa is cancelled for any reason, the staff will go through the normal process of
 issuing a new employment visa. If the employment visa request is declined, the employment contract
 will be terminated. The staff will bear the cost of the new employment visa expenses.

Any visit visa extensions or fines payable as a result of delays in visa processing will be payable by the party incurring the delay.

Any costs arising from documents requiring translation to enable visa application will be borne by the new recruit/employee.

It is the responsibility of new recruits/employee to ensure that all evidence of educational attainment i.e. degree certificates are attested in the country which they were awarded and the cost of the attestation is borne by the new staff members.

It is the responsibility of recruits where required, to submit original transcripts from the awarding authority to validate claims of educational attainment and bear any costs incurred.

To enable any benefit, claim for spouse and children, new recruits should ensure that copies of original marriage and birth certificates for applicable dependents are attested in the country in which they were generated. The new recruit will bear the costs of the attestation and legal translation charges.

Current Employees

IAT will initiate the visa renewal process for employees however, staff are responsible to ensure the visa renewal process is initiated for sponsored dependents. IAT will bear the costs of medicals and residency visa renewal for employee, spouse and up to three eligible dependent children who are under the employees sponsorship.

Employees are responsible for securing permits and visas for any other family members or domestic employees.

Visa Cancellation and Expiry

IAT will be responsible for all costs related to cancellation of residency visa at the end of employment. Dependent visa cancellation charges will be borne by the employee.

Any employee member who leaves the employment of IAT departs the UAE without visa cancellation will be declared abscond. The employee must notify Directorate HR immediately once visa of the dependents are canceled.

Emirates Identity Card

Employees are responsible for obtaining, renewing and costs related to Emirates Identity card for self and their dependents. Employee has to provide their Emirates ID card details upon joining for commencement of their salary

Employment Contracts

All employees have individual employment agreements specifying the breakdown monthly salary, allowances and general conditions of employment. The content of the individual employment agreement is private and confidential and is not to be disclosed or discussed. Should there be a difference between your Employment Contract and IAT's policies and procedures contained in the IAT's Human Resources Policies and Procedures Manual, the Manual will prevail.

IAT Employees are described as full-time employees, holding an unlimited employment contract. The terms and conditions of employment are determined by the Institute of Applied Technology (IAT). Employees must operate within the scope of the IAT Employment contract, IAT job description, IAT policies and procedures.

Employment Duration, Probationary Period and Required Certifications

All regular employment contracts (for UAE Nationals and expatriates) have an unlimited period. Probation periods are applicable to all staff but the length of the probation depends on the individual employee grade and position as mentioned in the employement contract. Probation periods can be subject to extension if required by not exceeding 180 days from date of joining. IAT may terminate the contract under the terms applicable to the probationary period of the contract.

In order to successfully complete the probation period, it is a must that members of staff attain a specified band of EmSAT/IELTS certifications according to the below criteria, and provide the relevant attested educational certificates along with equivalency certificate from the Ministry of Education. It is the responsibility of the new recruits to submit original transcripts from the awarding authority to validate claims of educational attainment. Moreover, employees who are delivering NQC courses will be required to present Trainer and Assessor awards.

 Minimum EmSAT score 1925 or Academic IELTS score 8 for English subject teaching academic employees.

- Minimum EmSAT Score 1675 or Academic IELTS score 7 for other academic employees.
- Minimum EmSAT score 1550 or Academic IELTS score 6.5 for Academic Support employees, except campus monitors, counsellors, LRC System Support, and LRC Assistant.
- Minimum EmSAT score 1250 or General IELTS score 5.5 for all Admin employees, Counsellors, Campus Monitor, LRC System Support, and LRC Assistant.
- Native English speakers (holding passports of following countries; USA, Canada, Australia, UK, New Zealand, South Africa, Ireland, Trinidad), Arabic and Islamic studies teachers & Arabic Social studies are exempted from EmSAT and IELTS certifications.

Any member of staff recruited without the required qualifications and their equivalent will be granted an opportunity until the end of probation to achieve these requirements. Non Submission of the required qualification and Equivalence verification of the highest education qualification by the Ministry of Education (MoE) to support claim of education attainment will result in their employment contract being reconsidered.

During the probation period employees are not entitled to any benefits until the probation period has successfully been completed except Education Allowance.

During the probation period the employee are not entitled of any type of leave days. Any leave taken during probation period will be treated as unpaid leave unless it has been approved as sick leave and also will lead to extension of probation period.

Working Hours and Punctuality

The working week in the UAE starts on a Monday. Attendance and punctuality is monitored using a daily electronic fingerprint system. Employee must ensue that they are registered on the attendance system. In the event that they are not, they must ensure to record in manual attendance register and also notify Directorate HR.

To ensure a successful operational environment, employees are expected to work their contracted hours. In the event of lateness or absence, the concerned is required to contact their Line Manager within the first hour of normal working time and provide a justification by email.

The employees' line manager is responsible for ensuring that members of staff adhere to their work timings and address any deviations. In the event that the line manager is late or absent, he/ she should inform concern Entity Director and Directorate HR.

Principal/Line Manager will monitor attendance and will ensure that persistent lateness and/or absenteeism is reported to the Director. Additional monitoring will be conducted within Directorate HR.

Where no evidence of approved leave is received by Directorate HR to support any absence/lateness, appropriate deduction of salary will incur. During the Holy month of Ramadan working hours is reduced.

Salaries and Classification Schedule

The salary is comprised of thirteen grades identified by numbers i.e. 1, 2, 3 and 12 except the special grade.

Grade	Job Groups (Not exclusive)
Special	Managing Director
1	Senior Director
2	Director
3	Principal/Head of Campus/Senior Manager
4	Academic Vice Principal/Professor/Admin Vice Principal/Manager/Senior Curriculum Developer
5	Associate Professor/Principal Instructor/Supervisor/Curriculum Developer/Specialist

6	Senior Auditor/Senior Coordinator/Assistant Professor/Senior Instructor	
7	Instructor/Counselor/Teacher/Librarian/Coordinator/Executive Management Assistant	
8	Senior Officer/IT Technician/Secretary/Admin Assistant/ Teaching Assistant/Lab Specialist/Lab Technician/Workshop Engineer	
9	Officer/Campus Monitor/Receptionist	
10	Assistant	
11	Trades Officer	
12	Trades Assistant/Driver	

The package provides equity of salaries with steps within grades determined by relevant qualifications and experience.

Salaries

Staff remuneration is made up of a basic salary and allowances applicable to the employees. Each staff member's remuneration is based on the classification of their position and the step within that classification to which they are appointed, based on the requirements of the position and the experience and qualifications. Salaries are paid into staff member's nominated bank accounts in the UAE at the end of each calendar month.

Bank change need to be notified to Directorate HR with no-liability letter for the old bank account and letter from the new bank with IBAN number, on or before 10th of each month for the change in bank account to be effected.

Hospitality on Arrival

Overseas recruits in Grade 01 to Grade 09 and where appropriate, one spouse and up to three dependent children below 18 years of age will be provided with an air ticket from their departure airport to the UAE at the start of their employment arranged by Directorate HR. If the dependent does not travel with the employee at the time of hire they will be entitled for their relocation ticket within six months upon employee's joining date arranged by Directorate HR.

Only dependents who will be on the staff residency visa are eligible for relocation ticket. If ticket is provided and staff dependents are not under the staff's sponsorship, then cost of ticket will be recovered from staff in full. The employee has to provide copies of valid residency visa on his/her sponsorship within 60 days of arrival.

Employees in Grade 10 to 12 are entitled to a single ticket for themselves.

Documents required for relocation ticket:

- · Mobilization form should be duly filled
- Appropriate form should be forwarded to Directorate HR

All other details should be followed as per the form such as:

- · Passport copies of the passengers
- · Residence visa copy (entry permit) of the passenger

Attached second page of contract, requisition should be submitted to Directorate HR minimum 15 days before travel date. (Only overseas hires are eligible for mobilization ticket)

Benefits

For the staff to be able to avail any benefits (Education allowance, Airfare allowance & Health Insurance) for spouse and eligible dependents, the staff should provide HR with copies of attested marriage, valid passport, Emirates ID, attested birth certificates or legal adoption certificates for all children and dependents residency visa under staff sponsorship.

- Staffs who are eligible for golden visa will keep all the benefits that they are entitled to as if they were under IAT visa sponsorship (medical, education for children, and travel allowance). Duplication of Benefits policy and procedures will remain the same.
 - Dependents who are holders of golden visa and not under the staff sponsorship are not eligible of benefits

The employees are responsible to declare any status change of the dependents and/or any changes to the eligibility criteria in their benefits to central HR immediately. Any delay or false declaration may result in disciplinary action and recovery of cash value from the point the violation is determined.

Housing Allowance

Difference of married housing allowance will be paid retrospectively for local hires from the joining date if the staff brings his/her family within 60 days from the joining date and submit the residence visa copy for the dependents.

Overseas recruits will be provided with 30days/29 nights accommodation and will receive single housing allowance after the above period. Difference of married housing allowance will start from the date when single housing allowance started if the employee brings his/her family within 60 days from the joining date provide the residence visa copy for the dependent.

If the staff (local hires/overseas) did not bring their family within 60 days from the joining date, then the effective date for the married housing allowance will be effective from the UAE residence visa stamp. Staff needs to notify HR within one week from the residency stamping date otherwise the housing allowance will be effective from the notification date.

Required Documents:

- · Passport and Visa copy
- · Completed duplication of benefits form
- · Completed verification of benefits if required

As per the regulations of Abu Dhabi Government, any employee working in the Emirate of Abu Dhabi (including Al Ain and the Al Dhafra Region) must reside in the Abu Dhabi Emirate in order to be eligible for the Housing Allowance. The Housing contract (Tawtheeq) has to be under the employee name attested by municipality and Water or Electricity bill is required for staff whose monthly salary is AED 25,000/- & above residing in Abu Dhabi, Al Ain and Al Dhafra Region.

IAT does not get involved in the negotiation of the Tenancy Agreement with the landlord and any service charges are responsibility of the employee. These service charges may include but are not limited to electricity, municipality taxes, gas, water, telephone and Internet connection bills. Accommodation must comply with the Municipality requirements.

Divorced and widowed employees will be entitled to a single accommodation allowance basis unless they are legally responsible of any children. On submission of authenticated evidence of court order confirming

they are responsible for their children married accommodation allowance will be paid subject to that they should reside with the staff in the UAE.

Where accommodation allowance is granted, it will be paid monthly through the payroll. Eligibility for housing allowances will be reviewed and checked on an annual basis. False declaration of the changes in benefits during the employment period will be considered as serious violation, which may lead to:

Termination of employment contract.

• Recovery of benefits Paid in duplication will be from the effective date of violation or the point the violation is determined, whichever is earlier.

Relocation Allowance

Overseas recruits will be provided with a relocation allowance at the beginning of their employment to assist them with the establishment of a home.

The staff will receive 50% of the eligible relocation amount after they have been issued an Emirates ID and have been registered in the ADERP system. The balance amount will be paid upon completion of minimum 6 months of employment and subject to successful completion of the probationary period. The amount payable depends on the employee's grade.

If employment ends for any reason (other than death in services or termination due redundancy, or unfitness for work and failed probation) within the first year of employment the employee is liable to pay back the full relocation allowance benefit.

If an employment ends for any reason other than redundancy, unfitness for work or death in service or failed probation or after one year of service and before the lapse of 2 years the employee will be required to pay back to the IAT a prorate of the actual amount paid for Relocation Allowance which will be deducted from the End of Service payment.

Travel Allowance

Grade Special to 9

For expatriates employees, IAT will provide an annual travel allowance towards vacation travel for regular employees their spouse and up to three dependent children below the age of 18 years (spouse and dependents should be under staff's sponsorship).

Grade 10 to 12

For expatriates employees, IAT will only provide an annual travel allowance towards vacation travel for regular employees. In the first year of employment, the staff eligibility will be prorated from date of employment until 31 March and subject to completion of probationary period. The airfare cycle for expatriate employees will be from 01 April until 31 March the following year.

Disbursement of the allowance is made in the month of April each year.

Any unclaimed travel allowance in the year of entitlement will be lost, no carry over is allowed.

Airfare Class

Airfare class for the employee, one spouse and up to three eligible dependents depends on the grade of the staff as per the below. The same airfare class is applied on initial arrival, annual travel allowance entitlement, repatriation and duty/ training trips.

Grade	Travel Class	Status
Managing Director (Special)	Business Class	Self, Spouse & up to three dependent children
Grades 1 & 2	Business Class	Self, Spouse & up to three dependent children
Grades 3 to 9	Economy	Self, Spouse & up to three dependent children
Grades 10 to 12	Economy	Self

For UAE National employees only, an allowance in lieu of travel ticket benefit will be paid annually on contractual year completion. The allowance will equate to one month's last drawn basic salary at the time of payment.

Remote Area Allowance

Employee working full time in Al Dhafra Region are entitled for additional Remote Area Allowance of 1,500 AED monthly.

Administrative Allowance

Existing/new employees holding a Principal/Academic Vice Principal position in schools are entitled for additional administrative allowance of 15% on the basic salary monthly.

Medical Benefit

In compliance with UAE Employment Law No. (23) of 2005, and the Executive Regulations regarding Health Insurance Scheme for the Emirate of Abu Dhabi. IAT provides an adequate and competent medical insurance scheme for expatriate employees and their eligible dependents through an appropriate Health Insurance Company. The annual insurance premium for the eligible employees and their eligible dependents is paid by the IAT.

Eligibility

- Expatriate Employees in all grades, their spouse, and up to three dependent children are eligible to receive medical care under the National Health Insurance Scheme.
- Dependents must reside within the UAE permanently and be sponsored on the employees.
- Dependent child should be under 18 years of age unless with proven disability.

Employees are liable for all medical costs related to circumstances, medication and treatments specified within the Policy exclusion document. Details are available from the Health Insurers website or from the HR Department.

Where the spouse of an IAT employee is provided with the same or better health insurance cover by their employer, Duplication of Benefits rule will apply.

Education Benefit (Tuition Fees)

IAT shall meet the annual education fees for dependent children of eligible employees subject to the following circumstances, limitations and conditions.

Grade	Allowance per Academic Year	Eligibility
Special to 7	up to 80,000 AED 40,000 AED per child to maximum of 3 children	
8 to 9	up to 40,000 AED 20,000 AED per child, maximum of 2 children	
10 to 12	up to 15,000 AED	7,500 AED per child, maximum of 2 children

The education must be undertaken at recognized private schools inside UAE borders.

The employee is eligible for the education allowance during probationary period from the date of employment. Pro-rata on the eligibility and on the actual payment will be made depending on the staff joining date and their dependent school academic year. The payment will be made on the lesser amount of the both the values.

In case the employee leaves the organization, the paid education allowance will be recovered on prorate basis except for cases where employee leaves the organization due to probation failure for reasons other than disciplinary action.

Education Fees are classified as:

- · Tuition Fees including Registration Fees
- Text Books (third party books invoices need to be endorsed by the school)
- Examination Fees (examination should be mandatory for all students to the part of curriculum)
- Uniform (should not exceed Dhs.500/- per child, third party uniform invoices need to be endorsed by the school)
- Transportation (third party transportation invoices need to be endorsed by the school)

Education fees do not include and not limited to:

- Extracurricular Activities
- · Any Refundable Deposit
- Meals
- External Examination Fees

Eligibility

- Employees on regular full time employment contract in Grade Special to 12.
- Dependent children who are 5 years old or will attend FS1/KG1 at the beginning of academic year
 of education to the end of formal secondary school, Yr13/G12 or nineteenth birthday whichever is
 earlier.
- · Dependent children are by birth or by attested legal adoption.

- · Fees are not payable for nursery or post-secondary education.
- Dependent children should be under staff sponsorship

Responsibilities

- · The employee will provide attested birth or legal adoption certificates for all eligible children.
- · Residency visa under staff sponsorship.
- The employee will complete the necessary Verification and Declaration form to ensure no duplication
 of benefit.

Direct payment through Bank Transfer

The payment is directly transfered to the school bank account on the provision of:

- · Original invoice for current academic year from school.
- Bank details of the school should be on the invoice or on a separate letterhead of the school.
- Invoice should have a complete breakdown of the annual fees including school year, name and grade
 of the child.
- · Pro-forma invoices will NOT be accepted
- · Invoice should be signed and stamped
- ESS ERP in Oracle system (updated with correct amount, school name, etc.)
- Updated School Fee Structure and ADEC/KHDA Latest Fee Structure.
- · Transfers will not be made to the service providers.

Reimbursement through Payroll

- · Original receipts and invoices signed and stamped (not older than 2 months).
- ESS ERP in Oracle system (updated with correct amount).
- Confirmation from the school through a stamp or a separate letter if the receipt and invoice are from a service provider.
- Invoices should have a complete break-down of the annual fees including school year, name and grade of the child.
- · Receipts should have name and grade of the child.
- Only original receipts and invoices will be accepted. Copies or duplicates will NOT be accepted.
- Updated School Fee Structure and ADEC/KHDA Latest Fee Structure.
- · Receipts with postdated cheques will be processed after the payment realization date.

UAE National Employee Allowances

UAE national employees are entitle to receive the following monthly allowances in addition to their basic salary.

- · Cost of living Allowance
- · Social Allowance
- Child Allowance

 A Special allowance is payable for all national employees based upon 25% of the basic salary from Grade special to Grade 7. Employees from Grade 8 to 12 will be entitled for special allowance subject to job description criteria and MD approval.

For married male employees a child allowance is payable for each dependent child until the child takes up gainful employment; or for an unemployed male child until he reaches 24 years of age. The child allowance is also payable for an unmarried, widowed or divorced daughter living with the employee who is unemployed.

Female married employees can receive child allowance if it is proven by supporting documents that her spouse is not receiving the child allowance.

Widowed or divorced female employees who have sole legal responsibility for dependent children will be entitled to receive the married housing allowance.

Child allowance is payable for all disabled children male or female above the age of 24 years on confirmation that the disability is preventing employment. This confirmation should be given by an approved medical authority.

Social Allowance	Cost of living Allowance	Child Allowance (per child)
AED 800	AED 800	AED 600

Pension contributions payable by the employer and employee will be based on 100% of salary plus allowances except UAE Special allowance and other nonrecurring allowances. Currently employees pay a 5% contribution and IAT pays 15% contribution to an employees retainment pension fund.

Allowances included in pension contribution calculation are cost of living allowance, social allowance, social allowance for children and housing allowance.

New members of staff who are not enrolled with the Abu Dhabi Retirement Pension and Benefit Fund will be required to undergo a medical examination.

Ex-Military Lump sum Allowances

Ex-Military lump sum allowance payment are paid as mid basic of the position grade along with housing allowance based on martial status.

Duplication of Benefits

If the husband and wife both work for IAT or for any other government department or business entity where duplication of benefits would arise, but are assigned to permanent duties in different locations within the UAE, which are at least 100 kilometers apart, each will be provided single housing allowance at the rate applicable to their grade in their respective locations subject to provide different housing contracts (Tawtheeq if applicable). If the employees have children then one employee will receive married allowance at the location where the children will reside and the other will receive single allowance.

If at the time of initial appointment, the spouse of an employee is in the service of the federal government or a government in any Emirate, or public corporation or institution or company where the government has a 50% or more share; then the benefits will be restricted to those that are not received by the spouse.

If the spouse obtains such employment any time after the employee's initial appointment the benefits entitlement will be validated through completion of a verification of benefits form.

If the spouse works for a different government organization, proof of eligibility for housing/accommodation due to different residential location requirement should be submitted along with completion of a Verification of Benefits form duly completed by the spouse's employer.

If both UAE National employees (husband and wife) are working in IAT or for any other government where duplication of benefits would arise, then both will be entitled for housing allowance either single or married rate depending on who receives a higher amount of the housing allowance. In case the spouse has been provided with accommodation/housing allowance from their employer, then single housing allowance will be provided to the employee.

Vacations & Leave in IAT

VACATIONS & LEAVE

Annual Leave

Annual Leave is available in Calendar Days and is determined based on employee category.

It is the employees' responsibility to monitor their leave balance. Managers/Supervisors should encourage their staff to take their annual leave and endeavor to plan leave as early as possible at the beginning of the calender year, including arranging for a reliever to avoid any work disruptions.

Academic Employee Vacation

The leave should be availed during the academic leave window which will be determined by the Academic Calendar for each entity and any absence other than sick /Maternity/Bereavement/Haj leave taken outside the academic leave window break requires approval and the same will be considered as unpaid leave. The exit staff is eligible for academic window break of the completed term/semester immediately prior to the window break. No payment or recovery of academic window break will be made if staff exits during mid of the term/semester.

Academic Support Academies - Head of Programs

Academic Support Academies (Head of Programs) shall be entitled for 35 days annual leave per calender year (January - December). The annual Leave can be applied anytime during the year.

The employee is allowed to carry forward the balance of his annual leave up to 25 days to the next calender year.

Academic Support - Academies & Schools

Academic Support Academies shall be entitled to 35 days annual leave per calender year (January - December). Academic Support employees to avail their annual leave during the academic break or the week when students have not joined back based on their line manager approval, any leave taken outside the above period entity Director approval is required prior taking the leave. The employee is allowed to carry forward the balance of his annual leave up to 25 days to the next calender year.

Administration Staff - Annual Leave

Admin staff shall be entitled for 35 days annual leave per calendar year (January - December). The annual leave can be availed anytime during the year.

The employee is allowed to carry forward the balance of his annual leave up to 25 days to the next calender year.

Discontinuation of Annual Leave

It is permissible to call on the employee to discontinue his/her annual leave if he is needed for work requirements. In this case, the unused days of leave shall be added to the employee's balance of annual leave days and shall be compensated against the incurred costs of un-refundable air ticket for him/her only.

Where an any staff resigns and has taken more leave than accrued, then the value of that leave will be deducted from any End of Service Settlement.

Approved Unpaid Leave

In exceptional circumstances the Managing Director may approve leave without pay for a maximum of 30 calendar days after the recommendation of the Entity Director. For Admin & Academic Support staff, unpaid leave can be applied only after exhausting annual leave entitlements.

During unpaid leave days, annual leave will not accrue and those days will not be included in the gratuity calculations.

Medical Escort Leave

All UAE nationals are eligible for medical escort leave

Two months paid medical escort leave in one calendar year approved by Managing Director after HRC
recommendation to escort spouse or any family members up to second degree outside the country.
The staff must submit necessary documents to establish the relationship and along with medical
escort letter from the concerned authorities.

Examination Leave

UAE National employees who are enrolled in recognized degree programs at authorized educational institutions are entitled to paid leave to prepare for and take any required examinations.

To be considered for such leave the employee should apply and attach an official examination date proof at minimum of 15 days in advance of the examination. The application will be reviewed by the Managing Director who will approve the appropriate number of days depending whether the examination is to be taken in the UAE.

Sick Leave

Sick leave is applicable for personal illness and injury only.

Regular employees are entitled to sick leave for each calendar year (January to December) at the rate of:

- 15 calendar days full pay (10 days without certificate and 5 days with attested certificate) followed by an additional
 - 60 calendar days at half pay supported with attested certificate.
 - 60 calendar days unpaid supported with attested certificate.

Sickness must be reported to line manager within one day of the normal start duty time. Unless the employee submits medical proof that he was not in a position to report the sickness in a timely manner.

If due to a prolonged period of illness and on the exhaustion of all sick leave an employee remains unfit as per the recommendation of the authorized medical committee to return to work, then the employment contract can be terminated on the grounds of unfitness.

If an employee falls sick during his/her annual leave and is hospitalized, such sickness is considered as sick leave. Such hospitalization must be justified by supporting documents to be approved by IAT Management.

All overseas sick leave certificates need to be attested by UAE Embassy/consulate in the country of certificate issuance.

Sickness absences will be monitored within HR. Abuse of the system will be dealt with under disciplinary policy.

The employee, with the approval of his Director/Senior Manager/Department Head/Campus Head is entitled to sick leave provided that it is for a period of no more than two consecutive days, and for no more than 10

days per year, without providing a sick leave certificate. For the remaining eligibility days, the staff should provide sick leave certificate from the health authority.

If the employee presents a sick leave certificate, the days will not be considered as part of the 10 days (without certificate).

Calculation of Sick Leave Period

Sick leave period shall be calculated in calendar days and the weekends and holidays that are included therein shall be deemed part thereof and may not be compensated.

Late/No Return from Leave

An employee who fails to return to work upon the end of his approved leave period shall be considered absent.

If the delay is due to circumstances beyond the employee's control, this should be reported to the employee's line manager immediately when the delay arises giving the reason for the delay and the anticipated return. The staff's salary will be on hold until the staff returns.

Any additional days required will be deducted from any leave balance or will be considered unpaid leave if there is insufficient leave balance. Where possible, supporting documentation should be provided to confirm the delay.

For unapproved absences or if justifiable evidence cannot be supplied to support a late return, the absence will be deducted from salary and the employee shall be liable for disciplinary action.

If the employee did not return after the approved leave for more than 15 consecutive days will be considered as implicit resignation. For academic employees penalty will be applied for unserved notice period. Moreover for non-academic employees also the unserved notice deduction will apply.

Industrial Injury/Sickness/Workman's Compensation

The sickness policy scheme also covers situations related to:

- · Industrial injury whilst at work.
- · Workman's compensation for death and disability due to industrial illness or industry.

Bereavement Leave

Compassionate/Bereavement Leave days applies from the date of death. All the supporting documents needs to be submitted along with the leave application. The overseas documents require UAE Embassy attestation at the document origin country:

- 1st Degree (Father, Mother, Son, Daughter, Spouse, Father-in-law, Mother-in-law) 7 Calender Days
- 2nd Degree (Grandfather, Grandmother, Brother, Sister, Grandchildren, Brother-in-law, Sister-in-law)
 5 Calender Days
- 3rd Degree (Uncle & Aunt), 1 Calender Day

Bereavement Leave for Muslim Women (Al Uddah Leave)

On the death of her husband a Muslim female employee is entitled to take paid leave as prescribed by Islamic Sharia

The period of leave shall be no more and no less than 4 months and 10 calendar days.

Any bereavement leave not taken at the time of bereavement will not be compensated in terms of encashment or time off in lieu.

Maternity Leave

Regular employed females are entitled to 90 calendar days fully paid maternity leave commencing on the date of birth of the child. Any academic leave days, public holidays and weekends falling during maternity leave will be considered part of maternity leave and not compensated.

Any pregnancy related sickness will be deducted from normal sick leave.

Paternity Leave

Male employees who have a newborn baby born inside the UAE are to be granted a paternity leave with full pay for a period of three non-consecutive calendar days during the first six months of the birth of the child.

Nursing Hour

A regular contract female employee who returns to work after taking maternity leave having given birth to a live child will be entitled two (2) hours per day for the purpose of breast feeding/bonding.

The nursing hours can be taken until the infant achieves twelve months of age. Verification of entitlement period will be ascertained from the birth certificate.

Two (2) hours per day either at beginning of the day or at the end of the day as agreed with line manager to avoid conflict with any work requirement. It is responsibility of the employee to inform HR on the agreed nursing hour.

The nursing hour does not apply during the Holy month of Ramadan as work hours are reduced for all staff and also on other days where working hours are reduced by management.

Hajj Leave

Muslim Regular Employees in all grades who have completed one full calender year of services will be eligible to apply for Hajj leave paid up to 21 calendar days leave once during their employment, provided that such leave does not conflict with the IAT's work schedules or operation requirements.

Priority for granting Hajj leave is at the discretion of the Managing Director and will be based on the above criteria.

No compensation will be given for any academic leave days, public holidays and weekends during the period of Hajj leave.

Exit and entry stamp from the passport need to be submitted after completion of the leave.

Public/Official Holidays

Religious and National holidays shall be observed by the IAT as declared by the UAE Government. The Managing Director will announce these days as public, paid official holidays.

Mourning Days officially announced as public holidays by UAE Government and applied to the Educational sector will be treated as official holidays.

Administrative Leave (Lieu Days)

Where an Admin/Academic Support employee is required to work on an official public holiday or on a weekend, those days worked will be credited to employees as administrative leave. The staff should submit supporting approvals to avail the same. The Administrative leave cannot be forwarded to next year. For specific projects or specific tasks during public holidays or on a weekend HRC can recommend the lieu days criteria with MD approval.

Promotion & Performance Management in **IAT**

PROMOTION & PERFORMANCE MANAGEMENT

Acting Appointments

An IAT employee may be assigned to undertake the responsibilities of higher or equivalent level in different entity in an acting capacity.

Nomination of an employee to undertake an acting duty should be initiated by the respective line manager and approved by the Managing Director.

The acting duties may or may not be in addition to regular duties.

The assignment of acting appointment status shall only be to one position for a specified period which should not normally exceed one year or until the vacant position is filled whichever is earlier.

The acting employee will receive a monetary acting allowance for the full period of the acting appointment that is 15% of the basic salary of the higher 'acting' position.

Performance Management and Development

IAT has a Performance Management and Development framework includes both the evaluation and development of employees.

The purpose of Performance Management and Development is to improve work performance consistent with IAT strategic objectives through assessed performance, open dialogue and development of staff.

- Aligning individual goals, performance and development with the Institute's objectives
- · Providing an objective and consistent process for the assessment of performance
- Providing a basis for constructive and open feedback and communication between staff and managers

- · Providing a sound management tool to develop and encourage staff
- Focusing on improving performance through matching outcomes against individual, team and organizational objectives.

The Performance Management and Development program provides a framework that acknowledges individual contribution and builds capacity to ensure organizational effectiveness. The policy also supports an organizational culture which promotes high quality performance and the individual acceptance of responsibility and accountability. The framework is a key component supporting the Emiratization Program to achieve effective leadership and management of IAT by an Emirati workforce.

Employees are encouraged and expected to remain up-to-date with recent developments in their respective areas of expertise. Employees are expected to:

- Participate in a performance management and development process consistent with policy and their conditions of employment
- Demonstrate and be accountable for their performance in relation to the implementation of organizational and workplace goals
- · Participate in ongoing review and formal performance review meetings
- · Participate in appropriate and related professional development as required
- · Act on constructive feedback and address any identified area of under performance
- · Develop and follow the work plan
- Contribute to their own professional development through ongoing study and maintain technical currency

The Work Plan is regularly reviewed with an employee's manager to ensure the achievement of outcomes.

Work Plans and Evaluation

Each employee develops an annual Work Plan which is reviewed at least twice a year with their manager. Key Responsibilities are recorded on the Work Plan and specific key results to be achieved over the twelve month period are identified. The Work Plan also articulates the Performance Indicators identifying how each Key Responsibility is measured.

New Work Plans should be developed by the end of September each year for existing employees and within four weeks of commencement for new employees. A mid-point review of performance should occur after six months. The Work Plan will:

- Inform decisions regarding the provision of development opportunities
- Include review dates for scheduled feedback opportunities to discuss progress against the plan and renegotiate priorities
- Document performance review outcomes which inform the decisions regarding continuation of employment, ongoing performance management and development and support

Learning and Development Plan

IAT provide financial and management support for participation in professional development activities. These activities may include workshops, conferences, seminars, projects, mentoring both internally and externally provided.

Training Bonds

Where an employee undertakes external training which is funded by the IAT, then, dependent on cost, there may be a requirement to enter into a training bond agreement where the employee agrees to remain in the employ of the IAT for a pre-agreed period of time following the training.

Following approval to undertake external IAT funded training given by the Managing Director, the HR department will draw up the necessary agreement and discuss the terms with the employee.

There will be prorated deduction of training related cost if employee leaves the organization on his own before end of his training bond.

During performance planning meetings between employees and their manager, areas for professional growth and development are also identified. Areas for professional growth and development for the coming twelve months and for the future are documented in the Work Plan and recorded on the Learning and Development Plan. Staff must demonstrate a link between the Learning and Development and expected performance outcomes.

The Performance Management and Development module in ERP system provides resources to assist employees and managers in the implementation of this policy. The toolkit is available under Performance Management and Development in the common electronic drive.

A very important part of IAT mandate is to support and develop a workforce with the capability to lead the (IAT) Institute into the future. Our aim is to establish an Institute that is recognized for the quality of our programs and for the results our graduates achieve. We also aim to be regarded as an employer of choice. To assist in developing a team of highly skilled and motivated staff, a Mentoring Program for Emirati staff has been established to further enhance their skills and capability. The program supports the goals of Emiratization.

This program involves group sessions and individual sessions with a mentor. The number and frequency of sessions depends on the individual requirements and goals. Each individual will develop their own set of goals and objectives in a Work Plan and Learning and Development Plan.

Appeals

If an employee disagrees with a Work Plan, or performance review, he/she should in the first instance discuss it with their manager and try to resolve the matter. If resolution cannot be achieved an employee may appeal against the report in writing to Human Resources within 15 days of the decision by their manager.

Managing Unsatisfactory Performance

Unsatisfactory performance will go under the following procedure:

- Where an employee has made genuine efforts to improve performance, but unforeseen circumstances have precluded any sustained performance improvement.
- Where it appears that the employee should be able to improve work performance to a satisfactory standard in the near future.

The following process is followed for unsatisfactory performance.

- The employee is interviewed by their manager. Another senior manager may also be present if appropriate.
- The interview outlines the areas of shortcomings and expected standard of performance.
- An action plan is developed with targets and support.
- · The action plan is monitored.
- The employee has a period of time to achieve targets.

- After this time the manager writes a report and submits to the Sr. Manager Human Resources.
- The Sr. Manager, Human Resources reviews the report and with the manager and refers to the directorate leadership team executive with recommendations for whether:
 - A. The action plan ceases
 - B. The action plan continues/ is amended
 - C. The employee's contract is terminated (the Director has the delegated authority to action this recommendation).

The employee may appeal if they believe the process of managing the performance has been unfair.

Grievances

Grievances are treated seriously and sensitively with regards to procedural fairness, confidentiality and privacy. Grievances are handled quickly and as close as possible to their source. Employees should raise concerns as early as possible after the incident/s has occurred and effective action will be taken to address the complaints. Wherever possible, grievances are resolved by a process of discussion, cooperation and conciliation that aims to reach an acceptable outcome that minimizes any potential detriment to ongoing relationships. Both the employee raising the grievance and the person against whom the grievance is made will receive appropriate information, support and assistance in resolving the grievance. Human Resources and managers can provide information and assistance in grievance resolution. Grievances that are frivolous or malicious may lead to disciplinary action. All employees are expected to participate in the grievance resolution process in good faith.

Grievances can be submitted to line manager or HR depending of the type of grievances.

End of Employment in IAT

END OF EMPLOYMENT

Responsibilities

• It is the responsibility of all resigning staff to submit signed letters of resignation indicating the last working day and to comply with the requirement of their notice periods.

Acceptance of a Letter of Resignation

Where an employee chooses to resign from IAT, they should complete the Resignation form, declaration of disengagement and intention to repatriate form. The Resignation will be forwarded to the line manager/ Principal/ Director for their information. The line manager should arrange to meet with the employee to discuss the resignation and if possible to determine the actual reason for the resignation, and HR Directorate will request from employee to complete an exit Interview and may also hold an exit questionnaire. The repatriation ticket will be issued only to the staff who is leaving the country for good.

Notice Periods

Disengaging employees should give notice of End of Employment as mentioned below:

During Probation for All Employees

Grade	Probationary termination notice required for Academic & Academic support	Probationary termination notice required for Admin	
Special, 1, 2 and 3	60 Calendar Days	60 Calendar Days	
Grade 4 and 5	30 Calendar Days	30 Calendar Days	
Grade 6 to 10 30 Calendar Days		15 Calendar Days	
Grade 11 and 12	No Notice required	No Notice required	

Failure to give sufficient notice will normally result in a recoup of the monetary value of un-worked notice.

End of Employment

· Notice period after Probation for Administrative employees.

Grade	Notice Period
Special, 1, 2 & 3	90 calendar days
Grade 4 to 12	30 calendar days

Employee may request to take annual leave during notice period for which approval is upon discretion of Line Manager.

Notice Period Following Probation for Academic & Academic support Employees

Grade	Notice Period in Schools	Notice Period in Academies
Special, 1 & 2	90 calendar days	90 calendar days
Grade 3 to 8, including ATHS Principals	*	**
Grade 9 to 12	30 calendar days	30 calendar days

^{*} Academic and Academic Support Staff resignation will only be accepted in the month of January of each calendar year, otherwise the resignation will not be accepted and 3 months penalty (Basic Salary) will apply. The last working day is the last working day of the academic calendar of the applicable entity.

Managing Director has the authority to exclude any employee from the above condition if it falls under the benefit of the IAT. IAT can terminate any academic and academic support staff from grades 3 to 8 at any given time after providing a written notice of 3 months, given that the employee has to work during the notice period unless stated otherwise by IAT.

^{**} Academic & Academic Support staff resignation will only be accepted in the first week of semester 1 and the last working day will be at the end of the semester 1 or to resign in the first week of semester 2 and the last working day will be at the end of the academic year, otherwise the resignation will not be accepted and 3 months penalty (Basic Salary) will apply.

End of Employment

Retirement

The normal retirement age for IAT employees is sixty (60). In specific cases and on the approval of the Managing Director an employment term may be extended past this time if the employee has distinguished service or rare experience.

Non-disciplinary dismissal due to necessary strategic restructure

If due to operational need there is a requirement to downsize or restructure wherever possible affected employees should be relocated within IAT however where this is not possible an employee's contract may be terminated. The End of Employment may be immediate or may be at the end of a notice period and standard departure procedures should operate.

Disciplinary Dismissal

Depending on the nature of the cause of dismissal, the Managing Director may terminate an employment with or without notice. In instances of disciplinary dismissal employees usually leave their job with immediate effect, however

In the case of dismissal without notice, no payment is made in lieu of notice not given. A non-exhaustive list includes:

- If the employee adopts a false identity or submits forged certificates or documents
- · If the employee reports to work under the influence of non-prescribed drugs or alcohol
- If the employee is convicted of a criminal offence
- · If the employee assaults another employee

End of Employment

- If the employee steals
- If the employee is insubordinate
- · If the employee is dishonest
- · If the employee seriously violates the terms of the code of ethics, conduct or practice

In the case of disciplinary dismissal with notice. Payment is made in lieu of notice period not worked. The Managing Director will determine the status of any disciplinary dismissal.

Implicit Resignation

Employees who are absent from work for more than 15 calendar days without valid reason and accepted justification, who do not make contact with their workplace and who, despite attempts to make contact by IAT, either fail to respond or to return to work, will be deemed to have arbitrarily resigned. For academic staff notice penalty will apply and for other staff the unserved notice will be recovered staff may be subjected to legal complications.

Visa Cancellation and Expiry

IAT will be responsible for all costs related to cancellation of residency visa at the end of employment. Dependent visa cancellation charges will be borne by the employee.

Any employee member who leaves the employment of IAT or their sponsored dependent who departs the UAE without visa cancellation will be declared as absconded.

Emirates Identity Card

Employees are responsible for obtaining, renewing and costs related to Emirates Identity Card for themselves and their dependents.

End of Service in IAT

END OF SERVICE

Purpose

The purpose of the policy on End of Service Benefits is to provide clear guidelines to ensure the satisfactory disengagement of staff for whatever reason and that any End of Service Benefits due are paid in full.

Statutory Retirement and Pension Scheme UAE/GCC Nationals only

All UAE National and GCC employees are automatically enrolled in the Statutory Pension Scheme therefore cash in hand end of service benefits are not paid.

Expatriate Employees

End of Service benefit payment is made to all regular contracted employees who have completed one calendar year of service (for Admin staff) and one academic year of service (for Academic staff & Academic Support staff). The benefit entitlement is based on the last basic salary and is paid at an equivalent rate of one month basic salary for each completed calendar/academic year of service; part years after the first year of service will be pro-rated. Employees who do not complete one calendar/academic year of service are not entitled to receive End of Service Benefit.

Expatriate employees in grades 1 to 9, who indicate that they will be repatriating to their home country on exit from IAT will be entitled to a repatriation ticket for self, spouse and up to three eligible dependent children as appropriate, as part of their final settlement. Employees in grades 10 to 12 will be entitled to repatriation for self only. This entitlement is not applicable if the service is discontinued by the employee within the probationary period. The last service month salary will be paid along with the EoS settlement. HR payroll section will prepare an EoS statement for the employee to check and clarify the amounts.

The responsible PRO will ensure that residency visas are canceled for departing employees not less than two week after submission of the final settlement. No employee will be allowed to leave the IAT without visa

End of Service

cancellation. Employees who do not cancel their visa prior to leaving IAT will be reported to the Ministry of the Interior 30 days after End of Employment. The cost of any abscond certificate will be recouped from any gratuity pending.

HR department will calculate any benefits payable. And will include:

- The last salary amount due to the employee
- · Payment in lieu of accrued leave not taken
- · End of Service Gratuity
- · Any other eligible benefits/allowances

Deductions may be made for recoup of benefits paid in advance and not accrued. Each amount paid for the portion of the year not eligible will be reclaimed. The reclaim may apply to:

- Tuition Fees
- Salary
- · Relocation Allowance for overseas and internal transfer
- · Vacations taken which were not accrued
- · Vacation ticket allowance

End of Service

Further deductions may be made as a result of

- Penalty for not giving the required notice period.
- · Payment of Traffic Offenses.
- Payment for loss or damage to loaned equipment or book.
- · Repayment of training costs remaining on any training bond agreement.
- Abscond certificates.
- · Telephone Bills
- Medical insurance card for employee and dependents due to employee request for visa extension from LWD to cancellation date.
- Visa expenses for employee and dependents due to employee request for visa extension from the LWD to the cancellation date
- · Deductions apply for unpaid/unauthorized days in all benefits paid to the staff

The departing employee must ensure that all clearances as required on the Final Clearance document e.g. Visa cancellation, IT, return of equipment, health cards, ID cards etc. have been done and signed by the appropriate person. The final clearances should be completed early in the last week of employment and handed to the HR Directorate. Any end of service entitlements will be paid directly into the employee's UAE bank account where salary is transferred or into an alternative UAE bank account subject to a provision of a bank clearance letter on the salary account.

No EoS payment will be made unless all required clearances have been correctly completed.

Code of Ethics in IAT

CODE OF ETHICS

The code of ethics outlines the standards of work performance and conduct expected of all Institute of Applied Technology staff and students. The responsibility for the effective application of the code of ethics and workplace conduct lies with:

- All employees
- Line Managers to ensure that the code of ethics is effectively upheld.
- The HR team to ensure that all staff receive a copy of the code of ethics and the contents are understood by staff.
- · Central HR to ensure the continuous effectiveness of the ethical requirements

The below are examples of code of ethics standards that IAT exercises:

- To Perform duties impartially, with professionalism, objectivity and integrity.
- · Observe fairness and honesty in all dealings with colleagues, students and society.
- · Respect and accommodate different opinions.
- Perform tasks with the best possible technical or professional judgment.
- · Contribute to a safe and healthy working environment
- Disengage from any act which may be against IAT Policies or UAE Law.
- · Reflect a positive image of IAT during and after disengagement of employment.
- Dress and behave in a manner which demonstrates professionalism and shows respects of others and the culture of the local context.

Code of Ethics

- Maintain and develop knowledge of professional field, UAE culture relevant government strategies, UAE law and IAT policies.
- · Uphold the IATs Code of Conduct and Ethics.
- Uphold the highest standards of professional integrity and propriety.
- · Contribute to and progress the achievement of strategic and business goals.
- Commit to discharging their duties and responsibilities in a fair and equitable manner.
- Promote a harassment free environment where employees and students are fully aware of their rights and responsibilities.
- · Demonstrate respect and courtesy for all people.
- · Abide by IATs Privacy Policy and maintain confidentiality at all times.
- · Avoid using any form of social media for official communications unless authorized to do so.

Confidentiality

Employees are ambassadors for IAT and as such must not to disclose confidential information or documents acquired in the course of their employment. Nor should staff misuse information gained in their official capacity, which could be taken as taking advantage for personal reasons, gossiping.

Staff should take care to maintain the integrity and security of official documents or information for which they are responsible.

Code of Ethics

Staff should not provide to any form of media inside or outside UAE with any data or information related to IAT unless authorized to do so

Any intellectual property developed, invented or created as a result of employment, is the property of IAT unless otherwise agreed in writing between the individual and the Institute.

IAT requires all employees to sign on joining a confidentiality agreement.

Conflicts of Interest and Disclosure

Conflict of interest should be highly avoided. All employees are expected to refrain from engaging in any activity that may be construed as a conflict of interest. This includes but is not limited to the attainment of financial rewards for personal gain. Members of staff should request clarification from HR department if they are not clear whether a given instance constitutes a conflict. Staff must disclose in writing to the Managing Director or other appropriate senior staff, any financial or other interests held by them immediately upon becoming aware that a potential conflict between personal interest and official duty, whether real or apparent, has arisen or is likely to arise. It is strongly advised that the staff should then discuss the matter with Human Resources to decide whether:

- The staff should be authorized to continue his or her duties in the area, because, the potential for conflict is minimal or can be eliminated by disclosure.
- The staff should be requested to divest him or herself of the interest.
- A rearrangement of duties should be organized.
- The ultimate decision concerning the appropriate course of action is one for the Managing Director.

Bribes, Gifts, Benefits, Travel and Hospitality

Gifts and gratuities apply to a range of circumstances and may include the receipt of small gifts to the transfer of money, or other property or benefits, without recompense or for a consideration substantially less than the full market consideration. They may also include a loan of money made on a permanent or indefinite basis. These gifts should be declared to and registered in the Managing Director's Office.

Staff must not solicit or accept any bribe, or other improper inducement from any quarter whatsoever.

Staff must not accept any gifts or benefits, the receipt or expectation of which might in any way tend to influence, or appear to influence, outcomes in his or her official capacity.

Where any gift that could be interpreted as a gift other than a token gesture, or suggestion of such is made directly or indirectly to an employee, the employee must report the facts at the first opportunity to their line manager.

Staff may accept unsolicited gifts or token of kind or moderate acts of hospitality in some circumstances. Accepting such gifts or benefits is essentially a matter of judgment for the individual concerned, who must be satisfied that his or her position will not in any way be compromised or appear to be compromised by acceptance. All gifts received with a value above AED 150 must be registered by completing the declaration form either before accepting a gift or hospitality or as soon as practicable after receiving a gift or hospitality.

Line managers must sign acknowledgment of the declaration form. The declaration must then be submitted for review and final approval by the Managing Director.

Gifts from Students should be Avoided

Staff should avoid all situations in which the appearance may be created that any person or body, through the provision of hospitality or benefits of any kind is securing, or attempting to secure, the influence or

favor of the individual. Staff should take all reasonable steps to ensure that spouses and children are not the recipients of benefits that could give the appearance of an indirect attempt to secure one's influence or favor.

Employment Outside IAT

Staff members are not permitted to take up any other employment, either paid or unpaid without the written approval of the Managing Director. Doing so may result in termination of the employment contract.

Nepotism

Individuals involved in the supervision or the hiring process should protect themselves from any perception of favoritism or conflict of interest whether actual or imaginary. To avoid such allegations employees should:

- Declare all potential conflict of interest to their IAT Directorate HR instead of Supervisor. This includes
 declaring any relative(s) employed within IAT as well as any relatives engaged in business activities
 with IAT.
- Must remove themselves from any hiring process which may involve the recruitment of a family member or close acquaintance.
- · That no family member will report one to the other.

Relationships between Staff and Students

Staff must always maintain a high level of professionalism in their relationship with students and behave in a manner appropriate to UAE culture. It is not acceptable for staff to invite students to their homes or to a social event. Staff wishing to accept invitations from students to formal public occasions, such as weddings, should inform his/her line manager.

Reporting Corrupt Conduct, Maladministration and Waste

Corrupt conduct, maladministration and serious and substantial waste of IAT resources should be reported following the appropriate channel. Disclosures may be made to any member of the IAT Senior Management. Managers are expected to be supportive of staff that make or intend to make disclosures.

Discrimination, Harassment and Workplace Safety

Harassment of any kind (verbal or physical) or discrimination against any person on the grounds of race, gender, marital status, nationality, disability or age, excluding any matters prescribed by UAE law, is considered as a serious breach.

Staff have an obligation to take steps to protect their own health and safety and that of their colleagues, students and visitors. Staff must identify and report hazards promptly and ensure risks are eliminated or controlled.

Breaches of the Code

Unlawful or unprofessional conduct may lead to disciplinary action. Where the code is breached by the employee is found to have occurred then disciplinary action may be taken depending on the circumstances. Actions could include a formal warning, the termination of the employee's contract or other such action as deemed appropriate by the Managing Director.

Breaches Procedure

The integrity of the Code of Conduct and Ethics must be upheld by a firm and fair process in managing breaches of the Code. This applies to all breaches inside or outside the workplace and includes breaches by family members and guests of employees.

The procedure to be followed is:

- · A verbal or written complaint is received or a matter comes to the attention of Management;
- The complaint is referred to an appropriate member of IAT's Senior Management Team;
- The member of the Senior Management Team receiving the complaint refers it to the Senior Manager, Human Resources;
- The investigation will involve interviewing relevant persons, gathering information, making an assessment and providing a report with recommendation/s;
- The Investigator/s provides a recommendation to Managing Director regarding whether a breach has occurred, the seriousness of the breach and proposed course of action;
- If a breach of the Code is found, appropriate action such as issuing a warning or imposing other appropriate penalties or actions to the employee including immediate dismissal from duty

Staff Obligations

All staff at the Institute of Applied Technology are expected to maintain a highly professional approach to their roles, as such they should:

- Abide by IAT's Code of Ethics and Conduct.
- Comply with any lawful and reasonable regulations directives, policy, decision or instructions given by a person having the authority to do so, such as Dress code, IT policy.
- Treat students, colleagues and members of the public with respect, courtesy and sensitivity to their rights, obligations and aspirations;

- Treat public resources with due respect by avoiding waste or extravagance in the use of public resources and treat such resources with due respect;
- Refrain from their function or position in IAT their position with dealings with outside agencies so as
 to obtain pecuniary or other benefits or to exert unfair or improper influence on others;
- Refrain from making any reference to race, religion or gender unless in an approved learning environment;
- Conform with all relevant rules, regulations and procedures to ensure the Health, safety and wellbeing of all students and staff, applying best practice in relation to the same;

Obligations of Staff to Students

It is the responsibility of all staff to work for the success of all students and to treat them with respect and care.

- · Teaching staff should attend classes or assigned meetings regularly and punctually.
- Provide students with a supportive and caring relationship which respects confidentiality.
- · Serve as a positive role model.
- deliver the prescribed curriculum.
- Actively promote the development of students as autonomous learners.
- Take part in and encourage students to participate in co-curricular and extra-curricular activities.
- · Help students make informed, appropriate and rational decisions.

- Ensure students receive timely and constructive feedback on their performance.
- Ensure that students understand and reinforce the requirement that students perform to their highest ability and abide by all campus rules.
- · Respond to appropriate student needs in an efficient and effective manner.
- · Promote lifelong learning.
- · Ensure students are graded appropriately and report any cases of mark fixing, coercion or bribery.
- Promote a safe, clean and stimulating learning environment.

Dress Code Policy in IAT

DRESS CODE POLICY

IAT maintains a professional and conservative educational environment and requires its staff to present themselves in a professional manner with regards to attire, personal hygiene and appearance. These standards commensurate with IAT's learning environment and organizational practices of appropriate business conduct, professionalism and dress code.

Work Appropriate Hygiene

Employees are expected to maintain work-appropriate hygiene requirements during their employment at IAT. This includes care of body hygiene, avoidance of excessive strong perfumes, use of moderate makeup for female employees, and well groomed short hair and clean shave/short beard and mustache for male employees.

Personal Grooming

Employees are expected to dress in a formal office attire

Male Employees: Shirt with long sleeves and without large patterns, tie, suit or formal trousers and polished shoes. Shorts are only permissible for physical education teachers during classes.

Female Employees: Formal suits, trousers, skirts and dresses should be below the knee. Low neck-line or bare arms are not permissible, 3/4 length sleeves are preferable.

Clothes must be clean, pressed, in good condition and fitting appropriately. GCC Nationals may wear the national dress of with the exception of "Niquab" or any form of facial cover for female employees which may not be worn for security reasons.

Dress Code Policy

Workplace Inappropriate Attire

- · National dress of any other country than GCC
- · Visible religious symbols
- · Shorts, Jeans or cropped/capri pants
- Slippers
- · Tight fitting or transparent clothing or obvious absence of undergarments
- · Uncovered tattoos and excessive jewelry
- Niquab or facial cover (for female employees)

For identification and security purposes, staff ID cards should be worn in a clearly at all times whilst on IAT premises or representing IAT interests.

Any member of staff deemed to be inappropriately presented either in dress or hygiene will be at to remedy the issue as soon as possible. Non complain to IAT dress code policy will subject to disciplinary action.

LIVING & WORKING IN THE UAE

A variety of resources are available to provide information on the practicalities of relocating, living and working in the UAE. The following resources may be useful:

Books/Abu Dhabi and the UAE

Explorer publishing and distribution publish a number of useful books, guides and maps www.explorerpublishing.com

Books/Business and Culture

Don't they know its Friday? Cross-cultural considerations for business and life in the gulf/ Jeremy Williams.

Living and working in the gulf states and Saudi Arabia - Robert Hughes, Graeme Chesters and Jim Watson.

Understanding Arabs: A guide for modern times- Magaret Nidell.

UAE-culture Smart! The essential guide to customs and culture - Jhon Walsh.

Understanding the Arab Culture: A practical cross- cultural guide to working in the arab world (working with other cultures) – Jehd Al Omari.

Rags to Riches: Story of Abu Dhabi- Mohamed Al Fahim.

USEFUL WEBSITES

www.abudhabi.ae

http://abudhabicityinfo.com

www.exploreabudhabi.ae

www.abudhabi.alloexpat.com

www.expat-blog.com

www.abudhabiwoman.com

www.expatarrivals.com/abudhabi/moving-to-abu-dhabi

www.liveworkexplore.com/abu-dhabi

WHERE TO GO FOR MORE INFORMATION

If you have any questions relating to your employment contract prior to commencing employment, you should direct them to Directorate HR. Once you have commenced employment, they should be addressed to your manager in the first instance. You are also welcome to seek clarification of any matter related to your employment contract with the IAT Human Resources team.

HR Policies revisions and clarifications will be communicated via email to the staff.

Contacting IAT

The Directorate HR team is available during official working hours and you may contact on the below email: mailto:lAT.ER@iat.ac.ae

The HR services can assist with general inquiries and inquiries related to:

- · Salary Certificate
- Leave
- · School Fees
- Reimbursement
- Medical Insurance
- · Visa Processing



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Abu Dhabi Boys Campus

Mohammed Bin Zayed City P.O. Box 33884, Abu Dhabi, UAE Tel. +971 2 695 1000 Fax. +971 2 695 1191

Abu Dhabi Girls Campus

Delma Street, Abu Dhabi Island P.O. Box 107110, Abu Dhabi, UAE Tel. +971 2 813 1666 Fax. +971 2 813 1500

Abu Dhabi Baniyas Campus

Sheikh Mohammed Bin Rashid Al Maktoum Street, Abu Dhabi, UAE Tel. +971 2 203 4700

Al Dhafra Campus

Madinat Zayed, Al Dhafra Region P.O. Box 57788, Abu Dhabi, UAE Tel. +971 2 898 6984

Al Ain Al Aqabia Campus

Tawam Street Al Ain, Abu Dhabi, UAE Tel. +971 3 713 3555

Al Ain TBMEC Campus

Zayed Bin Sultan Street P.O. Box 66866, Al Ain, Abu Dhabi, UAE Tel. +971 3 7012333



Dubai Boys Campus

Baghdad Street, Al Quasis P.O. Box 92559, Dubai, UAE Tel. +971 4 212 2701 Fax. +971 4 258 0001

Sharjah Campus

102 Maleha Street P.O. Box 31100, Sharjah, UAE Tel. +971 6 505 5505 Fax. +971 6 558 9991

Ajman Campus

Hamidiya - Al Raqaib 2, P.O. Box 31333, Al Maktoum Street, Ajman, UAE Tel. +971 6 714 8500

Falaj Al Mulla Campus

Al Shareiah - Falaj Al Mulla P.O. Box 11711, UAQ, UAE Tel. +971 6 802 1400

Ras Al Khaimah Campus

Airport Road, Ras al Khaimah P.O. Box 3372, RAK, UAE Tel. +971 7 207 4000 Fax. +971 7 246 2420

Fujairah Campus

Sheikh Maktoum bin Rashid Al Maktoum Street P.O. Box 1560, Fujairah, UAE Tel. +971 9 205 6000





IAT ACADEMIES ALL OVER THE UAE





Abu Dhabi Campus

33, Al Ri'ayah St. Shakhbout City P.O. Box 23647, Abu Dhabi, UAE Tel. +971 2 507 8765 Fax. +971 2 401 8243

Al Dhafra Campus

Madinat Zayad, Western Region P.O. Box 5788, Abu Dhabi, UAE Tel. +971 2 884 3001

Al Ain Campus

587, Al Burouj St. Al Maqam. P.O. Box 24162, Al Ain, UAE Tel. +971 3 703 5500

Ajman Campus

Sheikh Maktoum bin Rashid Road, P.O. Box 3798, Ajman, UAE Tel. +971 6 701 7200

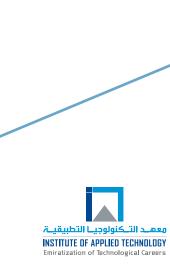


Abu Dhabi Campus

Mohammed Bin Zayed City P.O. Box 111499, Abu Dhabi, UAE Tel. +971 2 695 1062 Fax. +971 2 695 1091

Al Ain Campus

Al Ain International Airport P.O. Box 66844, Al Ain, UAE Tel. +971 3 799 6436 Fax. +971 3 785 5055



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