



Title: Human Resource Policy

Code: GU-PL72HR

Version: 1.1

Date of Issue: 2023

Effective Date: July 2023

Approval Authority: Board of Trustees

Document Owner: Chief Operating Officer

Review: The policy is subject to a periodic review every 4 years or in a shorter cycle as per amendments of regulations and policies

1. Purpose

The purpose of this document is to present principles of human resource policy at Gulf University.

2. Scope

The document applies to all academic and administrative staff members at Gulf University.

3. Acronyms

BQA	Education and Training Quality Authority
COO	Chief Operating Officer
CR	Credit Hour
GU	Gulf University
HEC	Higher Education Council
HOD	Head of Academic Department
HR	Human Resources
MOE	Ministry of Education
MOL	Ministry of Labor
NQF	National Qualifications Framework
PD	Professional Development
QADC	Quality Assurance and Development Center
VP Academic	Vice President for Academic Affairs

4. Definitions

Academic Vacancies: Vacancies related to academic staff such as Lecturers, Assistant Professors, Associate Professors and Professors.

Administrative Vacancies: Vacancies related to administrative staff such as secretaries, IT, HR, public relations, quality assurance, student activities, admission, registration, and accounts staff.

Applicant: An applicant is an individual, who seeks employment at Gulf University.

Appointed Staff: An employee who is assigned to a new post, that includes:

- **Full Time Staff:** A staff at GU that holds an academic or administrative position with a full-time term contract.
- **Part Time Staff:** A staff that holds an academic or administrative position with a part-time term contract.
- **Local Hire:** Expats or citizens hired locally within the Kingdom of Bahrain with fixed term contracts.
- **Volunteers:** An individual, who participates in university tasks for training without employment contract.
- **Shifted Staff:** A staff of GU assigned to a new post or with additional duties.

Code of Conduct: The guidelines for the professional conduct and responsible behavior of an academic or administrative staff member at the University when interacting with colleagues, students, visitors, or the general public.

Complaint: A formal statement of dissatisfaction with a particular situation, made by a staff member arising from an action of other academic and/or administrative staff members that adversely affects the status or rights of the staff member.

Disciplinary Action: A process of dealing with employees' behavior that do not meet or violate performance standards set in Code of Conduct. It involves some kind of punishment meted out to the employee, who has committed a breach of the code of conduct.

Discrimination: Discrimination means treating, proposing, or attempting to treat individuals harshly, or unfavorably because of their protected attributes. Discrimination may involve unfair and different treatment of an individual or a group than another individual or group in a similar situation, because of a protected attribute. Also, it may involve imposing unreasonable conditions, practice or requirements that disadvantage an individual with a protected attribute.

External Advertisement: Advertisement made outside GU campus in the Kingdom of Bahrain, regionally and internationally.

External Recruitment: Recruitment of individuals from outside GU.

Faculty Member: A faculty member is an academic staff of the University such as Lecturers, Assistant Professors, Associate Professors and Professors.

Faculty Workload: "Faculty Workload" signifies all activities of academic staff at GU contributing to the achievement of various academic and administrative undertakings and accountabilities such as teaching, research, community engagement, and academic administrative services.

Grievance: A formal statement of dissatisfaction made by a staff member related to a disciplinary action taken against the staff member.

Harassment: Harassment means unwanted and unwelcome behavior that may offend, humiliate, or intimidate an individual. The behavior can be verbal, nonverbal, physical, or creating a hostile or humiliating environment that violates the dignity of an individual.

Hiring Coordinator: A staff at HR Department assigned to take over all responsibilities of hiring both administrative and academic staff.

Home University: It is the university that allows staff to go for an exchange program in partner universities worldwide.

Host University: It is the university where the staff is temporarily working as a researcher, visiting faculty, or guest lecturer in a partner university.

Induction: Induction is a systematic process of introducing all shifted and newly appointed staff with organizational structure, policies, procedures and regulations, ethics and compliance, job role and with their colleagues.

Internal Advertisements: Advertisement placed or circulated within GU campus.

Internal Recruitment: Recruitment done internally within GU by shifting/ promoting staff from one post to another or assigning additional duties to current staff.

Line Manager or Management: The supervisor or supervisors of an academic or administrative staff member at the University.

Local Hire: Expats or Citizens hired locally within the Kingdom of Bahrain with fixed term contracts.

Offer Letter for Administrative and Academic Staff: A letter that consists of an appointment of the selected candidate to a post at GU with full package that includes salary, allowances, and benefits.

Outgoing Exchange Staff: An outgoing staff is an existing faculty who is going abroad for one semester to join in an exchange program of a partner university.

Part Time Staff: A Staff that holds an academic or admin position with a part-time term contract.

Professional Development: Professional development is a formal process of providing either an individual or a group of staff at Gulf University with a variety of activities in and off campus, such as specialized training courses, workshops, seminars and attending conferences to maintain and improve their professional knowledge, skills, and performance effectiveness.

Performance Appraisal: The process by which a supervisor examines and evaluates an employee's work behavior by comparing it with preset standards, documents the results of the comparison, and uses the results to provide feedback to the employee to show where improvements are needed and why.

Protected Personal Attributes: Protected personal Attributes means personal characteristics which are protected against discrimination. Protected Personal attributes are:

- age
- gender
- marriage
- pregnancy and maternity
- race and color
- nationality
- disability
- religion or belief

Retention: Retention means maintaining a stable or rising employment path of an academic or administrative staff member at the University.

Staff Member: Staff member is an individual administrative or academic employee at Gulf University on a full-time basis.

Visiting Staff/Incoming Exchange Staff: A visiting/incoming exchange staff is an individual, who is full-time faculty at another higher education partner institution but can join in an exchange program at Gulf University for a semester.

5. Policy Statement

Gulf University has crafted Human Resources Policy as an explicit declaration of the University's stance on. The clauses present in this policy echo the values objectives of Gulf University. These segments ought to be employed to apprise and guide regular decisions related to human resources. This document functions as an extent for Deans, Heads of Departments, faculty members, and other administrative personnel, promoting a uniform and fair approach to human resources issues across the University.

Gulf University aspires to secure elite talent, maintaining high retention rates through a rewarding work culture, and promoting ongoing skill upgrades to shape a concrete, successful framework for workforce management.

Gulf University reserves the right to interpret, change, modify, add, delete, or not apply all or part of the provisions of this policy at any time. This policy supersedes all inconsistent statements as well as prior personnel policies and procedures.

6. Policy Principles

The HR policy sets out the fundamental principles guiding Gulf University as a workplace. The objective of the HR policy is to contribute to staff well-being, as well as the best possible conditions for the professional and efficient performance of the university's tasks.

- 6.1 GU prioritizes a fair and transparent recruitment process that embraces diversity, inclusion, and equal opportunity.

- 6.2 The recruitment is strictly linked with the need of the concerned department and as per the job description.
- 6.3 As part of its commitment towards quality higher education, Gulf University recruits' staff who have met the stated (Reference HR procedures) recruitment requirements.
- 6.4 Followed by recruitment, it ensures providing annual induction to all staff at the beginning of each academic year.
- 6.5 Induction at GU encourages all current and newly appointed administrative and academic employees to be committed to university values and competent in fulfilling their roles to its mission and goals.
- 6.6 The Gulf University ensures Staff Professional Development for all the staff to foster continuous learning, which is consistent with, and supportive of the University Mission, strategic directions, and sustainability.
- 6.7 Appraisal for the staff at GU is free from any kind of discrimination or bias, it is solely based on merit. An authority matrix shall identify the appraising responsibility for the academic and administrative staff at the University.
- 6.8 Gulf University recognizes ranks conferred by other Universities, where the faculty member was worked in accordance with position duly recommended by relevant colleges and subsequently approved by university council.
- 6.9 GU ensures the implementation of efficient procedures and mechanisms to assess the eligibility of applicants for promotion, as outlined in the reference promotion procedures.
- 6.10 Gulf University expects all staff members to comply with the University's commitment and behave in such a manner that avoids discrimination, harassment, bullying, abuse, and oppression.
- 6.11 All employees are treated equally and without any bias, discrimination, or prejudice, GU strives to promote an environment of open communication, feedback, and discussion.
- 6.12 The faculty exchange agreements are regularly reviewed, and after consideration of the operation of a particular exchange, and in consultation with sponsors and partners take decision to terminate or renew.
- 6.13 Gulf University esteems its staff and motivates and encourages all current and newly appointed administrative and academic employees to be committed to university values and competent in fulfilling their roles to its mission and goals through an effective and professional induction.
- 6.14 The GU aspect that all its staff either new or current, administrative, or academic to follow the principle of maintaining the confidentiality of the information.
- 6.15 No staff member, new or current or even the one leaving the organization should share the information until it is approved by concern authority or not in the conflict of interest of the GU.

- 6.16 University regulations and Bahraini labor law stipulate that disciplinary actions against an employee may range from verbal or written notices to written warnings or even termination.
- 6.17 Gulf University is committed to ensuring all institutional activities and the personal obligations of its administrative and academic staff adhere to ethical standards and comply with Bahraini government laws.

7. Policy Detail

The Human Resources (HR) plays a key role in supporting Gulf University, its faculty members, and administrative staff through the provision of high level strategic and transactional HR services. Its primary roles include:

7.1. Equal Opportunity

- 7.1.1 Gulf University is committed to providing equal employment opportunities for all qualified individuals without any discrimination.
- 7.1.2 The Gulf University is committed to providing a conducive work environment to all staff that is characterized by equality, fairness, respect and free of discrimination, harassment, bullying, abuse, and oppression.
- 7.1.3 GU is committed to equality and appreciation of diversity for all its staff members. It commits considering applications from individuals with disabilities for employment at the University.
- 7.1.4 Gulf University commits to providing disabled staff members with suitable support and resources at the campus and ensuring their integration within the University community and recognition of their performance and achievements.
- 7.1.5 The university ensures strict investigation and action for cases of discrimination, harassment, bullying, abuse, and oppression, whenever they occur, under the terms of related policies and procedures.

7.2 Staff Recruitment

- 7.2.1 Gulf University emphasizes fair and transparent recruitment based on departmental needs and requests from relevant Heads, Deans, Directors, etc., while embodying a commitment to diversity, inclusion, and equal opportunity.
- 7.2.2 GU attracts highly qualified candidates based on merit, aiming to build a talented and diverse workforce that reflects our student body and society.
- 7.2.3 GU's commitment towards quality higher education, Gulf University only recruits staff who have met the stated recruitment requirements and have followed the approved recruitment procedures. Recruitment requirements and application deadlines are updated every year and published on University's website.

- 7.2.4 It has been ensuring transparency and publicly available procedures for both application and selection of applicants, it deems best for the academic program, through selection testing and interviews which vary depending on different programs.
- 7.2.5 Applications are opened and offered to any applicant without discrimination based on completed formal recruitment.
- 7.2.6 The University withdraws its offer if the applicant fails to meet recruitment requirements stated by time.
- 7.2.7 GU hires new faculty members who ideally have at least one years of relevant industry experience as well as a comparable period of teaching, to contribute their unique expertise and foster innovative learning in our institution.
- 7.2.8 In special cases GU may consider applications of fresh graduated for the position of Faculty, and highly encourages individuals with an exceptionally strong academic background, regardless of prior teaching experience, to apply and join our vibrant academic community.

7.3 Staff Induction

- 7.3.1 Gulf University motivates and encourages all shifted, newly appointed, and current staff to be committed to the University Values and competent in fulfilling their roles to its mission and goals through an effective and professional induction.
- 7.3.2 The university ensures providing some brief information to all newly appointed staff, related University, family life and culture of the country on their pre-arrival and a proper induction is provided on their first day at the university post-arrival.
- 7.3.3 An ongoing induction program is provided on their new positions and responsibilities during their first semester at GU.
- 7.3.4 University also ensures providing annual induction to all staff at the beginning of each academic year.

7.4 Faculty Workload

- 7.4.1 Gulf University maintains a faculty load policy that ensures a balanced workload for teaching, research, and service.
- 7.4.2 The university prioritizes a reasonable distribution of responsibilities to support effective instruction, scholarly contributions, and active engagement in service activities. The goal is to create a supportive environment that enables faculty members to excel in their professional roles while advancing the university's mission and serving the students. It is ensuring that faculty workload consists the of three components.

- 7.4.3 The regular workload for a faculty member is 15 CR, which does not exceed 20 contact hours or six courses in total. Adjustments to the workload are made depending on the faculty member's administrative roles, their engagement in research activities, or their interactions within the industry.
- 7.4.4 The faculty composition consists of 60% holding Ph.D. degrees and 40% with master's degrees. Also, the proportion of faculty members is balanced between 60% full-time and 40% part-time.
- 7.4.5 Regarding the Undergraduate programs:
 - a) The faculty-to-student ratio is 25:1.
 - b) The new program that's being introduced will involve one Ph.D. holder and one master's degree holder in its first year, with an Associate Professor joining in the second year.
- 7.4.6 For the Postgraduate programs:
 - a) All faculty members in these programs must hold Ph.D. degrees.
 - b) The faculty-to-student ratio is notably smaller, standing at 1:15.
 - c) In the first year, it is required to have at least one Associate Professor involved in the program.

7.5 Staff Professional Development

- 7.5.1 Gulf University prioritize Staff Professional Development to foster continuous learning. The programs are designed to enhance professional competencies across different roles, include various workshops, webinars, and mentoring, utilizing diverse resources and methodologies to ensure our staff remain at the forefront of their respective fields.
- 7.5.2 Gulf University ensures that staff PD is consistent with, and supportive of the University Mission, strategic directions, and sustainability.
- 7.5.3 University commits to considering shared responsibility for PD between each staff member and the management of the University to contribute towards achieving personal and organizational goals.
- 7.5.4 GU ensures equity of access of all staff members to PD opportunities in and off campus based on identified needs.
- 7.5.5 It commits to providing training and professional development programs for administrative and academic staff on how to deal professionally and efficiently with disabled staff and to improve the quality of relevant services provided by the University.
- 7.5.6 Gulf University commits to reflecting PD activities on education through linking teaching and professional development activities to enhance students' knowledge and skills.
- 7.5.7 Gulf University encourages staff to engage in a creative and diverse learning community for the benefit of all the stakeholders.

- 7.5.8 GU commits to supporting PD through its resources and facilities. Funded from its own budget. It also ensures a transparent mechanism for the expenditure of PD budget, and that all expenditure are spent on the purposes set exclusively for academic staff professional development.
- 7.5.9 GU commits to evaluating the outcomes of PD activities and providing regular feedback to relevant staff members.
- 7.5.10 GU commits to supporting the use of, and transfer of skills developed through PD programs by staff members who attend these programs, to ensure continuous improvement.
- 7.5.11 GU commits to encouraging individual staff members for having membership of relevant Professional Associations.
- 7.5.12 The PD scheme is linked with staff 's annual evaluation, appraisal, and promotion.
- 7.5.13 Gulf University commits to provide at least one and one specialized staff development program for each faculty.
- 7.5.14 It ensures opportunity for staff members to appeal decisions related to their access to PD opportunities.

7.6 Staff Conduct

- 7.6.1 Gulf University is committed to ensure that no activities of the university are in breach of regulations of the Government of the Kingdom of Bahrain.
- 7.6.2 It is the individual responsibility of each administrative and academic employee to be a responsible corporate citizen and adhere to law at all times.
- 7.6.3 Gulf University ensures that all discussions and decisions made by management of the University as well as by line managers are based on the principles of responsibility, accountability, fairness, and transparency.
- 7.6.4 All employees at the university are required to follow and practice the following values:
- Honesty, integrity, and respect,
 - Proficiency and excellence,
 - Creativity,
 - Compliance and confidentiality,
 - stewardship
- 7.6.5 The “Staff Conduct Procedures” set out the details of GU Code of Conduct and define what is meant by breach of Code of Conduct and how to report such breaches, while “Staff Complaints, Grievance, and Appeal Procedures” set out the mechanism for managing staff complaints, grievance, and Appeal.
- 7.6.6 Breaches are regarded as misconduct and shall result in disciplinary actions, which are fair and proportionate and are applied fairly and consistently.

- 7.6.7 Disciplinary actions imposed on the employee may range from Verbal or Written Notice of Attention or Written Warning Letter, and up to Dismissal as per the University regulations and the Labor Law at the Kingdom of Bahrain.
- 7.6.8 The “Staff Disciplinary Procedures” also describes the mechanism of appeal against the disciplinary decisions.

7.7 Staff Complaint and Grievance

- 7.7.1 Gulf University treats all its employees equally and without any bias, discrimination, or prejudice, strives to promote an environment of open communication, feedback, and discussion.
- 7.7.2 In order to assist staff member who are faced with circumstances in which they feel aggrieved, the University also provides a mechanism for staff member to raise a Complaint or Grievance.
- 7.7.3 The University emphasizes a collegial approach to concerns, Complaints and Grievance resolution through informal processes where possible. These processes are designed to lead to a prompt resolution of problems in an expeditious and confidential manner, with access to formal mechanisms for resolving Complaints and Grievances if required.
- 7.7.4 The university expects its employees, on their part, to treat other employees without any bias or prejudice.
- 7.7.5 Gulf University encourages interaction with other employees, including their superiors and subordinates, within the framework of the policies and regulations of GU with confidence and dignity.
- 7.7.6 GU ensures that the “Code of Conduct” and “Staff Disciplinary Procedures” set out by the University constitute breach of the code and prescribes permissible action, which may be taken after the proper disciplinary process has been followed. However, nothing in the “Disciplinary Procedures” shall diminish, in any way whatsoever, any of the provisions of Labor Law or any subsequent amendments thereto.
- 7.7.7 GU ensures that the disciplinary measures are governed not only by the nature of the offence but also by the prevailing circumstances and service record of the employee concerned. Moreover, the disciplinary measures do not exceed those stated in Labor Law.
- 7.7.8 The university recognizes that any addition, deletions, or amendments to “Penalties and Offences” given in its “Disciplinary Procedures” are subject to prior approval from the Ministry of Labor before being implemented and practiced.
- 7.7.9 It also ensures no dismissal to any employee without payment of indemnity allowances or compensation, unless the committed act of offence is stated in Article 107 of Bahrain Labor Law, and in “GU Disciplinary Procedures - Table of Penalties and Offences” that is approved by the Ministry of Labor.

7.8 Staff Exchange

7.8.1 Principles for outgoing exchange staff

- 7.8.1.1 GU is committed to supporting staff to spend not more than 2 semesters in foreign universities preferably approved partners to be exposed to diverse practices in teaching, research, and any other pursuit. GU
- 7.8.1.2 GU ensures that proper arrangements are made to screen, select, and send faculty who are willing to visit partner university for one semester after completing at least 2 years as full-time faculty in the home university with a good reputation.
- 7.8.1.3 GU commits to sending faculty to the host university for an exchange program with opportunities for career development and in teaching, research, and collaborative projects in the host university for mutual benefit.
- 7.8.1.4 GU ensures that the faculty's final selection to participate in the exchange program as a visiting faculty/researcher/guest lecturer shall be based on the principle of equal opportunity, non-discrimination, and eligibility criteria to contribute significantly to both the universities.
- 7.8.1.5 GU commits that allowing staff to join the exchange program in a partner university shall not negatively affect the delivery of running program at the home university. GU has the right to restrict number of outgoing exchange staff from each program in one semester.
- 7.8.1.6 GU ensures that all the expenditures of the staff during the stay abroad period, including salary, accommodation, ticket, food, visa charges, insurance, other incentives, etc. shall be incurred from the host university's remuneration as agreed before between the two partner universities.
- 7.8.1.7 GU is committed that the outgoing exchange staff shall contribute to the students' learning experience in the host university and benefit mutually in the areas of teaching and research. It is pertinent that students and staff of the home university shall be benefitted immensely from the exchange.
- 7.8.1.8 GU ensures that the outgoing exchange staff shall abide by the rules and regulations of the host university and country and shall display ethical and respectful behavior with the staff and students.
- 7.8.1.9 GU encourages staff to apply for an exchange program that fulfils the eligibility criteria to enhance the international collaboration. However, the final approval shall come from the host university only.

- 7.8.1.10 GU is committed to implement relevant forms for application and approval at preliminary level from the home university subject to the decision of line manager and above. It is also mandatory to sign the 'Staff Exchange Agreement' once the host university approves the exchange program.
- 7.8.1.11 GU ensures that the staff shall take a declaration letter from the host university after the exchange period.
- 7.8.1.12 GU is committed to send staff (both academic and administrative) to join industry for one semester to gather professional experience in the relevant specialization at local, regional, or international organization and reflect into teaching, research or administrative operations thereafter. Such initiative shall come from university management towards building networking with industry. GU shall also encourage individual request from the staff provided it fits into the priority areas and direction.
- 7.8.1.13 Approval for such staff exchange with industry shall come from the line manager and above based on approved recovery plan from the concerned Department or College. Final approval shall come from HEC on a case-by-case basis upon submission of required documents.
- 7.8.1.14 Maximum 10% of the staff shall be released for staff exchange with approved partner universities and industries subject to the approval of line manager and above. GU ensures that any kind of staff exchange with university or industry shall be aligned with university strategic plan and objectives of the college/department.
- 7.8.1.15 GU ensures that staff after coming back from exchange program shall continue to work in the home university for at least 1 year if the staff spends 1 semester in the host university or in the industry. However, the staff shall not be allowed to leave the home university for at least 2 years if s/he spends 2 semesters in the host university.
- 7.8.1.16 GU is committed to offer such opportunities to staff as a part of retention tool.

7.8.2 Principles for incoming exchange staff

- 7.8.2.1 GU is committed to receiving staff from foreign universities, preferably from approved partners for not more than 2 semesters in the host university to be exposed to diverse practices in teaching, research, and any other pursuit.
- 7.8.2.2 GU ensures that proper arrangements are made to screen, select, and send faculty who are willing to visit host university for one semester

- after completing at least 2 years as full-time faculty in the home university with a good reputation.
- 7.8.2.3 GU commits to accept faculty from partner universities for exchange program with opportunities for career development and in teaching, research, and collaborative projects in the host university for mutual benefit.
 - 7.8.2.4 GU ensures that the faculty's selection to participate in the exchange program as a visiting faculty/researcher/guest lecturer shall be based on the eligibility criteria to contribute significantly to both the universities.
 - 7.8.2.5 GU has the right to restrict the number of incoming exchange staff one semester on a case basis.
 - 7.8.2.6 GU ensures that all the expenditures of the staff during the stay in the host country including salary, accommodation, ticket, food, visa charges, insurance, other incentives, etc. shall be incurred from the host university's remuneration agreed before between the two partner universities.
 - 7.8.2.7 GU is committed that incoming exchange staff shall be given support to contribute to the students' learning experience in the host university and benefit mutually in the areas of teaching and research.
 - 7.8.2.8 GU stipulates that the outgoing exchange staff shall abide by the rules and regulations of the host university and the Kingdom of Bahrain and shall display ethical and respectful behavior with the staff and students.
 - 7.8.2.9 GU is committed to implement relevant forms for approval of exchange program from the host university. It is also mandatory to sign the 'Staff Exchange Agreement' once the host university approves the exchange program.
 - 7.8.2.10 GU ensures that the staff shall take a declaration letter from the host university after the exchange period.

7.9 Administrative Promotion

- 7.9.1 Gulf University fosters administrative promotions for continuous learning, self-improvement, motivation and for succession planning.
- 7.9.2 Whenever there is a vacancy for administrative position, announcement is made internally and recommended externally.
- 7.9.3 The academic department is allowed to announce for a position in Associate Professor and Full Professor based on the need and recommended by College Council.

- 7.9.4 GU urges departments to prioritize filling job vacancies by promoting qualified staff members from within based on clear criteria for each position.
- 7.9.5 Interested candidates are required to apply for promotion to the HR department.
- 7.9.6 Based on the submitted applications, a committee is formed to check the eligibility of the candidates. The mechanism of the committee formation is reflected in relevant procedures. After shortlisting the candidates, an interview is conducted to select the candidate best fit for the position.
- 7.9.7 A similar screening process is applied for external candidates.
- 7.9.8 University senior management can nominate any staff suitable for administrative promotion and his/her candidature is evaluated within the committee.
- 7.9.9 Administrative promotion includes a position in any administrative position within organogram including positions in academic departments and colleges.

7.10 Staff Retention

The University aims to retain competent and talented employees through developing mechanisms, which shall not be limited to offering financial benefits but shall also include:

- 7.10.1 maintaining a friendly and healthy environment, and adequacy of resources.
- 7.10.2 maintaining “suggestions and complaints” system.
- 7.10.3 professional resolution of misconduct and conflicts.
- 7.10.4 providing equal opportunities for professional development.
- 7.10.5 providing all means of support to experienced employees.
- 7.10.6 providing guidance, training, and support to new employees, which consequently reduces the rate of their resignation.
- 7.10.7 providing compensation and benefit packages (such as: housing allowances, health insurance, annual and all other leaves as stipulated by the Bahrain Labor Law, annual air tickets, and scholarships).
- 7.10.8 recognizing and rewarding good performance.
- 7.10.9 improving staff incentives to work, which positively reflect on their loyalty and happiness, and create spirit of commitment to work.
- 7.10.10 employee welfare program (such as: flexible working hours, balance between work and personal life to reduce continuous work stress, medical care, occupational health and safety programs, and nursery services).

7.11 Staff Appraisal

Gulf University acknowledges the mutual obligation of its staff and management to be accountable for the performance in attaining strategic objectives of the organization.

- 7.11.1 Gulf University commits to identifying and rewarding commendable performance of its staff.
- 7.11.2 Gulf University ensures effective communication and constructive feedback between line manager and his sub ordinates for better performance.
- 7.11.3 Gulf University ensures measuring performance of its staff through fair, transparent and objective appraisal criteria.
- 7.11.4 Gulf University commits to identifying training and development needs of its staff through effective appraisal scheme.
- 7.11.5 Gulf University ensures the alignment of individual and organizational objectives by implementing performance appraisal scheme.
- 7.11.6 Gulf University is committed to identifying performance gap between the actual and desired standards and determine improvement strategies.
- 7.11.7 Gulf University commits to linking staff annual appraisal with promotion/ renewal or termination of contract following the principle of equity and nondiscrimination.

8. Related Policies

- All University Policies

9. Related Procedures

- All University Procedures

10. Related References and Standards

BQA	Institutional Review Handbook
BQA	National Qualifications Framework Handbook
BQA	Programs-within-College Reviews Handbook
HEC	Academic and Administrative Regulations and Resolutions
MOL	Labor Law