EMPLOYEE HANDBOOK

MSA UNIVERSITY
جامعة أكتوبر للعلوم الحديثة والآداب

in partnership with
University of Bedfordshire

UNIVERSITY of GREENWICH

OCTOBER UNIVERSITY FOR
MODERN SCIENCES AND ARTS
THE FIRST BRITISH HIGHER EDUCATION IN EGYPT

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As the global community moves into the 21st century, the significance of educating a new generation of entrepreneurs and transformative leaders equipped with the intellectual perspective of liberal learning and tools are as important as any other time in history.

The ability to think critically, to write and speak clearly, to make ethical judgments, to innovate and accelerate innovative concepts, build entrepreneurial mindsets and to understand the fundamental economic forces, these are the qualities essential to effective leadership in our ever-changing global environment. These are the essences and hallmarks of a MSA education.

Producing career-ready graduates has always been central to our mission. Through a process that includes career exploration and professional preparation, we connect you with career paths and foster the skills and mindset needed for professional advancement.

When you join MSA, you will find exceptional experiences that allow you to grow and develop, explore new interests, and fully realize your potential, have a career direction and the confidence needed for success in your chosen field.

Lastly, becoming part of our Family means you are part of a close-knit community that will support you from day one and help you achieve your vision of success. Our mission is to help you grow, discover, and realize your aspirations whether; you want to develop your leadership skills, explore your passion for the arts, serve our community, conduct your own research, or pursue a certain career/field. You will find mentors in our faculty, staff, and coaches through our campus' rich social and cultural life, you will make connections and friendships that will last a lifetime.

Welcome to our family

Dr. Nawal El Degwi

Head of Board of Trustees- HBT

II. Message from MSA University President

Greetings, and welcome to MSA University!

We are committed to the relentless pursuit of excellence in education and research. The MSA community is deeply committed to contributing to a better future for Egypt. Our success can be contributed to many factors: our talented and dedicated faculty, the energy, enthusiasm and inventiveness of graduate and undergraduate students, the dedication and support of excellent staff, the passion of our alumni to make a difference in their communities, the support and active engagement of our international partners.

We aspire to position MSA as a research-intensive and student-centered university, which fosters an institution-wide commitment to creating a strong, healthy future for our students and for our local and global communities and to become a national leader in many areas of critical research and creative endeavor. We take pride that our faculty are committed and inspiring teachers that, offer our students a research-enriched education complemented by applied, clinical and work-integrated learning opportunities.

In this Employee Handbook, you will find the Employment policies and practices currently in place at the university. I hope you will find this resource helpful as you navigate your time working with us. One of the things I love most about MSA is the people who make this institution so special.

Staff like you work diligently, and often behind the scenes, so that we can fulfill our mission to improve lives in service of the greater good. From; research to admissions, marketing, IT, facilities, finance, and more —you play an integral role in helping the university move forward and helping our students prepare to become the world's next leaders.

Thank you again for taking part in this exciting journey and our long history of commitment to our students.

With your support and dedication, I look forward to seeing where that momentum will take us next as I am confident that together we will achieve more.

Sincerely,

Prof. Dr. Khayri Abdel-Hamid

1 INTRODUCTION

INTRODUCTION

ABOUT THE UNIVERSITY

Professor. Doctor Nawal El Degwi established the October University for Modern Sciences and Arts (MSA) in 1996, with the mission to pursue educational excellence and provide the best educational offerings in all disciplines, based on the application of the latest technologies, with a tendency not only to react to change but also to lead it.

MSA University is founded on a distinctive ethos that places our students at the center. We provide an environment of academic excellence, discovery, and development for the next generation of global professionals and leaders.

As Egypt's first private university, we have always thrived on the investment that our students make in their own future, the commitment of our staff, and the support from a strongly engaged community. The exceptional quality of our students' experience has always been a hallmark of MSA University.

We are committed to educational excellence, deep engagement between academics and their students, and the personal and transformative development of MSA people.

Working at MSA University is a unique and enriching experience. Our faculty and students are pioneers, discoverers, teachers, scholars, and change agents. We ask tough questions and pursue knowledge with rigor because we believe in the power of entrepreneurship and original ideas.

What a unique opportunity to be a part of and support such a dynamic and unique organization

Welcome to MSA

As a leading University of higher education, our goal is excellence in teaching, research, and community engagement. In order to maintain our leadership role, we depend on each academic and non-academic staff to act as a representative of and support the University.

We value integrity and open communication and expect our Staff Members to be honest, innovative, and industrious.

Welcome to MSA University! We hope your association with MSA will be as enjoyable as it is productive. We appreciate your assistance in building a respectful, inclusive work environment that is welcoming to all Staff Members, students, and visitors.

Purpose

The purpose of the Employee Handbook is to provide information and guidance to staff about working at the University and our workplace culture. As in any community, there are guidelines that govern how we work together and help us carry out our common mission.

This Employee Handbook includes all the needed information to manage, develop, and support our people, presented in MSA's policies written in an easy and clear way for all Staff Members. This handbook not only outlines MSA's policy towards the various phases of the employer-staff Member relationship, but it also indicates how policy is to be administered.

Consequently, we encourage staff and line managers to read and become familiar with the policies of the University and their respective Faculties and Departments and should be able to use this handbook as a guidebook when they need to apply MSA policy in a given situation. Every Staff Member should feel free to consult this handbook to assist him/her in the interpretation of MSA policy.

Faculties and Departments may have additional procedures or guidelines, which are specific to their needs and supplement these policies.

Staff are expected to be familiar and comply with the policies in this Handbook, the University's Human Resources Policies as well as other University policies.

Management's Rights:

This Handbook describes employment general policies and procedures for MSA University. This Handbook should not be construed as or constitute an offer of employment for any specific duration, nor is it intended to state any terms of employment.

Responsibilities:

The Handbook is produced and updated by the Organization Development Section - Human Resources Division. Should you require any support or advice on applying the contents of this Handbook, or alternatively have suggestions on how to improve it, please contact the Organization Development Section - Human Resources Division.

Staff are responsible for reading, understanding, and complying with the provisions of this Employee Handbook.

Changes in Policy:

No employee handbook can anticipate every circumstance or question about policy. As the University continues to grow, the need may arise to change policies and benefits, including those covered here and those pertaining to individual faculties and departments.

This handbook supersedes all prior versions, and MSA University reserves the right to change, modify, suspend, interpret, or cancel its policies and practices at its sole discretion and without advance notice. This right extends to both published and unpublished policies.

Amendments and Additions:

MSA policies are regularly reviewed and continuously improved in line with changes to employment legislation and best practices. We also continue to develop new policies to support our drive to be recognized as an "Employer of Choice".

This handbook supersedes contrary policies issued prior to its release. Subsequent changes will be effective on dates determined by the University and staff may not rely on policies that have been superseded. Staff who are uncertain about any policy or procedure should check with their line managers or the Human Resources Division for clarification.

This Employee Handbook will remain in effect until changes are considered necessary. However, any such change to be made on any policy or practice will be made only after consideration is given to the handbook advantages, benefits, and implications of such changes on supervisors or managers, and on other Staff Members of MSA University.

Any new amendments and/or updates to the present policy and practices, should such changes be warranted and approved, timely notification will follow. This Handbook is for your convenience and quick reference.

2 MSA UNIVERSITY VISION, MISSION AND VALUES

MSA UNIVERSITY VISION, MISSION AND VALUES

OUR VISION

October University for Modern Sciences and Arts (MSA) will be among the top five hundred universities worldwide leading Education, Scientific Research, and Community Service.

OUR MISSION

October University for Modern Sciences and Arts (MSA) is a leading Egyptian private higher Educational institution with solid British universities partnerships, offering advanced undergraduate and graduate academic programmes that support entrepreneurship, meet job market needs, and run applied scientific research, in addition to providing distinguished community service, enhancing its affiliates' competencies, using contemporary technology and administrative systems, and complying with local and international quality standards.

OUR VALUES

- Student-Centered
- Entrepreneurial Spirit
- Accountability
- Institutional Loyalty
- Inclusiveness
- Credibility
- Commitment to Quality

3 CODE OF ETHICS & PROFESSIONAL CONDUCT

CODE OF ETHICS AND PROFESSIONAL CONDUCT

MSA University is committed to maintaining ethical principles and has established policies that guide the behavior of all staff members. The Code outlines the principles of fair dealing, avoiding conflicts of interest, bribery and gifts, protection of confidential information, non-discrimination and anti-harassment, diversity, inclusion and equal opportunity, compliance with laws and MSA University standards, and protection of MSA University resources.

Code of ethics and Code of professional conduct serve different purposes in an organization. A code of ethics outlines moral principles and values that guide decision-making, while a code of conduct provides specific rules and regulations governing employee actions. Both are important for creating an ethical and responsible workplace culture.

Scope

This Code of Ethics and Professional Conduct applies to all MSA University Academic and Non-academic staff.

This code is not a contract of employment.

CODE OF ETHICS

Decision-Making

MSA University will not tolerate fraud, deceit, or concealment. Decisions must be based on factual evidence and fairness; with no bias or prejudice. Decisions must be based on strict principles of right and wrong as defined set forth in this code.

Employees of MSA University shall:

- Uphold the values and mission of the University and act in the best interests of the University.
- Comply with the code of conduct, which is intended to support the management in; taking good and fair decisions, executing the right and proper actions and to comply with relevant laws, rules, and regulations.
- Demonstrate; integrity and leadership by; complying with the code themselves, promoting, fostering, and boosting compliance by others.
- Respect the dignity, rights, and privacy of all individuals and avoid any behavior that may be considered discriminatory or harassing.
- Maintain confidentiality and respect the privacy of all information obtained in the course of employment, except when disclosure is required by law or authorized by the University.
- Maintain competence in their area of expertise and pursue professional development opportunities to enhance their skills and knowledge.

- Engage in ethical research practices and comply with the University's policies and procedures for research.
- Disclose any conflicts of interest that may arise in the course of employment and avoid engaging in any behavior that may compromise their objectivity or that of the University.
- Report any suspected or actual misconduct or unethical behavior to the appropriate authority.

CODE OF PROFESSIONAL CONDUCT

MSA University's code of professional conduct is divided into three main categories: Ethical Conduct, Compliance, and Protection of MSA Resources. Ethical Conduct consists of six principles, Compliance is governed by one principle, and Protection of MSA Resources has five principles that outline the responsible use and protection of the university's assets. Together, these categories provide a comprehensive framework for promoting ethical behavior, ensuring regulatory compliance, and safeguarding the university's resources.

ETHICAL CONDUCT

Principle 1: Fair Dealing

Each Staff Member will deal honestly and ethically with MSA University's stakeholders, such as academic and non-academic staff, students, workers, suppliers, partners, and competitors.

All staff members will treat people fairly and honestly, not taking unfair advantage of anyone through manipulation, concealment, abuse, reprisal of privileged or otherwise undisclosed information, misrepresentation of material facts, or any other unfair-dealing practices.

Principle 2: Avoiding Conflict of Interest

A conflict situation can arise when one of the staff takes action or has interest that may make it difficult to perform our MSA University work objectively, fairly, effectively, and efficiently.

Staff members must avoid any investment, interest, or association that interferes or might interfere with the independent exercise of their own individual best judgment, and with their obligation to perform their responsibilities in the best interests of MSA University.

For example, Private business (ex. Training agency, any educational institute or education service provider, Private paid teaching classes …etc.) as this may lead to contract termination.

When presented with opportunities related to MSA University's business interest, staff members must first offer those opportunities to MSA University.

Staff members will not:

- Take for themselves personally, or for members of their household, acquaintances, or close relatives, opportunities that are discovered through the use of MSA University property, information, or position.
- Use MSA University property, information, or position for personal gain.
- Hold any employment, managerial, directorial, consulting, or other position with any company or university which is a competitor of MSA University.

Principle 3: Bribery and Gifts

Staff members will not; seek, accept, offer, promise, or give (directly or indirectly) anything of monetarily value – indicating payments, fees, loans, services, favors, or gifts from or to any person/ student or firm as a condition or a result of doing business with MSA University, otherwise it will be considered a sort of bribe. This may lead to legal actions.

Principle 4: Protection of Confidential Information

The disclosure of confidential information Staff/Students / Others regarding; MSA University's business, financial, legal, regulatory, or scientific operations, whether intentional or accidental, can adversely affect the financial stability and competitive position of MSA University and the job security of its Staff members.

"Confidential Information" means all non-public information in MSA University's possession, whether through; internal or external development that might be of use to competitors, or harmful to the financial stability or competitive position of MSA University if disclosed, including but not limited to:

- Personal data
- Students database
- Financial, and accounting data
- Suppliers' data (names of suppliers, pricing, source of supply, and anticipated requirements)
- Results of Regulatory inspections/ audit
- Business Plans, and updates to business plans
- Potential business agreements, licenses, partnership, accreditation, or other business deals
- Regulatory filings and approval dates
- Marketing and sales information
- All other know-how trade secrets

Staff members must not accept non-public information provided by staff/student, supplier, or other party with the condition or understanding that it is kept confidential unless such information is subject to a written confidential disclosure agreement or confidentiality: provision drafted or approved by the Legal Division.

Staff members must maintain the confidentiality of information entrusted to MSA University by a student/ staff member or other third party, except when disclosure is legally mandated as determined by the Legal Division.

Staff members must not seek or accept confidential information of or about competitor in an illegal or unethical manner.

If Staff members have confidential information about a former Staff Member or any other entity with which they were previously affiliated, they are expected to abide by their obligation to keep such information confidential. MSA University will not require and does not want staff to use or disclose such information in their capacity as a tutor or Staff Member of MSA University.

Principle 5: Non-Discrimination and Anti-Harassment

MSA University strives to establish and maintain a work environment in which all individuals are treated with respect and dignity and to create an environment that supports, encourages, and rewards career and educational advancement based on ability and performance.

The University prohibits discrimination, harassment, and retaliation against employees, students, interns, contractors, and other third parties conducting business with the University. Discrimination or harassment based on race, gender and/or gender identity or expression, color, creed, religion, age, national origin, ethnicity, disability, veteran or military status, sex, sexual orientation, pregnancy, genetic information, marital status, citizenship status, or on any other legally prohibited basis is unlawful and undermines the character and purpose of the University. These are considered forms of employee misconduct and sanctions will be enforced against individuals engaged in such misconduct.

Any form of retaliation against anyone who has complained of and/or reported discrimination, or harassment or has participated in an investigation of such a complaint, regardless of whether the complaint relates to the complaining person or someone else, will not be tolerated, violates this Policy law and may result in discipline.

More information about the Non-Discrimination and Anti-Harassment procedures is provided in detail in the Non-Discrimination and Anti-Harassment Policy.

Principle 6: Diversity, Inclusion, and Equal Opportunity

MSA University recognizes its ethical and legal obligation to provide a work environment in which employment opportunities are open to all qualified individuals.

The University states the right of any individual/employee to apply and/or to be evaluated for employment opportunities without regard to any discriminative basis and it guarantees everyone the right to be considered solely based on his/her ability to perform the duties of the job in question, with or without reasonable accommodations as appropriate. In line with its commitment, the University will take affirmative action to recruit, hire, promote, and educate un-presented minorities, women, and individuals with disabilities.

The University is committed to the following standards:

- Staff and students are encouraged to bring their capabilities, approaches, experiences, and ideas, which reflect our diversity and inclusiveness.

- All individuals have the right to be given equal and fair consideration for a position/transfer/promotion or other position related benefits regardless of race, color, sex, sexual orientation, gender identity or intersex status, pregnancy, age, marital status, physical or mental disability, family or careers' responsibilities, religion, political opinion, national extraction, social origin, and or any other discriminative basis.
- Provides reasonable accommodations for qualified faculty and staff with disabilities to allow them to perform the essential functions of their jobs.
- Ensuring that promotion decisions are in accordance with principles of equal employment opportunity by imposing only job-related requirements for promotional opportunities.
- Recruiting, hiring, training, retaining, and promoting individuals, in all job classifications, without regard to any discriminative basis.
- Ensuring that all personnel actions, such as compensation, benefits, transfers, and leave policies, are administered without regard to any discriminative basis.

More information about the Diversity, Inclusion, and Equal Opportunity procedures is provided in detail in MSA University's Diversity, Inclusion, and Equal Opportunity Policy.

COMPLIANCE

Principle 1: Compliance with Laws and MSA University Standards, Policies and Procedures

All staff members are required to familiarize themselves with all the laws, rules, and regulations that apply in the areas within the scope of our work responsibilities, including, as applicable, the following areas:

- Official Leave(s)
- Academic Promotions
- Academic Degrees
- Deductions & Penalties
- Disciplinary Actions

Contact the Personnel or OD Sections for advice in any area where you have any questions.

Staff members will comply with applicable University policies, and applicable policies and procedures issued by, for example, Departments of People & Organization Development, Purchasing, Quality Assurance, Finance, IT, etc.

PROTECTION OF MSA UNIVERSITY RESOURCES

Principle 1: Protection of MSA University's Assets

Staff members must safeguard MSA University's assets against loss, damage, carelessness, waste, misuse, and theft.

MSA University's assets, such as; intellectual property, electronic media, work time, equipment, funds, products, and services, are intended for legitimate business use.

Staff members must use MSA University's assets efficiently and for legitimate purposes, never for illegal or unethical purposes.

Principle 2: Academic Material, Inventions, Discoveries, and Software

MSA University reserves the rights to intellectual property created by Staff members as part of their jobs. Any academic material, course content development material, invention, discovery, product, or device-like software which results from activities carried out at the University or with substantial aid of its facilities or funds must be disclosed to the University, and will become the property of the University, will be published on the e-learning system, and will be assigned to the University or a University-designated organization.

The best practices should be shared and applied through MSA University.

- If a researcher, staff member, or student develops any academic material in the course of his/her work, and/or with the aid of unit/University facilities and/or funds administered by it, there is an obligation to disclose academic material to the University.
- Academic Material should be disclosed at the earliest possible date in their development.
- Disclosure should be made with the Centre of Excellence.

Principle 3: Health and Safety

MSA University is committed to protecting the health and safety of its Staff members.

Staff members will act promptly to address any unhealthy or unsafe condition.

This includes taking steps to protect the physical safety and security of MSA University Staff members.

As MSA University considers the health and safety of the staff members a top priority, the Health and Safety dedicated the: safety@msa.edu.eg mailbox to receive any complaint or suggestion that relates to any arising or immediate safety and occupational health issues at the University.

Principle 4: Electronic Media Usage

MSA University provides access to and use of electronic mail, the intranet, the internet, and other electronic media for business purposes to make it easier for MSA University staff members to communicate with each other and with appropriate outside parties – including students, suppliers, business partners, affiliates, international agents and government agencies.

Staff members must not use MSA University's electronic media for any other purposes that violate applicable laws, rules, and regulations or MSA University standard policies or procedures. This includes; transmission of threatening, obscene, or harassing materials.

Incidental personal use of electronic media that does not interfere with MSA University's business or a staff member's performance of his or her responsibilities is acceptable, as long as such use does not include illegal, unethical, or otherwise offensive subject matter.

Except as otherwise provided by applicable law, no staff member has any right to privacy regarding the use of or access to any electronic media provided by or through MSA University. MSA University may monitor or access staff use of its electronic media at any time in accordance with applicable law.

Principle 5: Using Competitor's Brand

MSA Staff Members are required to use only:

- MSA official Emails for any form of communication related to their business.
- Stationary (office stationery, mugs, glasses, cups, block notes, pens, mouse pads, etc.)
- MSA official paper with the appropriate header and footer for official communication.

    MSA Staff members will not use or promote any competitors' brands while being currently employed.

GRIEVANCE FOR THIS CODE

Each staff member is responsible for their decision-making and for adherence to the principles set forth in this Code of Conduct.

REPORTING AND ESCALATIONS

MSA University encourages staff if they become aware of any violations or potential violations of the code of conduct, or have complaints or concerns regarding; accounting, internal accounting control, or auditing matters, must promptly and immediately notify the appropriate party or to directly report the case to the Human Resources team.

For any questions or concerns about interpreting or applying this code, or any related MSA University standards, procedures, policies, or instructions, please contact:

- Your line-manager, Department head, the faculty Vice Dean, or the faculty Dean

- Another manager, Supervisor, or Department head
- A Human Resources representative/ Director
- A representative in the Legal Affairs
- The Head of Quality Assurance Centre
- The University President

Any reports, concerns, or complaints are kept confidential to the possible extent while still allowing MSA University to investigate and take appropriate action.

MSA University will not tolerate any kind of retaliation or reprisal against anyone who makes a good faith report regarding violation or potential violation of the code.

INTERNAL INVESTIGATIONS

MSA University will promptly investigate all alleged violations of this Code or of any related MSA University standard, policy, or procedure. Any allegations will be treated confidentially, to the extent consistent with MSA University's interests and its legal obligations.

Staff Members are all expected to cooperate in the investigation of an alleged violation of the Code.

If MSA University determines that corrective action is necessary to fix a problem and avoid the likelihood of its recurrence, MSA University will promptly decide what steps to take, including legal proceedings when appropriate.

DISCIPLINARY ACTION

To the extent legally permissible under applicable law, appropriate disciplinary action will be taken, in relation to this Code or any related MSA University standard, policy, or procedure, for:

- Authorization of or participation in violations
- Failure to report a violation or potential violation
- Refusal to cooperate in the investigation of an alleged violation
- Failure by a violator's supervisor(s) to detect and report a violation, if such failure reflects inadequate supervision or lack of oversight
- Retaliation against an individual for good faith reporting of a violation or potential violation

   Disciplinary action may be activated, when appropriate, including dismissal.

DISCLAIMER

All staff members must certify, in writing or electronically, that they have received, read, understood, and shall abide by this Code.

4 WORKPLACE STANDARDS

WORKPLACE STANDARDS

OFFICE SPACE MANAGEMENT

In order to exchange workspace among each other, you need to get approval from your Department Head. Then this approval is to be forwarded to both IT and other needed Departments if further action is required.

Office Decoration

It is important to impose a tidy office and maintain the university's professional image, all Staff need to follow the mentioned instructions:

- Family photos are allowed on the Staff's desk.
- Religious photos or symbols are totally prohibited.
  No permanent stickers are to be put on walls, workstation partitions, PCs/ Laptops, Printers, Faxes, or Photocopying machines.

The University, through the Human Resources Division, reserves the right to define what is a politically, religious, sexually or personally offensive nature or commercially or aesthetically inappropriate at any time and without notice.

Office Furnishings

Office furnishings, including seating and desks, will be assigned to staff members' offices and meeting rooms as needed. These furnishings should remain in their designated locations and should not be removed or exchanged. If any furnishings are broken or damaged, the issue should be addressed to the head of the department.

Energy Saving

To promote energy efficiency and reduce environmental impact, all staff must:

- Turn off air conditioners before leaving their offices.
- Turn off lights when leaving unattended rooms or classes.
- Shut down and unplug all; PCs and equipment, including; printers and screens before leaving the office at the end of the working day.

Office Distractions

Noises:

MSA aims to provide a professional work environment that enables all Staff to deliver their best output; therefore, the noise level in our offices must be strictly managed, especially with the prevalence of open-space workstations. Accordingly, all Staff are required to:

- Keep the noise level to the minimum by keeping their voices down during conversations and meetings in the office space. If a meeting is needed; a meeting room may be booked to ensure privacy and colleagues' concentration.
- Respect phone-use by keeping their voices down during phone calls and keeping personal discussions to a minimum level.
- Switch their mobile phone ringers to "vibration" or "beeping once".
- No music or songs are allowed.

Other Distractions:

To ensure hygiene and a clean environment inside the office, dry food is only allowed with no smell in the offices (e.g. Biscuits and snacks).

Eating is allowed in the cafeteria located in each building and in the food court.

Strong odors in general of any sort (e.g., strong perfumes, certain food, etc.) should be avoided to respect the comfort of other staff members.

Cleanliness

Cleaning of offices, Classrooms, Studios, and Laboratories is done daily before/after classroom hours. A janitor will be available all day long per floor.

SMOKE-FREE UNIVERSITY

MSA is a "**Smoke-Free University"**, applies to the building area.

Tobacco smoking is a major cause of disease, sickness absence, and premature death, whilst passive smoking can cause acute and chronic health effects. MSA actively protects its Staff and visitors whilst on its premises. Therefore, MSA operates a total ban on smoking in all parts of its offices and buildings. This includes all office areas, meeting rooms, break areas, toilets, and lift lobbies.

All visitors are subject to this policy and it is the responsibility of Staff members to remind visitors politely of the University's policy if the need arises.

DRUG-FREE WORKPLACE

Abuse of alcohol, drugs, or other substances is prohibited. Misuse of medications and administration of any type of narcotics (ex. Cannabin or its derivatives) can diminish job performance and can compromise the safety of others.

DRESS CODE

Professional and proper attire helps MSA University maintain its professional image and reputation among MSA University stakeholders, partners, vendors, suppliers, and students.

Formal Dress Code is the proper attire at MSA University. All MSA Staff must abide by the following regulations and rules of the dress code or else a proper action will be taken accordingly.

Proper Attire for Men:

- **Wear a suit:** Dark colors are preferable (Black, Dark Blue or Gray)
- **Shirt:** The simpler the better, no bright colors (Red, Yellow, etc.), French cuffs, or monograms. White, off-white, and pale blue are preferred.
- **Ties:** To play it safe choose a traditional silk tie, with no loud colors or patterns. Your tie should coordinate with your attire. It may also be wise to avoid ties with images and designer logos.
- **Socks:** Choose a color that coordinates with your suit or pants (for example: black suit with black or dark gray socks). Make sure they are long enough not to expose your skin when you sit down.
- **Shoes:** Make sure your shoes are polished and shined and that your heels are intact. Avoid wearing boots. Shoes should have the same color of your belt and to coordinate with your suit colors.
- **Jewelry and Cologne:** Less is better. Avoid wearing a lot of colognes and jewelry. Don't wear more than one ring. Remove earrings or multiple chains or necklaces.

Casual Wear for Men (ONLY on Thursday)
- Non-collar shirts, T-shirts & Jeans are totally forbidden.
- Aim for a classic and modest look when selecting your casual business wear for Thursday. Pick clothing that is comfortable yet communicates a professional attitude.
- All men's shirts must have sleeves and collars (only polo shirts)
- Clothing should be clean, pressed, or wrinkle-free, and without holes or frayed areas
- Body piercing which can be seen is not permitted at all.
- Hairstyle should project a professional appearance: clean, neatly trimmed, and well-groomed, including sideburns, mustaches, and beards.
- Pay attention to the fit of your clothing. Pants should break just above the shoe, sleeves should reach the base of your hand and just show a bit of the cuff if you are wearing a jacket, and shirt collars should button comfortably without pinching or leaving gaps. Also, if you wear a tie, its tip should reach below the bottom of your belt-buckle.

- Shoes should be polished and leather is generally preferred. Open shoes (crocs) are not permitted at all.
- When any doubt, leave it out. Casual clothing should make you and everyone you work with more comfortable while, at the same time, projecting a professional image.

Proper Attire for Women:

- **Suit is preferred:** Women have a wide variety of color schemes; however longstanding colors such as; Blue, Black, or Gray are the color choices of many executive champions. The trick is to look conservative and professional. Wear an appropriate length skirt, avoid short or tight skirts. Mini-skirts are totally forbidden. Women-Jacket alternatives (for example: Cardigans or similar items) may substitute the suit-jacket. But full suit is still preferred.
- **Blouses:** A cotton or silk blouse in a neutral color with a simple collar is fine. Do not wear a sleeveless blouse, just in case you have to take off your jacket, make sure that you are not wearing a sleeveless blouse. Your blouse should fit comfortably, and not appear to be tight, wrinkled, or distracting due to loud colors.
- **Scarves:** A classic 34-inch silk scarf that compliments your suit in color and pattern. Less is better, less color, and less patterns. Keep it simple.
- **Veil:** keep it simple and not distractive, simple color and simple patterns, plain veils are preferred.
- **Shoes**: Pumps with 1.5-inch heel are standard. Choose a color that compliments your suit and handbag (handbag & belts should coordinate with shoes); Black, Brown, Burgundy, Navy, and Blue are preferred. Avoid open-toe shoes, high boots, stiletto heels, flat shoes, and white shoes. Be sure to have your shoes polished and shined and that your heels are intact. Avoid suede and light fabrics.
- **Stockings**: If you wear a light-colored suit, wear light-colored stockings. Do not wear contrasting colors. Avoid opaque or printed stockings.
- **Jewelry and perfume:** large hoops and dangling earrings are not allowed. Wear small stubs or avoid wearing earrings. Do not wear more than one pair of earrings and two finger rings, one watch, or bracelet. Remove all non-traditional jewelry e.g. nose rings, eyebrow rings, and multiple earrings.

Casual Wear for Women (ONLY on Thursday)
- T-shirts & Jeans especially ripped jeans are totally forbidden.
- Aim for a classic and modest look when selecting your casual business wear for Thursday. Pick clothing that is comfortable yet communicates a professional attitude.
- All women's shirts must have sleeves and collars (Regular shirts or polo shirts)
- Clothing should be clean, pressed, or wrinkle-free, and without holes or frayed areas.
- Body piercing which can be seen is not permitted. Tongue rings mustn't be visible.
- Hairstyle should project a professional appearance: clean, neat & well-groomed.
- Pay attention to the fit of your clothing. Pants should break just above the shoe, sleeves should reach the base of your hand and just show a bit of the cuff if you are wearing a jacket, and shirt collars should button comfortably without pinching or leaving gaps.
- Shoes should be polished and leather is generally preferred. Open shoes (Flip-flops or

Crocs) are not permitted at all.

- When any doubt, leave it out. Casual clothing should make you and everyone you work with more comfortable while, at the same time, projecting a professional image.

SECURITY

Staff members are expected to cooperate with security personnel by showing the ID card upon demand.

INFORMATION SYSTEMS

The University's information technology systems and the information served by those systems are valuable and vital assets to the University. The Information Systems Security Policy includes all computer systems (hardware and software), communication systems (networks, telecommunications, video, and audio broadcast systems), and information (data, text images, etc.) in any form on any media.

The University's information technology systems and data that reside on them are University property and may only be used in compliance with applicable law, and University and department policy. As a user of information resources, you are responsible for knowing about the appropriate and ethical use of information in all environments you access, protecting the information you are using from corruption or unauthorized disclosure, working in such a manner as to consider the access rights of others, and following applicable guidelines concerning the use and nondisclosure of passwords and other means of access control.

The University has the right to monitor all of its information technology systems and to access, monitor, and intercept any communications, information, and data created, received, stored, viewed, accessed, or transmitted via those systems. Staff members should have no expectation of privacy in any communications and/or data created, stored, received, or transmitted on, to, or from the University's information technology systems.

UNIVERSITY OWNED EQUIPMENT

Any device or computer including, but not limited to, desk phones, smartphones, tablets, laptops, and desktop computers that the university provides for your use, should be used only for business. MSA University owns the devices and the information on these devices. If you leave the University, you will be required to return the equipment on your last day of work in good condition.

SOFTWARE ACCESS

Additional Software needed for business must be authorized by your Head of Department and downloaded by the IT department. If you need access to software or websites not currently on the University network, ask your line manager and consult with the IT department to explain what business returns are expected from the product.

All reasonable requests that are not considered a network risk will be considered for you and other staff members. The purpose of this policy is not to restrict staff access to products that will make you more productive, it is to minimize the risk to the organization's network.

INTERNET USAGE

University internet access is authorized for business usage only.

Internet use also creates the possibility of our system infection via viruses or spyware. Spyware enables unauthorized people outside of the University to access passwords and other confidential information. Removing such programs from the University network requires IT staff to invest time and attention that is better devoted to making technological progress. For this reason and to assure the use of work time appropriately for work, we ask staff members to limit internet use to safe usage.

To prevent computer viruses from being transmitted through the system, there should not be unauthorized downloading of any software or opening any unknown links from untrusted sources. All software downloads will be done through the IT Department.

PRINTING AND PHOTOCOPYING

Laser printers are available in computer labs of each building, faculties' administration offices, and library for business usage only.

COMMUNICATION

Email is a business communication tool and users are obliged to use this tool in a responsible, professional, effective, and lawful manner.

Business communication whether; internally between staff or externally should only be through MSA official emails (@msa.edu.eg) with a professional signature template as part of MSA's corporate identity.

- **Staff Internal Communication:**

For any announcements to all the university staff through email, you should contact the Employee Experience section in the People and OD Department through MSA Internal Communications email: announce@msa.edu.eg

- **Students Communication:**

For students' related announcements, after being approved by the faculty Dean, please contact the E-content and Digital Marketing office through: e-content@msa.edu.eg

CARS PARKING

All staff members' cars will be parked in the parking lot/area on campus based on each building and faculty they're working at.

MEETING ROOMS RESERVATION

- All MSA staff are entitled to reserve any of the meeting rooms available (except the Head of Board of Trustees meeting room)
- The smallest available room accommodating the meeting should be selected.
- Priority of using the meeting room will be for those who have reserved it.
- In case a meeting room is needed, please contact the building manager in charge of the room desired.

5 RECRUITMENT AND HIRING

RECRUITMENT AND HIRING

PURPOSE

Our recruitment process is designed to attract and retain high-caliber candidates who demonstrate the right balance of skills, knowledge, and experience. We are committed to providing a fair and positive recruitment experience for all candidates, while also reflecting our university's commitment to excellence, diversity, and innovation.

RECRUITMENT PROCESS

1. Receiving Staff Hiring Requests

MSA Recruitment team receives the Staff Hiring Request electronically through the Recruitment Website from each Faculty 2 months minimum prior to the academic semester. The Recruitment team starts to work on shortlisting the potential candidates and hiring the talents required, according to the manpower plan. Before deciding on hiring new talents; recruiting MSA graduates who finished their scholarships, Job Rotation, and/or possible Transfers can take place first.

2. Job Posting Through Recruitment Channels
- MSA Careers Website: http://www.recruitment.msa.edu.eg/
- Social Media (through Facebook, LinkedIn)
- Recruiting Platforms (such as: Wuzzuf)
- Headhunting
- Referrals

3. CV submission

The applicant should submit the CV electronically via MSA Online Recruitment Website: www.recruitment.msa.edu.eg

4. Screening and Shortlisting
Screening CVs and shortlisting the candidates according to the job description.

5. HR Interview
The shortlisted candidate from the initial screening is interviewed by the HR Team (face to face/online); assessing their competencies in line with the interview rubric. Throughout the HR interview, the Recruitment team evaluates to what extent the candidate fits MSA culture, vision, mission, etc.

6. Demo Presentations

- The Academic candidate is requested to record a 10 - 15 minutes demo presentation, in order to evaluate and have records of the candidate's capabilities and teaching style. The Recruitment team requests a technical opinion from the faculty.
- The Support Services candidate can sit for a computer test (typing speed, and proficiency of Microsoft suite).

7. Technical Interview

If the candidate is shortlisted from the previous stages, s/he would meet the faculty dean/ Head of Department/ line manager for a technical interview.

8. Final Interview (for certain positions)

Managerial positions and PhD holder candidates might be requested to meet the University President and the Head of Board of Trustees as a step prior to contract procedures.

9. The Job Offer and Hiring Credentials Submission

The employee signs the contract and meets the Personnel representative to finalize the required hiring credentials that should be submitted in 2 weeks to 1 month before joining the University (Hiring credentials are further explained in the next section).

IMPORTANT NOTES

- <u>It is crucial for the applicant to fill in the online application prior hiring to proceed with the recruitment process.</u>

- **Hiring of Relatives**
1. We allow the hiring of relatives subject to vacancy availability and suitability of the candidate with respect to the university's hiring procedures.
2. Candidates must honestly state during the interview whether they have any relatives employed by MSA.
3. False information provided by staff could result in termination of the employment contract.
4. Relatives are not allowed to work in the same department.

- **Contact Information:** For any questions or additional information about our recruitment process, please contact the Recruitment team.

6 PERSONNEL AFFAIRS

PERSONNEL AFFAIRS

PERSONNEL REQUIRED DOCUMENTS

Upon signing the contract, staff members should submit the below documents to the personnel:

- Work permit
- Photos
- Military Certificate (Males)
- Education Certificates
- Criminal Clearance Certificate
- Social insurance documents
- Copy of personal ID
- Birth Certificate
- Medical Test "Form 111"
- Reference letters from the most recent jobs (not applicable for fresh graduates.)

IDENTIFICATION CARDS FOR APPOINTED STAFF

Once a newly appointed staff's initial paperwork has been processed, he/she is issued an MSA identification card (ID) taken during specified hours.

Privileges and Use of Facilities
The MSA University's regular identification card makes it possible to secure certain privileges that include:

- Full library privileges.
- Reduced rates on some University sponsored activities.
- A 10% discount at the Stationary store
- Use of the Gym facilities, during designated hours after purchasing membership through True Gym.

Non-appointed staff are not benefits-eligible, and therefore, are eligible for ID cards under limited conditions. Refer related questions to the Human Resources team.

PROBATION PERIOD

New staff shall be subject to a probationary period in line with the applicable MSA University policy below, for the Line Manager to evaluate the staff's performance to decide whether to confirm the employment of the staff member.

Probation Period is for 3 months (90 days) from the commencement date.

STAFF INFORMATION UPDATE

In case of any change in Staff's personal information (address, phone number, status, etc.), he/she is required to inform the personnel to modify the required changes.

Also, they can update or change their information through the MSA system
http://tools.msa.edu.eg/index.php

7 ATTENDANCE AND VACATIONS

ATTENDANCE AND VACATIONS

WORKING HOURS AND ATTENDANCE

- Full-time staff members are expected to work 7.5 consecutive hours per day totaling 37.5 working hours/week for staff who work 5 days/week and totaling 45 working hours/week for staff who work 6 days/week.
- Part-time staff are expected to work as per their scheduled classes.
- Official working hours of the university are from 08:00 to 15:30 and can be extended to 17:00.
- Staff Members must sign in and out through the fingerprint machines (located next to the entrance in every building) and their personal RFID card (at the gates) before starting work and at the end of the working hours upon leaving their offices according to their scheduled time.
- Tolerance duration to sign in or out is 15 minutes.

GENERAL GUIDELINES

All leaves and permissions requests are processed automatically through the following online portal: http://vacation.msa.edu.eg/login.aspx

You should know some important guidelines in order to facilitate executing your leaves and permissions requests:

- The leave must be implemented within 72 hours from sending the request, as the request will not be accepted after that and cannot be submitted manually as it will be deducted.
- You should continuously follow up on your leave request approval status. The delayed requests will be considered as a deduction if not executed in a timely manner.
- If you wish to delete or edit your leave request, it has to be prior approval. If there's any update after approval, you must refer to the Personnel section to adjust accordingly.
- In case there are two requests, they cannot be executed at the same time.
- Sick leave will appear on your line manager's direct page after the University doctor's approval. In case of the doctor's rejection, it will be deducted from the salary. If you wish to change it to an annual leave, you should inform the Personnel to amend it.
- All types of leave requests are sent to be approved by the line manager; The Department Head/Dean.

If you have any inquiries regarding the leaves, don't hesitate to contact the Personnel team-Human Resources.

PUBLIC HOLIDAYS

Official holidays are determined according to the labor law and business needs. All Staff members are entitled to the following official holidays:

Coptic Christmas Day (January 7th)	1 day
Revolution and Police Day (January 25th)	1 day
Sinai Liberation Day (April 25th)	1 day
Easter	2 days
Labor Day (May 1st)	1 day
Revolution Day (June 30th)	1 day
Revolution Day (July 23rd)	1 day
Armed Forces Day (October 6th)	1 day
Eid El Fitr	3 days
Eid-El Adha	4 days
Islamic New Year	1 day
EL-Mawled El Nabawi	1 day

LEAVES

Annual Leave

- According to the Egyptian labor law, Staff members are entitled to annual leave upon completing six months at work.
- Each staff member is entitled to 21 working days leave after his/her first year.
- Staff members who have been working for more than 10 years are entitled to 30 days annual leave.

Casual Leave

- Each Staff member is entitled to casual leave for any justifiable reason upon approval of his/her line manager.
- Each casual leave can't exceed two consecutive days and with a maximum of six days per year.
- Casual leaves will be deducted from the staff member's annual balance.

Sick Leave

- In case of a staff member sickness, the staff must notify the University Doctor of his/her sickness in case of being present at the university for medical examination. In case of absence, he/she should inform his line manager and the University Doctor for not being able to come to work for his/her sickness and submit the sick leave request on the vacations system.
- In case the staff member is examined by an external doctor (on his/her own expenses), the university may require the authorized medical organization to review the external physician report for approval.
- Upon the staff member's return to work, he/she should head to MSA's doctor to review the medical report for approval.
- Any staff member who did not return to work after the end of his/her sick leave, absence days will be deducted from his/her salary as he/she will be considered absent without permission.
- Absence approved by university doctor as a sick leave is paid according to the labor law.

Unpaid Leave

- Unpaid leave requests are only exceptionally provided for a sabbatical purpose and with the specific approval of the Faculty Dean (For academic staff) and the HR director.
- The staff member should pay the amount of social insurance and medical insurance of the period of the unpaid leave.
- Unpaid leaves are provided only during summer for current academic staff.

Compensatory Leave

Staff members who are asked to be present at work on public holidays for business need, an extra 2 days will be added to their annual leaves balance.

Staff members who are asked to be present at work on their weekly fixed day off will be compensated by one extra day off which will be added to their annual leaves balance.

Education Leave (For Academic Staff Only)

While staff members are encouraged to continue their education, this should not negatively affect the staff member's performance on the job.

- Staff are entitled to a maximum of seven days paid leave for exams upon requesting the leave fifteen days before its date, supported with their exam schedule stamped from the external education institute.
- Staff are entitled to one day paid leave per week upon prior contract agreement with the university to obtain the MSc/PhD degree. This will be applicable after one academic semester since contract beginning, upon the approval of the Head of Department and Faculty Dean. Staff members should specify the day off and submit the post-graduate studies required documents to the Personnel Office.

Parental Leave

Maternity Leave

The University endorses the right of its Female staff to establish families while keeping their careers and is prepared to support and allow expecting/new mothers enough time to recover before and after childbirth and care for their child.

The University will offer at least the minimum benefits mandated by the Egyptian labor law and this policy is merely complementary to the existing legal guidelines.

- All female staff are entitled to maternity leave of 90 days after spending 10 months of employment at MSA University as specified by the Egyptian Labor law (Article 91).
- The first three months are fully paid of her social insurance salary to be received at the social insurance office, in addition to one month and a half (1.5 months) of their salary paid by the university and offered for female staff upon returning to work.
- A female worker shall not work during the 45 days after delivery as per the Egyptian Labor law (Article 91).
- This leave is not provided more than twice throughout her service period.
- Nursing Hour: The University grants Nursing Mothers one hour of paid leave permission daily for nursing, for up to two years (24 consecutive months) after the child's birth according to the Egyptian labor law (Article 93).
- Unpaid Leave for Childcare: Upon request, a female staff is entitled to leave without pay for a maximum of 3 months to take care of her child.

Maternity leave Procedures

- The expectant mother must give a formal notice to her immediate line-manager of her pregnancy.
- Maternity leave will start on whichever date is earliest:
  - The employee's chosen start date
  - The day after the employee gives birth, in the case of a Premature Birth
- The expectant mother must complete and submit the Maternity Leave form indicating her due date and the date she intends to commence maternity leave.
- The expectant mother should pass the completed form to her line-manager who is responsible for checking it and, where appropriate, adding comments, before sending it to the Personnel department.
- On receipt of the form, the Personnel team will write to the staff member, confirming details, including the date when her maternity leave will end and the date the employee is expected to return to work.
- The expectant mother must present a medical child birth certificate indicating the exact date of birth.

- **Changing the start date of maternity leave:**
  - An employee may bring forward, or postpone, her maternity leave start date providing she does so in writing, giving at least 28 days' notice of the new date or as soon as is reasonably practicable. Notification should be sent to her line-manager, copied to the Personnel department.
  - If the baby is born before the intended start of maternity leave, the Personnel department should be advised in writing of the baby's date of birth.
  - The employee or someone acting on her behalf should do this; arrangements will then be made for maternity leave and pay to start from the day after the birth.
- The staff member and her line-manager are encouraged to maintain reasonable contact during maternity leave to make the return to work easier. It is recommended that the frequency and method of contact during maternity leave be discussed in advance of maternity leave starting. Line-managers must ensure that employees are kept informed about changes at work, particularly if any of the changes will directly affect the individual's job or career development.
- The staff member must confirm a return-to-work date by completing the return-to-work form and submit it to the Personnel department. This should be done at the earliest opportunity and normally at least 8 weeks before the planned date of return.

Paternity Leave

- MSA University recognizes the importance of supporting new fathers through paternity leave. MSA provides three paid working days of parental leave for fathers starting after childbirth. Staff members should provide the birth certificate to the Personnel team to process the leave.

Marriage Leave

- All MSA Staff who completed 12 months at MSA, are entitled to a compensatory "marriage" paid leave.
- MSA Staff members are granted seven consecutive days (maximum five working days) of paid leave of absence apart from their annual leave balance which must include the day of Marriage. Staff members should provide the required documents to the Personnel team to process the leave.

Pilgrimage Leave "Hajj"

- All MSA Staff who completed five consecutive years at MSA, are entitled to a full paid leave of 30 days to perform pilgrimage.
- This granted leave is only offered once in the total period of work at MSA.

Umrah Leave

- All MSA staff who completed 12 months at MSA are entitled to a full paid leave of one week (5 working days) to perform Umrah.
- Staff members should present all the required documents to the Personnel team including a copy of the booking ticket, umrah visa, and passport.

Emergency Leave permission (for late arrival or early leave)

- Each staff member is entitled to a maximum of 6 Emergency leave permissions (late arrival or early leave) with a maximum of three working days to be deducted from his/her annual balance for justified reasons and approved by his/her line manager; Department Head/Faculty Dean.
- Maximum time for early leave or late arrival permission is 11:30 A.M. otherwise it will be deducted as a whole day.

Bereavement Leave

- The university grants paid leave in exceptional cases including; the death of 1st degree relatives.
- Granted leave is maximum 3 days and has to be approved by the Human Resources Director.

ABSENTEEISM AND TARDINESS

- In case of absence without notice by applying the leave on the system, a day will be deducted from the staff member's annual leaves balance and as a day from his/her salary.
- Staff absenteeism without acceptable reason for more than 20 non-consecutive days or 10 consecutive days during the same year will lead to contract termination, on the condition that the staff member is delivered a formal written warning with acknowledgment of receipt and is subject to a salary freeze after 10 days in the first case and 5 days in the second case.
- In case of tardiness till maximum 11:30 A.M. or leaving after 11:30 A.M. without notice by applying the permission on the system, half day will be deducted from the staff member's annual leaves balance and as half day from his/her salary.

If the staff member exceeded all his/her annual leaves balance, this will negatively impact his/her performance evaluation and the salary increase.

8 PERFORMANCE MANAGEMENT SYSTEM

PERFORMANCE MANAGEMENT POLICY

PURPOSE

MSA University implements a dynamic Performance Management System (PMS) in order to create a performance-driven and progressive culture, empower and motivate the staff towards higher performance by linking and aligning individual, team, and organizational objectives. It also provides a means to recognize and reward exceptional performance and manage under-performance.

Scope

This policy and its related procedures apply to all full-time contracted staff at MSA University across all provisions (Academic and Non-Academic Staff).

POLICY

The University uses the academic and non-academic performance evaluation and development process to evaluate, recognize, improve, and sustain quality staff performance within each faculty, division and department of the University.

PRINCIPLES

The MSA Performance Management System is based on the following principles:

- **Strategic Alignment:** Fostering a performance-oriented culture where individual's work is cascaded and aligned with the strategic direction of the University.
- **Continuous Feedback:** Encouraging fair, accurate, and proactive feedback by line-managers in order to develop and enhance the performance of their subordinates.
- **Integration:** Establishing a clear connection between on-the-job performance and incentives such as annual increase, promotions, and training and development opportunities.
- **Fairness and Credibility:** Provide a consistent, fair, and credible performance management system, through setting clear standards, policies, and procedures that are in line with University laws and legislation.

OBJECTIVES

Through the Performance Management System, the University seeks to:

- Establish a scientific approach to link performance with reward achievements and outstanding results.
- Improve and increase the University staff productivity through an annual performance management system aligned with MSA strategic objectives.

- Reconcile and cascade MSA strategic objectives to individual levels.
- Encourage and enhance individual achievements and teamwork spirit.
- Develop and encourage a culture of continuous learning and professional development opportunities.
- Identify and recognize high performers and potentials that can lead to excellence.

PERFORMANCE MANAGEMENT PROCEDURES

Performance Management Structure

The Performance Management structure consists of three main parts:

1. **KPIs**: represent the main expected tasks from the staff to achieve during the year and ensure that they are effectively focusing on the crucial areas of their work.
2. **Additional responsibilities (Hats)**: extra tasks and responsibilities that the staff are responsible for throughout the year.
3. **Competencies**: represents the HOW or the manner a staff member achieves his/her responsibilities. There are three main categories of competencies;

- **MSA Core Competencies**
  Core competencies are demonstrated behaviors which capture the essence of the Mission, Vision, and Values of MSA.
- **MSA Technical Competencies**
  Technical/ Functional competencies are demonstrated knowledge and skills in a technical, professional, or Job Family, and are specific to roles.
- **MSA Leadership Competencies (As applicable)**
  Leadership competencies are leadership skills and behaviors that contribute to superior performance and translate the behaviors and attitudes of successful leaders into defined, measurable traits that drive performance and results.

Performance Management Framework

The PMS framework is a 3-phase cycle:

1. **Performance Planning**

   The Performance planning phase of the PMS framework is determined based on two main inputs:

- Each faculty/division/department's strategic and operational plans.
- The MSA Competency framework.

   The line-manager and his/her subordinate agree on a set of KPIs and the desired level of competency that the subordinate should achieve by the end of the cycle.

   Academic Staff: The performance planning phase starts around September of each year for academic staff which aligns with the beginning of the academic year.

Non-academic Staff: The performance planning phase starts by the end of December till the beginning of January of each year for non-academic staff which aligns with the beginning of the calendar year.

2. Mid-Year Review

The Mid-Year review phase is conducted for all university staff between the line manager and his/her subordinate in order to; evaluate the employee performance demonstrated during the first half of the performance management cycle, the progress towards meeting the KPIs set, support and enhance the performance strengths and identify its weaknesses, provide corrective measures when needed, and give the work process the proper directions towards accomplishing the desired KPIs and results that are expected to be achieved by the event of the final performance review, in accordance with the staff grade.

Academic Staff: The mid-year review phase starts around February of each year for academic staff which is after the end of the fall semester.

Non-academic Staff: The mid-year review phase starts in July of each year for non-academic staff which marks mid calendar year.

3. Final Performance Review

The final performance review is the last phase of the PMS Cycle in which the staff performance undergoes the final review and appraisal in accordance with the standards clearly established in this PMS and the staff grade. Performance appraisal results will be the average of the total of the mid-year performance review and final performance review results in addition to any KPIs calculated by the end of the cycle.
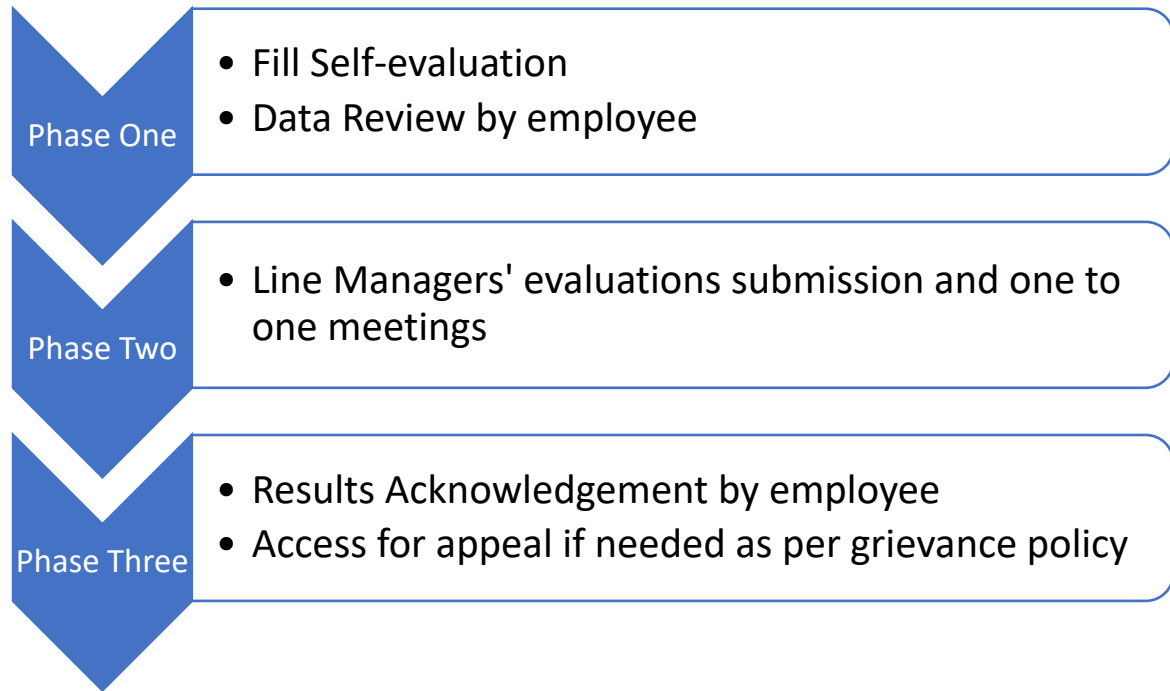
Academic Staff: The final performance review phase starts around July of each year for academic staff which is after the end of the spring semester.

Non-academic Staff: The final performance review phase starts by the end of December of each year for non-academic staff which marks the end of the calendar year.

It is worth mentioning that, these three phases above mentioned are interspersed by the ongoing coaching and feedback which is necessary for guiding, directing, and controlling the completion of the objectives as agreed in the performance planning phase.

The constant feedback aims at correcting any weak aspect of performance, reinforcing the performance strengths, and motivating staff towards achieving the expected objectives.

Mid-Year/Final Performance Review Process

Phase One	• Fill Self-evaluation • Data Review by employee
Phase Two	• Line Managers' evaluations submission and one to one meetings
Phase Three	• Results Acknowledgement by employee • Access for appeal if needed as per grievance policy

KEY ROLES AND RESPONSIBILITIES

Human Resources Team

Key responsibilities include:

- Managing and owning the staff performance management system, related policies & procedures manual, forms, and the behavioral competencies framework.
- Taking a leading role and proactively getting involved during all PMS implementation phases to ensure accurate and effective execution.
- Providing advice and guidance to line managers during the implementation of the PMS.
- Facilitating and/or conducting training and awareness workshops and sessions about the PMS to line managers and staff.
- Clarifying any implementation obstacles that may hinder the effective PMS implementation or any related issues.
- Providing annual aggregate performance reports to MSA Management.
- Ensuring that all faculties/divisions/departments are fully committed to the timeframe set for the PMS Cycle.

Line Managers

The line-managers are responsible for the effective and timely implementation of PMS within their respective faculty/division/department through:

- Maintaining a clear and comprehensive understanding of the PMS amongst their direct reports.
- Scheduling one-one meetings for feedback discussion.
- Scheduling regular class visits in case of Academic Staff.
- Discussing and agreeing on objectives, competency profiles and individual development plans (IDP's) with his/her direct reports.
- Overseeing and managing the performance development of the direct reports through the continuous and interim reviews.
- Discussing and agreeing on the performance planning KPIs and the required competency behaviors.
- Providing individuals and teams with ongoing feedback on their performance and measuring individual performance of staff.
- Preparing ahead for the interim reviews and keeping it documented.
- Taking all the necessary measures and procedures for both mid-year and final performance reviews.
- Assessing direct reports objectively and recognizing his/her achieved goals.
- Complying with the timeframe set for the PMS cycle.

Staff

Staff play an active role in the PMS implementation through:

- Proposing and agreeing on the KPIs and hats, as well as their weighting with the perspective line manager.
- Seeking ongoing coaching and feedback constantly from their perspective line manager, initiating dialogue, and agreeing and implementing action plans.
- Proactively working on completion of the IDP.
- Implementing the performance plans agreed upon fully, accurately, and honestly.
- Complying with the timeframe set for the PMS cycle including; submitting his/her self-evaluation, conducting one-on-one meetings with his/her line manager for feedback discussion, and reviewing the performance appraisal results after the line manager submits his/her evaluation.

9 LEARNING AND DEVELOPMENT

LEARNING AND DEVELOPMENT (L&D)

MSA University recognizes that the skills and knowledge of its staff are critical to its success, hence; developed various programs to improve individual and organizational performance and to encourage personal development through formal and hands-on learning and development, so that staff can improve job- related skills or enhance their competencies. MSA L&D section aims at achieving the following objectives:

- Provide Learning and Development Solutions to enhance MSA Staff performance.
- Build partnerships to enhance development services.
- Utilize internal talent to develop a collaborative culture, and sense of ownership and to increase financial resources.
- Spread Learning & Development Culture.

STAFF ORIENTATION AND ONBOARDING

MSA strongly believes that all new hires should have an optimal onboarding experience as it can have a dramatic effect on staff job performance, organizational commitment, and retention.

During orientation, the People and Organizational Development department assists new staff in adjusting to their job and work environment while instilling a positive attitude and increasing motivation. At orientation, new MSA hires are formally introduced to the University and its leaders, culture, mission, vision, and values. Ideally, on the first week of employment.

Within the staff's first 30 working days, the new staff Line Manager will discuss and agree on an Individual Performance Plan in the context of the Performance Management System.

Below is what is generally accomplished during new hires' orientation:

- Intro to the University's History, mission, vision, and values.
- Meeting with the University's leaders or long-tenured staff.
- Introduction to Learning and Development opportunities and a brief on provided benefits.
- Review of administrative procedures and use of workplace tech systems. Introduce New Hires to Onboarding Ambassadors in their respective faculties/departments.

LEARNING & DEVELOPMENT PROCESS

MSA L&D Section identifies organizational and individual Learning and Development needs through analysis of; Performance Appraisal scores, Competencies, Technical Training requests done by Managers, and University Strategy. Additionally, staff members are welcome to suggest any training courses they believe are important and can add value to them and to the university and are also encouraged to continually monitor their

development and discuss the status of their career development with their Line Manager periodically, as part of their performance appraisal system.

Based on the above, the annual L&D plan and calendar are formulated. The plan consists of Learning and Development activities classified into the below categories. The calendar is put in place in consideration of Academics' Schedules and Departments with seasonal work rush.

LEARNING & DEVELOPMENT CATEGORIES

- **Competency-based Training**
  This category aims at equipping staff with the necessary competencies required for carrying out their roles and responsibilities in the University, this includes trainings that tackles both Core and Leadership competencies.

- **Position-based Clusters**
  These are required training programs for each job position, completed by employees upon receiving a new role, to ensure they have the skills necessary for the job, whether they are newly hired or promoted.

- **Compliance Training**
  This category aims at equipping staff with the necessary tools and skills to help them with their day-to-day roles in the university, the category may include:
    - Health & Safety
    - Basic Life Support (BLS)
    - Quality
    - MSA Systems
    - IT Security
    - Customer Experience Management
    - Values
    - Business Writing and Correspondence

- **Leadership and Mentorship programs**
  This program aims at elevating MSA leaders' leadership skills and creating a nurturing environment for our employees to grow through continuous learning and coaching.

- **Literacy programs**
  Literacy programs are aimed at our employees most in need of acquiring (Reading/Writing, Language and Computer) skills.

- **Technical and Educational Training/Certifications**
  This addresses the functional skills needed to effectively perform job duties in a certain field like; Human Resources, Teaching, Architecture, Pharmacology, etc. Technical Training/Certification is linked with an employee commitment scheme as follows:
    - Employees are committed to perform tasks related to the acquired training as needed and directed by the faculty/department.

▪ Employees are committed to benefit the University/Faculty for a certain period of time that is based on the investment made through the training.

EVALUATION

The Learning & Development activities are evaluated through a four- phase evaluation process (Phillips Model). The phases measure the following:

● Staff Satisfaction with the programs
● Learning of the knowledge or skills offered in the program
● On-the-job Application of acquired knowledge or skills
● Impact on the University

LEARNING & DEVELOPMENT KEY PERFORMANCE INDICATOR

As part of the performance appraisal cycle, employees are evaluated on the completion of their individual training plans set at the beginning of each academic year. The key performance indicator (KPI) parameters are highlighted in the appraisal form.

INTERNAL TRAINERS PROGRAM

MSA aims to cement a foundation for a strong and effective learning environment and teams within MSA. That is why MSA Staff who wish to be certified trainers have the opportunity to apply in the Internal Trainers Program, during which applicants are trained and certified by MSA and CPD Standards Office. Certified Internal Trainers enjoy an excellent reward scheme and several development opportunities, in addition to having the chance to enhance the learning knowledge-sharing culture among all MSA University staff.

Given that the Internal Trainer role is a separate one from the applicants' main positions at MSA University. The role is compensated with payment rates payable after each training assignment.

Internal Trainers Selection Criteria:
● Excellent experience with both the content/subject-matter area of what you will be training with MSA.
● Is passionate, committed, and readily appears credible, and presents a neat, professional, organized, and ethical image. (a Role Model)
● Possesses a strong and empathetic understanding of learner's characteristics and learning styles.
● Possesses excellent facilitator characteristics, and can develop creative training material, aids and resources.

Selection Process:

The applicant fills an application form to know the experience, area of expertise and schedule preferences. Then, they are invited to present a 20-minute demo on a topic from the available training categories, followed by an interview.

The demo and interview are to evaluate the presence of the above criteria and the potential of the applicant as a trainer. If the applicant has the required criteria, they are then enrolled in a Training of Trainers (TOT) Workshop to be a certified Internal Trainer.

10 Corporate Social Responsibility (Lebaladna)

CORPORATE SOCIAL RESPONSIBILITY (LEBALADNA)

OVERVIEW AND HISTORY

- Lebaladna Foundation for Social and Civic Development was founded in 2010 by Dr. Nawal El Degwi.
- The foundation aims to create a positive impact on Egyptian society through sustainable development projects and programs.
- Lebaladna's initiatives began in 2006 with distributing meals during Ramadan and expanded to include projects such as helping students return to school and distributing blankets across the country.
- In 2008, Lebaladna was formally established as a foundation and since then, the organization has integrated a well-established organizational structure for sustained development and societal impact.
- ***In 2018, Lebaladna began practical integration with MSA University and Dar Al-Tarbiah Schools to promote a culture of social responsibility and civic engagement through educational programs.***

MISSION

- Create a connected family of passionate volunteer youth who are ready to change unprivileged society segments to a better life.
- Work on sustainable development projects in health, education, shelter, microfinance, and programs that extract the practical social responsibility of educational entities.
- Organize charity events to explore more spaces and aspects of community service.

VISION

Decrease community needs' gaps through creating repeatable effective youth volunteer models within educational contexts that are able to implement all scales of sustainable development projects.

MAIN SECTORS

- Education
- Micro-finance
- Health
- Shelter
- Charity Program (events and campaigns)
- Juniors Program
- University CBL (community-based learning) Program
- Research

- Supply Chain
- Human Resources
- External Relations

GENERAL NOTES

At Lebaladna Foundation, we encourage all employees to embrace our mission and vision and work together to achieve our goals.

Lebaladna Foundation is a self-funded organization that does not accept monetary donations. For those who are interested in staying up-to-date with our current projects, we encourage you to visit our social media platforms.

To volunteer with us, please visit the below link and fill out the online application form: https://docs.google.com/forms/d/e/1FAIpQLSfEtrVg-OOB7vm8ta4CO_AFbKhBnp-Ot3aE4kaiJDoKgOSm1A/viewform.
Our team will review your application and contact you with further details.

If you would like to know more about Lebaladna, please visit our official website at https://lebaladna.org/.

11   TRANSFERS AND PROMOTION

TRANSFERS AND PROMOTION

TRANSFERS POLICY

MSA University recognizes that staff motivation, productivity, and retention are dependent upon people working in jobs that are well suited to their interests, and therefore offers and encourages transfer opportunities for current staff. Likewise, line managers should be supportive to staff members who have the desire to enhance their skills or develop new competencies to pursue different or greater responsibilities internally.

Transfer Eligibility Criteria

- Employed in current position for at least one year. The one-year waiting requirement may be waived if the position is being adversely affected due to a reduction in the workforce or job elimination, or if there is a significant change in the terms and conditions of employment.
- Maintain an acceptable level of performance including but not limited to absence of corrective action and/or resolution of previous corrective action.
- Successfully pass any special screening and interviewing processes required for the position of interest, including but not limited to background investigations, reference checks, and skills assessments.
- Transfers between departments in the same faculty are not permitted.

Transfer Process

Step 1: The staff member applies for the job of interest announced through the recruitment office. However; prior to initiating a transfer, it is mandatory that the interested staff member advises his/her line manager that he/she is interested in other opportunities outside of the department.

Step 2: The applicant will go through the normal screening and interviewing processes required for the position of interest, including but not limited to background investigations, reference checks, and skills assessments.

Step 3: The Recruitment Office should approve the transfer request subject to the staff member matching the eligibility criteria.

Step 4: After a staff member has been selected and approved by the Human Resources team to transfer to another department, the Head of the respective departments will determine a mutually acceptable transfer date. The staff member does not decide the starting date. Generally, staff members should expect the notice period to be from 2 to 4 weeks according to the business needs. In all instances, adequate notice of transfer must be given to avoid the risk of disrupting the workflow in the staff member's current area.

Transfer Conditions

Based on the needs of the area as determined by the Department Head, he/she has the authority to transfer staff to positions within the department to maintain efficient and productive workflow and results.

It's strongly encouraged that managers make an internal announcement regarding the opportunity, but it is not necessary to post it as an opening.

The department head shall inform the HR team of the transfer and take the HR Director's approval.

Reference Checks

To facilitate the reference check process and safeguard the rights of staff seeking interdepartmental transfers, the hiring line manager who is considering making an offer of employment to a staff member from another department should ask the staff member's current line manager to verify the performance and attendance record of the staff member.

Compensation

- Hiring managers are expected to discuss and confirm the staff member's current salary grade and rate of pay with both the staff member and the Office of Human Resources prior to extending an offer.
- Hiring managers may offer a salary increase, within university policy, for a promotion (a move to a job in a higher salary grade).
- In general, no salary increase is provided for a lateral transfer (a move to a job in the same grade) because there is no increase in the level of responsibility.
- When a staff member transfers to a job with a lower salary grade, the manager should consult the Human Resources Director. Typically, the staff member's salary will be reduced because the level of responsibility has decreased.

Leaves Balance

All accrued but unused sick and vacation leave balances will stay the same for the rest of the year.

Probation Period For Transferred Staff

- Staff members should be aware that it is necessary to satisfactorily meet the new position's performance expectations and standards as established by the new manager.
- If the staff member transfers to another department during his/her probation period, a new employment contract will be developed after terminating the previous contract, and performance will be examined throughout a probationary period. Employee will be

subject to a performance review after 3 months, if the staff member fails to meet these expectations, he/she may be separated from employment.

PROMOTIONS POLICY

MSA University has adopted this policy to foster the advancement of its academic and non-academic staff. This policy presents the guidelines for advancing and promoting staff from within the University and enhances the upward mobility of staff members and complements the present business practices at MSA University which allow for people development.

The Promotion Policy is based on the recognition that in the course of meeting organizational objectives, the duties and functions of a staff member may change in complexity and responsibility. Promotions, therefore, are based on status changes that involve increasing responsibility levels.

This policy includes the process that managers must follow when promoting staff. It will be communicated to all staff to avoid confusion about who should be promoted and when.

Promotions Definition

Promotions are the career advancement of the academic and non-academic staff to the next job in the career path, and it usually represents a jump to a higher pay grade as well. However, many of the pay grades overlap, which implies that a staff member can be promoted without getting a raise. The added benefits of promotion serve as an incentive for better work performance, enhance morale, and create a sense of individual achievement and recognition.

Eligibility Criteria

Academic Positions

Academic positions up to professor should get promoted within maximum 5 years of starting the current position.

- **Academic Positions up to Lecturer:**
  Promotions are applied upon acquiring the academic qualification required for the position.

- **Associate Professor and Professor Position:**
  Promotions for Associate Professor and Professor Positions are decided by the Scientific Production Check Committee; formulated by the Supreme Universities' Council.
  Upon receiving promotion, academic staff member should inform the Personnel office and submit the required documents to proceed with the promotion procedures into action.

- **Academic Managerial Positions (Department Head and above):**
  Position Holders are selected according to the statute of the University.

Non-Academic Positions

- Staff should fulfill the minimum required duration that is needed for Promotion in the current position (2 years represented in 24 consecutive months).
- Staff should fulfill the minimum required qualifications stated in the job description and career path of the position that he/ she is applying for.
- Staff should not have any HR grievances during the previous years to the promotion.
- Staff should not be under any investigation or disciplinary action for misconduct prior or during the promotion cycle.
- Staff should have demonstrated significant performance during the last 2 performance appraisal cycles with rating "far exceed expectations" or "exceed expectations".
- Promotion request is done based on recommendations from the employee's direct manager.

General Provisions

- The rewarding system is done once a year, after the finalization of the performance management process.
- Promotions will be determined based on the budget availability.
- The rewarding system is an HR centralized process based on recommendations from the Line Managers, and for managerial positions it has to be upon the approval of the HR Director and the Head of Board of trustees.
- Line Managers seeking to promote staff members in their respective areas are reminded to pay particular attention to past annual performance evaluations for the past 2 years. These documents indicate prior performance levels and accomplishments in the department, illustrating, for example, how effectively the tasks assigned were completed.
- In case of unpaid leave for more than one month, the staff member is not entitled for promotion.
- A special promotion of two consecutive grades is granted for staff with exceptional performance, on condition that the department Director presents enough justifications for such promotion.
- If more than one candidate is nominated for the same promotion, a management assessment should be done by the HR.
- For academic positions up to Professor, salary increases may subject to freeze in case of exceeding 5 years in the same academic position without being promoted.

12 COMPENSATION AND BENEFITS

COMPENSATION AND BENEFITS

COMPENSATION

Payroll Process

Staff receive their salaries in the official local currency in accordance with the following:

- Staff members receive their salaries at the end of every month usually by the last day of each month
- If payday falls on a weekend or holiday, all efforts will be made to release the payment on the previous working day.
- **Transfers:** Staff who are transferred from one Process/department to another Process/department may have their salary adjusted to reflect the new position's salary range.

Compensation Classifications (Salary Increments)

Pay for performance

Pay-Per-Performance is defined as a salary increase based on the formal annual staff performance review results during the year.

The salary increase percentage is calculated based on the gross pay, grade, and salary range, as per the below table:

Pay-Per-Performance Increase Parameters				
Far Below Expectations	Below Expectations	Meets Expectations	Exceeds Expectations	Far Exceeds Expectations
0%	0%	5%	8%	10%

Market Research Adjustment

The compensation system is developed to ensure that our staff are compensated fairly and competitively based on the market standards. To achieve this, we conduct periodic market research to determine the prevailing compensation rates for similar roles in the industry. Based on the findings, we may adjust our salary brackets to ensure that our employees are paid appropriately and in line with market trends. This approach allows us to attract and retain top talent while maintaining a fair and equitable rewards system for all employees.

BENEFITS

All staff will be entitled to the below benefits as assigned per each Job level and employment duration.

Discount Benefits

All MSA University staff members are eligible for special discounts on a variety of services and products, including hotels, restaurants, shops, health centers, and gym access. To access these discounts, staff members can use their university ID cards and check our website or mobile application for details about the discount providers. Additionally, staff members can enjoy special discounts on annual or semester memberships at True Gym, located on campus. This benefit allows staff members to stay fit and healthy with convenient access to high-quality fitness facilities.

Staff Transportation

The University buses cover almost all destinations to facilitate our staff commute. For details regarding the routes, please visit the buses office in the administration building.

Overview:
- The university provides bus transportation for free for all staff members to and from the university.

Eligibility:
- All staff members are eligible to use the university buses.

Summer Beach House

The University provides a summer Beach House program for top achievers as a reward for their hard work and significant performance.

Overview:
- The university offers this program for eligible staff members for one week.
- This benefit is offered based on nomination from the Faculty Dean/ Head of Department.
- Slots will be divided fairly among the Faculties and Departments.

Eligibility:
- Staff should fulfill the minimum required duration that is needed for this benefit (2 years represented in 24 consecutive months).
- Staff should have demonstrated significant performance during the last performance appraisal cycle with rating "far exceed expectations" or "exceed expectations" according to the scores.
  For fair benefit allocation, the Beach House Vacation Benefit Entitlement will not be given to the same member for 2 consecutive years.

Personal Loans

Overview:
- This benefit is part of the university's commitment to financially support its staff.
- Staff members are eligible for a personal loan that is a maximum of double their monthly salary.
- The loan must be repaid over 10 months in equal installments deducted from their monthly salary.
- Staff members are eligible to take out one loan, and must pay off the first loan before taking out another.
- For details, kindly get back to the Personnel team.

Eligibility:
- Staff members must have spent a minimum of 5 years in the university.

Medical Insurance

Eligibility:
- All Staff are entitled to the medical insurance coverage upon successfully completing the probation period.

Application:
- University Clinic is open along the working days for any inquiries related to the medical insurance program.

Social Insurance

Employees are automatically enrolled in the social insurance program upon starting their employment and it will be applied according to the social insurance law; the employee contribution percentage is 11% while the University share is 18.75% of the social insurance salary.

University Postgraduate Programs Fund
- MSA University staff are eligible for special discounted tuition fees on faculties' postgraduate studies. For details, please check the faculty page on the website.
- Registered staff who acquire this benefit will comply with a commitment contract for 3 years.

Greenwich And Bedfordshire Scholarships

Postgraduate Degrees

- MSA Alumni who are working for MSA University are eligible to apply for fully/tuition funded scholarships in international partnerships of *Greenwich and Bedfordshire* universities for master's and PHD programs.
- Candidates will be subject to selection process including; faculty feedback, students' evaluation result, GPA, HR feedback and interviewing process.
- Accepted candidates for Master's program will comply with a commitment contract for 3 years when returning back to work while accepted candidates for PHD program will comply with a commitment contract for double the duration of their study when returning back to work.

PGCE Certificate Program

- MSA University offers tuition funded scholarship for online PGCE Certificate program for academic staff based on recommendations from the faculty Deans, Heads of Departments and approval by the University President.
- Accepted candidates will comply with a commitment contract for 1 year in which they will deliver training during their employment to pass on their knowledge when returning back to work.

Guidelines

- Commitment duration should not include unpaid leaves.

Schooling And University Tuition Discount

Overview:
- The university provides an education benefit of schooling and University tuition fees discount only at Dar El-Tarbiah, IKC Schools, and MSA University.
- This benefit is part of the university's employee benefits package.

Eligibility:
- Full-time staff who have completed 12 months of successful continuous employment at MSA University are eligible for the education benefit.

Guidelines:
- The school discount range MSA staff can acquire for their children is from 10% to 20% based on the job grade.
- Our staff can acquire a discount on MSA University tuition fees for their children ranging from 10% to 30% based on the job grade. A 10% discount is also applicable for MSA staff's siblings.
- This benefit covers a maximum of two children per staff member.

Business Lines Policy

MSA University is committed to ensure that adequate communication facilities are available to its staff in order to carry out their normal daily duties, however the need for a mobile phone should be assessed, taking into account the role of the individual and his/her commitments.

Business Missions Transportation

- Business missions should be approved by the line manager.
- Business missions will be accomplished through university-owned pool cars where available and after notifying the Garage administration office at least 24 hours in advance. In that case, no transportation expenses are to be reimbursed.
- When no university-owned pool car is available, transportation expenses can be reimbursed according to actual expenses and upon the approval of the department Director.
- Transportation expenses do not include trips from the place of residence to the work site and vice versa or from campus to another.

Academic Fund Policy

It's the university's interest to support staff growth and academic advancement. The Human Resources division has outlined this policy to facilitate staff publishing for academic purposes. The University management has allocated a certain budget for faculty publishing and expenses to be revised every year and under the supervision of the Human Resources division.

Eligibility

All full-time faculty members may be supported with these funds and in accordance with the following conditions:

- All faculty members who have completed 12 months of successful continuous employment at MSA University.
- All faculty members who are considered of the top performers who scored "exceed expectations" or "far exceed expectations".

Application Process and Deadline

Applications are reviewed on a rolling basis until all of the funds are disbursed and depleted. The Human Resources division divides the total funds evenly between the fall and spring semesters.

Guidelines

Only one trip per faculty member per year will be considered, but additional funding may be available based on the availability of funds and the timing of the request. Funding will be topped as follows:

Travel for the following activities will be considered:

- Delivery of a discipline-based paper (published in journals with high impact factors at Thomson Reuters/Scopus) at a national, regional, or international conference.
- Papers (published in journals with high impact factors at Thomson Reuters/Scopus) must be based on a peer-review jury process. Documentation to this effect must be submitted and approved by the department head, the faculty dean, and the HR director.
- The academic staff must have the approval to travel from his or her department head and faculty dean to ensure that courses/ academic load will be adequately and properly covered.
- The Application form cannot be submitted by academic staff or reviewed by the department head until written approval has been received from the national, regional, or international conference.
- For international travel opportunities, not all applications can be funded. Funding will only be offered for scholarly/ innovative activities that cannot be carried out domestically and will require the approval of the department head, dean, HR director, and the university president. For collaborative research or multi-disciplinary research projects, involving multiple academic staff members, only one presenting academic staff member may be supported by international faculty travel funding.
- As an essential responsibility of travel, you must present the MSA University community at an appropriate level in an appropriate venue. Copies of your paper (published in journals with high impact factors at Thomson Reuters/Scopus) will be given to the HR office and your department head upon your return.
- Faculty Travel fund will be only granted for scholarly work or (paper published in journals with high impact factors at Thomson Reuters/Scopus) submitted under the name of MSA University and as part of the research paper or scholarly publication/work, where MSA University is properly presented at the conference.

The funding process is applied according to the updated Academic Promotion Regulations from the Supreme Council of Universities in Egypt.

13 GRIEVANCE POLICY

GRIEVANCE AND APPEALS POLICY

POLICY PURPOSE

The grievance and appeals policy shall ensure that all complaints raised by MSA staff members are dealt within a constructive and timely manner, provide a clear unified mechanism for the resolution of complaints, grievances or problems in relation to human resource management and work-related matters such as but not limited to; staff members' rights and pay appeals without hesitation, ensuring proactive secured practices. Situations may occur where; staff members believe that the fair and consistent application of a policy affecting them has not been followed appropriately.

Policy Scope

- This policy and its related procedures apply to all Academic and Non-academic staff in all aspects of their employment.
- This policy and its related procedures apply to all work-related matters, staff members' rights and pay appeals and does not apply to other ethical misconduct, this is covered in the code of conduct, anti-harassment and anti-discrimination policies.

POLICY STATEMENT

This policy and its related procedures; emphasize a collegial approach to grievance resolution through; informal facilitation and mediation, are designed to lead to a prompt resolution of difficult problems to ensure healthy working environment is fostered and promoted among MSA community and to help MSA staff perform their work duties and responsibilities at maximum level of effectiveness with worry-free and threat-free work atmosphere.

Principles and Guidelines

- The University recognizes that, from time to time, staff may have problems or concerns regarding their work or relationships with colleagues which they wish to raise and have addressed. The University seeks to resolve such issues informally in the first instance. A formal grievance should only be invoked if no informal resolution has been found.
- Where the Staff member or the Nominated Representative, and the Director of Human Resources agree, the time-limits set out in these provisions may be extended and/or the grievance process may begin at the second level of these procedures.
- If two or more Staff members believe they have an identical or common problem, they may take action together and the matter will be dealt with as a single grievance.
- A matter raised within these procedures may be withdrawn by the staff member or the Nominated Representative, at any stage during these procedures by notice in writing, to the Director of Human Resources.

- Offers of compromise as well as agreements reached during these grievance procedures will not constitute precedents in regards to similar grievances, and are without prejudice to positions taken in similar circumstances or more general issues.

Definitions

Grievance: A grievance is defined as a claim that violation of a published policy has occurred in the manner in which a staff member was treated including, but not limited to, actions, behaviours, pay or employee rights which are considered unfair, disadvantageous, wrong or inadequate.

Appeal: An application to reconsider a decision that has been made regarding the grievance.

GRIEVANCE AND APPEALS PROCEDURES

Grievance Procedures

First Level Resolution: FACILITATION
- When a staff member wishes to raise a grievance with the University within these procedures, he/she is required to initially attempt to resolve the grievance through one-on-one discussion(s) with the other party or parties involved in the grievance process.
- The Staff member must also verbally advise his/her immediate supervisor of the situation before taking any further steps.
- Where the Staff member claims to have been aggrieved by his/her immediate supervisor, the Staff member may instead inform the supervisor's Line Manager, if the Staff member feels unable to approach the immediate supervisor on the grievance issue.
- Human Resources representative is available to facilitate one-on-one discussions, on request and subject to the Human Resources Director's approval.
- The person or persons with whom the grievance is raised, will make a full verbal response to the Staff member not later than 10 working days (14 calendar days), where practicable, from the date the matter is raised.
- The Director of Human Resources or Human Resources Representative who is delegated by the Director of Human Resources must ensure the matter proceeds in accordance with the time frames stated in these procedures and the dates of meetings are clearly documented. The Staff member may be assisted by a Nominated Human Resources Representative in preparing for, and participating in these procedures.

Second Level Resolution: MEDIATION

- If the Staff member is dissatisfied with the reply (or if there was not a timely reply at the First Level of Resolution), the Staff member, or, where requested, their Nominated Representative, must advise the Director of Human Resources, of the unresolved grievance.
  At the request of the parties involved in the grievance process, or at the discretion of the Director of Human Resources, the Director of Human Resources will arrange a mediation of the grievance with the aggrieved person or persons by independent and neutral mediators, within five working days where practicable.
- The Director of Human Resources will ensure that all parties involved are fully informed of the grievance, including the provision of any related written material(s).

Third Level Resolution: HEARING COMMITTEE

- Where the grievance remains unresolved after five working days or as soon as practicable, following the mediation, the Director of Human Resources will refer the matter to a Hearing Committee which is formulated on a random basis that ensures objectivity and bias avoidance.
- The hearing committee will be formulated by representatives from the faculty/ department that the aggrieved person works at, and depending on the scope of work.
- All recommendations made by the Hearing Committee will be binding on the parties involved in the grievance process and will constitute a settlement of the matter.

Appeals

- Staff have the right to formally appeal against the outcome of the grievance if they are dissatisfied with it.
- Staff member may appeal against the outcome within ten working days of being notified of the decision. The appeal should be made in writing to the next level of manager or to HR. The appeal will then be heard within a reasonable timeframe, normally within ten working days from the date of receipt of the appeal.

Confidentiality

The University aims to keep information confidential to the maximum extent possible. All members of the Grievance Committee and those assigned for record keeping, as well as any staff member questioned in relation to an issue at hand, are bound by the duty of confidentiality at all times.

Documentation

There are no specific documents or forms to be used under this policy. As previously mentioned above, there are a number of places where written communication is required. That communication will typically take the form of a memorandum/ minute.

Time Limits

If at any stage of the grievance it is not possible to respond within the specified time limit, the staff member must be given an explanation for the delay and informed of when a response can be expected.

ROLES AND RESPONSIBILITIES

Staff Members

- All staff have a clear role to play in helping to create a climate at work where communication channels are kept open so that concerns are discussed and resolved at an early stage.
- Staff members should be aware of their own conduct; act in accordance with the University's values; avoid colluding with inappropriate behavior; and co-operate fully in any complaint procedure and/or investigation.

Line Managers and Supervisors

Managers and supervisors have a particular responsibility:

- To act as role models; respond positively to complaints to avoid them escalating into grievances; and to challenge and stop unacceptable behavior in the workplace.
- Managers and supervisors have a responsibility to manage underperformance or concerns regarding a staff member's conduct. During these discussions, managers/supervisors should give constructive feedback to help the staff understand what he or she has done that is unsatisfactory, why it is unsatisfactory and how to improve in the future. This should be done in a constructive, encouraging style, following the University's Performance Management Policy.

Human Resources Team

The role of the Human Resources representatives is to:

- Advise on the operation and application of this policy and procedure.
- Take a proactive role in ensuring consistency of application across the university.
- There is no requirement to advise Human Resources of informal grievances, although the Human Resources Representative can be approached for advice if necessary.
- Human Resources must, however, be notified of all formal grievances raised.
- The relevant Human Resources Representative will monitor the matter through all necessary stages.
- Human Resources can also provide additional guidance during the procedure to managers, staff members, any companions, and witnesses.

14 TERMINATION OF EMPLOYMENT

TERMINATION OF EMPLOYMENT

This policy provides rules governing the termination of University Staff. This policy sets requirements for initiating and processing different types of terminations within the Human Resources system and establishes documentation requirements and roles and responsibilities for each termination situation.

TYPES OF TERMINATIONS

End Of Probation

In case of employment termination for those who did not successfully pass the probation period, the Dean and/or Head of Department should present a report stating the reasons behind why he/she wants to terminate the subordinates' employment and this has to be approved by the Head of Department and the HR Director.

For those who do not wish to continue their employment at MSA University, they must inform the HR Office and their line managers during the probation period.

Resignation

- Staff members who leave the employment of the University after the probation period by their own choice are considered to have voluntarily resigned. Staff members should proceed in the official resignation process.
- Full-Time Non-Academic Staff members are expected to report their intention to terminate employment and should give (2) Months of notice. Prior notice is recommended to be given to Deans and Department Heads.
- In general, Academic staff should not resign during the semester to ensure the smooth overflow of lectures and classes prior contract renewal.
- In case of emergencies;
    - Full-Time Academic Staff members are expected to report their intention to terminate employment and should give (2) Months of notice.
    - Part-Time Academic Staff members are expected to report their intention to terminate employment and should give (3) weeks of notice.

Non-Renewal Or Annulment Of The Contract

- The contract is annually renewed automatically unless one of the two parties declares an intention not to renew.
- If the Staff member is not interested in renewing the contract, he/she should notify the HR Division two months prior to the renewal date of the contract.

Layoff

- Layoffs only take place due to reorganization, operational changes, or financial constraints.
- The layoff process must not be used when corrective action or termination for cause is more appropriate.

Death

- The Faculty/Department of a deceased Staff member must promptly inform the Human Resources Office upon first learning of the death of the Staff member.
- The Personnel team at the Human Resources Division must complete the necessary documents for insurance claims and for the release of a deceased Staff member's financial rights.

Discharge

- Although discharge ordinarily will not occur until a formal warning has been given to a staff member, terminations may occur without prior corrective or disciplinary measures if the reasons for discharge include ethical conduct as per the labor law.
- Types of warning prior to discharge:
    - A Less formal verbal warning by the Line-Manager who may or may not wish to make a note in the Staff 's personnel record, but should make an informal note about the conversation for his/her own reference.
    - A formal written warning by the Line-Manager addressed to the staff member and the Human Resources team and kept in the Staff's personnel record.

Handover Process

- The staff member who leaves employment should help in transferring all the job knowledge and details to their direct manager, colleagues and the new staff member.

Return Of University Property

- On or before the last day of employment, a terminating staff member is required to turn in all University property, including identification card, medical insurance card, keys, uniforms, tools, library books, electronic equipment, and electronically stored data.
- A terminating staff member is required to make arrangements for clearing all of their university debts.

Exit Interview

The Recruitment team should investigate and seek to find the reasons of the resignation during the exit interview and fill the Exit Interview Form and take any corrective actions for retention.