Employee Handbook – Human Resources Policies

Version 3, 2014
# Table of Contents

TABLE OF CONTENTS .................................................................................................................. 1

WELCOME MESSAGE FROM SEHA .................................................................................. 4

CLARIFICATION ....................................................................................................................... 5

Workforce Planning and Recruitment
Workforce Planning and Organizational Structure ................................................................. 7
Emiratization Plan ..................................................................................................................... 7
Sourcing .................................................................................................................................. 7
Selection ................................................................................................................................. 8
Reference Checks ................................................................................................................... 8
New Hires Mobilization ......................................................................................................... 8
Orientation & On-Boarding ..................................................................................................... 8
Employee Referral ................................................................................................................. 9
Part Time Jobs ....................................................................................................................... 9
Temporary Employment ....................................................................................................... 9
Hiring Of Relatives ................................................................................................................. 10
Employment Contracts ....................................................................................................... 11
Administrative Privileges For Allied Health & Nursing ..................................................... 11

Working at SEHA
Organizational Code of Conduct .......................................................................................... 13
Equality and Anti-Harassment ............................................................................................... 14
Conflict of Interest and Gifts Acceptance ............................................................................. 15
Dress Code and Personal Appearance ................................................................................ 16
Working Hours and Ramadan ............................................................................................... 17
Time and Attendance .......................................................................................................... 18
Flexible Time for Administration Employees .................................................................... 19
Probationary Period ............................................................................................................. 19
Secondment and Delegation ............................................................................................... 20
Transfers ............................................................................................................................. 20
Use of SEHA Equipment, Technology, Vehicles and Property ....................................... 21
Employee Rewards and Recognitions .............................................................................. 21
Medical Care ........................................................................................................................................... 21

Learning and Performance
Performance Management ......................................................................................................................... 23
Career Development and Succession Planning .......................................................................................... 23
Training and Education ............................................................................................................................. 24

Leave
Annual Leave ........................................................................................................................................... 26
Sick Leave ................................................................................................................................................. 26
Study/Educational Leave ............................................................................................................................ 26
Maternity Leave ......................................................................................................................................... 27
Paternity Leave .......................................................................................................................................... 27
Haj Leave .................................................................................................................................................. 27
Public Holidays ........................................................................................................................................ 27
Compassionate Leave ............................................................................................................................... 27
Iddah Leave ............................................................................................................................................... 27
Medical Support Leave ............................................................................................................................ 27
Civic Responsibility Leave ....................................................................................................................... 28
Unpaid Leave ............................................................................................................................................ 28

Privacy
Confidential Employee Data ......................................................................................................................... 30
Use of Recording Devices .......................................................................................................................... 30

Health, Safety, and Environment
Public Health and Safety .......................................................................................................................... 32
Smoking and Substance Use ....................................................................................................................... 32

Compensation
Grading Structure and Pay Scale Administration ....................................................................................... 34
Promotions and Salary Increases ............................................................................................................... 34
Supplementary Allowance ........................................................................................................................ 35
Annual Increment .................................................................................................................................. 36
Overtime Pay & Compensatory Time off ................................................................................................. 36
National Allowance and Children Allowance ........................................................................................... 37
On-Call Allowance .................................................................................................................................. 37
Remote Area Allowance ............................................................................................................................ 37
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture Allowance</td>
<td>37</td>
</tr>
<tr>
<td>Salary Advance Pay and Deduction</td>
<td>37</td>
</tr>
<tr>
<td><strong>Housing</strong></td>
<td></td>
</tr>
<tr>
<td>Housing</td>
<td>39</td>
</tr>
<tr>
<td><strong>Business Travel</strong></td>
<td></td>
</tr>
<tr>
<td>Business Travel</td>
<td>41</td>
</tr>
<tr>
<td><strong>Separation</strong></td>
<td></td>
</tr>
<tr>
<td>Absconded Employee</td>
<td>43</td>
</tr>
<tr>
<td>Voluntary Separation</td>
<td>43</td>
</tr>
<tr>
<td>Involuntary Separation</td>
<td>44</td>
</tr>
<tr>
<td>End of Service Benefits</td>
<td>44</td>
</tr>
<tr>
<td>Death and Disability</td>
<td>44</td>
</tr>
<tr>
<td>Reemployment of separated Employees</td>
<td>44</td>
</tr>
<tr>
<td><strong>Disciplinary Action</strong></td>
<td></td>
</tr>
<tr>
<td>Disciplinary Action</td>
<td>47</td>
</tr>
<tr>
<td><strong>Grievance</strong></td>
<td></td>
</tr>
<tr>
<td>Grievance and Complaints</td>
<td>52</td>
</tr>
</tbody>
</table>
Dear Employee,

Welcome to SEHA!

We are excited to have you as part of the SEHA family. SEHA is committed to high quality work and superior care in all aspects of our business. As part of the team, we hope you will discover that the pursuit of excellence is a rewarding aspect of your career here.

This Handbook is designed to acquaint you with SEHA and provide you with information about working conditions, employee benefits, and some of the policies affecting your employment. It describes many of your responsibilities as an employee and outlines the programs developed by SEHA to support you in your job. One of our objectives is to provide a work environment that is conducive to both personal and professional growth. The contents of this Handbook are confidential and are not intended for distribution outside of our organization. This Handbook remains the property of SEHA and must be returned upon request.

This Handbook may be unilaterally amended by SEHA Corporate Office at any time, with or without notice. The HR Department can initiate such a revision or change if necessitated by a change in structure, need or responsibilities. Whenever there is a change in a policy, SEHA Corporate Office will update this Handbook as soon as possible.

SEHA HR Policies Manual has the complete version of all relevant Policies and that you can refer to the HR Department for more information, should I require it.

Feel free to discuss with us any questions you may have about this Handbook or about your employment at SEHA.

Sincerely,
Clarification

All Employees should read through the Policy highlights and guidelines contained within and to understand them. These policies will guide your career at SEHA and you should always comply with it during your employment at SEHA.

SEHA HR Policies Manual has the complete version of all relevant Policies and you can refer to the HR Department for more information, should you require it.
Workforce Planning and Recruitment
Workforce Planning and Organizational Structure

1. The preparation of the yearly workforce plan is the responsibility of the HR Department. Facilities within SEHA may adopt their own hospital specific Workforce Plans as long as it complies with the key principles of SEHA SCO Workforce Plan. Consideration must be given to the mission vision and values of the organization and how these can be supported and achieved through the workforce plan.

2. SEHA top organizational structure starts with: Board of Directors – Managing Director - SCO CEO. The layers below should follow this hierarchy:
   - For all Divisions: CEO Office – Division (Chief) – Department (Director) – Section (Manager)
   - For Physicians (As per Medical bi-Laws): CMO – Deputy CMO – Department Chair – Chief of Division

Emiratization Plan

1. Emiratization aims to develop skilled and competent Emirati employees to fill permanent positions with SEHA. It also ensures that Emiratis are identified and appropriately trained and developed in line with SEHA’s strategic objectives.

2. Facilities Emiratization Plan should be prepared on annual basis by SEHA Facilities as part of the workforce plan. The HR Department of each Facility should compile the plan in coordination with Line Managers and Department Managers, and then get it approved by the Facility CEO, before sending it to Group HR Director for approval.

Sourcing

1. All advertised positions must have approved budget allocated before initiating the recruitment process.

2. Recruitment of UAE National candidates shall be in line with the approved SEHA Emiratization targets.

3. While recruiting, priority will be given to internal candidates within SEHA, if available. All vacant administrative, medical and clinical positions should be announced internally at the facility as per the approval of the HR Manager. If no candidate is found suitable, the position should be announced at SEHA group level. If still no candidate is found suitable, the facility may search outside SEHA. However, the facility may directly announce the position externally if the position is hard to fill and it is known that there is not any existing employee who is suitable for the position. Such exception is permitted as per facility HR Manager Approval. SEHA employees have the right to apply to any announced vacancy internally, and the line manager should not reject the request except in case of staff shortage.
 Selection

1. The selection process seeks to identify the best candidate based on merit. Human Resources must ensure that there is no discrimination. Nevertheless, Human Resources have discretion in the relative weighting of selection criteria (criteria should be based on the responsibilities, duties, skills, and competencies specified in the job description), the judgment of the merits of candidates against those criteria, and in the assessment of potential or ability to perform other duties.

 Reference Checks

1. All recruitment is subject to a minimum of two-reference checks from previous employers (in case the candidate has worked in two organizations previously). The selection of the employers will be as per HR Department request.

 New Hires Mobilization

1. Upon Signing the final Job Offer by an overseas candidate and submitting all requested documents, SEHA will proceed with the employment visa formalities.

 Orientation & On-Boarding

1. For employees who are joining from abroad, HR should send the on-boarding information at least one week before the candidates booked travel arrangements.

2. On-boarding information should include, but not limited to, travel arrangements details, visa, transportation to and from airport, relocation basic information, country/culture awareness information, schooling, and any other useful tips the new employee needs to know.

3. Employee orientation should be an ongoing learning process, ideally starting on the employee’s first day, to help understand the job and performance expectations, division and department goals and priorities, corporate goals and government priorities.

4. On the joining date, HR Department shall conduct a brief orientation session with the new employee to complete necessary employment documents and joining formalities. The employee will be given the employment contract which he should sign and return to HR within 3 days after joining.

5. The orientation program is the responsibility of the HR Department, in coordination with other Departments, whenever applicable. Employee should join the orientation program within the first two (2) weeks after joining SEHA.

6. The orientation program should include all corporate components of SEHA (and the particular facility if applicable) information which should cover, but not limited to:
- An overview of the vision, mission and values of SEHA/facility
- Organizational structure of SEHA/facility
- Information about healthcare industry practices in UAE
- Overview of SEHA culture, legislations, corporate policies, management manuals, corporate planning, business planning, clinical licenses procedures, and HAAD regulations

7. As part of the orientation program, employees should attend a special Culture Awareness Session in which they will be introduced to the UAE culture, geography, and other information that will help them understand more the local culture.

8. Department Managers will be accountable for the development of the Department component of employee orientation. This information should include:
   - Overview of the Department’s vision, mission, strategies, and values
   - Information about the Department’s structure, including its sections
   - Overview of the Department’s goals, priorities and business plan
   - Information about Department’s specific policies and procedures
   - Overview of the programs and services delivered by the Department
   - Overview of the Department organizational chart

9. Line Managers will lead the development of the job-specific component to employee orientation. This information may include:
   - Overview of the job description
   - Information about the roles and responsibilities, goals, and priorities of the division and the employee’s work unit
   - Introduction to key contacts and team members
   - Information about work assignments, and client groups
   - Review of performance management cycles for the division, including performance review timelines
   - Review of applicable dress code
   - Tour of work space
   - Equipment orientation and training
   - Occupational Health & Safety information
   - Review of security procedures
   - Information about mandatory training for the position

10. It is the responsibility of the HR Department to ensure that the Departmental orientation has been efficiently completed as per the schedule, through documented letter from the Department Manager and the Line Manager.

❖ Employee Referral

1. Employees are encouraged to refer, whenever applicable, any UAE National candidate they find matching the job requirements for an advertised vacancy within SEHA.
2. A monetary reward will be paid to the employee who refers a UAE National candidate for each placement i.e. upon the candidate completing the probation period with success.
Part Time Jobs

1. SEHA ensures to provide a great deal of personal flexibility to its employees, while at the same time to meet work requirements.
2. Part-time policy applies to administrative and clinical positions.
3. Part-time applies to either existing staff or new.

Temporary Employment

1. Temporary employment is open to all jobs in SEHA excluding Physicians who fall under the category of Locum.
2. Temporary appointments will be used to compensate for the absence of a permanent employee on emergency or long-term leave, or to assist in special projects or workloads.
3. Temporary employment on temporary posts may be occupied by “outsourced employees” recruited through recruitment firms (with residency sponsorship under these firms) or by freelancers (with residency sponsorship under SEHA).

Hiring Of Relatives

1. SEHA does not encourage hiring immediate family members in the same Facility; however, such hiring is permissible only if approved by SCO HR Department. Immediate family members are: father, mother, children, spouse and siblings.
2. Exceptions can include but are not limited to: hard-to-fill positions, Emiratization plans and couples coming from abroad. If the immediate family member is to work in the same business entity because of the reasons above; they should be working in separate functional areas (Administration, Medical, Nursing, and Allied Health).
3. No exception is permissible for the administration function unless the approval is obtained from Group HR Director; however, for the Medical, Nursing, and Allied Health functions, exemption to work in the same function may be granted for the above reasons and after obtaining the HR Manager approval.
4. Under any circumstances, immediate family members will not be working directly for or supervising a relative or will not occupy a position in the same line of authority where decisions involving a direct benefit to the relative may occur. Such decisions include, but not limited to, initial appointment, retention, promotion, salary, disciplinary, etc.
5. If the immediate family member was to work in the same facility because of the reasons above, he should preserve confidential information and records.
6. The conditions above will also apply if two employees become related through marriage after they have been employed by SEHA.
**Employment Contracts**

1. The SEHA HR Policies Manual governs the relationship between the Employee and the Company to the limit of the contractual terms of the employment contract, since the employment contract is considered to be the first reference of the employee’s responsibilities, obligations and rights towards SEHA.

2. Any modifications or change in status should be communicated to the employee through a Contract Modification Letter. The employee should sign the Contract Modification Letter.

**Administrative Privileges for Allied Health & Nursing**

1. SEHA is committed to hiring and promoting experienced, competent and suitably qualified individuals to provide patient care at our facilities.

2. SEHA will be responsible for ensuring all clinical employees (Allied health & Nursing) have a valid license from HAAD.
WORKING AT SEHA
Organizational Code of Conduct

1. SEHA will comply with all applicable laws and regulations and expects all its employees to conduct business in accordance with relevant UAE laws and regulations and to refrain from any illegal, dishonest, or unethical conduct.

2. All SEHA employees have to abide by the rules, policies and procedures prescribed in the HR Policies Manual as well as all relevant Code of Conduct guidelines and SCO Conflict of Interest Policy which is developed by SCO Ethics & Compliance Department. Employees who do not abide by the rules, policies and procedures shall be held responsible and may be subject to Disciplinary Action (refer to Disciplinary Action policy).

3. SEHA will endeavor to provide a safe and healthy work environment that is free of hazards and offer support, wherever possible, for employee development and growth.

External Business Activities

4. Full time employees are not allowed to render any services as an employee to any person or company, in any capacity, during their service at SEHA, with or without pay. Following exceptions may apply:
   - Employees may accept honorary posts or obtain membership in external committees and Boards of Directors after obtaining approval from facility CEO, Group CSSO, Group CEO, and Group MD.
   - UAE National Physicians may apply to practice in private sector in conjunction with their appointment in SEHA Facilities (refer to Private Sector Work for UAE National Physicians policy)
   - Part-time employees under SEHA sponsorship whose contracts allow such activities.
   - Approved exceptions listed under the Secondment and Delegation policy.
   - Other requests: As per approval of facility HR Manager, facility CEO, Group CSSO, Group MD.

5. Should any unauthorized activities be discovered, SEHA HR Department in conjunction with the legal advisor and CEO of the facility if necessary, are authorized to deal with such violations, and should decide on the appropriate Disciplinary Action.

Use of SEHA or Facility Name

6. All employees shall refrain from using SEHA and/or any Facility's name and/or logo or any representation of it in any communication or activities that are not related to their role at SEHA.

7. SEHA employees may only represent the organization in writing or verbally, after obtaining prior permission from SEHA’s relevant PR/Communications Department and/or the relevant CEO, as advised by Line Manager.

Employee Relations

8. SEHA employees should support equal, ethical and respectful treatment of all patients, employees and other individuals associated with the organization.

9. Specifically, all SEHA employees are required to:
• Demonstrate a personal commitment to maintain honest, fair and consistent management practices and to treat everyone with respect and dignity.
• Support SEHA employee development programs and strive to create a workplace and patient care environment that is free of all forms of harassment or favoritism (refer to Equality and Anti-Harassment policy).
• Strive through words and actions to create a high standard of professional atmosphere in the organization.
• Observe professional standards and good judgment.
• Voice their concerns that may pose a risk to the reputation of SEHA and/or patients and employee well-being. These should be reported to the Line Manager and/or SCO Ethics Helpline.

Communication & Consultation

10. Employees should promptly inform their Line Managers of any problems or difficulties they face in performing their daily duties and functions.
11. Should there be any difference in opinions, on any matter between the employee and his Line Manager which they are unable to solve between them, the employee may put the concern in writing, and bring it to the attention of appropriate Department Manager or HR Department (refer to Grievance policy).

Equality and Anti-Harassment

1. Harassment and discrimination includes, but not limited to, any unwanted, unreasonable and offensive behavior that makes people feels uncomfortable, humiliated, and frightened or threatened. For example, harassment could be:
   • Making racist, ethnically biased, religious, cultural or political unacceptable comments
   • Offensive jokes, remarks or notes, or any matter that could be deemed pornography
   • Offensive emails, pictures or gestures
   • Unwelcome physical contact or sexual overtures
   • Isolating others or not cooperating with employees
   • Spreading negative rumors purposely about employee(s) or the organization
   • Misuse of power or bullying on employees
2. If any SEHA employee witnesses any incident of harassment or discrimination, they are required to inform their Line Manager and/or SCO Ethics Helpline, and/or the HR Department immediately.
3. An employee who feels mistreated can avail the options available in the Grievance policy.
4. Violation of these guidelines will result in Disciplinary Action (refer to the Disciplinary Action and Grievance policies).

14
Conflict of Interest and Gifts Acceptance

Gifts Acceptance

1. Any SEHA employee who is given gifts, vouchers, service offers, or promised any payment/commission by patients, suppliers, vendors and others, must not accept any such gift, no matter what the monetary value, as it creates the impression of compromised decision-making.

2. Gifts given to individuals must be declined politely, explaining the reason for doing so.

3. The only exceptions to declining gifts can be:
   - Gift baskets of edible items or flowers sent to a group of individuals or a Department as appreciation for their level of service and care
   - Promotional merchandize or samples that bears the donor company’s logo, and has no resale value, and which cannot be seen as influencing a deal or decision
   - Gifts exchanged internally by SEHA colleagues with one another at special occasions that cannot be seen as creating a culture of favoritism or bias

4. If an employee is unsure about how to handle a situation regarding a gift, they should refer to their Line Manager and/or HR Department for guidance.

5. Should an employee accept a gift they must declare that they are doing so on behalf of SEHA and they should complete “Gifts Declaration Form” electronically.

6. The Employee is strictly forbidden to request any gift or financial aid for himself or others from the patients and visitor of SEHA and its Facilities.

7. Deliberate violation of this policy forms grounds for Disciplinary Action up to and including termination.

Conflict of Interest

8. All SEHA employees are required to respect the Organizational Code of Conduct and to maintain the highest level of integrity and professionalism in their business dealings and interactions.

9. A conflict of interest could arise in many situations. For example, it can come from knowing someone personally, having access to additional information unintended for you, and serving in more than one capacity, and being personally involved in something.

10. All employees are asked to guard against situations where there may be the appearance of a potential conflict of interest and their judgments could be compromised, or even questioned.

11. If an employee anticipates a situation could pose a potential conflict of interest, the employee is required to identify that situation, declare the potential conflict, and remove himself from any associated decision-making. Failure to do so could form grounds for Disciplinary Action up to and including termination.
Dress Code and Personal Appearance

1. All employees should come to work dressed in line with this policy and their role requirements. All employees must also follow any additional dress codes that are provided by their Departments.

2. Employees must be well groomed and present an appearance that inspires trust in their commitment to hygiene and quality care, and as such they must commit to the following:
   • For UAE Nationals Male employees: should wear formal UAE Dress as long as it does not impact patient care.
   • For UAE Nationals Female employees: should wear formal “Abayaa” without any slit and it does not have extra accessories as long as it does not impact patient care.
   • For expatriate Male employees: formal dress that include formal pant, long sleeves shirt, and Blazer as long as it does not impact patient care.
   • For expatriate Female employees: Should wear skirts that cover below knee-length (the skirt should not have any slit) and should wear shirt with full sleeves (sleeveless/short sleeved shirts are not acceptable) as long as it does not impact patient care.
   • Not to wear tight or revealing clothing, denim/jeans or clothing that has offensive text/images.
   • Not to have unkempt/long hair or wear make-up (for men).
   • All women dresses should be without slits
   • Not to use excessive perfume or be smelling of smoke or sweat.
   • Not to go shopping or undertake similar activities in public while wearing SEHA badge.
   • Not to wear numerous badges, or other adornments.
   • Not to display the obvious absence or presence of undergarments.
   • Not to have poorly kept and/or long fingernails, or wear false or varnished nails in direct patient care.
   • Not to Display body art including tattoos, piercing (except ears and nose for women), or wear excessive accessories. Where earrings/nose ring are worn, they should be plain studs
   • The use of jewellery should be kept to the minimum and should not unreasonably draw attention to the wearer. Jewellery that may pose a safety issue to the wearer or to patients and others is not permitted.
   • Shoes should not be inappropriate for the work being performed, nor noise producing in patient areas (soft-soled, low heeled, closed-toe shoes, that should be static free). Footwear that does not provide necessary traction and protection is also not allowed.
   • Not to compromise personal hygiene at any time.

3. All employees should comply with any dress code set by SEHA for male and female as this may change at any time. Employees attending training, meetings, and workshops organized by SEHA in-house or externally should dress as per the above guidelines and dress code.

4. SEHA reserves the discretion to require an employee to change their clothing if deemed unprofessional and/or inappropriate. Repeat violations are grounds for Disciplinary Action.

5. Employees are required to display any assigned ID badges at all times. Failure to do so should be grounds for Disciplinary Action.
6. Loss of ID badge will incur replacement charges of AED 100. Employees are required to return these badges at time of Separation from SEHA.

7. If an employee has been provided with a uniform and/or protective clothing, they are required to use it and requested to ensure it is clean and undamaged while in use. Also, they will be required to return these items upon separation from SEHA.

8. Disciplinary actions will apply if the employee violates dress code policy.

9. All expatriate employees are asked to be respectful of the religion and culture of UAE and to dress keeping in mind those sensitivities.

✈️ Working Hours and Ramadan

**Working Hours**

1. The official working hours for SEHA Administration Departments is 8 hours daily; but, not including Lunch Breaks. If Lunch break is taken; the employee should compensate the time at the end of the duty and line managers should ensure that. All full-time employees must serve at least 40 hours per week.

2. All Shift employees must be present for the entire duration of their assigned shift, which will be scheduled at the Facility level. All shift rotation employees working 12 hour shifts are entitled to break of 30 minutes excluded from the 12 hours working time.

3. Prayer times are a defined right to all Muslims employees. However, Muslim who pray must commence back to their duties’ soon as the prayers is finished.

4. Nursing mothers should take an hour from the working day for up to 18 months from the date of delivery to breastfeed their child. Breastfeeding hours may be taken any time during the duty hours as per the agreement with the line manager. Breastfeeding hour is applicable in Ramadan too.

**Ramadan**

5. During Ramadan, the working day should be 6 hours for all employees (except those working in Patient Care) as mandated by SEHA, and the scheduling at SEHA must ensure appropriate coverage around the clock despite decreased working hours.

6. For shift employees, the hours are decreased on a monthly basis instead of a daily one, where no one will work over the number of working hours in that month, without being paid Overtime.

7. All Non-Muslim/Non Fasting employees have to respect the month of Ramadan and their fellow colleagues who are fasting during Ramadan. They are advised that eating, drinking and smoking in any public space is not allowed according to the UAE law. Special rooms shall be assigned for employees who are not fasting to take their meals.

8. HR Departments at facilities shall conduct annual awareness sessions to help prepare Non-Muslim employees/those new to UAE about acceptable behaviors during Ramadan.
**Time and Attendance**

1. All employees must adhere to their committed schedules and to come to work on time as scheduled. If the employee commences to work prior to the official working time; the employee still will have to stay until the end of the official working time unless working in flexible time duty.

2. The Line Manager should ensure the working hours are being adhered to and should inform the HR department regarding violations immediately. However, the HR department should conduct monthly random checks across departments to ensure compliance with Time & Attendance Policy.

3. Every employee should ensure that he regularly and punctually log into Time Attendance system daily before starting work and at the end of their day.

4. All employees holding positions with direct patient care should ensure punctuality on a daily basis, so that there is no delay in patients’ appointments or shortage of the service offered by SEHA facilities.

5. If the employee is late for 1 to 15 minutes more than 3 times in a month, after flexible hour or after fixed working time (in case the employee is not working in flexible time arrangement), the employee will be liable for Disciplinary Action as per the guidelines of that policy. The employee should also compensate the lateness in these three incidents at the end of working day or during the same month to complete the assigned duty hours. If the facility does not want to implement the flexible time policy across all departments then employee will be eligible for grace period of 10 minutes to be compensated anytime during the same month. Such facility should ensure that the grace period does not impact the healthcare operations and customer service especially patients appointments and waiting time. The approval of such proposal will be granted for each facility separately from Group HR Director Group CSSO. The Disciplinary action policy will still apply.

6. If the employee is late more than 15 minutes in any working day, the employee will be liable for **Disciplinary Action** as per the guidelines of that policy; unless the employee informed the Line Manager in advance about his need to be late for an urgent issue or personal need. In such case the Line Manager should notify the HR Department approving the lateness and will be considered as personal permission to be deducted from the personal permission allowed per month.

7. The employee should ensure completion of all assigned working hours on a monthly basis. If the employee works less than the total assigned hours required per month, this will lead to Disciplinary Action as per the guidelines of the policy.

8. The Line Manager should ensure effective handover between shift employees at the time of shift changes.

9. For repeated instances of absence without authorized leave or with no explanation for such absence from duty, or missing from assigned station without explanation, refer to Disciplinary Action policy and Absconded Employee policy.

10. Should an employee need to attend to a personal matter during SEHA working hours, he can request this from line manager, provided their Line Manager approves this request beforehand. The employee may, subject on Line Manager’s approval, be permitted to attend to his personal matter for a maximum of 4 hours a month, to be taken at once or split it over the month. If the employee request more than 4 hour personal permission off in a day, it should be considered as annual leave day.
**Flexible Time for Administration Employees**

1. Employees who are working in flexible time arrangement must ensure the following:
   - The total number of hours worked are in line with the Working Hours and Ramadan policy
   - The total number of hours worked are not less than 8 hours a day which is 40 hours per week.

2. Flexible Time scheduling is **not** permissible to those on shift work or even with regular administrative employees who are directly involved with patient care. The facility management has the right to decide not to use the Flexible Time policy if it contradicts with operational needs in certain areas and functions.

3. Employees should ensure compliance with the Time and Attendance Policy. Employees can avail the option of using Flexi Hour as determined by the Facility Management. SCO will set flexible time hour at corporate office based on operational needs. Facilities can choose the start of the flexible time hour from 7:00a.m to 9:00a.m as per the operational needs and this may vary from department to another; however, it should be set as one hour only. If a Department Manager decides to operate the department for hours longer than the official working hours for operational reasons, then they can assign employees to work on non-flexible start and end time, as long as they put department employees on a rotation working schedule to ensure fairness and equity. If the job requires attending a meeting in the first or last working hour, the employee should ensure attendance.

**Probationary Period**

1. All new hires and all re-hires must serve a probation period of three months which can be extended up to another three months only.

2. Employment can resign/terminated by either party during a Probationary Period without notice within the 3 months’ timeframe. Termination by SEHA must be done in a formal review meeting and the employee must be notified in writing at the time of the end of probation review meeting.

3. In exceptional cases, an employee serving a Probationary Period can request a maximum of five (5) Unpaid Leave working days. If approved by Line Manager and HR Manager, those days will extend the duration of the Probationary period by the same number of days.

4. All Expatriate employees who are terminated by SEHA after their Probationary Period in exceptional cases, an employee serving a Probationary Period can request a maximum of 10 Unpaid Leave working days. If approved by Line Manager and HR Manager, those days will extend the duration of the Probationary period by the same number of days.

5. All Expatriate employees who are terminated by SEHA during their Probationary Period will have their visas cancelled and they will be repatriated back to their home countries (as per their mobilization tickets entitlement) along with their families as per their contractual terms, unless they request their visa to be transferred to another local sponsor provided that there is no objection from SEHA for doing so, all visa
transfers should be done within two months timeframe. Accommodation shall be provided for one month only from the last working day.

6. Two weeks before the end of the probationary period, the HR Department initiates the End of Probation Review process and requests the Line Manager to conduct this review within the 3 months’ time frame of Probationary Period. The decision to confirm or end the employment relationship is based on the outcomes of this review, and should be documented.

7. Should a Line Manager fail to conduct a review during the Probationary Period, the employee is automatically confirmed as a SEHA employee post probationary period.

8. The Line Manager should also discuss and agree on performance objectives with the New Hires who are confirmed as SEHA employees at the end of their Probationary period, using the appropriate form, as per the Performance Management policy.

9. SEHA reserves the right to extend a Probationary Period in order to better assess the employee for a maximum total Probationary Period of six months. Extension of a Probationary Period can only be done with Line Manager and Department Manager’s approval and the employee must be notified of the decision by HR in writing. Should a Probationary Period be extended to another 3 months, the Line Manager and HR Manager must get the employee to sign off on this decision at least two weeks prior to the end of the original Probationary Period.

Secondment and Delegation

1. Secondment can be between SCO and Facilities, amongst Facilities and between SEHA and an external body.

2. Line Managers should discuss such requests with their employees and evaluate if it is in line with the employee’s career aspirations at SEHA, as well as not contradicting to the needs of their current Department. Potentially seconded employees should be made aware of what role they will be playing in the host organization. However, if an employee is mandated to be seconded, it is a contractual obligation that the employee accepts it.

Transfers

1. An employee may ask, subject to SEHA’s approval, or be asked to move from one department to another. A transfer may be within SCO, within the same facility, or between SCO and facilities, or between different facilities.

2. Internal Transfer (within facility – from Department to another): Approval must be obtained as per HR Policies Manual Authority Matrix in Appendix B.

3. External Transfer (From Facility to another or SCO to Facility or Facility to SCO): Approval must be obtained as per HR Policies Manual Authority Matrix in Appendix B.
Use of SEHA Equipment, Technology, Vehicles and Property

1. All SEHA employees are given varying levels of access to and/or responsibility for equipment in order to perform their duties. Equipment may include computers, medical equipment, telecommunications devices, mobile phones, scanners, printers, recorders, medical supplies, and access to the internet, amongst others.
2. Some SEHA employees may also be given access to/responsibility for SEHA property or vehicles as it related to their duties.
3. All employees are required to use SEHA equipment, vehicles, property and technology for work related matters only, and in a manner that is in line with the prescribed method of use.

Employee Rewards and Recognition

1. Employees can be recognized for a number of reasons: performance excellence, dedication to patient care, participating in project committees, length of service and quality initiatives, etc...
2. The reward can monetary and non-monetary.
3. Monetary reward for excellent performance can be granted to employees who are constantly exceeding expectations or worked in special project as assigned by Line Manager, Department Manager, or CEO.

Medical Care

1. SEHA UAE National employees will obtain health care insurance (Curative & Preventive) as per rules and regulations of Emirate Abu Dhabi (Thiqa).
2. SEHA shall provide expatriate employees and their eligible dependents with health care insurance (Curative & Preventive) as per Health insurance regulations. Health Insurance for employee and dependents will be cancelled upon visa cancellation (departure from UAE or transfer of visa)
Learning and Performance
**Performance Management**

**Goal Setting**

1. The Line Manager should set and explain what SMART objectives are to the employee. The Line Manager and the employee together are responsible for confirming and agreeing upon SMART (Specific, Measurable, Achievable, Relevant and Time-Bound) objectives wherever applicable.

2. The Appraisal period runs from January 1st to December 31st. All new joiners who start before October 1st and completed their probation period before 31 of December should be appraised in the same performance cycle. In case of extension of their Probationary Period, they will be appraised in the following year. Employees starting on or after October 1st will form part of the next performance cycle, when their probation is complete.

3. The date of the Annual Review must fall between December 1st and December 31st. The Mid-Year Review, which is meant to monitor progress towards annual objectives, must fall between June 1st to June 30th of the same review year. Objectives achievement and performance reviews should form part of regular meetings between managers and individuals and adjustments made to the performance review documents as and when changes are identified.

4. The following 5 points rating scale are to be used to appraise all employees:
   - 1 = “Not Met Expectations”
   - 2 = “Partially Met Expectations”
   - 3 = “Met Expectations”
   - 4 = “Exceeded Some Expectations”
   - 5 = “Exceeds Expectations”

5. The Line Manager shall support the poor performers by creating a performance improvement plan to be followed over a defined time period. A rating of “1” in two consecutive annual review cycles for Administration employees or in any one year for Medical and clinical employees will result in immediate termination (Refer to Disciplinary Action Policy).

**Career Development and Succession Planning**

**Career Development**

1. Career Development goals can reflect an aspiration to move vertically or horizontally in the organization.

2. The personal Career Development process is an integral part of employee development and should be supported by the Line Manager in consultation with the HR Department. Career Development Plans should have an outlook of one to four years.
3. Each employee who has met their performance objectives and has worked to fulfil the gaps identified in the past performance cycle is encouraged to make his career aspirations known to the Line Manager and then to the HR Department by documenting their training needs and developmental aspirations on their Development Plan template.

**Succession Planning**

4. Succession Planning is only carried out for specific senior level positions and any other clinical/business critical positions that may be identified. Succession Planning should have an outlook of two to five years. It is applicable only for UAE National employees who may have the potential to occupy senior or clinical/business critical positions in the organization.

5. Succession Plans may operate horizontally across the organization as well as vertically.

**Training and Education**

1. The training needs of employees should be based on the following criteria:
   - Requirements of their present job
   - Career Development
   - Succession Planning
   - Skills gaps that may have been identified through the Performance Management process or during the course of work by the Line Manager/Department Manager.

2. Individual Development Plans should be based on training needs analysis, conducted through talent management, performance review/appraisals, career development, and succession planning activities as per the performance management policy. In addition, exit interviews, staff surveys, updated job evaluation, job description, individual ambitions, changing business needs and meeting external stakeholders requirements contribute in establishing Individual Development Plans.
Leave
**Annual Leave**

1. The Annual Leave calendar year for the purpose of calculations of leave will run from January 1 to Dec 31.
2. Annual Leave plans should be prepared through coordination between the employee and his Line Manager. All employees - except physicians - shall apply for their annual leaves 15 calendar days in advance. If the line manager does not respond to the annual leave request within 5 working days, it will be automatically considered approved. However, physicians shall apply for their annual leaves 45 calendar days in advance. Physicians shall ensure smooth operations of clinics to avoid appointments cancellations. If a physician applies for annual leave in less than 45 calendar days’ notice, he has to obtain coverage for the clinic from a physician colleague. Only employees - including physicians - going on unplanned short leaves for emergency cases (not to exceed 3 working days) will be exempted from submitting this plan.
3. Employees who join the company during the course of the year will be entitled for Annual Leave on a pro-rata basis.
4. Employees are allowed to carry forward one year leave entitlement. In March first of each year, staff can maintain, in their records the balance of two years entitlement (current year and previous year). Any amount exceeds will be forfeited. By December 31, the calculation will be based on maintaining the leave balance of pervious year plus the leave balance of the current year. The last day in which an employee can start his leave for any leave exceeding the two years balance is February 28.

**Sick Leave**

1. If an employee falls sick and requires sick leave, he should notify his Line Manager within 48 hours of becoming sick, if not preventive by a forced situation, and give an estimation of how long he will be absent from work due to his sickness. Failure to do so without forced situation will lead to deducting the same days from the employee annual leave.
2. The sick employee is required, upon return from Sick Leave, to fill automated Sick Leave Form, and a medical certificate to HR Department.
3. Sick Leave cannot be carried forward.

**Study/Educational Leave**

1. It is applicable for UAE Nationals employees only. The employee should be sponsored and approved by UAE governmental authorities. Relevant information is located in the Training & Education Policy.
❖ **Maternity Leave**

1. Married female employees are entitled to 60 calendar days (45 days as maternity leave and 15 days nurture) of Maternity Leave with full pay which can be started from first working day from the delivery date and the 60 days must be taken combined at once.

❖ **Paternity Leave**

1. Married male employees are eligible for Paternity Leave of 1 working day, within the first three days from the date of birth of the child and were born in the UAE.

❖ **Haj Leave**

1. Haj Leave is granted to Muslim employees for performing pilgrimage after completing a minimum of one year of continuous service. It is granted once during their entire service with SEHA with full pay up for up to 21 calendar days.

❖ **Public Holidays**

1. Employees of SEHA are entitled for all national or religious holidays declared by the UAE Government.
2. The actual days on which the Official Holidays fall are subject to confirmation from the UAE Government. Confirmation of the dates will be sent out to the employees by HR Department once they are confirmed.

❖ **Compassionate Leave**

1. The Employee is entitled to a Compassionate Leave with full pay.

❖ **Iddah Leave**

1. Female Married Muslim employees are entitled to 4 months and 10 calendar days Iddah Leave, in the event of death of spouse.

❖ **Medical Support Leave**

**Medical Treatment outside of the UAE**

1. This policy is only applicable to UAE National employees at SEHA.
2. Upon completion of probation, employees can accompany their immediate family members (parent/s, sibling/s, spouse and children, or other relatives if approved by official UAE authorities and HR Manager) in need of serious medical treatment outside of the UAE, as determined by official authorities in the UAE (legal department shall decide if the sponsoring organization is considered official authority or not).
Medical Treatment inside of the UAE

3. This policy is applicable for all employees (UAE Nationals and Expatriates) at SEHA.
4. Employees are entitled to apply for Medical support leave inside UAE to accompany their immediate family members (parent/s, spouse and children)

❖ Civic Responsibility Leave

1. SEHA shall grant Civic Responsibility Leave with full pay to employees required or subpoenaed by SEHA to testify as a witness in a court case involving SEHA for matters.
2. Civic Responsibility Leave is also granted to employees who will volunteer to participate in national disaster activities when a national disaster is declared and service is requested by authorized parties. Employees participating in National events approved by SCO will also be granted Civic Responsibility Leave. Employees representing UAE in National Sports Teams may be granted civic responsibility leave as per approval of Group MD on case by case basis. Group MD approval is required for unique cases which are not mentioned in this policy.

❖ Unpaid Leave

1. An employee may apply for unpaid leave for justified reasons subject to the consideration of the line manager in accordance with the work needs.
2. An Employee may apply for unpaid leave only when his Annual Leave balance has been fully utilized.
Privacy
**Confidential Employee Data**

1. All Employee/ Personnel data is considered confidential and will be treated as such at SEHA.
2. Personnel data include, but are not limited to, all data submitted at the time of joining SEHA, such as Name, Nationality, date of birth, marital status, details about dependents, educational qualification(s) and work experience, previous employers and photograph(s). It also includes all records of employment, such as salary information and initial job offer, performance appraisals, increment notifications, disciplinary action notices or warnings, leave tracker, training log and results of any assessments. Employee names and information in the system should be exactly as per official passport/documents submitted by the employee (Nick names in the system are not allowed). If the employee birthdate (month & day) is not available in any official document; the employee must declare that in writing and the HR department shall consider the birthdate as 31 December of the birth year.
3. The HR Department is responsible for ensuring the safe and secure storage of all employee data and limiting access to that information to authorized personnel only. These personnel are relevant members of the HR Department.

**Use of Recording Devices**

1. Recording devices, such as phone cameras, webcams and video cameras may not be used at SEHA unless they have been pre-authorized by the Department Manager and do not pose a concern to employees and/or patient safety and care, as defined by SEHA guidelines.
2. Should an image be captured unintentionally, the distribution of that image is prohibited by any SEHA employee (refer to Confidential Employee Data policy).
Public Health and Safety

1. All employees must comply with Quality Health Safety and Environment guidelines.
2. Employees must maintain professional dress and hygiene standards that are in line with the Dress Code and Personal Appearance policy.

Smoking and Substance Use

1. SEHA property and grounds, including all parking lots, building, and vehicles are smoke-free zones.
2. The HR Department will ensure candidates for employment are aware of this policy before they are brought on board and will facilitate necessary cessation support should a current employee request assistance in quitting smoking.
3. Violation of this policy by SEHA employees could be grounds for Disciplinary Action, refer to that policy for details.
4. SEHA will provide necessary signage to ensure awareness of this policy which is in effect every hour of every day.
5. Use of any other form of intoxicant, drug or liquor by SEHA employees while on SEHA premises (even if not on duty) is also prohibited and will lead to Disciplinary Action, both by law and by means of this policy.
6. Being under the influence of any alcohol or illegal drugs while on duty will lead to Disciplinary Action. HR Department can require that the employee to go for an immediate blood test to confirm this suspected influence as needed.
7. If an employee is unsure about how to handle a situation regarding use or misuse of tobacco products/illicit substances/alcohol, he must refer to their Line Manager and/or HR Department.
Compensation
**Grading Structure and Pay Scale Administration**

**Grading Structure**

1. There are four Grading Structures at SEHA (included in detail as the Appendix at the end of this HR Policies Manual). Each grade is called Job Grade:
   - For SCO: Grades C1-C10 (C1 Lowest and C10 Highest)
   - For all Facilities Administration employees: Grades F1-F10 (F1 Lowest and F10 Highest)
   - For all Facilities Clinical employees (except Physicians): Grades M1-M8 (M1 Lowest and M8 Highest)
   - For all Facilities Physicians: Grades P1-P7 (P1 Lowest and P7 Highest)

2. Each Grade is further divided into 4 sub-grades (A, B, C, and D). A being the lowest and D is the highest, in order to differentiate the placement of employees based on their skills and performance. Each Sub-Grade is called Individual Grade.

**Physician Pay for Performance (PPFP)**

3. This is a policy under SCO Clinical Operations Division which shall be implemented gradually across SEHA group. This policy defines the SEHA Physician Pay for Performance Program (PPFP) for all physicians. The PPFP program components include the Program Framework, Performance Plan, Performance Reviews and Compensation Pay-out. The purpose of PPFP is to establish a performance based compensation program for the physicians working in the SEHA system. Physicians will be incentivized and rewarded for their performance in delivering efficient, quality patient care across multiple activities. The performance criteria employed will reflect and align physician performance with SEHA’s organizational goals and expectations. The PPFP program will reward high quality and productive physicians at SEHA facilities. The payment of SEHA Physicians will be as per this policy once implemented and will be reflected in Incremental Performance Incentive (IPI) as a percentage of the basic salary based on the PPFP formula for quality and productivity in additional to the fixed “guaranteed” monthly pay. The details of this program policy can be found in the policy under relevant SCO Clinical Division.

**Promotions and Salary Increases**

1. Promotions can be either vertical or horizontal movements in the organization, and they should lead to increased responsibility and a corresponding increase in Compensation for the promoted employee.

2. SEHA is committed to growing internally available talent and employees are encouraged to express an interest for being considered as internal candidates should there be an opening that they are suited for. The employee may have to apply in writing for an internal vacancy when a notification is issued.

3. Approval of Promotions and/or changes to Compensation will be as per HR Policies Manual Authority Matrix.
**Vertical Promotions (Position/Grade Promotion)**

4. Vertical promotion is subject to availability of a vacancy in the organization structure and the employee being selected as the best candidate for that role through internal posting. All the announcements for job postings shall clearly specify the deadline for submitting the application.

5. Vertical promotion into the next Grade indicates moving employee into a more senior role. Vertical promotions should mean a revision for both Compensation and Benefits entitlements, and it should place the employee at the **minimum salary point** of the lowest sub-grade (Sub-Grade A) of the new Position Grade, or **up to 25% increase from his current Basic Salary, whichever is greater**. But, in all cases the employee should be placed at least at the minimum of Sub Grade A of the new Position Grade. Vertical Promotion of 2 grades is allowed and same conditions will apply; if employee proves that he has experience and skills to perform as per selection process. Vertical promotion of more than 2 grades at once is not allowed.

**Horizontal Promotion (Sub-Grade Promotion)**

6. Horizontal promotion (Sub-Grade promotion) indicates that employee is granted a Sub-Grade higher (next Sub-Grade) because of performance. Employee can move only one Sub-Grade higher (promoting employees two Sub-Grades at once is not allowed).

7. Horizontal promotions should result in placing the promoted employee at the minimum of the next sub-grade, or up to 20% higher Basic Salary, whichever is greater.

**Salary Increase**

8. An increase of **up to 10 % in Basic Salary may be** granted if the Line Manager can provide a valid justification and demonstrate proof of exceptional achievement by a high performing employee with a condition of having performance rating of at least 3 - meets expectations in the last review cycle. Such Basic Salary increase shall be within the current Sub-Grade of the employee and shall not exceed the maximum salary point of his current Sub-Grade. If the proposed percentage of increase will exceed the maximum salary point of his current Sub-Grade; the employee should be offered either lower percentage of increase or the horizontal promotion guidelines will be applied on his case. Basic Salary increase can be granted on yearly basis, and the employee can be granted another Basic Salary increase only after one year from his last basic salary increase (not the calendar year).

**Supplementary Allowance**

1. SEHA provides eligible employees a monthly Supplementary Allowance other than Housing Allowance and any additional allowances if applicable.

2. Eligibility will be defined as per the employment contracts and will vary by relevant status.

3. Supplementary Allowance for eligible employees for each grade will be as per Grading Structures and Pay Scales.
**Annual Increment**

1. The Annual Increments fund and percentage will be decided on an annual basis as per HR Policies Manual Authority Matrix in Appendix B. SCO may create any mechanism to pay this increment on yearly basis.

**Overtime Pay & Compensatory Time Off**

1. Overtime Pay is compensation for the hours of work in excess of the stated expectation of 40 hours per week for regular employees and per the rotation for the shift employee, and is to be paid to qualifying employees only.

2. Employees in administrative managerial positions (from Grades C7 - C10, F6 – F10) are not eligible for any Overtime Pay or Compensatory Time off for working extra hours as per the requirement of the job. The only exception where SEHA can grant them Compensatory Time off is when they are called to attend business retreats (non-training) in Public Holidays or weekend.

3. No Overtime Pay shall be computed for any Physician at all grades and clinical employees appointed at grades M6 – M8 for working extra hours as per the requirement of the job. However, employees in these Grades may be granted up to 7 working days yearly to be added to their balance of Annual Leave in case work circumstances require that they work overtime in excess of their contractual obligation (except Medical Interns and Residents in Grades P1 and P3 who will not be eligible for these 7 days, also; Physicians employed in shift departments such as emergency, intensive care or other similar medical shifts departments who receive medical shift allowance will not be eligible for these 7 days). Physician at all grades and clinical employees appointed at grade M6 – M8 are not eligible for compensatory time off other than 7 working days mentioned in this clause. To be eligible for this 7 working days; the employee must have worked 56 hours or more on a yearly basis. If the employee worked less than 56 hours on a yearly basis, the 7 off days will be prorated accordingly (8 hours for each day and digits of the day are not considered). The only exceptions to grant compensatory time off for these categories of employees is when they are called to attend business meetings or business retreats (non-training) in Public Holiday or weekend. Physicians employed in shift departments such as emergency, intensive care or other similar medical shifts departments are eligible for compensatory time off during public holidays. However, this will not apply to on-call physicians who are called for duty during public holiday.

4. All other employees (who are not mentioned in the previous clauses) are entitled to Overtime Pay and Compensatory Time off. Overtime is calculated based on 1 hour intervals except for “on-call employees”. Employee can be requested to work overtime before the start or after the end of the regular working hours.

5. The line manager and the department manager may decide to provide option for the employee to be granted compensatory time off or overtime payment (if they are eligible) after consulting Finance Manager and obtain approval from the HR Manager. This option is applicable for full day duty or partial day duty (hours); which means that, extra hours worked can be “banked” by the employee if he choose to be paid overtime or if the facility decide to grant the employees compensatory time off and not to pay overtime because of budget limitation. In all cases, compensatory time off shall be utilized by the employee within 6 months otherwise it will be cancelled and
not compensated for. Compensatory time off will be granted based on days not hours; which means that the employee must accumulate 8 hours to be eligible for 1 day off, and extra hours which are less than 8 will be compensated as overtime payment.

6. Compensatory time off is not applicable for training, courses, seminars, or conferences that fall during normal working days, public holidays or weekends, in which employees will not be compensated for and will not be granted days in lieu or overtime (same rule applies for shift employee who attend courses during his off days).

❖ National Allowances and Children Allowances

1. SEHA will pay every UAE National employee a monthly National Allowance of AED 750 and an additional AED 600 per month per child, with no limit on the number of children.

❖ On-Call Allowance

1. Some employees who are involved in delivering direct patient care or indirect support may be required to remain accessible in case of increased or specialized times of need during their employment at SEHA. These may be clinical or administrative employees.

2. The list of which positions and employees are required to be “On-call” will be identified by the HR Department and approved as per HR Policies Manual Authority Matrix in Appendix B.

❖ Remote Area Allowance

1. To compensate for the challenges of living and working in less developed areas, SEHA will pay all employees assigned to remote areas an additional allowance as per their grade and employment contracts.

2. Remote Areas are defined and classified in the table below as category as A: Very Remote and B: Less Remote.

❖ Furniture Allowance

1. Eligibility will be defined as per the employment contracts and it varies by the relevant Grading Structure, and Marital Status.

❖ Salary Advance Pay and Deductions

1. Salary advance pay can be granted to employees going on Annual Leave as long as the annual leave lasts for 10 days or more. Employee should have completed one year of service to be eligible for it.

2. New hires can avail a salary advance pay, upon the approval of HR Department, during their probation period. The amount of the salary advance should not exceed 50% of the employee’s total salary and not to exceed AED 10,000; repayment will be on a maximum of three instalments.
Housing
Housing

Rental Entitlement/Cash Housing Allowance

1. The Employee is free to search for and select the suitable accommodation as long as the employee resides in Abu Dhabi Emirate only as per Executive Council decree No. 14 of 2012; otherwise, the employee will not be eligible for housing allowance entitlement or cash housing allowance. The value of the yearly housing allowance will depend on the working region.

2. New employees hired from abroad or from within UAE (if applicable) will be accommodated in temporary accommodation or will be granted cash housing allowance until the end of the probationary period. Once his employment is confirmed, he will be entitled for the annual housing allowance.

3. An employee who has a justifiable need to change his accommodation to a an accommodation with higher cost may be authorized to shift after obtaining HR Department’s approval and subject to budget availability in the facility. In such cases, the employee shall bear all the associated moving expenses. The employee should inform HR at least three months before the tenancy contract expires. Overlap between two lease contracts of not more than 14 calendars days in such cases is acceptable.
Business Travel
**Business Travel**

1. All employees travelling on official business missions will be paid a Business Travel allowance (per diem) for all assignments outside and inside the UAE to cover the expenses incurred in carrying out the official assignment.

2. Business Travel Per Diem will be paid as an advance cash amount to the delegated employee in order to cover total costs of accommodation and meals, transportation from/to airports and inside the destination cities of the mission, and any other petty expenses required to accomplish trip tasks.

3. Official business assignments aim to, but not limited to, attending courses, conferences, workshops, or to accomplish specific assignment on behalf of SEHA, like recruitment trips or visiting medical establishments, and patient escorting.

4. Conditions for eligibility or non-eligibility of granting the daily per diem mentioned in the table below for business missions, trainings, workshops, conferences:
   - Approval is granted from Line Manager for the business travel.
   - Two or more days of continuous business missions (mission/training shall last for 6 hours or more on each day) which will require the employee to travel from one emirate region to another (Abu Dhabi, Dubai, Al Ain, Western Region, and Northern Emirates or within the region but the travel is for 150 km or more).
   - Employee on one day business mission (regardless of start time and duration) which will require traveling from one emirate / region to another (Abu Dhabi, Dubai, Al Ain, Western Region, Northern Emirates) shall not be entitled for full daily per diem; but, he will be entitled only for AED 200 per round trip in case he utilized his own transportation, and an amount of AED 100 if he was provided with transportation by SEHA. Also, this transportation per diem will apply if the distance travelled within the emirate/region is from 100 km to less than 150 km.
   - For employee safety and to avoid travelling early morning in fog weather, Departments are hereby encouraged to plan one day official missions/meetings which require travel to other regions to start at 9:00 am or after.
   - The employee is not supposed to use company transportation if he is claiming full daily per diem. But, in case he uses company transportation, the facility shall deduct AED 100 for each trip from his daily per diem.
   - In case of national events which require SEHA participation; employees may be granted the per diem mentioned in the table below even if the event is within the region of the facility location of the employee as per the approval of Group MD on case by case basis.
**Absconded Employee**

1. Given the nature of SEHA business, all employees must adhere to their committed schedules and to come to work on time as scheduled.

2. In case of any unforeseen circumstances that require an employee to be absent from duty, the employee must let his Line Manager know within 2 working days.

3. Should an employee fail to alert his Line Manager of the reason for his being Absent from Duty, it could form grounds for Disciplinary Action.

4. An Employee who is absent from his work duties for more than 2 working days without having applied for leave or notifying his Line Manager/HR Department for purpose of leave, will be declared as absent from duty. The Manager should notify HR Department to hold his salary and all his benefits and allowances.

5. When the employee resumes his work duties, he must submit a justification for his absence. If justification is approved, days will be deducted from Annual Leave and salary and allowances will be released. In case justification is not approved, employee will be subject to Disciplinary Action.

6. Should an employee fail to come to work for more than 15 consecutive calendar days (even if it fall in two calendar years) or is Absent from Duty for 15 discontinuous working days in a year, his employment could be terminated on grounds of “Absconded Employee”. Such a termination is considered “with cause”. The line manager should coordinate and inform HR department about the employee’s continuity of absence until the necessary action is taken by HR Department. Exception not to consider the employee as “absconded” is mentioned in policy 4.1 – clause 16.

**Voluntary Separation**

**Resignation**

1. Employees retain the right to withdraw their resignation up to the last working day in the notice period, provided the Line Manager approves this request.

2. Employees serving a notice period may take Annual Leave as long as it will not impact handover of work obligations. However, the employee must be present at work in the last 10 working days of his notice period.

3. For UAE nationals and Expatriates: Unless waived as per HR Policies Manual Authority Matrix in Appendix B, all resigning employees must serve a minimum of 3 months’ notice period or as per the employment contract. SEHA may, according to work circumstances cancel or shorten the period of the notice period given by the employee and pay his gross salary up to three months or the salary of the remaining period whichever is less (for UAE national the service period will be subject to pension fund regulations). In case of employee request to shorten or exempt from notice period is approved, then employee will not be entitled for any compensation for this period and the period shall not be considered part of the employment at SHEA.
Involuntary Separation

Expiration of Contract

1. Any employee on a contract of defined duration must receive official notification of contract expiration 3 months in advance; otherwise, the contract will be automatically renewed.

Termination

2. Employment may be terminated “with cause” for a variety of reasons including, but not limited to: damaging SEHA’s reputation, poor performance record (as defined by Performance Management policy), unresolved disciplinary issues and misrepresentation of credentials or by decision of the investigation and disciplinary committee.

3. The following list describes Gross Misconduct that will lead to immediate termination with cause and will be without notice and notice payments. This list is not exhaustive; the investigation committee may add additional causes that can be construed as Gross misconduct:
   - Employee is sentenced to three months imprisonment or more or convicted in dishonesty or trust breaching crime, in which case his service shall be terminated from date of final judgment
   - Observed as being under the influence or use of illicit substances/alcohol/drugs during SEHA working hours or SEHA grounds
   - Any criminal activity on SEHA grounds
   - Violent or abusive behaviour against SEHA employee(s) or patient(s) in SEHA care
   - Any practice which is seen as unethical and in conflict with the SEHA Organizational Code of Conduct or Islamic laws or serious violations to UAE laws

Redundancy

4. Due to changes in business needs, market forces, organizational or departmental priorities or a restructuring exercise; certain positions, departments or entire Facilities may become obsolete and may lead to end of employment at SEHA. Administrative decree should be issued by facility CEO to make such action official and effective.

End of Service Benefits

1. All UAE National employees are entitled to pension payments to be determined and paid by the Abu Dhabi Government. SEHA and the employee are committed to making all required contributions to the UAE Pension Fund.

2. All expatriate employees who have completed at least one (1) year of service are entitled to end of service payment upon separation, as per UAE law.

3. The end of service benefits amount is calculated based on the last drawn basic salary and it is one month’s salary for each year worked for the first three continuous years of service. After three years, it becomes one and a half month’s basic salary for period after three years. If only part of a year is worked (after the initial first year), then end of service is calculated on a pro-rated basis.
Death and Disability

1. Upon employee death, his service shall be deemed expired as of death date.
2. Any SEHA employee who dies during the course of his employment (death caused by non-work factor and not because of committing suicide) will still have his last salary paid for the month of their death; in addition to three months Gross Salary which will be also be paid at the same time in order to financially support his nominated beneficiary as stated by the employee in the employee file upon joining. If the employee did not specify a nominated beneficiary, the financial aid will be paid to his dependents (employee’s spouse and/or children) as per the approval of HR Manager after consulting the legal advisor/lawyer. However, if none of the above is available, it will be considered part of the employee end of service benefits. This amount cannot be deducted from or withheld for any amounts due to SEHA from the employee.
3. In case the employee did not have any immediate family in UAE, SEHA will pay for his UAE based friend or colleague to accompany his remains back to the deceased employee’s home country or SEHA will offer to bring and accommodate immediate family member for up to one week to accompany the deceased employee back to their country of origin.

Reemployment of Separated Employees

1. Employees who left SEHA due to termination “without cause”, or resignation, and were in good standing (in terms of performance, relationships and fulfillment of duties) prior to their separation, may be rehired as per the approval in the HR Policies Manual Authority Matrix in Appendix B. As for the resigned employees, they may be re-hired after 1 year of separation in the same facility. But, if the rehiring is for another facility; the resigned employee may be eligible for rehiring at any time after resignation, and as per the approvals in the HR Policies Manual Authority Matrix in Appendix B. Furthermore, for Medical and Clinical employees, it is required that the separated employee has spent at least 9 months of that year practicing as a healthcare professional.
2. Confirmation for reemployment should be obtained from eligibility of rehire form which should has been filled by Line Manager at the point of resignation, termination without cause, or termination because of redundancy. HR department should inform the Line Manager to complete the eligibility of rehire form of the resigned employee and submit it to HR Department. However, such eligibility of rehire form is not considered a “decision making” document for rehire but a “support document” especially if the rehire is taking place in another facility.
3. Individuals whose employment was terminated “with cause” i.e. cannot be reemployed by SEHA.
Disciplinary Action
Disciplinary Action

1. For what does not contradict the Medical by laws, any employee who violates any of SEHA’s policies and/or applicable UAE/Abu Dhabi laws is liable to face appropriate Disciplinary Action.

2. No action shall be taken against an employee unless the issue has been studied thoroughly and documented by HR the Department.

3. The guidance and advices from the line manager to an employee is not considered a disciplinary action or a verbal warning.

4. Employee should be informed in writing of any Disciplinary Action taken against him, including the reasons for such action. Employee receipt signature is required on the Disciplinary Action letter before the HR Department can insert in the employee file. If employee refuses to sign the receipt, HR department can still file the disciplinary action noting that employee has refused to sign the disciplinary action receipt letter. Any Disciplinary Action or court order should be recorded in the employee’s file.

5. Disciplinary Actions may consist of:
   - Verbal Warning (Should be documented in the employee’s file)
   - First Written Warning
   - Second Written Warning
   - Salary Deduction: All salary deductions stated in this policy and in the disciplinary table indicate deduction from basic salary only.
   - Suspension with or without pay for a period not exceeding 2 months (without pay indicates Gross Salary). However, Housing benefit and National & children allowances shall be maintained during cases of suspension without pay.
   - Final Warning
   - Termination of Service

6. If the employee has committed a violation but the violation is discovered or the complaint is received by SEHA at any time after the incident; then, SEHA may apply the disciplinary action as per the tables in this policy after discovering the incident. An exception to this are time & attendance violations in which the disciplinary action shall be taken within 3 months period otherwise the violation will be forfeited (however, violations of not submitting all types of leaves requests can still lead to disciplinary action at any time discovered). Another exception is dress code violations in which the disciplinary action shall be taken in the same day otherwise the violation will be forfeited.

7. No disciplinary action can be made against an employee before giving the employee the chance of a fair hearing and to listen to his statement and defence (if the employee refuses/ does not show up to attend for hearing and defence, the facility can proceed with the investigation even if the employee refuse/does not show up to attend the investigation committee after notifying him twice) except for Time & Attendance violations, failing to complete the yearly performance appraisal by the manager or employee before the deadline, and dress code violations in which HR Manager can apply direct actions without the need to sit with the employee or go through Permanent Investigation Committee (for dress codes violations, the HR department should ensure that the dress of the employee is a violation and the disciplinary action
should be taken and communicated to the employee in the same working day). However, an investigation committee should be formed for any violation other than time & attendance, and dress code violations. Also, the HR Manager may form iPerform investigation committee if needed to handle issues related to failure of completing mid-year and end of year performance appraisal apart from the regular permanent investigation committee. Moreover, the HR Manager may form Time & Attendance committee to take actions regarding Time & Attendance violations; but, the lawyer/legal advisor and an HR member should always be members in such committee. Violations of not submitting all types of leaves requests will need to be investigated by the “Permanent Investigation Committee” even it falls under Time & Attendance violations.

8. The HR Department is responsible for maintaining the confidentiality of all proceedings, witness statements, and records; however, there may be circumstances in which disclosure is needed for certain information, or there is need to transfer information to authorities, but only with the prior authorization of Facility Legal Department.

9. In case the employee commits any violation that is not mentioned in the disciplinary table attached to this policy, the violation will be submitted to the Group HR Director to decide on proper action after consulting SCO legal department.

10. The "Permanent Investigation Committee" should decide on case by case basis the period in which the Disciplinary Action will be valid and active in the employee file. Such period should be at least for 3 months and maximum 1 year. The violation may be noted as “no longer applicable” upon the end of the Disciplinary Action period and as per the approval of the Line Manager, Department Manager, and HR Manager if the behaviour has significantly improved since last violation. Verbal warning (even it is documented in the employee file) does not have active period; therefore, verbal warning will not stop salary increases and promotions. Moreover, violations that do not need to be investigated by the “Permanent Investigation Committee” such as Time & Attendance violations, Dress Code violations and IPerform completion violations shall have valid and active disciplinary actions period for 1 month only (Except for violations of not submitting all types of leaves requests which will need to be investigated by Permanent Investigation Committee and the committee will decide on case by case basis the valid and active period for each disciplinary action). All disciplinary actions taken against the employee should be kept in his personal file even if its status is inactive.

11. Once the period of Disciplinary Action ends, the new violation will be considered as new again and the Disciplinary Action will start from the beginning again. The old disciplinary action will be kept in employee file but in inactive status.

12. The HR Manager and the lawyer/legal advisor will decide jointly if there is a need to send the case for the investigation committee or not as some cases may be treated by discussion and communication without the need to be sent to the investigation committee.

Investigation in Cases of Disciplinary Action

13. The investigation committee’s decision should be issued within 60 calendar days from the referral to the committee. If this period expires, this will be construed as reservation of the investigation (the investigation stops).
14. "Permanent Investigation Committee" formation shall be initiated by the HR Manager and approved by the facility CEO or Group MD (for SCO). The Investigation Committee shall consist of the following members:

- HR Manager or his deputy from HR Department (should be the chair of the committee)
- The facility Lawyer/Legal Advisor
- At least two other employees (should be in a managerial level or above)
- Committee Assistant to keep all recordings and documentation (from Legal or HR department)

15. Facility CEO (for facilities) or Group MD (for SCO) should setup different temporary investigation committee in case:

A. The employee under investigation hold a Director level position or above because the Investigation Committee members should be in the same job grade or higher of the employee being investigated except for HR Manager and the legal Advisor in which they always should be members of such committee.

B. If one of the "Permanent Investigation Committee" members has direct or indirect (vertical or horizontal/departmental) reporting work relationship with the employee under investigation.

16. The chair of the committee shall be the most senior member (from position perspective) in the temporary investigation committee.

17. An Investigation Committee may not convene when the concerned employee is on an approved leave.

18. No suspension or termination decision shall be taken unless an investigation committee is formed to recommend this decision to the CEO.

19. For the cases where there is a need to temporary suspend the employee for the sake of the investigation, the HR Manager will refer this matter to the investigation committee within two working days to take the decision either to stop the suspension or keep the suspension for a period not to exceed 30 days with full pay. If the suspension exceeds 30 days, the CEO’s approval should be acquired.

20. If the decision of the committee was to suspend the employee, the employee will be suspended for a maximum of 2 months.

21. The Investigation Committee has the right to audio record all meetings, and all members and attendees should be informed in writing about the recording.

22. During the period of the Disciplinary Action or investigation process (salary increases from all kinds and promotions will be suspended) except for, verbal warning which will not stop salary increases and promotions.

23. The employee has the opportunity to appeal, with evidence, and inquire about the Investigation Committee as per the Grievance Policy. The employee should raise a written appeal to the HR Department within 10 working days of being notified of a Disciplinary Action against him. If Grievance Committee is formed; Committee members should be different from Investigation committee members except for the Lawyer/Legal Advisor.
24. Any employee held in custody by court order shall be suspended during his detention without deducting his Salary and benefits entitlements. However, if such period exceeds 6 months, SEHA may stop salary and benefits entitlements or terminate the employee after the approval of Group HR Director.

25. All violations by a medical staff member which relates to medical practice, treatment of patients or ability to effectively treat patients will be dealt with in accordance with SEHA Medical Staff By-Laws.
Grievance
Grievance and Complaints

1. Grievance is defined as a concern, complaint or dispute rose by an employee concerning an incident, judgment, situation or problem between employees or between the employee and the Organization.

2. Grievance is a problem that does not seem able to be resolved between the employees involved.

3. SEHA employees may raise grievances with regard to any aspect of their employment including the application of terms and conditions of employment, working arrangements, their working environment, working relationships or with regards to any Disciplinary Action taken against them. Employee may also raise grievances with regards to their annual performance appraisal in case of any major disagreement with their line manager on the final evaluation rating.

4. Employee shall follow the steps below:
   A. First submit written grievance to their Line Manager.
   B. Line Manager should take the necessary action with regards to the complaint or the grievance within 5 working days of receiving the grievance by written reply.
   C. The employee shall have the right to file such complaint or grievance to the department manager in case that the line manager fails to settle complaint or grievance within 5 working days or the employee has a good reason for not accepting the decision of his line manager or the complaint or grievance itself is made against this line manager.
   D. The department manager should find a solution to such complaint or grievance within 5 working days from receiving the employee’s letter by replying in writing to the above-mentioned letter.
   E. The employee shall have the right to file such complaint or grievance to human resources department in case that the department manager fails to settle complaint or grievance within 5 working days or the employee has a good reason for not accepting the decision of department manager or the complaint or grievance itself is made against department manager.
   F. In case that there is no need to form a committee, Human Resources Manager has to take a decision to settle such complaint or grievance within the maximum period of 10 working days in coordination with the legal counsel.
   G. In case that there is a need to form a committee, HR Manager has to appoint complaints and grievances committee in liaison with the legal lawyer/legal advisor to tackle each case separately. Such committee shall be formed by a decision of HR Manager and chaired by him, which shall consist of maximum number of 4 members including the lawyer/legal advisor, a human resources team member who shall be designated by human resources manager, and another two members to be appointed by human resources manager as well. These two members shall be changed from time to time, depending upon circumstances or each case separately. Such committee shall settle the complaint or grievance within 10 working days from date of committee formation (If a committee need to be formed, it should be formed within 5 working days from receiving the grievance/complaint).
   H. In case that human resources department or grievances committee fails to reach a decision to settle this grievance or complaint within set periods of time or in case that the employee is not satisfied with the final decision taken on such complaint or grievance, the employee may escalate the problem to human
resources department at SCO. Group HR Director may take immediate decision regarding the grievance and close the case or may form grievance committee at SCO to look further into the case. In all cases, the final decision on the grievance should be taken within the maximum period of 10 working days, which must be final and irrevocable.

1. The complaints/grievances concerning violation of the public order or religious rituals shall be excluded to implementation of these complaints or grievances provided that they should be transferred to human resources department and legal counsel directly.

5. Complains or grievances must be carefully looked into before they are forwarded, as SEHA Company doesn’t tolerate false grievances once they are investigated because they are baseless. In this case, the employee shall be transferred to investigation committee that shall decide the proper penalty against the employee.

6. All grievances shall be treated with top confidentiality, which must not be discussed with any third party other than the persons involved in making or handling the grievance.

7. Grievances committee members selected shall have the same job grades of the employees affected from the grievance or higher with the exception of HR Manager, the designated HR employee, and the lawyer/legal Advisor. Facility CEO or Group MD (in case of SCO) should setup different grievance committee chaired by the member who hold the highest position from job grade perspective, in case:

   A. The employee submitted the grievance hold a Director level position or above. However, HR Manager and the lawyer/legal Advisor should always be members in such committee.

   B. One of the committee members such as HR Manager or lawyer/legal advisor has direct or indirect reporting work relationship with the employee who submitted the grievance.

8. Medical or clinical employees whose service has been terminated due to their unsatisfactory job performance in accordance with medical committee decision shall not have the right to invoke the grievance procedure.

9. All grievances for Physicians which relate to medical practice, treatment of patients or ability to effectively treat patients will be dealt with in accordance with SEHA Medical Staff By-Laws.