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# A - RECRUITMENT POLICIES

It is the policy of Prince Mohammed University to conduct its recruitment processes in a professional manner thereby leading to the selection of the best qualified candidates that will fit the University's vision, mission and goals.

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Authorization for Recruitment to Proceed Policy

A. Purpose of the Policy

To declare PMU guidelines regarding the Authorization for Recruitment to Proceed and ensure uniform interpretation and application of this policy.

B. Statement:

All regular positions must be recruited through the posting of vacancies.

All recruitment, both internal and external, is initiated by the Director of the concerned Department and must be consistent with the positions approved and budgeted for that Department. Requests to recruit new positions must be approved by the Rector. Requests for recruitment are submitted to the Human Resources Department on the appropriate form.
The Recruitment Process

A. Purpose of the Policy

To declare PMU guidelines regarding The Recruitment Policy and ensure uniform interpretation and application of this policy.

B. Statement:

Internal Advertising/ Posting for Internal Recruitment

The Human Resources Department will arrange for vacant positions to be advertised internally. Such advertisements will be open only to current full-time employees at PMU. If the Director or Dean believes that there are viable applicants within the University, they may recommend to the Human Resources Department that the vacancy be posted internally only. If the Director or Dean is not able to find a suitable internal candidate then the H.R. department may extend the advertising externally through PMU employment website, international reputable recruiting agencies, reputable recruiting educational websites...etc.

External Advertising/ Posting for Open Recruitment

The Human Resources Department will arrange for vacant positions to be advertised externally for approved positions. Advertising will vary and be dependent on the position being recruited. Approval by the Rector is required for advertising. All applicants (both internal and external candidates) may be considered for vacancies posted through open recruitment. The positions will be posted until the position is filled, deferred or cancelled.

Applicant Process

Applicants may be considered for a position by submitting an application for employment through the PMU Employment web site, recruiting agencies...etc. The web site includes instructions on what is required of the applicant in submitting PMU application.
Existing PMU Employees

Normally, a full-time employee of PMU is only eligible to apply for a posted job vacancy provided he or she has been employed by the University for a Minimum of six continuous months.

Human Resources will screen and forward all applications for the position to the hiring department for consideration.

Wherever possible, PMU will seek to appoint staff from within and the first priority will be given to Saudi Nationals in accordance with Saudization set by the Saudi Labor Law. The selection priority is as follows:

- Saudi National employee from inside PMU
- Saudi National candidate from outside PMU
- Expatriate employee from inside PMU
- Expatriate candidate from outside PMU

In all cases, the candidates must be the best qualified for the position. Preference as to the selection priority above will only be given where the candidates are judged to be relatively equal in qualifications, experience and demonstrated ability.
Local Recruitment Policy

A. Purpose:
To describe the procedures to be followed in recruiting staff local hires.

B. Statement:
All staff local hires are to be recruited by the Human Resources Department (Staff Affairs) in collaboration with Departments / Colleges according to the procedures stated in this Local Recruitment Policy.

C. Procedures:
1. Departments/Colleges submit recruitment requests to the Director of Staff Affairs.

2. Director HR makes sure that requested positions are approved according to previously submitted justification.

3. Director HR provides suitable CVs to the Department/College after making sure that the level of qualifications, English language proficiency and computer skills (Microsoft Office) are satisfactory as per job requirements.

4. Departments/Colleges review and evaluate submitted CVs and fill in for each candidate the supplied “Document (CV) Review Form” provided by HR with each CV.

5. Departments/Colleges submit the completed “Document (CV) Review Forms” to HR.
6. HR prepare for conducting interviews with short listed candidates.

7. Interviews are made by the central “local Recruitment Committee”.

8. Only the central “local Recruitment Committee” has the authority to make final decisions regarding recruitment of candidates and deciding their salary packages.

9. Director of HR will notify successful candidates of the decision of their selection for appointment.

10. Director of HR will prepare the final appointment decision and obtain the final approval of the Rector.

**Note:** Nobody should give any recommendation or promise of appointment or any information regarding salary packages or benefits to candidates. Only the central “Local Recruitment Committee” can give such information.
Faculty Qualification Requirements Policy

A. Purpose of the Policy

To declare PMU guidelines regarding Faculty Qualifications Requirements and ensure uniform interpretation and application of this policy.

B. Statement:

All candidates for faculty appointments except for Arabic/ Islamic Studies Courses must be proficient in the English language. Preference will be given to candidates who are either native English speakers or who have achieved native-like proficiency. In addition to English skills, other program specific minimum qualifications are as follows:

Preparatory Program Faculty

EFL Faculty

- Degree – A minimum of a Bachelor’s degree or equivalent in Teaching English as a Foreign/Second Language (TEFL/TESL), applied linguistics, foreign-language pedagogy, or a related field. Master’s degree is preferred.
- Experience - Two years of teaching experience, preferably in a communicative-centered program.

Math Faculty

- Degree - Master’s degree in mathematics.
- Experience - Preference given to candidates with at least two years teaching experience at the college level. Preference to candidates who have prior experience in teaching under prepared college students and experience in cooperative learning and alternative forms of assessment.
Study Skills Faculty

- **Degree** - Master’s degree, preferably in psychology, counseling, educational counseling, or a related field.
- **Experience** - At least two years’ teaching experience at the college level. Preference to candidates with prior experience teaching under-prepared and/or EFL college students and experience in cooperative learning and alternative forms of assessment. Additional skills: knowledgeable concerning computer assisted learning.

Core Curriculum Faculty (Humanities/ Social Sciences and Math/ Natural Sciences)

Subject Area Faculty

- **Degree** - Doctoral degree in the teaching discipline for professorial level positions. For faculty teaching lower level courses, a master’s degree where at least 18 graduate semester hours in the teaching discipline may be allowed, at the discretion of the Dean of the Preparatory Program and Core Curriculum and the chair of the academic department involved.
- **Experience** - At least two years of teaching experience at the college level. Preference to candidates who have prior teaching experience in cooperative and collaborative learning settings.

Assessment Capstone Series Faculty

- **Degree** - Doctoral degree. For faculty who teach assessment courses only, degree may be in any field (including specialties such as education or psychology). Masters degrees may be permitted in some instances, at the discretion of the Dean of the Preparatory Program and Core Curriculum.
- **Experience** - At least two years of teaching experience at the college level.

College of Business Administration Faculty

- **Degree** - Doctoral degree in a relevant discipline for professorial level positions. For faculty appointed to the rank of Instructor (normally teaching only 1000 and 2000 level courses), a master’s degree in a relevant discipline plus work experience in a professional environment. For faculty in the Executive MBA Program, it is possible that the degree may be replaced by relevant work experience if other qualities important in a faculty member are also present.
- **Experience** - Significant teaching experience at the college level. For faculty in the Executive MBA Program, experience teaching MBA students or executives. Preference will be given to candidates who possess prior experience in teaching in cooperative and collaborative learning environments. For faculty in the Executive MBA Program, work experience in the discipline. The amount of work experience will depend on the level of the students. The
more experience the students have, the more will be required of the faculty. Experiences can be in consulting rather than full time work.

**College of Information Technology Faculty**

- **Degree** - Doctoral degree in a relevant discipline for professorial level positions. For faculty appointed to the rank of Instructor (normally teaching only 1000 and 2000 level courses), a master’s degree in a relevant discipline plus work experience in a professional environment.
- **Experience** - Significant teaching experience at the college level. Preference to candidates who possess prior experience in teaching in cooperative and collaborative learning environments.

**College of Engineering Faculty (except Department of Interior Design)**

- **Degree** - Doctoral degree in the teaching discipline for professorial level positions. A master’s degree plus at least 18 graduate semester hours in the teaching discipline may be allowed, at the discretion of the Dean of the College of Engineering and the chair of the academic department involved, assisting in laboratory instruction. Gender – must be male candidates.
- **Experience** - At least two years of teaching experience at the college level. Preference to candidates who possess prior experience in teaching in cooperative and collaborative learning environments.

**Department of Interior Design Faculty**

- **Degree** - Master’s degree in interior design or a closely related field for professorial level positions.
- **Experience** - At least two years of teaching experience at the college level. Preference to candidates with minimum two years of professional design experience in areas that relate to their teaching assignment. Preference to candidates with experience with CAD and design related software. Gender – must be female candidates.
The Interview Policy

A. Purpose of the Policy

To declare PMU guidelines regarding Interviewing Candidates and ensure uniform interpretation and application of this policy.

B. Statement:

Local Recruitment

The Human Resources Department will coordinate and schedule candidates for an interview based on a request submitted by the respective Director of the vacant position. All Staff involved in the interview and selection process will be notified in advance of the interview schedule, be provided with a copy of each candidate's resume, Employment Application Form/Letter, and any other relevant documentation appropriate for the particular position vacancy. The interview and selection process will be initiated in two phases; Phase I will be the preliminary interview and Phase II will be the final interview and approval or disapproval of the candidate by the Recruitment Committee chaired by the Rector. The staff involved in both phases is as follows:

Phase I – Preliminary Review

Department Director or Dean
Human Resources Department Representative

Phase II – Recruitment Committee

Rector
Representative of Human Resources (Director/Dean)
Senior Administrator appointed by the Rector
International Recruitment

International recruitment will primarily involve the recruitment of faculty. Telephone (or video conference) interviews will be normally conducted by the committees appointed by the Dean.
Offers of Employment Policy

A. Purpose of the Policy

To declare PMU guidelines regarding Offers of Employment and ensure uniform interpretation and application of this policy.

B. Statement:

In both local and international recruitment, the final approval will be the responsibility of the Rector. An offer of employment will be made only after the final approval of the Rector is obtained. Offers will normally be made at the hiring rate from the approved salary grid, unless otherwise approved by the Rector. Terms and conditions of employment will be in accordance with University policy.

All offers of employment will be issued by the Human Resources Department after obtaining the approval of the Rector. Normally, all offers of employment are for two (2) years unless otherwise specified, and are subject to the receipt of satisfactory employment references. Any falsifications of references will be a reason for immediate withdrawal of the employment offer and/or legal action against the candidate. Upon acceptance of the employment offer Human Resources Department will advise the respective Director of the start date of the new employee.
Employment Contract and Employment Date Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Employment Contract and Employment Date and ensure uniform interpretation and application of this policy.

B. Statement:

All employees will be required to sign an Employment Contract. The provisions of the Employment Offer will be incorporated in the Employment Contract. The contract will be prepared by the Human Resources Department in two (2) original copies (three (3) copies for faculty appointments) in both Arabic and English. One original will become an integral part of the employee’s Personnel File and the other original copy will be given to the employee. The third copy will be provided to the Government Relations Officer for the processing of a work visa and Iqama. The PMU Rector or his authorized designee will sign all Employment Contracts on behalf of Prince Mohammed Bin Fahd University.

In the case of locally hired employees, the effective date of employment is the date upon which the employee commences work. In the case of internationally hired employees, the effective date of employment is the date the employee arrives in Dammam or Bahrain International Airport.
Designated Airport Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Designated Airport and ensure uniform interpretation and application of this policy.

B. Statement:

The designated airport will be the closest international airport to the employee’s home. The employee’s home address will be determined when the employee is hired. The designated airport will be used to administer: relocation (when hired), annual leave, and repatriation.
Procedure for New Employees Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Procedure for New Employees and ensure uniform interpretation and application of this policy.

B. Statement:

New employees are required by PMU to provide all the valid documentation prior to the commencement of employment.

Local Hires

When an expatriate employee has been transferred from another employer in Saudi Arabia to PMU, his/her existing residence permit (Iqama) will need to be changed to reflect this change in sponsors. Likewise, if this change is from father or spouse, a change in sponsorship is required. The Government Relations Officer will assist the employee in the process. Nevertheless, when hired, the new employee will sign an undertaking that will state that if sponsorship is not changed to Prince Mohammed University within ninety (90) days, the employment contract may be terminated.

International Hires

When an expatriate employee is hired from outside the Kingdom, the Government Relations Section is responsible for obtaining the necessary visa to come to Saudi Arabia. New employees may be brought into Saudi Arabia on either a business visa or a work visa. If a business visa is issued then it must be converted to a work visa as soon as possible. The final stage is the process of obtaining an Iqama. The employee must be in possession of his/her Iqama at all times while in the Kingdom.
Orientation Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to PMU Employees Orientation and ensure uniform interpretation and application of this policy.

B. Statement:

On the employee’s first working day, he/she should report to the Human Resources Department. All matters relating to his/her employment, issues related to Iqamas (if applicable), personal documentation, arrangements for a medical examination, and receiving an identification card should be finalized. Furthermore, the new employee will be given the orientation schedule for New Hires. He/ She will then be taken to his/her department and introduced. All directors are responsible for orienting their employees to their departments. The University will conduct orientation sessions from time to time and all new staff/ faculty will be informed of the orientation schedule.
Probationary Period (Staff Employees Only) Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to PMU Staff Probationary Period and ensure uniform interpretation and application of this policy.

B. Statement:

Normally, each new staff employee is required to serve a 90-day probationary period of employment that begins with his/her first day of employment. During this time, a probationary performance evaluation is prepared by the appropriate Director on the Probationary Performance Review Form. If the employee’s performance is unsatisfactory, he/she may be terminated and repatriated back to his/her point of hire in accordance with the Saudi Labor Law. The Director is to consult with the Human Resources Department should such an action is being considered. In all cases, the Probationary Performance Review Form must be sent to the Human Resources Department for personnel records. It should be noted that faculty appointments will not have a probationary period.
Contract Renewal and Contract Terms Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Contract Renewal and Contract Terms and ensure uniform interpretation and application of this policy.

B. Statement:

Each employee’s Employment Contract will specify whether the contract is subject to renewal and/or extension.

The Human Resources Department will generate and forward a list of employees who are due for re-contracting six months prior to the re-contracting due dates to the Department Directors for annual evaluation and recommendation.

All initial contracts will be for a limited period of time for all employees. For non-Saudi employees, all contracts must be for a limited period as per the Saudi Labor Law.
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Salary Administration Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Salary Administration and ensure uniform interpretation and application of this policy.

B. Statement:

PMU will pay salaries that are competitive on the international and local markets. The salary paid to each Employee will vary based on the type of market from which the Employee has been recruited and the type of appointment being made. Each Employee will receive an Employment Contract that specifies their salary. PMU will ensure that the salary provisions and their administration will satisfy the requirements of the Laws of Saudi Arabia for all appointments. The salary policy and processes will be reviewed from time to time to ensure that they are current and competitive.
Position Classification System Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to position Classification and ensure uniform interpretation and application of this policy.

B. Statement:

Each Employee appointed to a position at PMU will be classified into a position classification which will be specified in the Employee’s Employment Contract. For example, for faculty appointments, each faculty member will be appointed as: Instructor, Assistant Professor, Associate Professor or Professor. These position classifications will be known as academic ranks. For support staff positions, the position classification will vary based on the nature of the work. For example, there will be: administrative positions, technical positions and professional positions.

Position Titles

Descriptive position titles will be used for support staff positions that are similar in scope and function. Position titles for support staff positions are administered by the Human Resources Department and any changes in titles must be approved by the Director, Human Resources. Academic ranks serve as position titles for faculty appointments. Changes in academic rank must be in accordance with the academic policy on promotion.

Faculty and Staff Position Descriptions

All positions must have an approved position description. The appropriate Dean or Director will be responsible for ensuring that each Employee has a current and approved position description for each position in their department on the form provided by the Human Resources Department. A copy of each position description is to be sent to the Human Resources Department.
Faculty Responsibilities and Expectations Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Faculty Responsibilities and Expectations and ensure uniform interpretation and application of this policy.

B. Statement:

Expectations and Responsibilities Related to Teaching

Faculty members have the primary teaching responsibilities for the courses in their college or program. These responsibilities include selecting texts, preparing course syllabi, planning in-class activities, constructing student assessments, keeping grade records, supervising laboratory sessions, and holding regular office hours.

In addition, in both their professional and personal behaviour, faculty members should demonstrate and model for their students the knowledge, abilities, and qualities of conduct and demeanour that the university strives to instill in all of its graduates. Chief among these are the six designated learning outcomes:

- **Communication**: the ability to declare effectively in both English and Arabic in professional and social situations.
- **Technological Competence**: the ability to use modern technologies to acquire information, declares, solve problems, and produce intended results.
- **Critical Thinking and Problem Solving**: the ability to reason logically and creatively to make informed and responsible decisions and achieve intended goals.
- **Professional Competence**: the ability to perform professional responsibilities effectively in both local and international contexts.
- **Teamwork**: the ability to work effectively with others to accomplish tasks and achieve group goals.
- **Leadership**: the ability to be informed, effective, and responsible leaders in family, community, and the Kingdom.
These six learning outcomes are intended to ensure that PMU students also will possess knowledge and abilities associated with mastery of the theoretical structures and methodologies of academic disciplines and professional competencies. This will further enhance their ability to function effectively as a practitioner and scholar in a selected field.

In addition to modelling the six learning outcomes, the teacher should:

- Strive to be accurate, objective, and effective.
- In the classroom, address topics and present materials consistent with teaching assignments as defined in approved course objectives.
- Encourage students' learning by manifesting the best academic standards of one's discipline or profession. The appropriate role for the teacher, both in and out of the classroom, should be as intellectual guide, counselor, and mentor.
- Establish a relationship of mutual respect and trust with students. If problems arise between teacher and student, whether regarding instructional matters or interpersonal difficulties, both parties should attempt to resolve them through informal, direct discussions before seeking resolution elsewhere.
- Demonstrate honest academic conduct and require the same from students. The PMU expects all students to engage in all academic pursuits in a manner that is above reproach and to maintain academic honesty and integrity in their academic experiences both in and out of the classroom. The best way to ensure that students will adopt and maintain such standards of academic integrity is for those standards to be modeled by their teachers.
- Assure that the evaluation of a student's academic performance reflects the student's true achievement, through the application of criteria appropriate to the field of study and the course.
- Assure that students are free to express their opinions openly and to exchange ideas without fear of retaliation.
- Never exploit students for private advantage of any type. All forms of discrimination or harassment should be avoided, with the understanding that bias of any kind threatens the integrity and effectiveness of the learning environment.
- Observe department, college, and university policies regarding such matters as the statement of course objectives, examinations, office hours, course evaluations, and any other matters related to one's teaching duties and responsibilities.

**Expectations and Responsibilities Related to Scholarly and Creative Activity**

The university's mission includes advancing and sharing knowledge for the improvement of public welfare. Accordingly, faculty members have a responsibility to engage in scholarly or creative activity, including the conduct of research, in their area of expertise. While this is applicable to all college faculties, this area is not a primary concern of Preparatory Year Faculty.
The faculty scholar should employ critical self-discipline and judgment in advancing, sharing, and using knowledge. The scholar should adhere to the highest standards of intellectual honesty in his or her own work, and when overseeing and evaluating the work of students and subordinates. Research and other scholarly and creative activity should be performed in a manner that is consistent with accepted standards of one's discipline, and with legal, professional, and university guidelines, policies, and regulations governing such work.

Expectations and Responsibilities Related to Service

Faculty members should contribute through service to the university, the local and wider communities, and their professional disciplines. Examples of service activities in which the faculty member might become involved include:

- Membership on department, college, university, and ad hoc committees.
- Teaching continuing education or other non-credit courses.
- Serving in an official capacity in a professional organization.
- Uncompensated consultation in one's area of expertise for public benefit.
- Sponsorship of student, professional, or honorary organizations.

Expectations and Responsibilities Related to Membership in the University and Wider Communities

- **The university community**
  
  As colleagues, faculty members have responsibilities that derive from common membership in an academic community. These include the responsibility to:

  - Respect and defend the right to free inquiry and the expression of one's views.
  - Acknowledge the contributions of colleagues and students to one's own work.
  - Provide honest and objective appraisals, in accordance with established department, college, and university criteria, when evaluating the performance of colleagues.
  - Promote collaboration and mutual support among colleagues.

- **The wider community**
  
  As a member of the wider community, the faculty member has the rights and responsibilities of any citizen. In exercising these rights, the faculty member should make it clear that he or she is acting as an individual, either as a scholar with a particular field of expertise, or as a private citizen.
Faculty members should always remember that others may identify them as associated with the university, and that the university may be judged by their actions. In most cases there is no conflict between exercising one's rights as a citizen and one's responsibilities as a member of the university community. But if one's activities as a citizen might interfere with faculty responsibilities, the faculty member should request a leave of absence, resign from his or her appointment, or limit those activities in order to avoid interfering with one's responsibilities as a member of the university community.
Salary Ranges and Method of Payment Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Salary Ranges and Method of Payment and ensure uniform interpretation and application of this policy.

B. Statement:

Each Employee will have a salary range based on their rank or grade level. Each Employee’s basic salary will be based on their placement within the salary range. The initial placement within a salary range will be based on the PMU assessment of the qualifications and experience of the Employee at the time of hire.

The Employee’s total compensation will include the basic salary plus any applicable allowances as specified in the employment contract.

All salaries are paid monthly in accordance with the Gregorian calendar. Payments are made in arrears at the end of each month. All payments are made in Saudi Riyals and are based upon the information shown on the Employment Contract signed by the Employee at the time of initial employment or any revisions subsequently made to the remuneration.
Annual Performance Review and Salary Step Increase Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Annual Performance Review and Salary Step Increase and ensure uniform interpretation and application of this policy.

B. Statement:

Each Employee will have their performance reviewed annually. The performance review process is separate from the salary administration process; however, the performance assessment will be taken into account when determining the annual salary increase for a staff/Faculty. The Department Director will make a recommendation to the Rector regarding an annual salary increase on the form provided for that purpose. The options will include: no merit increase, hold for 3 months, and hold for 6 months or a specific increase in the salary based on the step increases set out on the salary grid. Staff annual salary increase is from 0 – 10% of basic salary. The Rector will make the final decision on any recommendation by the Director. Faculty salary increase is determined at the end of his/her two (2) years employment contract.
Promotion Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Promotion and ensure uniform interpretation and application of this policy.

B. Statement:

A promotion is considered to be a move to a position with a higher salary range. Upon promotion the Employee's salary is generally increased. A promotion for faculty would result from a review of their academic record as per the policy and procedure. A promotion for staff may result from successfully applying for a higher level of position responsibility that has been advertised by PMU. A promotion can also result where the Employee is placed in a higher level of responsibility without advertising the position and conducting a competition.

Salary Determination

Employees who have been promoted will receive a promotional salary increase. Normally when promoted, the Employee will be placed on the next highest step on the salary grid where in all cases the Employee must receive a minimum of a one (1) step increase. However, where the change in level of responsibility is significantly more than a greater increase in salary may be granted.
Faculty Promotion Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Faculty Promotion and ensure uniform interpretation and application of this policy.

B. Statement:

Promotion is advancement to a higher academic rank based on academic preparation, experience, and evidence of excellence in achievement and potential. Final approval of promotions comes from the Board of Trustees upon recommendation by the Rector. Promotions become effective immediately upon final approval.

Eligibility for Promotion Consideration

The promotion of a faculty member may be from the rank of Instructor to Assistant Professor, Assistant Professor to Associate Professor, or Associate Professor to Professor. The minimum requirements to be considered for promotion to each rank are as follows:

Assistant Professor

An assistant professor must have a doctorate in the teaching discipline from an accredited institution and at least four years of college level teaching experience.

Associate Professor

An associate professor must have at least four years of experience as an assistant professor.
Professor

A professor must have at least four years of experience as an associate professor.

Faculty Promotion Process

- The faculty promotion process deals primarily with the candidate’s achievements in the areas of teaching, scholarly and creative activity, and service. Also, a candidate’s achievements in these three areas should be considered in light of the degree to which they have demonstrated mastery of the six distinctive competencies (communication, technological competence, critical thinking and problem solving, professional competence, teamwork, and leadership) within those three areas. The materials and information to be reviewed in making promotion recommendations and decisions are the materials and information that are generated through the faculty evaluation process, including the promotion candidate’s professional portfolio, student course evaluations, the Chair’s or Associate Chair’s annual performance evaluation letters, and the recommendations made at each previous point in the promotion process.

The Chair or Associate Chair, Department Promotion Committee, Dean, University Promotion Committee (The Scientific Council), Vice Rector, and Rector make recommendations concerning candidates for promotion. If, at any point during the promotion process, a positive recommendation is not forwarded to the next level, the candidate will be informed in writing, in a timely manner, by the highest-level administrator who last reviewed the candidacy.

The Chairs and Associate Chairs, Deans, and the Vice Rector for Academic Affairs will work together to develop a promotion review timetable, including deadlines for actions by candidates and for recommendations by individuals and groups involved in the process. Final decisions should be made by the end of February.

Responsibilities of the Chair and Associate Chair

The Chair or Associate Chair will assemble the materials for review, including the candidate’s professional portfolio, the results of student course evaluations, and the Chair’s or Associate Chair’s own annual evaluation letters.

When a case involves promotion to associate professor or professor, then in discussion with department faculty and the Dean, the Chair or Associate Chair will identify persons from other universities in the candidate’s discipline who may serve as an external evaluator. Candidates may also offer suggestions of external evaluators. The Chair or Associate Chair will send the professional
portfolio to the external evaluator along with instructions about the elements of the portfolio that should be evaluated and the criteria for assessing those elements. External evaluations will remain confidential, as will the identity of external evaluators.

The Chair's or Associate Chair's recommendation for or against promotion will be based on the candidate's self-evaluation reports, student evaluations, and the Chair’s or Associate Chair’s own observations. The Associate Chair's recommendation will be sent to the Chair, and the Chair's recommendation will be sent to the Dean.

Responsibilities of the Department Promotion Committee (Department Council)

The committee will base its recommendations on their review of the candidate's self-evaluation reports and student course evaluations. Deliberations of the committee shall be confidential, as shall the vote of individual members. A positive recommendation from the committee requires positive votes from at least 50% of the membership. A written recommendation will be prepared and will include the reasons for the recommendation and an explanation of the data used in reaching the decision. The committee's recommendation is forwarded to the Chair or Associate Chair.

Responsibilities of the Dean

The Dean's recommendation will be based on the candidate's self-evaluation reports, student evaluations, and the Dean’s own observations.

Responsibilities of the University Promotion Committee (The Scientific Council)

In order for a positive recommendation to go forward to the scientific council, at least two of the recommendations from the Department Promotion Committee, Chair, and Dean must be positive.

The Scientific Council will base its recommendations on their review of the candidate's self-evaluation reports, student course evaluations, and the recommendations of the Chair or Associate Chair, Department Promotion Committee, and Dean. Deliberations of the Scientific Council shall be confidential, as shall the vote of individual members. A positive recommendation from the committee requires positive votes from at least 50% of the membership. A written recommendation will be prepared and will include the reasons for the recommendation and an explanation of the data used in reaching the decision. The Scientific Council recommendation is forwarded to the Vice Rector for Academic Affairs.
Responsibilities of the Vice Rector for Academic Affairs

The Vice Rector for Academic Affairs will base his recommendation on review of the candidate’s self-evaluation reports, student course evaluations, and the recommendations of the Chair or Associate Chair, Department Promotion Committee, Dean, and Scientific Council. He will prepare a written recommendation for each case and forward his recommendation to the Rector. He will also arrange for all previous recommendations and materials and information used in making those recommendations to be available in the event the Rector wishes to review them.

Responsibilities of the Rector

The Rector will base his recommendations on the Vice Rector’s recommendations, although he may also choose to review any of the previous recommendations or materials and information used in making those recommendations. The Rector will notify the faculty member that promotion has been awarded or that promotion has been denied.
Demotion Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Demoting Employees and ensure uniform interpretation and application of this policy.

B. Statement:

A demotion is considered to be a move to a position with a lower level of responsibility with a lower salary range. Normally, the Employee's salary is generally decreased to a salary within the lower salary range. A demotion may occur as the result of a disciplinary action or when the Employee’s contract is up for renewal and it is found that the Employee would be more appropriately placed in a lower level of responsibility.

Salary Determination

Employees who have been demoted will receive a salary decrease.
Reclassification of Staff Positions Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Reclassification of Staff Positions and ensure uniform interpretation and application of this policy.

B. Statement:

Each position will have a position description that will be reviewed annually to ensure that the description is current. Where the responsibilities of a position have changed significantly then a new position description is to be written and approved by the appropriate Director. The new position is then evaluated by the Human Resources Department and a recommendation is made to the Rector.

Upward Reclassification of Positions

An upward reclassification will result in an increase in salary. Normally, the increase would be one (1) step on the salary grid.

Downward Reclassification of Positions

A downward reclassification will result in either a decrease in salary level or a freezing of the salary at the current level.
Acting Positions Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Acting Positions and ensure uniform interpretation and application of this policy.

B. Statement:

PMU may assign Employees to other positions in an acting capacity.

Conditions:

There should be a vacant position in the University which needs to be covered temporarily or a position that needs to be covered where the incumbent is on leave;

- It is expected that the temporary appointment will be for a period of at least four (4) weeks but not longer than one (1) year;
- The Employee to be assigned is qualified for the position.
Faculty Load Policy

A. Purpose of the Policy

Faculty workload policy is to ensure equity among faculty, to improve the productivity of the faculty, and to provide sufficient flexibility to meet the needs of the College and its programs.

B. Statement:

1. Note: All other temporary assignments will be handled on case by case basis and load will be approved by VRAA

2. Every Instructional hour is counted as a credit hour and every 2 lab/design lab hours is counted as one credit hour. Other variations are pro rated accordingly.

3. For University Level College/Departments, any credit hour beyond the regular load is counted as an overload taking into account the overload policy and pre-approval procedure.

4. For PREP level courses any contact hour above the regular load is counted as an overload taking into account the overload policy and pre-approval procedure.

5. University administrators are not allowed to have overload and if necessary to overload the Administrator, then only credit hours beyond the regular load for his/her academic rank will be compensated. University Administrators include Academic Administrators and non-Academic Administrators.

6. University administrators are not allowed to combine two benefits i.e two stipends, two similar benefits, etc. In some cases, the benefits of a position are included in the package i.e Dean package with no Stipend, Director package with no Stipend, Chair Package with no Stipend, etc. this is also a case that an Administrator with a package for a certain position is not allowed to combine another benefit such as overload or an extra stipend.

7. This policy is effective starting September 2010 and valid for one year.
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Overload Stipends for Faculty Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Overload Stipends for Faculty and ensure uniform interpretation and application of this policy.

B. Statement:

Overload stipends for faculty appointments will be in accordance with the PMU stipend rates authorized by the Rector.
Faculty Overload Policy

A. Purpose of the Policy

Teaching Overload Compensation. Payment for teaching services for credit courses rendered by a full-time faculty member in addition to the normal activity assigned by the Department Head and/or Dean.

B. Statement:

Full-time Faculty. Faculty with academic, lecturer, those whose assignment is 100% time for either an academic year contract or a fiscal year contract.

1. 3 credit hours in the evening is equivalent to 4 credit hours in daytime in terms of load and overload for faculty teaching in the day and evening in the same semester.

2. Every Instructional hour is counted as a credit hour and every 2 lab/design lab hours is counted as one credit hour. Other variations are prorated accordingly.

3. The maximum overload per faculty if 6 credit hours not counting the evening prorate. The maximum overload per faculty is 9 credit hours to include the evening prorate.

4. PREP Instructors can have a maximum of 5 contact hours not counting the evening prorate. The maximum overload for PREP instructors is 8 contact hours including the evening prorate. Any hour beyond the maximums will not be compensated.

5. An Administrator will not receive any overload pay if teaching overload unless the credit hours exceed the regular load for his/her academic rank, this is due to the fact that any administrator at
PMU is not allowed to combine two benefits, i.e. stipend and overload, two stipends, contractual administrative position with overload or stipend, etc.

6. All overload assignments should have the pre-approval of the Rector and comply with the overload procedure.

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</table>
Faculty Consulting and Outside Employment Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Faculty Consulting and Outside Employment and ensure uniform interpretation and application of this policy.

B. Statement:

A faculty member is accountable to the university for 100% of the duties associated with his or her appointment in the three areas of teaching, scholarly and creative activity, and service. In some cases, a faculty member’s scholarly and creative and/or service obligations may be met by engaging in consulting or applied research. Such activities will be considered part of the faculty member’s normal duties. In addition, consulting with students and colleagues, occasional lectures to university groups and assistance with certain professional activities are recognized as part of the normal obligations of faculty and professional staff for which no additional compensation is required.

However, paid employment outside of one’s normal faculty duties that enhances the performance of those duties is encouraged as furthering the interest of both the individual and the university. Consulting, professional performance, and other appropriate outside employment or activities can contribute to the effectiveness of the faculty member as a teacher and as a productive scholar, and can also contribute to the individual’s and the institution's obligation of public service. Appropriate paid outside employment may include teaching on a temporary part-time basis at another institution, establishing or joining a firm or private business, or engaging in the private practice of a professional skill.

In no case should outside employment interfere or conflict with university responsibilities or bring about harm to the university, its students, or employees. Accordingly, the faculty member must agree to the following guidelines:
• Proper performance of one’s university assignment is paramount, and outside work will assume a position secondary to university duties.
• The performance of consulting or outside employment activities will not require a time commitment averaging more than one day per calendar week.
• These activities will be scheduled so as not to interfere with regularly scheduled classes or other faculty duties.
• The faculty member will preserve the best interests of the university by avoiding any conflict of interest.
• The faculty member may not use any materials or facilities of the university in the course of outside employment unless such use is explicitly authorized, in writing, by the Rector.
• The faculty member will make a reasonable effort to assure that outside employment is not identified with the university.

Before engaging in outside employment, the faculty member must submit a written request to the Chair or Associate Chair. The review of such requests will include consideration of any real or apparent conflict of interest and any potential benefit to the university. Requests for outside employment must be approved by the Associate Chair (when appropriate), the Chair, the Dean of the College, and the Vice Rector for Academic Affairs and the Rector.
C - ALLOWANCES AND BENEFITS POLICIES

PMU will provide a set of benefits for each Employee at PMU. The actual benefits will vary based on the actual appointment. Each Employee will receive an Employment Contract that specifies the benefits that apply to them and any eligible dependents. PMU will ensure that the benefits satisfy the requirements of the Laws of Saudi Arabia for all appointments. In general, PMU will provide a set of benefits that are competitive on the international and local markets. The benefit plans will be reviewed from time to time to ensure that they are current and competitive.

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Eligible Dependents Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Eligible Dependents and ensure uniform interpretation and application of this policy.

B. Statement:

PMU extends benefits to eligible dependants of employees.

Definition

An eligible dependent is defined as the employee's spouse or unmarried child less than 19 years of age. Unmarried children under the age of 19 initially entering the Kingdom are subject to entry approval by the proper Saudi Government authorities. For the purpose of this Chapter, eligible dependants may include all children who are in the legal custody of the employee for the majority of the employee's contract year. Eligible dependants include:

- Legally married spouse
- Unmarried children under the age of 19

Limitation

The number of eligible dependants is normally a spouse and up to two children.

Medical Requirements

All dependants defined above must meet all medical requirements set forth by the Saudi Arabian Government and by PMU. These include a medical questionnaire, physical examination, inoculations, and any other specialized medical requirements which may be established by PMU or
Saudi Arabian Law. Further physical examinations and inoculations on a periodic basis may be required.

**Service Requirement**

PMU imposes no minimum period of service before an eligible dependant may join an employee.

**Residency Requirements**

In order to qualify as an eligible dependant, the dependant must reside in Saudi Arabia for a minimum of 180 days in the employee's initial contract year. Each subsequent contract year, the dependent must reside in Saudi Arabia for at least 210 days.

**Government Regulations**

Eligible resident dependants must meet all requirements established by the Saudi Arabian Government for residence in Saudi Arabia. Coordination to obtain the necessary Government documentation is provided by the Government Relations Section of the Administrative Affairs Department.
Change in Personal Circumstances Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Change in Personal Circumstances and ensure uniform interpretation and application of this policy.

B. Statement:

It is the employee's responsibility to immediately notify the Human Resources Department when any change in the employee's personal circumstances occurs that affects the employee's employment status.

Spouse's Failure to Meet Requirements

If an employee's spouse fails to pass the medical examination or is not issued a visa to enter Saudi Arabia or fails to satisfy the residency requirements as in Eligible dependent’s policy, the employee’s spouse will not be eligible for any PMU benefits.

Legal Separation or Divorce

If an employee becomes legally separated or divorced, the employee's former spouse will not be eligible for any PMU benefits. The former spouse would be repatriated by PMU. If the employee and the spouse are both employed by PMU, the applicable benefit group of the position for each one of them shall apply.

Marriage While Employed

An employee who becomes legally married while employed by PMU then the employee’s contract would be modified to include the spousal benefits subject to the spouse satisfying the eligibility requirements. The employee must submit a legal marriage certificate that is certified both by the
employee’s Embassy and the Saudi Arabian Government, along with the employee's notification of change in personal circumstances, to the Human Resources Department.

**No Duplication of Benefits**

If two (2) employees of PMU marry or if a dependant of an employee is employed by PMU, similar notifications apply as mentioned in (marriage while employed) paragraph above. There can be no duplication of benefits. The contracts for each employee will be modified so that the spousal or dependent benefits will be included in one contract only.
Housing Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Housing Issues and ensure uniform interpretation and application of this policy.

B. Statement:

It is PMU policy to provide all full time employees with either housing accommodation or a housing allowance. The employee’s Employment Contract will specify what applies to them. The housing facilities will be provided and maintained according to PMU needs and will be administered to ensure the safety and welfare of all occupants.

Housing Allowance Payments

For Saudi employees, the housing allowance payments are made as a part of PMU’s monthly payroll and equal to twenty-five per cent (25%) of the employee's monthly base salary. For expatriate employees, the housing allowance is three (3) basic monthly salaries per year. The expatriate employee receives the first payment of one-half of the allowance at the beginning of employment year and the second payment of the other one-half of the allowance after six (6) months of employment in that employment year.

Factors Affecting Housing Accommodation

Housing accommodation, where it is provided, will take into account whether the person is single, married with dependents, male or female. PMU will ensure that security and safety are prime considerations in the allocation of housing.
Vacating Accommodation

An employee will be expected to vacate the PMU accommodation no later than two (2) weeks following their last working day at the termination of their employment. Prior to the employee's last working day, Administrative Affairs will conduct an inventory of the employee's accommodation. The employee will be held accountable for any missing or damaged items due to his/her negligence or fault, or which are considered to be outside of the normal wear and tear of everyday living. Appropriate deductions will be made from the employee's final pay.
Transportation Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Transportation of Faculty and Staff and ensure uniform interpretation and application of this policy.

B. Statement:

PMU will assist employees with transportation arrangements.

Transport/Bus Service

PMU will provide employees with a free bus service from certain designated areas to PMU and back.

Transportation Allowance Payments

Transportation Allowance will be paid monthly as a part of the normal salary. The amount will be specified in the employee’s Employment Contract.

Special Transportation Allowance

With the approval of the Rector, those employees who use their own vehicles for PMU business on a regular and frequent basis are eligible to apply and receive a Special Transportation Allowance.
Travel Allowance Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Travel Allowance issue and ensure uniform interpretation and application of this policy.

B. Statement:

When traveling on PMU business, employees are eligible for a per diem allowance of up to a maximum of SR 1,500 per day for international travel and a maximum of SR 750 per day for local travel. The amount per diem is calculated at ten per cent (10%) of the employee’s basic salary. Note: If PMU provides the employee with accommodation during his/ her business trip, the per diem allowance will be reduced to fifty percent (50%).
Excess Baggage Allowance Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Excess Baggage Allowance and ensure uniform interpretation and application of this policy.

B. Statement:

Internationally hired senior appointments or faculty (appointed at PMU as an Assistant Professor, Associate Professor or Professor) and their eligible dependants are entitled to an excess baggage allowance by air freight from the airport designated from their point of hire to PMU upon employment and when returning to the same point of hire following separation from PMU. An employee will be reimbursed for the equivalent cost of up to $ 400 USD.

Reimbursements

Payments made by employees will be reimbursed based on paid receipts that are submitted to the Human Resources Department.

Time Limitation

Unaccompanied baggage must be shipped to PMU site within 30 calendar days prior or 120 calendar days subsequent to the employee's arrival at PMU in order to qualify for any reimbursement.

Shipper Limitation

Upon separation from PMU and in order to qualify for any reimbursement, the employee must use PMU’s authorized shipper.
Education Allowance Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Education Allowance and ensure uniform interpretation and application of this policy.

B. Statement:

Expatriate employees will normally want their children to attend schools which conform to the educational system prevailing in their home countries. It is PMU policy to maintain an Education Allowance to help eligible employees defray the costs associated with the education of their dependent(s) in Saudi Arabia. The maximum annual education allowance is as follows:

- Assistant Professors, Associate Professors & Professors: 60,000 SR per year
- EFL Instructors & other college Instructor: 30,000 SR per year
- Eligible staff: 25,000 SR per year

Eligibility

All eligible dependent children (under 19 years of age) of expatriate employees who are attending school in Saudi Arabia (grades 1 through 12 equivalents to the North American grading system) are eligible for the Education Allowance.

Eligibility Date

Employees may place eligible dependent children in school up to fifteen (15) days prior to their effective date of employment and still qualify for the Education Allowance. Benefits for dependants who begin school prior to this fifteen (15) day period will be paid from the beginning of this fifteen day period and payment will be prorated to cover the remaining portion of the school year.
Allowance Payments

PMU will pay the school directly for tuition fees up to the annual limit as per the employment contract. The payment of tuition fees is based on the school year and not the employee's contract year.
Ticketing Benefits Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Ticketing Benefits and ensure uniform interpretation and application of this policy.

B. Statement:

It is PMU policy to provide expatriate employees with airline ticketing benefits for themselves and their eligible dependants. These airline ticketing benefits will be provided upon employment; upon taking annual leave and upon repatriation from PMU.

Category of Ticket

Air tickets will be administered in accordance with the following table.

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<td>International flight</td>
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<tr>
<td>Vice Rector</td>
<td></td>
<td>Business class</td>
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<tr>
<td>Dean &amp; Senior Directors (Non Saudis)</td>
<td>Economy class (or as specified in Employment Contract)</td>
<td>Economy class</td>
</tr>
<tr>
<td>All other positions including faculty and staff</td>
<td>Economy class</td>
<td>Economy class</td>
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Annual Ticket

Except for the exclusions shown below, each expatriate employee and eligible dependants will be entitled to the option of an annual ticket, at PMU’s expense, to and from the employee’s point of hire or equivalent destination, or fifty percent (50%) cash equivalent of the ticket(s) value. In both options PMU will approve the ticket or fifty percent (50%) equivalent cash payment on the lowest available rate provided to PMU.

Exclusions

- Saudi National employees do not receive annual tickets but are entitled to annual leaves.
- If an eligible dependant of an employee is employed by PMU, there will be no duplication of benefits.
- Part-time employees do not receive annual ticketing benefits of any kind.

Eligibility Period

- At the completion of a one year of service the employee is eligible to request an annual ticket. If the employee decides to separates from PMU prior to the completion of one (1) year, the employee must reimburse PMU for the cost of the annual tickets and exit/re-entry visa(s) received on a pro-rata basis given the remaining time left to complete one (1) year. This eligibility process and accompanying requirements are repeated each year.
- Upon the completion of at least nine (9) months of any contract year and where the employee will be continuing in the next year, an employee may request an early annual ticket.

Tickets to Travel on PMU Business

When deemed necessary, any PMU employee may be sent on PMU business. Such an employee will be entitled to an airline ticket to and from the appropriate location of such business. This travel will be approved per the applicable Administrative Policy and Procedure.

Upon Separation from PMU

- Under normal circumstances and unless transferring in the Kingdom to another sponsor with the approval of PMU, the university will provide transportation from the PMU site to the employee's point of hire in accordance with the employee's contract.
- PMU will provide transportation for all eligible dependants from the PMU to the employee's point of hire in accordance with the employee's contract.
Passports, Visas and Iqama Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Passports, Visas and Iqama and ensure uniform interpretation and application of this policy.

B. Statement:

Under the laws of the Kingdom of Saudi Arabia, an individual who is not a citizen of Saudi Arabia is required to have a valid passport and to obtain a visa to enter the Kingdom and/or to leave the Kingdom. If planning to reside and work in Saudi Arabia, the individual is required to obtain an Iqama (residency permit), maintain its validity during his/her residency, and be under the sponsorship of either an employer or an individual who is legally residing in Saudi Arabia. Other countries to which an individual might wish to visit may have similar visa requirements.

Work Visa / Iqama

When PMU employs an expatriate from outside the Kingdom; the new employee must obtain a work visa to enter Saudi Arabia under the sponsorship of PMU. This work visa is obtained by PMU and is provided to the employee at the university’s expense. Upon arrival at the PMU, the employee must surrender his/her passport to the Government Relations Section of the Administration Affairs Department. The Government Relations Section then will obtain the necessary Iqama for the employee at the university’s expense. The Iqama identifies PMU as the employee’s sponsor and must be in the possession of the employee at all times while in the Kingdom.

Dependant Visa

When PMU employs an expatriate from outside the Kingdom, the eligible dependants of the new employee must each obtain a dependant visa to enter Saudi Arabia under the sponsorship of the new employee. Customarily, this is done after the new employee already has been issued his/her Iqama and is a legally-recognized resident. These dependant visas are obtained by PMU and are
provided to each eligible dependant at the university’s expense. Upon their arrival at PMU site, the eligible dependants must surrender their passports to the Government Relations Section of the Personnel Services Department. The Government Relations Section then will add these eligible dependants to the employee’s Iqama at the university’s expense. As with the employee, each dependant must be in possession of a copy of this Iqama at all times while in the Kingdom.

Visit Visa

In order to visit Saudi Arabia, anyone not a citizen of the Kingdom must first obtain a visit visa. If the individual is to be sponsored by an employee of PMU, the Government Relations Section of Administration Affairs Department will assist the employee to obtain the visit visa. All costs associated with obtaining the visit visa will be the responsibility of the employee. In such cases, the employee must first request permission from PMU to bring someone to the Kingdom on a visit visa and obtain approval in accordance with the applicable Administrative Policy and Procedure. If the individual is visiting the Kingdom at the request of PMU, all costs associated with obtaining the visit visa will be paid by the university.

Exit/Re-Entry Visa

If an expatriate employee, or eligible dependant, desires to leave and later return to Saudi Arabia in connection with an approved annual ticket/leave, or other approved temporary absence, the individual must obtain single exit/ re-entry visa. The Government Relations Section of the Administration Affairs Department will obtain the required exit/re-entry visa only upon their receipt of an approved Leave Application Form and any fees which the employee is responsible to pay to obtain the visa. The cost of such exit/re-entry visas required in connection with an approved leave where PMU is also is providing the ticket will be paid by the university. If PMU is not providing the employee or eligible dependants with a paid ticket, the employee is responsible to pay the costs to obtain the exit/re-entry visa. These amounts will be paid directly to the Government Relations Section.

Exit Only Visa

When an expatriate employee separates from PMU, the employee and eligible dependants will require exit only visas in order to leave the Kingdom and be repatriated back to their point of hire. These visas will be obtained by the Government Relations Section of the Administration Affairs Department and any costs associated with obtaining these visas will normally be paid by PMU.

Renewal of Passports and Iqamas

While residing in the Kingdom and working for PMU, each employee and eligible dependant must maintain the validity of his/ her passport and Iqama. The responsibility clearly rests with the
employee and eligible dependants to renew these documents prior to their expiration dates. The Government Relations Section of the Administration Affairs Department will assist in doing this and will attempt to remind each employee in advance of the pending expirations of these documents. Costs associated with the renewals of passports are the responsibility of the employee or eligible dependant to pay. If the employee requests the necessary renewals of Iqamas on a timely basis, PMU will pay all associated costs. However, if the Saudi Arabian Government or the employee’s home country's Government imposes any penalties or additional charges for late or untimely requests for renewal, such costs will be the responsibility of the employee to pay. The cost of the renewal of Iqama will be deducted on a pro-rata basis if employee resigns.

Penalties

It is the responsibility of the employee and eligible dependants to cancel any request for a visa that a change in circumstances dictates is no longer needed. Any penalties imposed by the Saudi Arabian Government that are the result of non-use or late cancellation of an approved visa will be the responsibility of the employee to pay, unless the cancellation was made by PMU. In such instances, the university will pay any such penalties.
Ticket Cash Payment Policy

- **Purpose of the Policy**

To declare PMU guidelines with regards to Ticket Cash Payment and ensure uniform interpretation and application of this policy.

- **Statement:**

In accordance with the applicable Administrative Policy and Procedure, employees are allowed the option to receive a fifty percent (50%) cash for the cost equivalent to their annual ticket (or the annual ticket of an eligible dependant) or both, employee and dependant, based on the lowest available rate provided to PMU.

**Ticket Cash Payment Entitlement**

Once eligible an employee may request a cash payment in lieu of his/her annual ticket or that of an eligible dependant.

**Procedure**

- Each employee must submit an Airline Ticket Request form to request a cash payment in lieu of the entitled annual ticket.
- The form will be verified for entitlements by the Human Resources Department,
- Human Resources Department will send the request to PMU’s determined Travel Agency and obtain the entitled value of the cash payment.
- Human Resources will forward the final cash payment value to the Budget & Accounting Department.
End of Services Benefits Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to End of Service Benefits and ensure uniform interpretation and application of this policy.

B. Statement:

Under normal circumstances, it is PMU policy to pay End of Services Benefits to employees who are separating from PMU as explained below:

End of Service Award

The benefit is to be calculated on the basis of the following: Faculty: Half month per a year where the faculty member has served at least two (2) years of service.

Staffs are entitled for full end of service award as per contract if he/she completes two full years of service.

However, the following will apply in the case described below:

1- Upon the end of the work relation (non-renewal / resignation) of contracts

The Employer shall pay the Employee an end of service award of a half-month basic salary for each of the first five years and a one-month basic salary for each of the following years. The end of service award shall be calculated based on the last basic salary and The Employee shall be entitled to an end of service award for the portions of the year in proportion to the time spend on the job.
Earned and Unused Annual Leave

Payment will be made to the employee for his/her earned and accrued Annual Leave balance at the time of separation. Payment calculation will be based on the employee’s final salary at the time of separation from PMU.

Unused annual leaves should not exceed 30 days unless a carryover approved by the Human Resources Director

Repatriation Ticket

Unless transferred in the Kingdom to another sponsor with the approval of PMU, expatriate employees and their eligible dependants will be provided with one-way repatriation airline tickets as per the location specified in their contracts. The necessary exit only visas also will be obtained by PMU.
## D - ATTENDANCE AND LEAVES POLICIES

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Attendance Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to PMU Employees Attendance and ensure uniform interpretation and application of this policy.

B. Statement:

The PMU work schedules are designed to effectively and efficiently meet the operational requirements for the University programs and services. In so doing, PMU will ensure that its operations satisfy the relevant laws and regulations of the Kingdom of Saudi Arabia.

Normal Work Schedule

The normal work schedule for employees will be forty (40) hours per week. The PMU service hours are 0800 to 1600, Sunday through Thursday where the prayer and lunch break is from 1200 to 1230.

Ramadan Work Schedule

During the Holy Month of Ramadan, hours of work for Muslim employees will not exceed six (6) hours daily. For non-Muslims, work schedules will be subject to PMU operational requirements and will be determined through an administrative decision each year by the Rector.

Pay System

All PMU employees are paid for time worked and the salary payments are based on an exception-based system; that is, employees are assumed to be present and working unless otherwise reported by the departments. Employees are required to either apply for absences in advance; for example, vacation leave or to report absences upon return to work; for example, a sick leave. All absences or leaves are to be requested or reported on the forms provided by the Human Resources Department.
Each Dean or Director is responsible for ensuring that forms are processed for all employee absences in their area of responsibility. Unauthorized absences will be treated as leaves without pay and will be deducted from the employees’ salaries.

Normally, employees’ salaries will be deposited in their bank accounts at the end of each month. For new employee’s (Saudi and local Staff), first salary payment may be processed by check where a bank account has not yet been established. International expatriate employees’ initial salary payments will be processed by checks until they are eligible to open a bank account. An Iqama is normally required to open a bank account.
Time Attendance Policy

A. Purpose of the Policy:

To declare PMU guidelines with regards to PMU Staff Attendance and ensure uniform interpretation and application of this policy.

B. Statement

There are two categories for the said policy as stated below:

1. Tardiness / Lateness Accumulated from 1 hour to 8 hours:
   - HR Department will send a first Notification Letter to the employee.
   - Any repeated tardiness/lateness HR will issue a Warning Letter to the employee.
   - If an employee receives three (3) Warning Letters in the course of employment, it is the discretion of the management to terminate the contract or give any other reprimand.

2. Tardiness / Lateness Accumulated of More than 8 hours:
   - HR Department will send a first Warning Letter to the employee.
   - Any repeated tardiness/lateness HR will issue another Warning Letter to the Employee.
   - If an employee receives three (3) Warning Letters in the course of employment, it is the discretion of the management to terminate the contract or give any other reprimand.

3. All PMU Staff should use the Time Attendance Application.
4. Only Directors are exempted from using the TAA System.
5. All kinds of leaves should be filed with the corresponding form and must be submitted through the TAA System before each month’s cut-off to avoid further deductions and/or any Notification/Warning Letters.
6. All kinds of Missed Punches should be filed with the corresponding form and must be submitted through the TAA System within two (2) working days after the actual date of Missed Punch to avoid further deductions and/or any Notification/Warning Letters.
7. Approvals of all employees’ requests to remove Missed Punches will be the responsibility of HR Department after receiving the formal approval from the Department Director.
C. Explanatory:

Principle (1) who is exempted from using the TAA system:
- **Only Directors are exempted from using the TAA system.** All other staff including Associate Directors, Managers, and Supervisors is required to use the TAA System. TAA reports will be reviewed in a monthly basis and any absences will be immediately deducted from the monthly paycheck.

Principle (2) Missed Punches:
- Missed punch will be considered as a deductible hours. Each Missed punch equals to two working hours.
- No Excuse accepted for any missed punches, all employees are requested to use the TAA system to avoid any further deduction to their monthly pay checks.

Principle (3) Leaving during working Hours and Miss Punches:
- Working hours are as follows:
  1. Managerial and Administration level, 8 Hours per day (40 Hours per week).
  2. Janitors and labours level, 9 Hours per day (54 Hours per week).
- Staff / Employees are entitled to leave during the working hours for a maximum leave of 3 Hours per day.
- If an employee applied for a leave (during working hours) more than 3 hours, either it will be considered as, a Leave without Pay or it will be taken from his / her Annual Leave Balance.
- If the total leaves (during working hours) exceeds 9 Hours per month, the accumulative leave hours will be deducted from the employee annual leave balance.

Principle (4) One day Sick Leave:
- Female staffs are entitled for a one-day sick leave per month, if additional days required a medical report should be provided upon request.
- Male staffs are not entitled for a one-day sick leave.
- Sick leaves go under the main HR policy.

Principle (5) Directors / Deans Approval Limit (leaves during working hours):
- Directors and Deans are not authorized to approve a continuous Missed punches.
- Directors and Deans are not authorized to approve in / out missed punch at same day. Unless the employee has an assignment approved by his / her Director / Dean.
Annual Leave Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to PMU Employees Annual Leave and ensure uniform interpretation and application of this policy.

B. Statement:

Each employee will have their annual leave entitlement specified in their Employment Contract. The term “annual leave” may be used interchangeably with the term “vacation leave.”

Accrual: Faculty Annual Leave

All full-time faculties will accrue annual leave at the rate of thirty (30) calendar days for each semester completed. There is a fall semester and a spring semester in each academic year. For one academic year, the entitlement is sixty (60) calendar days which is to be taken during the Summer months of July and August. Faculty who begin midyear and only complete one semester before the Summer vacation period will borrow one month from their future entitlement in order to maintain their monthly salary during the Summer period. This advance payment of one month will be recovered by the Employer at the end of the Employee’s employment at PMU.

Accrual: Staff Annual Leave

All full-time staff will accrue Annual Leave based on their annual entitlement. For example, a staff member with an annual entitlement of thirty (30) days will accrue vacation at the rate of two and one-half (2 1/2) calendar days for each month of service.
Eligibility

A staff employee will be eligible to apply for annual leave after completing a minimum of six (6) months of service. The length of the leave is limited to the amount of time accrued at the time that the leave is to be taken.

Leave Application

Employees are to submit their leave applications on the “Staff Leave Application” form. Although the employees’ wishes will be given full consideration, the Director reserves the right to schedule annual leaves based on operating requirements of that department. For the majority of staff positions, the vacation will be taken in the summer period when the support service requirements are substantially reduced.

Carryover Limitations

Normally, it is expected that annual leaves will be taken during the year that they are earned. The accrued and unused annual leave balance for any given academic year (1st of August of one year to the 31st of July in the following year) may be carried forward to the following academic year if approved by director of staff Affairs. Normally, the limit would be a carry forward of up to 15 days. Note: All employees are encouraged to enjoy their full annual vacation days because PMU policy is not to compensate the unused annual leave balance.
Holiday Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Holidays for PMU Employees and ensure uniform interpretation and application of this policy.

B. Statement:

Each year, PMU will announce any paid holidays that apply to faculty, staff and administrators including the Eid Al Fitr, Eid Al Adha, and the Saudi National Day.

Holiday Falling on a Weekly Rest Day

If a holiday falls on an employee's normal rest day, the employee will not be scheduled for another day off (with pay).

Scheduling

Employees will be required to take holiday days as they occur. If, for operational reasons, employees are required to work during one (1) or more holiday days, they will be allowed to request to take the holiday(s) they worked at a later time. In such cases, the Director should submit a list of employees who are required to work during the holidays to the Human Resources Department.
Compassionate/ Bereavement Leave Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Compassionate / Bereavement Leave and ensure uniform interpretation and application of this policy.

B. Statement:

It is PMU policy to grant, upon approval, up to ten (10) consecutive calendar days leave for expatriates (presuming that travel is required) where the first (3) days are with pay and the remaining (7) days are without pay in situations involving the death of an employee’s parent, spouse, child or sibling. Saudi National employees are granted three (3) consecutive calendar days leave with pay. Approval of Compassionate leaves, in addition to other leave benefits is subject to the employee providing appropriate documentation as explained below.

Compassionate Leave Request

All requests for Compassionate Leave must be submitted on the appropriate leave application form. A Staff employee may apply to have annual leave combined with the compassionate leave.

Documentation Requirement

Acceptable documentary evidence (Telex, Telegram or Fax) must be furnished when application is made for Compassionate Leave. In the absence of such documentary evidence, the employee’s Director may send a memorandum to the Human Resources Department attesting to the validity of the situation.
Airline Ticket

Airline ticket expenses are the responsibility of the employee. However, the employee may request utilization of any ticketing benefit which he/she has already earned i.e. annual ticket. It should be noted that while the Government Relations Section of the Administration Affairs Department will assist the employee to obtain the emergency exit/re-entry visa, the Saudi Arabian Immigration Authorities require that an airline ticket be submitted with the visa application.

Documentation Requirement upon Return

When an employee returns from Compassionate Leave, he/she is required to submit a Death Certificate, a newspaper obituary notice or any other notice confirming the death. Failure to submit the required documentation upon return from compassionate leave will result in a deduction in the salary equal to the number of days taken away from work.
**Sick Leave Policy**

A. Purpose of the Policy

To declare PMU guidelines with regards to Sick Leave and ensure uniform interpretation and application of this policy.

B. Statement:

PMU policy provides sick leave to permit an employee to convalesce in case of sickness, injury, and/or required surgery. The employee is responsible for maintaining a state of good health and for using sick leave only when properly warranted. Abuse of the sick leave policy may be cause for reprimand and/or termination.

Eligibility

A full-time PMU employee is eligible for sick leave beginning on the employment date.

Sick Leave Days

An employee may be granted sick leave with full pay for a maximum period of thirty (30) calendar days; an additional sixty (60) calendar days at seventy-five per cent (75%) salary; and an additional thirty (30) calendar days at no salary. The sick leave is accumulated in a twelve (12) month period beginning from that employee’s first sick leave day. The clock is reset to zero after twelve (12) months from the first sick leave.
Medical Certificate

- A medical certificate must be attached to the employee's leave application form. Sick leave will be granted and paid in accordance with this policy.
- A medical certificate is required for any sick leave. The employee’s Director may waive the requirement for a medical certificate where the absence is for one (1) day.

Sick Leave While Outside the Local Area

An employee who becomes ill while on, or immediately after, a leave and are unable to return as scheduled, must send a telex, fax or e-mail to their respective Director indicating why they are unable to return and the estimated return date. This information together with a medical report about his sickness must be submitted within one week from the date he is due to return from the leave. All further communication, if necessary, should be referred to the Human Resources Department.

No sick leave will be granted while the employee is on authorized leave. The employee must use existing accrued available leave days excluding sick leave. Leave without pay may be requested after all accrued leave days have been exhausted.

Sick leave eligibility, while on authorized leave, will be determined by the Director, Human Resources, based on a review by the employee’s Director and documentation presented by the employee upon return from leave. It is the employee’s responsibility to provide appropriate official documentation from the attending physician, clinic or hospital to support their claim for sick leave. In the case of faculty, this information is only required should the faculty member not be able to report back to work on the date required for the academic term. Any illness during the summer vacation period is simply considered as vacation time.
Other Leaves with Pay Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Other Leaves with Pay and ensure uniform interpretation and application of this policy.

B. Statement:

Pilgrimage Leave

A Muslim employee who has completed a minimum of two (2) years of service may request and be granted a Pilgrimage Leave during Hajj for a period of ten (10) days to enable the employee to make the pilgrimage to the Holy City of Makkah. This leave is separate and apart from all other leave benefits and will be granted only once during the course of employment with PMU.

Marriage Leave

A full-time employee will be entitled to a Marriage Leave of three (3) days with pay on the occasion of the employee’s marriage and will be granted only once during the course of the employee's employment with PMU. If two (2) eligible employees are marrying one another, each will be entitled to Marriage Leave. The employee is required to submit a certified copy of his/her marriage license to the Human Resources Department. The marriage license must be appropriately certified both by the Saudi Arabian Government and by the Government of the country in which the employee is a citizen. Marriage Leave must be taken within the employee's contract year during which the marriage occurs. Requests for Marriage Leave must be made utilizing the Leave Application Form.

Maternity Leave:

- **Eligibility:** The female employee must be employed in a full time position and be married to apply for a maternity leave.
• **Application:** A female employee who wishes to apply for a maternity leave is to submit a leave request on the appropriate leave form available from the Department of Human Resources. The employee is to attach a medical report from her physician confirming that she is pregnant. The report is to include the expected date of delivery.

• **Period of Maternity Leave:** The leave form is to specify the beginning and end date of the maternity leave. The employee is entitled to take a maternity leave for a period of up to four weeks preceding the expected date of birth and a minimum of six weeks including the day on which the child is born following the birth. An employee may not return to work earlier than six weeks after the birth of the employee’s child. The employee may take the full ten weeks with the birth of the child. The employee may work up to the expected date of delivery if her physician approves of her working. The employee must provide a written approval from her physician to continue working after eight (8) months of pregnancy.

• **Maternity Leave With and Without Pay:** A female employee approved for a maternity leave is eligible for an unpaid, partially paid or paid leave on the following basis:
  
  o continuous service of less than one (1) year will be a leave without pay;
  o continuous service for a period greater than one (1) year but less than three (3) years will be a leave at one-half pay;
  o Continuous service for a period greater than three (3) years will be at full pay.

• **Extension of Maternity Leave:** The ten (10) week maternity leave may be extended for a period of up to ninety (90) calendar days. The extended time will be accrued vacation time and/or a leave without pay. Any such time will require a leave application and approval.

• **Return to Work:** An employee who is granted a maternity leave is expected to return by the end of her approved leaves. Failure to return to work on time will subject the employee to the same disciplinary actions that apply with regard to other types of leaves.

• **Feeding Time:** When an employee returns from her maternity leave, she is entitled to a period or periods of rest totaling not more than one (1) hour daily for the purpose of feeding her newborn child.

**Paternity Leave/Birth of a Child**

A full-time male employee will be entitled to one (1) day of leave with pay on the occasion of the birth of his child. This will be granted only once per contract year. The employee is required to
submit a certified copy of the birth certificate to the Human Resources Department. This leave day must be taken within the employee’s contract year during which the child’s birth occurs. Requests for this type of leave must be made by utilizing the Leave Application Form.
Personal Leave with Pay Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Personal Leave with Pay and ensure uniform interpretation and application of this policy.

B. Statement:

Personal situations occasionally occur that make it necessary for employees to be absent from work. Consequently, the administration may approve paid personal leave. Personal leave must not exceed a total of 3 days annually. Personal leave are to be approved by the Director. Personal Leave will only be awarded when a problem or circumstance arises that requires the employee’s personal attention and is of such a nature that it could not be handled during non-work hours or a future date. Supporting documents may be required for this leave. Qualifying circumstances for personal leave are a) renewal of government documents, passports, etc. that cannot be scheduled on weekends due to office hours of Governmental Agencies, b) Personal emergency situations resulting from mishaps within the home or other serious accidents, c) Attendance at a child’s high school and college graduation. d) Housing Relocation.
Administrative Staff Professional Development Leave Policy

A. Purpose of the Policy

To Declare PMU guidelines with regards to Administrative Staff Professional Development Leave and ensure uniform interpretation and application of this policy.

B. Statement:

PMU may commit financial resources to allow administrative staff to participate in professional development opportunities. The guidelines listed here will assist the Directors in managing the professional development of their administrative staff.

- All professional development whether in Kingdom or out of Kingdom must be pre-approved by the Rector.

- The Director shall insure that the professional development of their administrative staff does not interfere with adequate operations of the department.

- The Director shall insure that the professional development agenda is related to the Departments’ requirements for advancement and progress.
E - TRAINING, ANNUAL EVALUATION AND DEVELOPMENT POLICIES

PMU recognizes the importance of training and development for all of its employees. Training consists of a range of programs and initiatives designed to optimize job performance for each employee for their current set of job responsibilities. Development is directed at the future potential of any particular employee. Development may lead to an employee being promoted to a higher level of responsibility within PMU or perhaps to a position in another organization. Training and development are responsibilities for both the Employer and the Employee. It is expected that each Employee will make the effort to extend their skills and capabilities through opportunities that are provided by PMU as well as by seeking out other self development opportunities on their own. In particular, the University will actively seek to encourage and create opportunities for qualified and skilled Saudi staff to take up key positions within PMU.

It is PMU policy to seek well qualified and experienced Saudi employees for PMU positions. Training and development will be provided to Saudi Nationals to assist them in their current jobs and also to develop their career potential.

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Training & Development Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Employees Training and Development and ensure uniform interpretation and application of this policy.

B. Statement:

Staff Profile

The training programs will take into account the nature of the work groups and their particular job responsibilities. At PMU, some of the key factors in the design of the training programs are: gender, language skills, nationality (Saudi or expatriate) and educational level.

Training Needs

There will be an ongoing need to identify the training needs of employees. Training programs will be developed to respond to these identified needs. Ongoing training needs will be identified through the conducting of management and employee surveys from time to time. The Human Resources Department will also target training to specific job competencies. Specific programs will be conducted to improve the English language skills of employees in speaking, writing and especially in the use of business English. The PMU organizational design requires that the business language is English. This training need will be ongoing and continuous.

Training Resources

Resources for training include instructors, facilities and training materials. PMU will set aside an annual training budget to support training programs. Support by the employee’s department is essential since it will require the accommodation of employee’s absence from the department to attend training programs conducted during the normal hours of work. The instructors would be a
combination of both internal to PMU and external to PMU. The appropriateness of an external resource is directly related to the type of training. PMU will carefully assess the use of external trainers since there is a need to be aware of the university organizational culture to conduct certain types of training. Some types of training used by private sector trainers will not be appropriate for a University environment.

**Attitude and Responsibility (Self, Manager and Organization)**

Training and development of employees has different facets. The employee himself or herself has an inherent responsibility for their own professional development. Some employees do not see themselves as having this responsibility while others make an effort to continue to learn and develop. PMU will encourage self development as well as initiating PMU programs. PMU has a responsibility to provide training and professional development opportunities both at the department level as well as the organizational level. One of the most basic forms of department level training is “on the job” training. The PMU departments have a responsibility to provide on the job training for all their employees. This type of training is especially needed when a new employee joins the department. However, on the job training is an ongoing requirement especially with the rapidly changing technology in any work area. A fundamental precondition to implement “on the job” training is the need to have current well written job descriptions for each employee in the department.
Annual Performance Review Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to PMU Employees Annual Performance Review and ensure uniform interpretation and application of this policy.

B. Statement:

A key element in employee development is an annual performance review. The purpose of this annual review is:

- To provide an employee feedback on their job performance during the past year
- To provide guidance to an employee on the areas in which they need to improve performance;
- To identify training and development needs;
- To set goals and objectives for the forthcoming year;
- To provide a documented record of an annual performance review for use in administrative decisions, such as, contract renewal.

The performance evaluation process seeks to encourage and motivate employees to do their best while striving for fair treatment for all employees. The annual review process is to be supplemented by an ongoing and continuous informal process of feedback by the supervisor to the employee during the course of the year.

Evaluation of Faculty

The primary purpose for evaluating faculty performance is to improve the quality of student learning. A secondary, but also essential, purpose is to provide a sound basis for making decisions about promotion, salary increases, and renewal of appointment. The faculty evaluation process described herein shall occur on an annual basis starting in the second year of employment. The process includes self-evaluation, student evaluations, and evaluation by the Chair or Associate Chair.
A comprehensive faculty evaluation report will be prepared by the Chair or Associate Chair and provided to the faculty member annually, and a copy will be kept on file by the Chair. This evaluation report shall consist of (1) a summary of findings from the review of the professional portfolio (portfolio and portfolio review process described below), (2) a summary of student evaluation results, and (3) the chair’s or associate chair’s evaluation.

Criteria for Evaluation

The PMU is committed to educating the whole person, recognizing that success in the world depends not only on knowledge of a specific academic discipline, but also on a broader set of skills and abilities. Accordingly, part of the distinctive character of the PMU is its commitment to six basic learning outcomes or competencies that all students must meet in order to graduate. While all of the courses and programs of study at PMU are designed to instill and foster these competencies, it is acknowledged that students are most likely to achieve them as the result of seeing them exemplified in, and practiced by their teachers and mentors. For this reason, the focus of PMU’s faculty evaluation plan, and the basis for measuring faculty achievement, shall be the extent to which the faculty member has demonstrated mastery of the six basic competencies within the three areas of faculty achievement – teaching, scholarly and creative activity, and service. It should be noted that faculty in the Preparatory Program will focus on Teaching and on Service components.

Six Distinctive Competencies

The six designated PMU competencies address what PMU graduates will need to know, and what they must be able to do, in order to be successful in their chosen fields and to contribute to the development of their community and the Kingdom. These competencies, therefore, should be exemplified in the behaviour of all faculty members. The six PMU learning outcomes are:

- Communication: the ability to declare effectively in both English and Arabic in professional and social situations.
- Technological Competence: the ability to use modern technologies to acquire information, declares, solve problems, and produce intended results.
- Critical Thinking and Problem Solving: the ability to reason logically and creatively to make informed and responsible decisions and achieve intended goals.
- Professional Competence: the ability to perform professional responsibilities effectively in both local and international contexts.
- Teamwork: the ability to work effectively with others to accomplish tasks and achieve group goals.
- Leadership: the ability to be informed, effective, and responsible leaders in family, community, and the Kingdom.
Three Areas of Faculty Achievement

The primary areas of responsibility to which the PMU faculty member will devote his or her efforts are:

- **Teaching**: Including, but not limited to, instruction in the classroom, laboratory or other university settings; performing tasks auxiliary to teaching; advising students (for those faculty members who participate in the university's Academic Advising Services) and maintaining office hours in accordance with university guidelines.
- **Scholarly and Creative Activity**: Including, but not limited to, exploring, discovering, and creating new knowledge and possibilities for its application.
- **Service**: Including, but not limited to, serving on department, college, university, and *ad hoc* committees; performing administrative tasks when required or requested; using professional expertise to contribute to the welfare of the local and wider communities; and providing leadership and support within one’s academic and professional discipline.

It should be noted that faculty in the Preparatory Program should concentrate on teaching and on service and will be evaluated in these areas. Those in the regular college programs must look at all three areas. Though certain of the six distinctive competencies may be more easily or logically demonstrated within certain of the three areas of achievement, the ideal toward which all faculty members should strive, and which should serve as the hallmark for all components of the faculty evaluation system, shall be demonstrating each of the competencies within each of the areas of achievement, as suggested by the following matrix:

<table>
<thead>
<tr>
<th>Distinctive Competencies</th>
<th>Areas of Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Teaching</td>
</tr>
<tr>
<td>Communication</td>
<td></td>
</tr>
<tr>
<td>Technological Competence</td>
<td></td>
</tr>
<tr>
<td>Critical Thinking and Problem Solving</td>
<td></td>
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<tr>
<td>Professional Competence</td>
<td></td>
</tr>
<tr>
<td>Teamwork</td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td></td>
</tr>
</tbody>
</table>
Self-Evaluation

Faculty self-evaluation consists of two components – the annual self-evaluation report and the professional portfolio.

- **Annual Self-Evaluation Report**

  Starting in the second year of employment and each year thereafter, by no later than the midpoint of the first semester, the faculty member will submit a self-evaluation report to the Chair or Associate Chair. In this report the faculty member from the Preparatory Year will describe his or her activities and accomplishments in the areas of teaching and service during the preceding year. All other faculty members will describe activities and accomplishments in the areas of teaching, scholarly and creative activity, and service during the preceding year. All activities or accomplishments included in the report must be documented upon request by the Chair or Associate Chair. Forms may be obtained from the office of the department chair or the associate department chair. A copy of this is available in Appendix A of this policy.

- **Professional Portfolio**

  Starting in the second year of employment and each year thereafter, by no later than the midpoint of the first semester, the faculty member will make his or her professional portfolio available to the Chair or Associate Chair and to fellow faculty members as explained in the section below entitled Portfolio Review. Each faculty member should begin creating a portfolio during the first semester of employment, and it should be continually updated and maintained. The formal contents of the portfolio should include items that document the faculty member’s professional development and achievement. The informal contents of the portfolio include anything else that the faculty member believes to be relevant and appropriate regarding his or her professional development. The contents of a typical professional portfolio are described in Appendix B of this policy.

- **Portfolio Review**

  Starting in the second year of employment and each year thereafter, by no later than the midpoint of the first semester, the faculty member will make his or her professional portfolio available to the Chair or Associate Chair and to those fellow faculty members within their department or program whose contracts have previously been renewed at least once. Criteria for portfolio review and standardized formats for recording the results of these reviews should be developed by the faculty within each department or program in conjunction with staff from the Professional Development Center. Reports of portfolio reviews by fellow faculty members will be forwarded to the Chair or Associate Chair.
• **Student Course Evaluations**

Student evaluations are end-of-semester assessments of course content and instructional performance made by the students enrolled in the course. Student course evaluations will be conducted for all classes at the end of each semester. A generic course evaluation form has been developed by university faculty. When warranted, individual departments or programs will develop program-specific items to be added to the generic instrument.

Course evaluation forms are to be filled out anonymously by students during a regular class meeting near the end of the semester. The faculty member will not be present in the classroom while students are filling out the course evaluation form. A student or another faculty member will return completed course evaluation forms to the office of the Chair or Associate Chair where they will be maintained.

The results of the course evaluations for a faculty member’s classes are released to the faculty member after semester grades have been posted.

• **Classroom Visitations**

Unscheduled classroom visits will be conducted from time to time by the department chair or associate chair or one of their designees. The form that will be used is found in Appendix D of this document. The primary purpose of these unscheduled visits will be to document classroom performance and to provide feedback to instructors to aid with professional growth. Reports of each visit will be held in the office of the department chair or the associate department chair. While these classroom visits will apply primarily to the preparatory year faculty, at the discretion of the department chair or the associate, unscheduled visits may be made on all other faculty.

• **Evaluation by Chair or Associate Chair**

Starting in the second year of employment and each year thereafter, by no later than the end of the first semester, using information from faculty members' self-evaluation reports, student evaluations, and personal observations, the Chair or Associate Chair will respond to each faculty member’s performance in the areas of teaching and service for the preparatory year teachers for the previous year. For other faculty they will look at teaching, scholarly and creative activity and service during the preceding year. The primary aim should be to foster improvement, and activities should be suggested for improving performance in specific areas where the need is indicated.
At the appropriate time the Chair or Associate Chair will provide feedback to the faculty member and schedule a meeting to discuss it. A faculty member who is dissatisfied with the ratings assigned by the Chair or Associate Chair must meet with the Chair or Associate Chair. Other faculty members may waive the right to this meeting if the Chair or Associate Chair also agrees.

If a faculty member remains dissatisfied with the ratings assigned by the Chair or Associate Chair after this meeting, he or she may request a review of his or her performance by a committee of at least three faculty members in the department whose contracts have been renewed at least once. If a department has an insufficient number of such faculty members, then faculty members from other departments may serve. The faculty of each department should elect the review committee before the evaluation process begins. This committee reviews the faculty member’s performance and evaluation and makes its recommendation to the Dean separate from the Chair’s or Associate Chair’s recommendation. A faculty member dissatisfied with the Dean’s resolution of the issue may undertake formal grievance procedures.

Responsibilities

Each Vice Rector, Dean or Director is responsible for the annual performance review of the employees in their area of responsibility. The Human Resources Department is responsible for forwarding a performance evaluation form to the appropriate administrator prior to a staff employee’s annual performance review date. The annual review of all faculty employees is initiated by the Dean concerned.

Discussions with Employee

Following completion of the evaluation form, the Vice Rector, Dean or Director will discuss the evaluation with the employee. In the event the employee disagrees with any part or wishes to comment, the evaluated employee will note his comments on the evaluation form. Assistance will be available from the Human Resources Department to discuss the areas of agreement and disagreement to see if the differences might be resolved. If not, the matter will be referred to a senior level administrator to resolve.

Records

Signed copies of the evaluations will be forwarded to the Human Resources Department for inclusion in the employee's personnel file. The employee will receive a copy of the evaluation from his/her Department Director before submission to the Human Resources Department.
Confidentiality

Evaluations are to be treated with the utmost confidentiality by all parties concerned
Faculty Development Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to PMU Faculty Development and ensure uniform interpretation and application of this policy.

B. Statement:

The university’s professional development program for faculty is designed to enhance the teaching effectiveness and scholarly growth of faculty.

Professional Development Center

PMU planned methodologies of teaching and processes of assessing student achievement are new to the region. The emphasis will be on what students learn, rather than what teachers teach. A set of six competencies and learning outcomes will address what PMU graduates will need to know, and what they must be able to do, in order to be successful in their chosen fields, and to contribute to the development of their community and the Kingdom.

It is expected that all faculty will require introduction and ongoing support in implementing the university’s unique learning culture. Faculty will be expected and when necessary required, making full use of the resources available to them through the PMU Professional Development Center. Among the programs in which faculty should participate are:

- Workshops and seminars
- Online modules
- Consultations (individual)
- Consultations (department or other groups)
- Colloquia
- Review and guided revision of teaching materials
Certificate programs to attest to faculty and staff mastery of specific competencies (especially in assessment)

These resources will be essential for faculty of the Preparation Year Program and the Assessment Capstone Series but they also will be important in assisting all faculties in achieving the student centered, outcomes based pedagogy that will be characteristic of PMU.

Professional Conferences

The university will provide funding for faculty members to attend conferences each year. There will be a limit on the number of faculty members that can attend each year. Applications are to be submitted on the form for this purpose well in advance of the dates of the conference.

Professional Portfolio

Each faculty member should begin creating a professional portfolio during the first semester of employment and should thereafter continually update and maintain it.
Professional Development Leave Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Professional Development Leave and ensure uniform interpretation and application of this policy.

B. Statement:

Leave Application

An employee wishing to attend a seminar, workshop or conference for the purposes of their professional development is to submit a Professional Development Leave form to their immediate supervisor.

Documentation

The employee is to attach all supporting documents to the application form including a description of the nature of the activity, location, dates, copy of program, travel itinerary, and any other relevant information.

Department Assessment

The Dean or Director is to assess whether the department can accommodate the absence of the employee for the period of the professional development leave.

Upon the signature of the Rector, a letter shall be sent by Human Resources, to the applicant indicating the decision, with copies to the relevant Department Director/Chairman. Where applications have been approved, Human Resources will forward the original application form with any other relevant information required for processing by Budgets and Accounting.
Upon returning from the leave, the employee must submit verification of attendance to their Department as well as a report on the activities. Failure to submit such verification and report will result in repayment by the employee to PMU and the period of absence treated as a leave without pay.
Faculty Conference Attendance Policy

A. Purpose of the Policy

As per PMU policies and procedures, faculties (assistant, associate and full professors) are entitled to attend two International conferences and one regional (Middle East) conference per academic year*. Hence, the following is the policy describing the criteria procedures and entitlements.

Criteria:

1. Faculty is eligible to apply for conference attendance after spending one calendar year at PMU.
2. Work or part of the work to be presented must be done at PMU.
3. Author affiliation to PMU must be clearly stated on the paper.
4. Paper resulting from Research Projects funded by PMU must indicate on the footnote (first page) the support of PMU.

Procedures:

After the paper is accepted to be presented in the conference, faculty must follow the following procedure:

1. Submit the pre-final draft (in PDF format) of your paper to the Web Centre to be uploaded on the PMU website. In addition, a softcopy to the Power Point presentation is highly desirable.
2. Fill in the attached “Faculty Conference Attendance Request” form (also found on the Intranet).
3. Submit the form to the Chair/Associate Chair who will ass his/her recommendations and forward it to the Dean.
4. The Dean will add his recommendation and forward it to the PMU “Conference Committee”.

* In case of Special Circumstances, an appeal is admissible.
5. The PMU “Conference Committee” will review the conference attendance request and make its recommendation as per Conference Attendance Policy and forward it to the Rector for Final Approval.

6. After uploading the materials mentioned in point (1) above, the approval of the Rector will be sent to the concerned departments for implementation. (Human Resources and Budget and Accounting Departments).

**Entitlements:**

1. Conference Registration Fees

2. Two-way economy class tickets to and from the conference location.

3. A maximum 5-day per Diem as per PMU policy. (PMU will not be involved or responsible for accommodations).
Summer Compensation Policy

A. Purpose of the Policy

Summer compensation is paid on the Monthly pay cycle and is included with the faculty member's regular salary

B. Statement:

1. The duties and responsibilities of faculty members during summer is the same as regular semesters, which includes but not limited to holding office hours, participating in committees, completing tasks assigned by the Director of Summer School, his/her designate and PMU administration. The responsibilities will also include research and community service.

2. The faculty will also be teaching and should adhere to PMU’s strict policy on quality teaching with all associated responsibilities.

3. During summer, Faculty members report directly to the Director of the Summer School or his/her designate.

4. Evening Prorated hours do not apply in summer.

5. Teaching a minimum of 6 credit hours during summer entitles the faculty member to a minimum of two month basic salary for the duration of the summer semester irrelevant of the duration (8, 6, etc.). So a faculty member will get the higher number either according to the per credit hour compensation in the table above or the two month basic salary irrelevant of the duration of summer semester. Faculty teaching lower than 6 credit hours can benefit from this same rule but on a prorated value of their basic salary i.e. if 6 credits is equivalent to 100% of the basic salary, then 5 credit hours is 83.3% of the basic salary. But again the faculty member is entitled to the higher of the two numbers either from per credit hour compensation in the table or through the minimum of basic salary equation.
6. This policy is effective starting September 2010 and valid for one year.

### Summer Compensation Policy

<table>
<thead>
<tr>
<th>Category</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>PREP Level Courses</td>
<td></td>
</tr>
<tr>
<td>Faculty Teaching PREP English</td>
<td>SR 30,000 for 8 weeks, 8 hours/day</td>
</tr>
<tr>
<td>Faculty (Teaching PRPL and PRPM courses)</td>
<td>SR 3,000/ hour as per table A</td>
</tr>
<tr>
<td>University level Courses</td>
<td></td>
</tr>
<tr>
<td>PREP faculty (teaching University Courses)</td>
<td>SR 3,500/Credit hour</td>
</tr>
<tr>
<td>Instructor</td>
<td>SR 3,500/ credit hour</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>SR 4,500/ credit hour</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>SR 4,700/ credit hour</td>
</tr>
<tr>
<td>Full Professor</td>
<td>SR 5,000/Credit hour</td>
</tr>
</tbody>
</table>

### Table A: Compensated Hours for Study Skill and PREP Math During Summer

<table>
<thead>
<tr>
<th>Course</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Study Skills 1</td>
<td>2</td>
</tr>
<tr>
<td>Study Skills 2</td>
<td>2</td>
</tr>
<tr>
<td>Introductory Algebra</td>
<td>4</td>
</tr>
<tr>
<td>Intermediate Algebra</td>
<td>4</td>
</tr>
<tr>
<td>Pre-calculus</td>
<td>5</td>
</tr>
</tbody>
</table>
Summer Registration Policy

A. Purpose of the Policy

Statement of details of summer semester registration and tuition fees.

B. Statement:

C. The tuition fee for Summer will be as follows:

i. Preparatory English Courses Levels (PRPC/PRPW): SR 14,000

ii. Prep students registered for only component (COMM or Written) will pay SR 7,000 as tuition for that component + SR 1875/billing hour for any additional course.

iii. For all other undergraduate courses SR 1875 per billing/credit hour.

iv. Fees will also apply during the summers, which include SR 3000 for Educational and Book Fees.

D. After Add/Drop Period is over, the student will be accountable for the full amount of summer tuition and fees. Withdrawing from a course or complete withdrawal after the add/drop period will not entitle the student to any refund from the summer tuition.

E. Late registration fees apply during the summer semester just like any other semester for those students who register late.

F. In the case where one or more courses are cancelled by PMU management, the students registered in these courses are entitled to withdraw from the summer courses with full refund including the first instalment.
G. In case of Extreme Health Circumstances and with proper reports and

H. Documentation, the Dean of Student Affairs can allow a student to withdraw from summer prior to or during the add/drop period with full refund upon the approval of the PMU Rector.

I. This Policy is effective starting summer 2011 and for one year.
Faculty Rollover Contracts Policy

A. Purpose of the Policy

In order to retain excellent faculty members, PMU has devised the rollover contract system for those faculty members who have finished their first 2-year contract and were recommended for renewal by the department chair and college Dean. If PMU Administration approves the recommendation for renewal, then the faculty member becomes eligible for the rollover contract. The rollover contract is the same as the original contract with the same articles and same rules and regulations except for the following provisions:

1- A rollover contract is automatically renewed every year. This contract is considered open ended.

2- Starting the third year of service (first year of rollover contract), a faculty member will be entitled to an annual inflation allowance of 3% of the basic salary. This inflation allowance will be automatically added to the faculty members pay. Annual inflation allowance is implemented starting September of every year.

3- Starting the fourth year of service (second year of the rollover contract) & every two years after that, a faculty member on rollover contract will be entitled to a merit increment based on the Chair and Dean’s Evaluation with recommendations from the VRAA office & final decision and approval of PMU administration as per PMU policy on faculty evaluations.

4- Academic Administrator will benefit from the rollover contract with the same articles as above.

5- This policy applies only on Full Time PMU Faculty and does not apply on Temporary and Adjunct Faculty members.

6- For Faculty members whose contract indicates a half month salary for every year of service, after serving for five years and starting the 6th year of service, the end of service benefit will change to one month salary for every year of service which will apply to all years of service.

7- Every Seven years of service to PMU, the faculty member will get a onetime bonus equivalent to his/her month salary.
Faculty Dependents and Spouse PMU Educational Policy

A. Purpose of the Policy

To provide policy and procedures for the Faculty dependants & spouse Tuition in PMU.

B. Statement:

1. A faculty member can enrol his/her son/daughter and/or spouse at PMU if they meet the admission criteria and will receive a 50% discount on their tuition. This discount will apply as long as he/she is a full time employee at PMU.

2. If a Faculty member has more than two dependents (mentioned in 1), enrolled at PMU, the third will receive 75% discount on their tuition and fees. This discount will apply as long as he/she is a full time employee at PMU.

3. If a faculty member serves PMU for 10 years or more, his spouse and/or children will receive free education at PMU if they meet the admission criteria. This discount applies as long as he/she is a full time employee at PMU. This discount will apply even if he/she is no longer a full time employee at PMU.

4. If a faculty member serves PMU for 10 years or more and is no longer with PMU he is entitled to Free Education for up to 2 dependents (Mentioned in 1) at PMU Free tuition.

5. This Policy is effective starting September 2011.
Faculty and Staff Children and Spouse PMU Educational Policy

A. Purpose of the Policy

To provide policy and procedures for the Faculty and Staff Tuition in PMU.

B. Statement:

C. A faculty member or staff member can enrol his/her children and/or spouse at PMU if they meet the admission criteria and will receive a 50% discount on their tuition and fees. This discount will apply as long as he/she is a full time employee at PMU.

D. If a Faculty member has more than two people according to item number 1, enrolled at PMU, the third will receive 75% discount on their tuition and fees. This discount will apply as long as he/she is a full time employee at PMU.

E. If a faculty member or Staff serves PMU for 10 years or more, his spouse and/or children will receive free education at PMU if they meet the admission criteria. This discount will apply even if he/she is no longer a full time employee at PMU.

F. This Policy is effective starting September 2011 and effective for one year.
Staff Self Development by Attending University Education Policy

Policy and Procedures

1. Policy:
The University encourages staff to develop their knowledge and skills. Methods that can be used are:
   - Part time University Education
   - Participating in continuing education programs, e.g. short training courses.
This self-development must not prevent the staff from performing the duties of his position.
To be eligible for the support of the University the staff must fulfil the criteria described in the procedures and he must complete one year of service at PMU.

2. Procedures:
   2.1 Approval of Registration:
   - Staff must produce evidence that he is registered as a part time student in a university accredited by the Ministry of Higher Education.
   - Staff must have approval from the Director of Human Resources that his registered at is accredited.
   - A copy of evidence of approval of HR must be kept in the staff file.
2.2 Request for Leave for University Examination:

- The request for leave for university examination must be filled in and bears the recommendation of the department Directors. A copy of the examination schedule must be attached.
- Request forms must be submitted to HR Department at least two weeks before the commencement date of the requested leave.
- Staff must show academic transcript showing results of previous semesters, attached to the leave request form.

3. Entitlements:

3.1 - Staff fulfilling all the requirements and sitting for the examination for first time will be entitled for leave days equal to the number of examination days with a maximum of two weeks. The first week will be leave with pay and the second week will be leave without pay.

3.2 - Staff fulfilling all the requirements and sitting for examination for the second time (examination) will be entitled for leave without pay for the duration of the examination and maximum of two weeks.

3.3 - If a staff is sitting for examination that may include examination in some courses that are taken for the second time then he will be entitled for the same entitlement as for the staff sitting for examinations for first time as described article (3.1).
F – TERMINATION OF EMPLOYMENT POLICIES

The employment relationship between PMU and each employee is set out in an Employment Contract with each employee. Each Employment Contract will specify the notice periods required of each Party to the contract. In general, termination of employment results from one of the following: unsuccessful during probationary period, resignation, end of contract term, incapacity to work due to illness or injury, death, dismissal for cause, and termination by PMU with pay.

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<thead>
<tr>
<th>Policies</th>
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<td>Medical Discharge</td>
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<td>Death</td>
<td>120</td>
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<td>Dismissal for Cause</td>
<td>122</td>
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<td>Termination with Pay</td>
<td>124</td>
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<td>Entitlements of Leaving</td>
<td>125</td>
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<td>Letter of No Objection</td>
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</tbody>
</table>
Probationary Period Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Probationary Period and ensure uniform interpretation and application of this policy.

B. Statement:

In general, staff appointments will have a probationary period of ninety (90) calendar days. During this period, both the employee and the employer are making an assessment of job suitability. Should the employee wish to leave then they are to submit their resignation in writing to their immediate superior. The resignation does not require a notice period but the Department may request the employee to continue working until a replacement is found. Should the employer find that the employee is not suitable for the job then the Department will consult with Human Resources. Any termination of employment by PMU will be done in writing by the administrator so authorized.

Resignation during the probationary period as stated on the first statement and after the probationary period but less than one year will be charged of the following expenses;

- Medical Check-up expenses
- Airline Ticket (Damman, KSA to point of origin)
- Visa Expenses
- Iqama Expenses
- Work labour permit
- Other related Government expenses.
Resignation Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Resignation and ensure uniform interpretation and application of this policy.

B. Statement:

Any resignation by any employee must be in accordance with the notice requirements in the individual employee’s Employment Contract. Failure to comply with the notice requirements will attract penalties on the employee. Normally, the use of vacation credits towards the notice period requirements is not acceptable. However, in exceptional circumstances, this may be possible. This decision requires approval by the Rector.
Medical Discharge Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Medical Discharge and ensure uniform interpretation and application of this policy.

B. Statement:

If an employee is not capable to perform his or her job duties, it is PMU policy to terminate an employee’s service based on illness or disability as defined below. Such illness or disability will be confirmed by a medical report approved by the Rector.

Extended Illness

An employee absent from work for of one hundred and twenty (120) days during a contract year will be medically discharged.

Disability

In the event an employee is disabled to the extent that the employee can no longer fulfill the employee’s duties or transfer to another position, the employee’s contract will be terminated and the employee will be medically discharged.

Entitlements

When medically discharged, an employee is entitled to the following:

- PMU provided repatriation ticket back to designated airport.
- To be paid any annual leave or holidays which are accrued and not yet taken at the date of termination.
• To be paid the Saudi Service Award.

In addition to the above entitlement, the employee terminated due to disability which is either job related or non-job related will be compensated under the applicable provisions of the Saudi General Organization of Social Insurance (GOSI) Law, as determined by the GOSI Office.
Death Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Employees’ Death and ensure uniform interpretation and application of this policy.

B. Statement:

In the event of the death of an employee, the employee’s employment contract will be terminated as of the date of death. If the employee is an expatriate, his/her Embassy will be contacted immediately and all further actions will be coordinated with the appropriate Embassy staff.

Transportation of Body

In the event of death of an employee (while outside of the employee’s home Country) during the employee’s contract period, PMU will bear the cost of transporting the employee’s body to the designated airport, or to a closer point where appropriate.

Entitlements

When the termination is due to death of an employee, PMU will pay the entitlements due to the official and legal representative of the deceased employee as explained below:

Death of a Saudi National Employee

In such an instance, the entitlements are paid to the individual appropriately certified in writing by the Shariah Court as the legal representative of the deceased employee.
Death of an Expatriate Employee

In such an instance, the entitlements are paid to the individual appropriately certified in writing by the court in the employee’s home Country as the legal representative of the deceased employee. Such certification also needs to be attested to by the deceased employee’s Embassy. Under such conditions, the deceased’s legal representative is entitled to the following:

- PMU provided transportation of the body back to designated airport. Refer to Paragraph 6.1 above.
- To be paid any annual leave which have accrued at the date of termination and not yet taken.
- To be paid the end of service award
Dismissal for Cause Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Employee’s Dismissal for Cause and ensure uniform interpretation and application of this policy.

B. Statement:

Termination by the university of the employment of an employee before the expiration of his or her contract will be only for cause. PMU will determine what would warrant cause of dismissal in any given case. Some possible examples are as follows:

- Failure to work efficiently or effectively;
- Insubordination;
- Serious professional or personal misconduct, examples of which include: committing a misdemeanor involving moral turpitude or a felony; willful destruction of university property or violent disruption of the orderly operation of the campus; acceptance or solicitation of gifts that might tend to influence the discharge of one’s professional responsibilities; stealing and publishing as one's own the intellectual property of another; misuse or misappropriation of university property, resources, or funds, including funds held by a faculty member as part of official duties; sexual or racial harassment.
- Professional incompetence and/or neglect of professional duties
- Mental or physical disablement of a continuing nature adversely affecting to a material and substantial degree the performance of duties or the meeting of responsibilities to the institution, or to students and associates.
- Illegal use of narcotics, drugs or controlled substances.
- Intentionally or knowingly violating any university order, rule or regulation.
- Major breaches of government laws and regulations of the Kingdom of Saudi Arabia.
Termination with Pay Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Termination with Pay and ensure uniform interpretation and application of this policy.

B. Statement:

PMU may choose to terminate the employment of any employee by paying two (2) months’ salary in lieu of notice.
Entitlements on Leaving Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Employee’s Entitlement on Leaving and ensure uniform interpretation and application of this policy.

B. Statement:

When an employee leaves PMU, the final financial payout will be accordance with the employee’s Employment Contract and the type of termination of employment. This process will be administered by the Human Resources Department with final approval by the Rector.
Letter of No Objection Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Letter of No Objection and ensure uniform interpretation and application of this policy.

B. Statement:

A letter of No Objection from PMU is required of a former PMU employee by the Saudi Arabian Government if the employee departs the Kingdom on an Exit Only Visa and then desires to return to work in the Kingdom at a later date. Requests for such letters are to be made to the Office of the Rector.
G – EMPLOYEE CONDUCT POLICIES

PMU expects that all employees will conduct themselves in a professional manner at all times in their dealing with all other people including administrators, faculty, staff, students and parents. Professional conduct includes the need to respect and adhere to the requirements of the laws, customs and traditions of the Kingdom of Saudi Arabia, as well as, the policies and procedures, rules and regulations of PMU.

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Code of Conduct Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Code of Conduct and ensure uniform interpretation and application of this policy.

B. Statement:

Employees (and sponsored dependants where applicable) shall conduct themselves in a proper and responsible manner. This conduct will include but not be limited to the following:

- Comply with the laws, customs and traditions of the Kingdom of Saudi Arabia;
- Respect the religious beliefs and practices of the citizens of the Kingdom and members of the PMU community; avoid actions, comments or mannerisms which could be considered as insulting or objectionable;
- Conduct themselves in a manner which will bring credit to PMU and their country of origin;
- Dress in appropriate business attire while working at PMU and use good judgment in selecting wearing apparent in the community at large;
- Adhere to the established rules, regulations and administrative policies and procedures established by the University;
- Receive students with courtesy and offer assistance whenever it is required. It should be noted that meeting students is to be within normal PMU working hours and on the PMU premises;
- Ensure that all working hours are devoted to assigned responsibilities and duties;
- Perform assigned duties in a careful and honest manner, giving the best effort to PMU;
- Refrain from working for, representing, acting on behalf of any outside or competing concern unless authorized in writing by PMU;
- Refrain from disclosure or dissemination of any confidential, proprietary or private information concerning PMU and its business including information regarding employees, students and PMU operations without prior authorization from the Rector of PMU;
• Use PMU resources for PMU business purposes only. Resources may not be used for personal gain and may not be used for personal use except in a manner that is incidental and reasonable in light of the employee’s duties.
Reporting Suspected Violations and Disciplinary Action Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Reporting Suspected Violation and Disciplinary Action and ensure uniform interpretation and application of this policy.

B. Statement:

Employees should report any suspected violations to their immediate supervisor or to a higher level of management as appropriate. Reporting such issues is seen as a benefit to PMU and all of its employees since these types of issues reflect poorly on the image and reputation of PMU and its employees. Any such report will be treated confidentially and will be investigated carefully and thoroughly by a designated PMU representative.

Where it is found that an employee has violated the PMU code of conduct or their behavior has been found to be unprofessional, dishonest, inappropriate or unethical, PMU will take appropriate disciplinary action up to and including termination of employment.
## H – HEALTH AND SAFETY POLICIES

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Responsibilities Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to PMU and Employee Responsibilities for Health and safety issues and ensure uniform interpretation and application of this policy.

B. Statement:

This administrative responsibility will fall under the Vice Rector, Administrative Affairs & Business Development. The PMU Health & Safety Committee will assist the Vice Rector in the ongoing requirement of this policy.

PMU Responsibilities: PMU responsibilities will include:

- developing programs and initiatives to ensure that PMU is a safe and healthy place in which to work;
- ensuring that any housing maintained by PMU is a safe and healthy accommodation;
- ensuring that equipment is operated appropriately and safely;
- ensuring that there are safe systems of work regarding the handling of equipment, substances and materials;
- ensuring that there is supervision of operations by qualified staff;
- ensuring that there is adequate training to carry out the job;
- ensuring that protective clothing and equipment are provided where appropriate;
- Ensuring the availability of medical advice and treatment.

Employee Responsibilities: Employee responsibilities will include:

- following all policies, procedures and instructions issued that seek to provide a safe and healthy environment;
- using protective clothing and safety equipment provided;
- reporting to their supervisor any faults in equipment or safety procedures that they notice;
- reporting any incident(s) that may have led or might lead to injury or damage;
- protecting the PMU assets and interests;
- Following and abiding by the rules and regulations of PMU and the Kingdom of Saudi Arabia.

**Management Responsibilities:** It is the responsibility of all levels of management to ensure that the responsibilities listed above are followed.
Health Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Health Policy and ensure uniform interpretation and application of this policy.

B. Statement:

Medical Plan

PMU will provide eligible employees and eligible dependents with a group medical plan. Information sessions will be held on an annual basis to provide an explanation of the plan coverage. The medical plan is reviewed and renewed on an annual basis. Any questions concerning the administration and coverage of the plan can be directed to the Human Resources Department.

General Organization for Social Insurance (GOSI)

PMU pays a premium each month to GOSI for all eligible employees for coverage under the “Occupational Hazards Branch” for employment injuries. Any employee who suffers a work related injury or is injured traveling to and from work should contact the Human Resources Department immediately after incurring such injury.
Safety Issues Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Safety Issues Policy and ensure uniform interpretation and application of this policy.

B. Statement:

Identification Card

All employees must wear their photo identification card at all times when at work.

No Smoking Policy

PMU has established a no smoking policy for the benefit of all its employees. All staffs are required to adhere to this policy at all times. Staff found smoking - other than at designated locations for smoking - will be subject to appropriate disciplinary action.
I – INFORMAL AND FORMAL GRIEVANCE POLICIES

It is recognized that any employee who feels aggrieved concerning the application of any PMU policy and procedure to them or has concerns in terms of their treatment by any other PMU employee (including administrators) shall have the right to bring forward their concerns for discussion. The employee may choose to use an informal process and/or a formal process.

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Informal Grievance Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Informal Grievance Policy and ensure uniform interpretation and application of this policy.

B. Statement:

Employees are encouraged to contact their immediate supervisor for any problem, issue or concern of a departmental nature. Ideally, problems will be resolved at this level on an informal basis. If the problem, issue or concern is of an institutional nature then the employee may contact the Human Resources Department for advice and assistance. If the employee is not satisfied with the responses either at the Department level or the Human Resources Department then they have the option of submitting a formal grievance.
Grievance Levels of Communication Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to Grievance Levels of Communications Policy and ensure uniform interpretation and application of this policy.

B. Statement:

APPROPRIATE ADMINISTRATOR

Within one (1) week of receiving the grievance from the Director, Human Resources, the appropriate administrator shall meet with the employee (the griever) to hear the grievance and seek any further clarification of the matter. The griever may request that they be accompanied to the meeting by another PMU employee. A representative of the Human Resources Department will also be present at the meeting. The appropriate administrator may wish to meet with other individuals who could provide further information concerning the matter. Once the appropriate administrator has completed his or her investigation, a written reply to the grievance will be made to the employee with a copy to the Human Resources Department. If the employee believes that their grievance has not been resolved then they may proceed to the next level. The employee would submit a written statement to the Director, Human Resources, in response to the appropriate administrator. The Director, Human Resources would then refer the documentation to the next appropriate administrator.

NEXT APPROPRIATE ADMINISTRATOR

Within one (1) week of receiving the grievance from the Director, Human Resources, the next appropriate administrator would meet with the employee. The process and procedures would be similar to point 4 above. Once the administrator has completed his or her investigation, he or she will respond to the employee in writing with his or her decision. This stage of the formal grievance procedure will be the last stage. Should the employee still believe that the decision by this administrator does not resolve the matter they may appeal this decision to the Rector.
APPEAL TO RECTOR

The Rector will decide whether he requires a meeting with the employee or not. The Rector will make a final decision on the matter within two (2) weeks of receiving the appeal. The Rector’s decision is final and binding.
J – DISCIPLINE AND DISMISSAL POLICIES

PMU recognizes the investment that it has made in hiring its faculty and staff and will therefore make an effort to correct any behavioural or job performance deficiencies so that the employee may continue with their career at PMU. A progressive discipline model will be used at PMU except in cases where it is judged by PMU that immediate dismissal is warranted.

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The Progressive Disciplinary Model Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to The Progressive Disciplinary Model Policy and ensure uniform interpretation and application of this policy.

B. Statement:

DEFINITION

A “progressive discipline” model as set out in this policy is a process where the objective is to correct the problem at an early stage through informal means. Should it not be resolved at this informal stage then PMU will move to a formal stage, which would consist of a formal written warning, suspension and dismissal. The progression is to a higher level of sanction by PMU giving the employee every opportunity to correct the problem. It should be noted that not all four stages need be followed in each case. The process will depend on the nature of the problem and the response by the employee.

INFORMAL STAGE

Whenever there is a behavioural conduct problem and/or a job performance problem, it is incumbent upon the employee’s immediate supervisor to meet with the employee and discuss the problem(s). The supervisor must define the issues and also set out the remedy sought to correct the problem or issues. This discussion is between the employee and supervisor only. There is no written record submitted to the Human Resources Department; therefore, the process remains informal. This stage may be repeated more than once for the same problem or similar problems.
FORMAL STAGE

Should the problem(s) continue following an unsuccessful resolution at the informal stage then the supervisor is to meet with employee and provide them a written warning setting out the problem(s) and/or issue(s) and the remedies sought by the supervisor. This meeting will be attended by a representative of the Human Resources Department. The written warning will be placed on the PMU personnel file for that employee in the Human Resources Department.

It should be noted that it is not necessary to go through an informal stage to initiate the formal stage. The supervisor is to consult with the Human Resources Department before initiating this stage directly. The formal stage may be repeated.
Suspension Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to the Suspension Policy and ensure uniform interpretation and application of this policy.

B. Statement:

Should the problem(s) that have been addressed in the informal and formal stages (or directly at the formal stage) not be resolved then the supervisor may recommend to the appropriate Vice Rector or Director (Human Resources Department will advise as to the appropriate administrator) that the employee be suspended without pay for a specific period of time. This stage in the disciplinary process is a serious stage where the employee is being advised that they are one step away from dismissal.
Dismissal Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to the Dismissal Policy and ensure uniform interpretation and application of this policy.

B. Statement:

There are two (2) types of dismissal: one is a dismissal for cause and the second is dismissal without cause. A dismissal for cause will mean that the employee’s Employment Contract is terminated with immediate effect and this action will attract penalty provisions that are set out in employee’s Contract. A dismissal without cause will attract a pay in lieu of notice requirement as per the Contract provisions. In either case, a dismissal will require a recommendation from the Dean/Director to the Vice Rector to the Rector. Only the Rector may approve the dismissal of any employee. The actual dismissal will be by the Dean or Director of the area concerned.

PMU reserves the right to move directly to the dismissal stage in any case that is deemed by PMU to warrant an immediate dismissal.
## K- INTELLECTUAL PROPERTY POLICIES

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Intellectual Property Policy

A. Purpose of the Policy

To declare PMU guidelines with regards to The Intellectual Property Policy and ensure uniform interpretation and application of this policy.

B. Statement:

Intellectual property (IP) may include (but is not limited to) any invention, discovery, trade secret, technology, scientific or technological development, computer software, or other form of expression that is in a tangible form, regardless of whether subject to protection by patent, trademark or copyright laws, or as a trade secret related to “know how” in applying technology.

The university encourages participation by faculty in scholarly and creative and research activities, particularly those activities that enhance the fulfilment of their faculty responsibilities and serve the public welfare. While research conducted by university faculty members is aimed primarily at discovery and dissemination of knowledge rather than gains from commercial application, it is recognized that questions regarding IP rights may arise from such activities.

It is the intent of this and other policies related to IP to balance the interests of the university and the inventor, author, or creator of IP arising from scholarly and creative and research activities conducted by faculty members of the university. The university further seeks to ensure that inventions, discoveries and creative works are used and controlled in an efficient and prudent manner that will result in maximum benefit to the university and the inventor, author, or creator.

In collaboration with the university’s research committee, the university administration will continually review and revise this and other policies related to IP. Among others, the issues addressed by these policies include:
• Ownership and sharing of licensing and royalty fees. As a general principle, employee-
created IP will be owned by the university if the IP is:  created by an employee within the
scope of employment; created on university time with the use of university facilities or
financial support; commissioned by the university pursuant to a signed contract; a result of
research supported by third party sponsorship.
• Responsibility for costs of patenting and licensing of IP normally assumed by the university
but repaid from licensing and technology transfer activities.
• Development of technology transfer strategies to encourage entrepreneurial developments.
• Creation of incubators and technology accelerators for regional economic development.
GENERAL DISCLAIMER POLICY

Purpose

To clearly establish that the policies contained in this manual are not intended to create any agreement or contract between Prince Mohammad University and its employees.

Statement

The policies and procedures in this manual are designed to serve as guidelines for management action.

No policy, provision or procedure in this guidelines’ manual creates a binding employment agreement, implied or expressed contract, or guarantee of continued employment.

Procedure

- Each employee is to be aware that policies and procedures in this manual are designed to be guidelines, and not intended to create any contract or binding agreement. The General Disclaimer Policy is to be publicly announced to all PMU employees.
- New employees must sign a special form acknowledging that PMU policies and procedures are not intended and cannot be construed as a contract of employment.
- Signed employee acknowledgment forms are retained in employees’ individual official personnel files.
Relocation Allowance (Visa Processing)

Purpose of the Policy

- To ensure that All Faculty member reimbursements are properly documented and duly authorized.
- To provide guidelines and restrictions regarding those cases where relocation costs are necessary for an individual to accept employment with the University and to reimburse the new employee for allowable relocation allowance consistent with good business practices and budgetary limitations.

Policy Statement

- The Maximum relocation allowance allowed is Five Thousand Saudi Riyals (SR 5,000.00).
- The Relocation Expenses covered the following items;
  1. Visa Expenses
  2. Medical Allowance
  3. Transportation (Prior approval is needed for the Airline Ticket)
  4. Hotel Accommodations (Prior approval is needed)
  5. Shipping Expenses
  6. Any Other expenses directly related to visa processing.
Exit Visa Single and Multiple

Purpose of the Policy

- According to HR policies & Procedures PMU Employees (Non-Saudi’s) are eligible to get Single Exit in a yearly basis.
- PMU Employees are applying for Single/Multiple Visa in prior time

Policy Statement

- Employees are eligible to get the said Exit Visas after completing six month period at PMU
- Any employee wants to apply for the said Exit Visas before completing the six month period have to submit a written approval from his/her direct Superior.
- Before completing the six month period, charges of issuing the said visa will be deducted from the employee monthly paycheque.
- Only Directors & Faculty member are entitled to get a multiple visa covered by PMU.
- Only PMU Rector has the Authority to waive the Exit Visas charge applied to anyone.
Distribution of Roles in HR Functions related to Faculty

A. Purpose of the Policy

Describing the roles of International Recruitment, HR Services and Deanship of Faculty Affairs in dealing with faculty from recruitment to contract renewal/non-renewal.

B. Statement:

The following is a distribution of roles in International Recruitment, HR Services and Deanship of Faculty Affairs related to faculty.

**International Recruitment**

- Recruitments Needs
- International and local search
- Visa allotment with GR (Nationalities and Rank)
- Visa Requirements (Candidates)
- Visa Categories (Visit, Work)
- Coordination of Selection and Recruitment
- Offers
- Employment Contracts
- Request for Initial Services including: Bookings, airport pickup, housing and office, IT assets, Cash Advance or refunds and medical tests.
- Appointment Decision
- Recruitment Reports
- Welcome of Faculty
- File Transfer to HR

**Staff Affairs and HR Services**

- Visa Issuance
- Communications with MOFA, MOHE
- Communication with Labor Office
- Communication with Embassies
- Airport Representative
- Settlement after arrival (Housing, Offices Assets, Transportation, ID)
- Medical Tests
- Iqama Issuance and renewals
- Iqama Transfer
- Exit/ Re-entry Visas
- Insurance
- Request for Educational Allowance
- Vacations & Leaves (Annual, Study, Emergency, Maternity, LWOP)

**Faculty Affairs**

- Faculty Performance Assessment
- Contractual Issues
- Contract Renewals
- Faculty Promotions
- Faculty Grievances and Appeals

- Bookings for Leaves and Conference
- Return from Leaves
- Complaints regarding services (Financial, Housing, Transport, GR)
- Faculty Files and updates
- Clearance and end of service
- HR Reports

- Faculty Conduct
- Faculty Warnings
- Faculty Conference Requests
- Professional Development