



# BETHLEHEM UNIVERSITY

## Employee Handbook

Replaces 2011 Administrative Staff Handbook  
and portions of the 2001 Academic Staff Handbook dealing with employment.

January 2023

Office of Human Resources

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## **Foreword**

### **Founding and brief history of Bethlehem University**

Bethlehem University, a Catholic Christian co-educational institution open to students of all faith traditions, is sponsored by the Vatican and conducted by the De La Salle Christian Brothers to serve the higher educational needs of the people of Palestine. Bethlehem University opened its doors on 1 October 1973 to 112 enrolled students. The idea of establishing a university eventually emerged from the visit of Pope Paul VI to the Holy Land in 1964. In fulfillment of the Pope's desire to help the Palestinian people, then Apostolic Delegate, Archbishop Pio Laghi formed a committee of some educational and community leaders in 1972 and asked them for suggestions in order to follow up and implement a project. From those discussions emerged the idea of a university. In 1973, Protocols of Accord were signed between the Vatican and the Superior General of the Brothers of the Christian Schools so they could run and administer the University. In the same year of 1973, Bethlehem University became the first registered university in Palestine, and a founding member of the Palestinian Council for Higher Education in 1978.

### **The Institute of the Brothers of the Christian Schools**

The Institute of the Brothers of the Christian Schools was founded in France in 1680, during the reign of King Louis XIV. Saint John Baptist de La Salle, the founder of the Institute, was appalled by the condition of poor children of France, victims of the social and economic ills of the time. To help remedy these conditions, he gathered together a group of men who agreed to dedicate their lives to working together and by association to provide quality education to meet the needs of the young people of their day and time. From this small group in France, the Institute of the Brothers of the Christian Schools evolved into a worldwide organization conducting schools and universities in just under 80 countries around the globe.

De La Salle and the first Brothers in France revolutionized education and the manner in which schools were organized and conducted, leading the way in the development of many innovative teaching techniques, including the system of simultaneous teaching, replacing the expensive and time-consuming practice of individual tutoring.

John Baptist de La Salle established the first school of the Christian Brothers at Rheims, France, in 1680. By the time of his death in 1719, the Institute of the Brothers of the Christian Schools was well established throughout France. Up to the time of the French Revolution, the Institute had spread to only four countries outside France. In the 21<sup>st</sup> century, the Brothers, together with lay colleagues, minister to a multitude of young people in educational settings. They and their lay associates conduct elementary and secondary schools, colleges, teacher training institutions and universities, orphanages, schools for delinquents, and schools devoted to professional, technical, and artistic skills. The zeal of John Baptist de La Salle for the education of youth is still the motivating force behind the efforts of the Brothers of the Christian Schools and the thousands of faculty and staff partners involved in Lasallian education today.

### **Mission Statement**

Bethlehem University is a Catholic co-educational institution whose mission is to provide quality higher education to the people of Palestine and to serve them in its role as a center for the advancement, sharing and use of knowledge. The University emphasizes

excellence in academic programs and the development of students as committed people prepared to assume leading positions in society. The University fosters shared values, moral principles and dedication to serving the common good.

### **Goals**

To achieve its mission, Bethlehem University focuses on teaching, research, and service to the community by pursuing the following goals:

1. To provide liberal education in an environment supportive of the development of the individual student and by fostering intellectual growth and commitment to responsibility and service.
2. To offer programs designed to meet the needs of the students, the professions and potential employers based on the awareness that a major motivation for students to attend a university is preparation for a career, a profession or graduate school.
3. To provide a pluralistic setting, in which Palestinians of diverse backgrounds, Christian and Muslim, and people of other nationalities meet, study and work together and value cooperation, tolerance and mutual support.
4. To serve the people of the immediate vicinity of the University and those of the surrounding region and make available to them the expertise of its personnel as well as its educational programs and physical facilities.
5. To support, in particular, applied research within the available resources, based on the University's recognition of the importance of research in supporting the expansion of knowledge and in the development of the Palestinian community.

### **Bethlehem University Students**

Bethlehem University seeks to provide higher education opportunities for various social classes, but particularly for those whose educational needs are for various reasons not satisfied elsewhere and to which a proper and adequate response can be made. Reflecting the Lasallian tradition of a Christian education oriented to the needs of students, the University at various times in its history has continued to develop its programs. During the history of the University, the expansion of both student population and academic programs has reflected the educational needs of students for which the University exists.

### **Bethlehem University Employees**

The employees of the University are composed of qualified men and women. Members of the faculty are selected based on their academic qualifications and suitability for the position. The University aims at being a community of scholars where original research and publication are valued as contributions to intellectual vitality and self-renewal of faculty augmenting active membership in the intellectual community of the University wherein dedication and commitment to good teaching is a hallmark. In general, the size of the University and the interests and dedication of its faculty make for extraordinarily close, informal and personal relationships with students. The evaluation of the faculty is made in terms of excellence in teaching, personal orientation to students, scholarly interests and pursuits and commitment to the aims and ideals of the University. Dedicated

Administrative/Support and Service employees help to ensure the smooth and efficient functioning of the University.

### **Institutional and Professional Memberships**

1. Association of Arab Universities (AAU)
2. Arab Council for Training Students of Arab Universities
3. Arab Association of Collegiate and Admissions Officers (AACRAO)
4. Scientific Society of Faculties of Nursing
5. Society of Arab Universities-Faculties of Arts
6. Association of Catholic Colleges and Universities (ACCU)
7. Council for Advancement and Support of Education (CASE)
8. International Association of Lasallian Universities (IALU)
9. International Association of Universities (IAU)
10. International Federation of Catholic Universities (IFCU)
11. Lasallian Association of Colleges and Universities (LACU)
12. Palestinian European Academic Cooperation in Education (PEACE)

### **Professional Memberships**

1. Athletics Federation of Institutions of Higher Education (AFIHE)
2. European Network of Occupational Therapy Education (ENOTHE)
3. International Air and Transport Association (IATA)
4. Middle East Studies Association of North America (MEANA)
5. World Council of Physiotherapists (WCP)
6. World Federation of Occupational Therapists (WFOT)

### **Executive Council**

“The Executive Council is the chief advisory body to the Vice Chancellor. It concerns itself with all issues that pertain to the administrative areas of the University as an Institution.”

### **Membership of the Executive Council**

Vice Chancellor, Chairperson, Ex-officio

Executive Vice President

Vice President for Academic Affairs

Vice President for Advancement

Vice President for Finance

Vice President for Human Resources & Administrative Affairs

### **By appointment:**

Assistant to the Vice Chancellor

### **Office of Human Resources and Administrative Affairs**

The Office of Human Resources and Administrative Affairs is a service unit that aims to contribute, in partnership with the Vice Presidents, Deans, Chairs of Department, line managers and employees, to the fulfillment of the mission of Bethlehem University. One of its main responsibilities is to provide a wide variety of strategic and operational functions relating to recruiting, retaining and developing a diverse professional and competent employee workforce. The Office seeks to ensure that human resources are utilized and

managed as efficiently and effectively as possible, and that its functions are carried out with accountability, equity, integrity, and transparency.

### **Functions**

One of the major functions of the Office of Human Resources and Administrative Affairs is to take responsibility for general administrative policies at Bethlehem University. The major functions of the Office of Human Resources and Administrative Affairs include but are not limited to the following:

- i- Ensure there are suitable recruitment, selection, employment, and orientation policies and procedures to ensure the long term development of Bethlehem University through having the highest caliber of people to implement the strategic plan.
- ii- Work in collaboration with the Academic Office, the Center for Excellence in Teaching and Learning, the Cardinal Martini Institute, and the Institute for Community Partnership, to ensure a comprehensive and coordinated care and development of personnel.
- iii- Develop and coordinate staff professional training, development, and education.
- iv- Manage and implement the performance management system for all employees.
- v- Develop systems for leadership and career planning.
- vi- Ensure compliance with the existing legal requirements of employment, health and safety.
- vii- Manage and maintain employee records and files and provide statistical information and reports to appropriate parties.
- viii- Through a regular consultative process develop, implement and update personnel policies and procedures, including employee benefit program as well as salary and job classification programs.
- ix- Work with appropriate people to provide safe and effective working conditions, assistance, and encouragement to enhance employee welfare and a positive relationship among staff and between employees and administration.

### **Administrative Council**

The Administrative Council is an advisory body to the Vice President for Human Resources and Administrative Affairs on administrative matters pertaining to all employees at Bethlehem University. The Council facilitates communication between the administration and employees at all organizational levels regarding university policies, practices, and programs and fosters closer working relationships between organizational areas and groups of employees.

The Administrative Council is concerned with:

1. Discussing, formulating, reviewing and/or recommending updates to University policies and procedures.
2. Considering grievance cases and making the appropriate recommendation to the concerned authority or the Vice Chancellor, as appropriate.
3. Examining cases of breaches of University rules, regulations and ethical violations by employees and communicating the findings to the Vice Chancellor with recommendations as to the appropriate measures to be taken.
4. Reviewing and updating the Employee Handbook and the Academic Handbook recommending corrections, adaptations and possible alternative suitable administrative structures.
5. Coordinating a system to provide an avenue for employee feedback on employee related matters.

6. Ensuring compliance with Palestinian Labor law as well as Bethlehem University's rules and regulations as outlined in the Employee Handbook
7. Any other related matters as deemed necessary by the Vice President for Human Resources and Administrative Affairs.

When considering grievance cases or breaches or university rules etc. the council may invite specific individuals (eg Dean/Supervisor) whose input may have a bearing on the issues being discussed/examined.

### **Membership of the Administrative Council**

- i- Vice President for Human Resources and Administrative Affairs (Chair), Ex-officio.
- ii- Assistant Vice President for Human Resources and Administrative Affairs (Recording Secretary), Ex-officio.
- iii- Three representatives from the Academic Council
- iv- Three representatives from Administrative/Support and Service
- v- A representative from the Executive Committee of the Employees Union

### **Criteria for Selection of members:**

- i- Supervisory Role and/or Managerial Role
- ii- Minimum 3 years' service at Bethlehem University

Membership on the Administrative Council is by appointment for two years' duration renewable for another term.

## **Section 1: Terms of Employment for Full Time Employees**

This section covers contracts for full time employees.

### **1.1 Contract**

#### **1.2 Probationary period Administrative/support & service employees**

#### **1.3 Probationary period Faculty**

#### **1.4 Criteria for renewal of contract for Faculty**

### **1.1 Contract**

Full time JD employees are paid monthly from September through August according to the Unified Salary Scale established by the Ministry of Higher Education. All renewals of contract are the decision of the Bethlehem University Administration. An employee will be informed by the immediate supervisor during the course of the year of deficiencies or circumstances that may preclude the offering of future contracts. When a decision is made that an offer of a further contract will not be made, the Vice Chancellor, in conjunction with the area Vice President, will notify the employee in writing of the decision one month before the end of the current contract.

### **1.2 Probationary period (Administrative/Support/Service Employees)**

The contract starts with a three month probation period extendable for another three months, which s/he receives from the Office of the Vice President of Human Resources and Administrative Affairs. Upon signing the contract, the employee will also sign the Job Description Form, which is an integral part of the contract. The probationary period

provides an opportunity for the employee to determine whether he/she finds the job satisfactory and for the immediate supervisor to make sure that the candidate's performance has been satisfactory. At the time of expiration of probation, the immediate supervisor will submit the End of Probationary Period-Performance Evaluation Form to his/her supervisor as well as to the Office of Human Resources recommending one of the following:

- i- Continue the contract
- ii- Terminate employment
- iii- Issue a definite period work contract (maximum of two years, including renewals)

Either party may terminate the contract any time during the probationary period.

### **1.3 Probationary period (Academic Employees):**

All initial academic appointments are issued on a contractual basis of a definite period that should not exceed two consecutive years including renewals. (PLL, Article 25).

During the two-year period, renewal is not automatic. All contracts stipulate that any contract renewal takes place through an official document. However, an official written document of renewal will be issued in consultation with the Academic Vice President and the immediate supervisor within at least one month from the end of the definite period work contract.

### **1.4 Criteria for renewal of contract (Academic Employees)**

The record of an Academic Staff member will be examined by the immediate Supervisor in consultation with the Academic Vice President who will recommend renewing the contract for the Vice President of Human Resources and Administrative and for the Vice Chancellor in light of the following criteria:

- i- The candidate has demonstrated competence in teaching.
- ii- The candidate has manifested development as a scholar; ordinary evidence of this development includes the following: conducting, directing or planning research projects; participation in the activities of learned and/or professional societies; lecturing or delivering papers in academic and/or professional circles; publishing books, papers or reviews relating to his/her field; preparing proposals for grants, projects or research activities.
- iii- The candidate has assisted in the academic guidance of students.
- iv- The candidate has made his/her appointment at Bethlehem University a primary and full-time occupation; in meeting this requirement it must be clear that the teacher has been willing to accept the teaching schedules determined by the Chairperson; that s/he has not placed restrictions on the usual time s/he may be called upon for regular commitments to the University; that s/he has been readily accessible to students; that any authorized outside commitment has not in any way interfered with his/her contractual obligations; that there is no evidence that outside commitments will become excessive in the future.
- v- The candidate has given careful cooperation to the regulations of the University and to the ordinary procedures determined for the effective and orderly conduct of the University.
- vi- The candidate has been cooperative as a teaching colleague with the members of his/her department and other teachers with whom s/he has been associated in the work of the University; in fulfilling this obligation it must be evident that the candidate has actively participated in meetings of the department; that s/he has accepted departmental assignments; that s/he cooperated regularly in departmental activities; that s/he adequately fulfilled the responsibilities as a member of committees to which s/he has been appointed.

- vii-The candidate has accepted and responsibly performed the duties of advisor of student activities when requested to do so.

## **Section 2: Benefits for Full Time Employees**

This section covers benefits for full time employees

- 2.1. Cost of living
- 2.2. Pension fund
- 2.3. Provident fund
- 2.4. Severance pay
- 2.5. Health insurance
- 2.6. Workmen's Compensation
- 2.7. Serious Incapacity
- 2.8. Family Allowance
- 2.9. Tuition reduction
- 2.10. Vacation and leaves
- 2.11. Kaizen Fund

### **2.1. Cost of Living**

When so agreed upon with the Council of Higher Education, the University will make a cost-of-living adjustment.

### **2.2. Pension Fund**

The agreement between Bethlehem University and the Palestinian Pension Agency was signed on 12 May 2016 with the effective date being 1 April 2016. The pension fund system applies to all employees on the unified Salary Scale with full time **JD** contract.

#### **2.2.1. Pension for Employees with Full-Time JD Contracts on Salary Scale employed before the Fall 2017 Semester**

Employees who chose to join the Pension fund and were hired before the Fall 2017 Semester are subjected to the following:

- i- BU pays 6% and Employee pays 10% of the monthly pensionable salary.
- ii- Severance continues according to Unified Salary Scale point (2.4)
- iii-Payment into provident fund stopped for those who opted for the pension. They received their provident amount or left it for later distribution.

#### **2.2.2. Pension for Employees 50 years old or younger whose Full-Time contract began with the Fall 2017 Semester or later**

The only option for these employees with Full-Time JD contracts hired with or after the start of the Fall 2017 Semester is the Pension fund. These employees are subjected to the following:

- i- BU pays 9% and Employee pays 7% of the pensionable monthly salary.
- ii- Staff joins the Pension Plan after the three month probationary period.
- iii-Faculty joins the Pension Plan after completing one semester (5 months) of teaching.
- iv-No Severance Pay for anyone hired after the start of Fall 2017 Semester
- v- No Provident Fund for anyone hired after the start of Fall 2017 Semester.

#### **2.2.3. Pension for Employees older than 50 years old whose Full-Time contract began after the start of Fall 2017 Semester**

The only option for employees over 50 years old with full time JD contract hired after the start of 2017 Semester is the Pension Plan or Severance Pay. These employees are subjected to the following:

- i- Employees can join the Pension Plan if they pay to the pension agency both their share (7%) and the university share (9%) of the pensionable salary for each month of age exceeding 50 years. After buying in, BU pays 9% and Employee pays 7%) of the monthly pensionable salary.
- ii- If they opt not to join the pension plan, they will get severance according the severance pay schedule of the Unified salary scale.
  - a. 1-9 years 1.0 month's salary per year served
  - b. 10-14 years 1.5 month's salary per year served
  - c. 15-24 years 2.0 month's salary per year served
  - d. 25 years and above 2.5 month's salary per year served
- iii- Staff joins the Pension Plan after the three month probationary period.
- iv- Faculty joins the Pension Plan after completing one semester (5 months) of teaching.
- v- No Severance for those who chose to join the Pension Plan
- vi- No Provident Fund for anyone hired on or after 1 September 2017

#### **2.2.4. Employees with Part-time, Subcontracts, and NIS contracts**

- i- Staff with continuous Part Time contracts are entitled only to severance pay according to scale 2.2.3-ii above.
- ii- Staff with Subcontracts are entitled only to Severance pay as stipulated in the Palestinian Labor's Law.
- iii- Employees with NIS contracts have two options:
  - a. If they join the pension:
    - i. Premiums of the NIS employee will be 7% of pensionable salary and the University share 9% of the pensionable salary.
    - ii. Severance will cease growing and the employees have the following options:
      - 1. Withdraw their severance money
      - 2. Let the severance remain for future withdrawal
      - 3. Apply some or all of the severance balance to buy past year pension benefits
  - b. If they choose not to join the pension their severance will continue to grow as stipulated in the Palestinian Labor's Law.

#### **2.3. Provident Fund**

The University offers to all full-time employees with JD contracts who were employed before the Fall 2017 Semester and chose not to join the pension fund the option to continue with its Provident Fund Program. These employees are subjected to the following:

- i- BU pays 6% of the gross salary and Employee pays 3% of the gross salary
- ii- Severance continues

In addition, these employees are allowed to withdraw up to a maximum of 66% of the available balance once every five years without penalty. Employees cannot withdraw any additional amount (with or without penalty) before five years are completed. Counting starts from the day payment is received.

#### **2.4. Severance Pay**

On termination of employment, except where such termination is for reasons stated in the Palestinian Labor Law (Article 40), which gives the employer the right to terminate the contract without prior notice while keeping the employee rights intact; Full-Time and Part-Time staff with JD contracts employed before the start of the Fall 2017 Semester will receive severance pay as described in the Unified Salary Scale Policy shown in the table below:

1-9 years of actual service	1.0 month's salary per year is paid
10-14	1.5
15-24	2.0
25 and above	2.5

Time spent on study leave or leave without pay does not count in the computation of severance pay.

**NB. Full time employees with Jerusalem IDs can opt out of the pension plan. If they opt out they will be eligible for severance pay only.**

## **2.5. Health Insurance**

The University provides comprehensive medical insurance to cover medical costs resulting from illness or injury. The employee is enrolled in the insurance plan after he/she completes the probationary period and receives a regular full time contract. Details of the plan (coverage, limitations, extensions, deductibles and exclusions) are available on the website of the Finance Office. Employees may enroll, at their own expense, their spouse and children in the University's plan at the same time of their own enrolment. Enrollment at a later time will not be accepted. If an employee withdraws his/her spouse and/or children from the plan, s/he will not be allowed to enroll them again in the future. After three years of full time employment have been completed, the University will pay the premium for a non-working spouse. After five years of full time employment have been completed, the University will pay  $\frac{2}{3}$  of the premium for the employee's children under 18 years of age (up to five children) provided the employee pays the remaining  $\frac{1}{3}$  of the premium and provided they have been enrolled for the previous two years. After 10 years of full time employment have been completed, the University will pay the full premium for the employee's children (up to five children under 18 years of age) who have been enrolled for the previous two years. Dependent children 18 years of age and over may be enrolled at the employee's expense provided they have not been withdrawn from the plan in the past. At the age 65, the health insurance benefit ceases except for those who continue to work at Bethlehem; regardless of their workload. However if a faculty member works for one semester only during the year, then the University contributes 50% and the remaining 50% is paid by the employee. Please note that this health insurance after the age of 65 applies to the employee only, i.e. spouse and children are not included unless the employee chooses to enroll them at his own expense.

## **2.6. Workmen's Compensation**

This plan paid for by the University follows the Palestinian Labor Law and all amendments thereafter. The insurance covers the cases stipulated by the law. In case of death, beneficiaries would receive employees' salary equivalent to 2500 working days. In case of disability, unlimited medical expenses would be covered for up to one full year. The employee would also receive 75% of his/her daily salary up to 180 days. After 180 days, the employee would be examined by a Medical Committee to determine the extent of

permanent disability, if any. If, for example, a 20% permanent disability were determined, then the employee would receive in addition to the above, 20% daily salary for 3000 work days.

**2.7. Serious Incapacity**

In the event of serious incapacity as a result of sickness or injury of the employee, the University wishes to provide its long term regular full time employees with additional benefits and security other than those that are provided by the applicable labor laws and regulations, and the present University rules, regulations, and conventions, as follows:

- i- In the event of serious incapacity as a result of sickness or injury the University shall continue to pay the salary of the employee up to a period of four weeks provided the employee has completed one year of full time service.
- ii- The University will increase this period by two-week's salary for each consecutive year completed of full time employment beyond the first year of full time employment in accordance with the schedule hereunder, provided that such benefit does not exceed as a cumulative total the period of 20-week's salary for any employee no matter what are his/her number of years of employment at the University.

Schedule:

<u>No. of Completed Years of Service</u>	<u>Salary equivalent to No./Weeks</u>
1	4
2	6
3	8
4	10
5	12
6	14
7	16
8	18
9 and above	20

Thereafter, the employee shall be considered as being on a special leave of absence, without pay, until his/her full recovery and return to work or until the end of the period of the contract whichever comes first.

- iii- The serious incapacity phase due to illness or injury for staff will start after the two weeks sick leave has been used. Based on the report of an accredited medical committee.
- iv- Payment as above for serious incapacity will be made only to the extent not covered by the Workmen's Compensation Policy (see 4 above) taken out by the University to cover all its employees.
- v- The employee shall not be entitled to any means of compensation if the mentioned benefits are not utilized during the course of employment with the University.

**2.8. Family Allowance**

According to the current Unified Salary Scale, there is a family allowance added to the monthly salary for a non-working spouse and for the following:

- i- Children under 18 years of age
- ii- Children who are studying for a BA at local universities
- iii- Single unemployed daughters living at home
- iv- Unemployed divorced daughters living at home

v- Widowed unemployed daughters living at home  
If the husband and wife work at the University, one of them will be granted the family allowance.

## **2.9. Tuition Reduction**

### **2.9.1. Employees**

#### **Undergraduate program/level courses**

Free tuition and fees for University credit is extended to full time employees who have completed **one** year of full time service with the University. It is understood that in every case the employee has the necessary academic requirements and maintains the academic standards of the university. Employees who take advantage of tuition remission to further their own education are allowed to take one course per semester and must register for the course taught at times that will not interfere with their regular work schedule. They must have the approval of their immediate supervisor and arrange to make up the missed time. Employees are permitted to take up to three credits during the summer session. Class time during the summer session will be deducted from their annual vacation. Staff members are entitled to a 30 minutes break. The same regulation applies when a course is being audited and not taken for credit.

#### **Graduate program**

Employees who have been with university for at least **two** consecutive years on a full time basis are entitled to a tuition waiver one course per semester (Summer course is excluded). Fees should be paid by employee.

### **2.9.2. Children and Spouses of Employees**

#### **Undergraduate program**

Employees who have been with the University for at least **three** consecutive years on a full time basis are entitled to a tuition waiver for their spouse and children who study at Bethlehem University up to three beneficiaries during the same period. Full tuition waiver will apply if beneficiaries enroll at different periods and do not overlap in time. If there is more than one beneficiary concurrently then the first one will have 100% tuition exemption, the second 75%, and the third 50%. This reduction includes the Summer Session if the student's paradigm necessitates it. This reduction will apply to the student provided s/he meets the University requirements applied to financial aid in terms of maintaining a minimum GPA of 2.5 to keep this benefit.

Employees who have been with University for at least six years on a part time basis and have shifted to become full time employee are entitled to a tuition waiver. The reduction will be 50% of the tuition fees. Employees who passed away after having served the University for a minimum of five consecutive years on a full time basis are entitled to tuition reduction for their spouse and children as mentioned above. The same tuition reduction as mentioned above is entitled to the spouse and children of employees who got sick and could not maintain their job after having served the University for a minimum of ten consecutive years on a fulltime basis.

#### **Graduate program:**

Employees who have been with university for at least three consecutive years on a full time basis are entitled to a tuition waiver for their children and spouse who apply for graduate studies at Bethlehem University. The reduction will be one third of the tuition costs.

Maintaining GPA 2.5 will be also required to keep this benefit. In all cases, registration should be done through the registrar office and the appropriate form properly filled out. An employee course registration form for this purpose is found on the intranet under the Office of Human Resources and Administrative Affairs.

## **2.10. Vacations and Leaves**

### **2.10.1. Annual Vacation**

An employee is entitled to annual vacation days that may be taken within a period of two years. In consultation with the immediate supervisor and the approval of the Office of Human Resources and Administrative Affairs, the annual vacation must be taken in such a way that:

- i- Would ensure a continuous and smooth functioning of the department.
- ii- The vacation allowance accumulated over two years cannot be taken in one stretch that exceeds 30 calendar days unless there is a mutual agreement between the employer and employee.

Employees appointed during the contract year will earn a fraction of the vacation allowance based on the number of complete months worked out of the first contractual year out of the vacation days as per contract.

Vacation days of a given year that remain unused by the end of the following year are forfeited in accordance with the Palestinian Labor's law. Annual Vacations cannot be accumulated for more than two years.

Annual vacations are classified as follows:

- i- Administrative/Support and Service Staff: **Thirty calendar days** in one stretch or **twenty-one working** days when taken separately
- ii- Service Staff on NIS contracts or sub-contracted Staff: As per the Palestinian Labor Law.
- iii- Administrative Staff on Academic contracts (Academic Deans, Chairs, Directors): **Six weeks**
- iv- Executive Council Members: **Five Weeks**
- v- Teaching staff: **two months** (Teachers are entitled to two months' vacation unless the situation causes the school year to be extended into this period)

### **2.10.2. Maternity Leave**

A paid maternity leave of three months will be granted provided the employee has completed 180 days of employment at the University. The [Maternity Leave Form](#) found on the Intranet under the Office of Human Resources, should be submitted, at least, one month before the expected date of delivery and supported by a doctor's report. For faculty members, a leave of absence succeeding the maternity leave for the following semester may be granted on request.

### **2.10.3. Breastfeeding**

Bethlehem University employees returning from maternity leave are entitled to one hour for breastfeeding during work hours for a period of one year from the date of delivery. The breastfeeding hour is counted as part of the daily working hours. The employee will coordinate with her immediate supervisor/s as to the timing of the use of this breastfeeding hour.

#### **2.10.4. Sick Leave**

Each employee is entitled to sick leave for **14 days** at full pay and an additional **14 days** at ½ pay per fiscal year. A medical report should be always submitted to the HR office. **NOTE:** If non-working days fall within the sick leave they are counted as part of the 14 day limit.

Absence due to sickness of one of the employee's first degree family members will be deducted from the employee's sick leave or annual vacation if the sick leave has been used up. Sick leave can't be accrued.

#### **2.10.5. Al Hajj**

Employees, who have completed five years of service at Bethlehem University, shall be entitled to a one time paid leave of a minimum?? of two weeks, in order to be able to perform Al-Hajj ritual duty.

#### **2.10.6. Study Leave**

##### **Staff Members**

A staff member may apply for a study leave to obtain a post graduate degree after having completed at least three years of full time service at Bethlehem University. A [Study Leave Form](#) should be filled out and submitted to the Office of Human Resources with a copy to the immediate supervisor at least one year before start of the study program. The immediate supervisor should also submit a strong recommendation to the Office justifying the need for the study leave as it relates to the department or the University. The Vice President for Human Resources and Administrative Affairs submits the application to the Administrative Council to study the application and make its recommendation to the Vice Chancellor, who in turn may grant the study leave. The University itself does not provide scholarships; its role is limited to nominating a worthy candidate to the funding agency and contracting for his/her re-employment upon the successful completion of the study program. A contract is signed between the University and the staff member, in which the University guarantees re-employment upon the successful completion of the study program and the staff member commits to work at the University for the same number of years s/he spent studying plus one year. A study leave is without pay and is not counted as time of service.

##### **Faculty Members**

For sponsorship for graduate study, a teacher must have completed a minimum of three years full time teaching at Bethlehem University before being eligible to apply. The Deans' Council may waive this requirement in exceptional cases, upon the recommendation of both the Chairperson and Dean, if this is deemed to be in the best interest of the University. If a teacher is applying for a second study leave, s/he must have completed all obligations from the first study leave contract before being eligible to apply. There are a few external, independent agencies, which provide full cost scholarships to teachers who are sponsored by the University. The University itself does not provide scholarships; its role is limited to nominating worthy candidates to the agency and contracting for their re-employment upon the successful completion of their studies. Therefore, the external agency maintains its full discretion in accepting or rejecting the University's nomination and the University has absolutely no responsibility for any expenses incurred by the teacher on study leave, including family support whether the family remains here or accompanies the teacher overseas.

Teachers are not permitted to (1) change their specialty field of study; (2) change the institution where they are studying; or (3) extend the time granted to complete studies without the prior approval of both the University and the external agency. An agreement is signed between the University and the teacher in which the University guarantees re-employment and the teacher agrees to work at the University for the same number of years s/he spent studying plus one year. The teacher must also send to the Vice President for Academic Affairs a report of his/her progress each semester.

#### **2.10.7. Sabbatical Leave for Faculty**

Sabbatical leave is granted to provide the teacher with an opportunity to devote him/herself more intensively to scholarly activities and thereby enrich his/her teaching at Bethlehem University. Sabbatical leave may be granted to regular teaching staff members who have completed at least six years continuous full time service to Bethlehem University in the rank of assistant professor or above. Application is made to the Vice President for Academic Affairs at least nine months before the desired starting date of the sabbatical. Upon the recommendation of the Deans Council, the sabbatical may be authorized by the Vice Chancellor. The sabbatical may be requested for a full year at half salary or one semester at full salary. A teacher on sabbatical leave may not engage in remunerative work or change the program of scholarly activity presented in the application without prior approval of the Vice President for Academic Affairs. Sabbatical leave will be granted to a maximum of two teachers during one academic year.

#### **2.10.8. Short-Term Professional Development Leave for Staff**

Generally it is a full-time commitment that is from one day up to and including four weeks. The staff member will continue to receive his/her regular full salary and benefits as the time committed to this program is considered as part of a staff member's University work time. Such opportunities may include professional meetings, conferences, and other education and training offerings of a short duration.

#### **2.10.9. Extended-Term Professional Development Leave**

Generally it is a full-time commitment that is from five weeks up to eleven months. The staff member will sign a commitment to return to work at the University for at least a period of two-and-a-half times the duration of the leave (with a financial penalty of the cost of the program paid to the University should the staff member not fulfill the return to work commitment). Benefits, including salary, during the development leave will be discussed and agreed upon between the Immediate Supervisor, the Director of Human Resources, and the appropriate Vice President based on the need to fulfill the department's development plan or other job-related required need.

#### **2.10.10. Absence Due to Bereavement**

Three consecutive calendar days are granted to an employee in the case of death of any of the following relatives: Father/Mother, Son/Daughter, Sister/Brother, Husband/Wife, Grandfather/Grandmother, Grandson/Granddaughter, First degree Uncle/Aunt and Father/Mother-in-Law, Step-Father/Mother, Son/Daughter-in-Law. In the event of the death of a staff member, his/her colleagues in the department may allocate up to one hour during the regular working hours to attend the funeral and condolences services. Staff

members of other departments who wish to pay respects to the family of the deceased must do so outside regular working hours.

#### **2.10.11. Emergency Leave**

To be deducted from the annual vacation. If vacation days are used up, the leave will be deducted from the employee's salary.

#### **2.10.12. Leave of Absence**

##### **Staff Members**

Employees who completed three years of service at Bethlehem University may apply for a leave of absence for a period of no longer than one year. The request, prompted by special circumstances, should be made in writing and addressed to the immediate supervisor, with a copy to the Vice President of Human Resources and Administrative Affairs, at least one month before the expected start of leave. Based on the immediate supervisor's recommendation, the Vice President of Human Resources and Administrative Affairs will submit a written recommendation to the Vice Chancellor for a written response. A leave of absence is without pay. The staff member on leave must signify to the immediate supervisor his/her written intention to return at least one month before the end of leave. A leave of absence of one year or longer is not counted as time of actual service, hence it will not be included in the computation of severance pay.

In addition, in the event that the leave of absence exceeds 4 months during the Academic Year, the employee's Rank and Step will be kept the same in the contract for the following Academic Year.

##### **Faculty Members**

Regular teaching staff members may apply for leaves of absence to pursue postdoctoral work or for other academic or appropriate professional purposes. Regular teaching staff members who have not completed the doctorate may apply for a leave of absence to complete a dissertation or other requirements. A leave of absence is for a period of one year. The request must be submitted in writing to the Vice President for Academic Affairs at the beginning of the semester preceding the desired commencement of the leave. The request will be studied by the Deans Council which will give great weight to the recommendation of the Chairperson and the Director or Dean. A leave of absence is without pay. The teacher on leave must signify his/her intention to return at least two months before the end of the semester preceding his/her return. Time spent on a leave of absence does not count as time of actual service in the computation of severance pay.

In addition, in the event that the leave of absence exceeds 4 months during the Academic Year, the employee's Rank and Step will be kept the same in the contract for the following Academic Year.

### **2.11. Kaizen Fund For Professional Development**

#### **2.11.1. Eligibility**

All full-time, regular part-time and non-teaching staff members at Bethlehem University may benefit from the Kaizen Fund provided they have completed at least one full year of employment at the University. Each employee is entitled to apply for up to two opportunities for training and development during one academic year with full or partial fees covered based on the set guidelines and the availability of funds. Hence employees are encouraged to select the development and training opportunities that are relevant to their job in order to enhance their work performance. For fairness, the maximum accumulated funds that can be received from the Kaizen fund by an employee over a three year period is

set at \$1000.

### **2.11.2. Application Procedure**

When an employee takes a course outside the University, s/he fills out the Kaizen Form and submits it to the Office of Human Resources. The Office keeps the Form until the employee submits a receipt of payment for the course fees. The Office then forwards the Form to the Finance Office, which in turn, reimburses the employee. The above does not apply to courses taken at the Institute for Community Partnership (ICP). Payment will be done by internal transfer from the Finance Office to the ICP.

### **2.11.3. Expenditures/Payment/Fee Reimbursements**

Partial or full coverage of the following items will be granted from the "Kaizen" Fund up to an amount of \$500. Expenses covered include the following:

- i- Expenditures required for a certain group program
- ii- External and internal trainers will be paid according to a pre-set payment rate.
- iii- Fees required for attending a conference
- iv- Reasonable travel and accommodation expenditures will be granted according to availability of funds.

In cases where the expenses exceed the limit that the "Kaizen" Fund can afford, the employee will have to contribute a small portion, or find other sources.

### **2.11.4 Funding outlines:**

Ordinarily, the following guidelines will be used for approving staff requests for funding:

- i- Courses held at ICP: up to \$100
- ii- Courses/workshops/seminars in town or in Palestine: up to \$200
- iii- Conferences held locally: up to \$100
- iv- Courses/conferences ,seminars held out of the country (Arab World): up to \$500
- v- Courses/conferences ,seminars held out of the country (Western world): up to \$500
- vi- MA degree at a local university: up to \$500
- vii- MA degree overseas: up to \$500
- viii- Miscellaneous: to be considered and studied on a case to case basis in consultation with the Vice President for Human Resources and Administrative Affairs.

## **Section 3: Benefits for Part Time, Service and Sub-Contracted Employees**

This section covers benefits for part-time, service and subcontracted employees

- 3.1 Regular Part-time employees
- 3.2 Employees on NIS contracts
- 3.3 Sub-contract employees

### **3.1 Continuous Part Time Staff**

A continuous part time position at Bethlehem University is a position that requires less than 40 hours per week, generally between four or five hours per day, Monday through Friday and provided a part-time contract is issued on an annual basis. Work on Saturdays is also obligatory when required by the Vice Chancellor or his delegate. Weekend days are Saturday and Sunday, unless a different arrangement is needed.

Benefits mandated by the Palestinian Labor Law are provided to both full time and part time staff. These rights and benefits mandated by law and provided by the University are as follows:

- i- Cost of Living Allowance

- ii- Workmen's Compensation Benefit
- iii- Family Allowance
- iv- Severance Pay
- v- Annual Vacation, Maternity Leave
- vi- Breast Feeding Hour
- vii- Sick Leave
- viii- Absence due to Death in Family
- ix- Emergency Leave.

Part time staff, however, may join at their own expense (at full payment) other benefit programs subsidized by the University including the Provident Fund and the Health Insurance Plan.

### **3.2 Employees on NIS Contract:**

A service employee on a NIS contract (New Israeli Sheqel) whether full time, part time or temporary belongs to one of the following service categories:

- i- Plant Personnel: Cleaners, Gardeners and Maintenance staff.
- ii- Security Guards.

Service employees are entitled to the rights and benefits as stipulated by the Palestinian Labor Law and its amendments from time to time.

### **3.3 Sub-Contracted Employees**

A sub-contracted employee position whether full time, part time or temporary, is a position that requires work for a specific project to be completed during a specific period of time. Sub-contracted staff are entitled to the benefits as mandated by the Palestinian Labor Law and its amendments from time to time

## **Section 4: Responsibilities of Bethlehem University Employees**

This section covers the responsibilities of Bethlehem University employees

- 4.1 Commitment to the University
- 4.2 Off-Campus employment
- 4.3 Working hours
- 4.4 Absences
- 4.5 Meetings for Academic Employees
- 4.6 Purchasing
- 4.7 Maintenance
- 4.8 Personal business
- 4.9 Clearance
- 4.10 Use of the name of Bethlehem University
- 4.11 Computer and Network use
- 4.12 Internal communication
- 4.13 Health Emergency
- 4.14 Identification Card

### **4.1 Commitment to the University**

Each employee member is expected to support fully the educational mission and goals of the University; to promote the general interests and good reputation of the University; to observe and enforce the policies, rules, and regulations of the University; to be concerned about and supportive of the personal welfare, and academic success of the students

entrusted to the University, and to cooperate with the legitimate directives of the administrators of the University.

## **4.2 Off-Campus Employment**

On an annual basis, each full time employee at Bethlehem University is required to disclose his/her off campus employment and receive approval for such by completing the appropriate Off Campus Employment Declaration and Notification for both faculty and staff. Any off-campus employment for full time employees is undertaken only with written notice to and approval by the Vice Chancellor or his delegate, and always with the understanding that employee will be able to fulfil his/her full time professional duties at the University. The work undertaken must not be so absorbing or tiring that the staff member is unable to give full energy and enthusiasm to his/her work at Bethlehem University – and it must avoid any possibility of a conflict of interest by which the off-campus employment may have a detrimental effect on the University's interest.

## **4.3 Working Hours**

For most full time staff positions, the regular working hours per week are 40 hours, generally eight hours per day, Monday through Friday, and on Saturdays as required by the Vice Chancellor or his delegate. One paid hour within the eight-hour working day is granted for a lunch break, which should be taken in one stretch. Working straight for five hours at most without a lunch break is not allowed by the Palestinian Labor Law and University regulations. Break time is not regarded as cumulative if not taken at the employee's own desire. Some employees in full time positions (as well as in part time positions) may be requested by their supervisor or the Administration to work alternative hours from Monday to Friday (for example from 9:00 AM to 5:00 PM) or to work alternative hours on Saturdays in order to meet the legitimate needs of the proper functioning of the University including conferences or special events.

Academic employees who do not carry a full teaching load and have other responsibilities are expected to be on campus from 8:00 AM to 4:00 PM, Monday through Friday, and on Saturdays when scheduled.

Academic employees who do carry a full teaching load are required to spend a minimum of 30 hours per week and be present 5 days per week on campus; they are to complete a personal schedule and submit it to the Vice President for Academic Affairs by the end of the second week each semester.

## **4.4 Absences**

### **4.4.1 Staff Members**

Whenever a staff employee is unavoidably absent, it is his/her responsibility to inform the immediate supervisor of the absence before 8:15 AM.

### **4.4.2 Faculty Members**

Whenever an academic employee is unavoidably absent, it is his/her responsibility to contact the Registrar and the Chairperson before 8:15 AM to inform them of the absence.

## **4.5 Meetings for Academic employees**

There are four types of meetings which academic staff members are obliged to attend:

- i- The scheduled meetings of any committee to which s/he is assigned

- ii- General academic staff meetings
- iii- Department and section meetings
- iv- Faculty or Program Area Meetings called by a Vice President, Dean or Director.

#### **4.6 Purchasing**

The Finance Office is the only agent of the University permitted to make purchases for the University. All purchasing must be done through the procurement officer. The University will not assume responsibility for the payment for any purchase made through other channels. For the Policy and Procedures on purchasing and procurement, refer to the Finance Office section on the Intranet.

#### **4.7 Maintenance**

All requests for repairs and maintenance service should be submitted to the Director of Plant Personnel, who is responsible for scheduling and organizing the work of the maintenance staff. Repair requests are submitted electronically via the Intranet under Maintenance Support Form. Verbal messages are accepted in emergencies only.

#### **4.8 Personal Business**

Employees are not allowed to conduct any kind of personal business during work hours or to use University facilities and equipment for such business.

#### **4.9 Clearance**

An employee who resigns or leaves the University temporarily (on a study leave or leave of absence) must fill out the Clearance Form found on the Intranet under the Office of Human Resources. Financial matters will be settled only after the appropriate form properly filled out has been submitted to the Payroll Administrator in the Finance Office.

#### **4.10 Use of the name of Bethlehem University**

Bethlehem University has a legitimate interest in the use of its name and logo/insignia. Its primary interest is to ensure that expressed or implied association with Bethlehem University is accurate and, properly reflects and is consistent with the University's mission, quality standards of education, teaching, community service, and research. The University has a policy that addresses the use of the name of Bethlehem University in relation to print materials, use in the electronic media, commercial use, personal affiliation use, and expressions of opinions in the media and public statements. For details of the policy and procedures, refer to the Communications Office on the Intranet.

The Executive Vice President and/or the Vice President for Development should be consulted if there is concern or need for clarification concerning the use of the name of Bethlehem University by any faculty or staff member.

#### **4.11 Computer and Network Use**

All members of the University community are required to abide by the policies, rules, and regulations regarding use of the Network Account, Internet and Email, Disc Space and Computer Labs. These policies are found under the Information Technology Services Office on the Intranet. All requests for assistance from the Information Technology Services Office should be done by submitting the electronic Computer Support Form found on the Intranet. The Information Technology Services Office Staff reviews all forms on a daily basis to respond to them. Verbal requests will be accepted in an emergency case only.

## **4.12 Internal Communications**

### **4.12.1 Email**

Email is an official form of communication used by the University to communicate with employees. Consequently, each employee of Bethlehem University is responsible for establishing and using a Bethlehem University email account (@bethlehem.edu) as the University sends official notices to faculty and staff through the email system. Each employee is responsible for reading his/her email delivered to their @bethlehem.edu address.

### **4.12.2 Weekly Bulletin**

The Weekly Bulletin is an official form of internal communication among departments, faculty and staff. Consequently, each employee is responsible for reading the Weekly Bulletin that is delivered to their @bethlehem.edu address. Staff members who wish to publish announcements in the Weekly Bulletin may do so through their department head. News items should be submitted to the Communications Office before 9:00 AM on Friday. It is the responsibility of the department to send the item in both Arabic and English.

### **4.12.3 In the Event of Bereavement**

It is the policy of the University to notify the University community through an email message from the Communications Office of the death of a trustee, employee, student, alumnus, benefactor or a first degree relative of the same or a significant person associated with the University. Any member of the University community who learns of the death of any of the above mentioned persons, should notify the Communications Office as soon as possible. For further details, see the website of the Communications Office.

## **4.13 Health Emergency**

If an employee experiences a health emergency in the workplace, the immediate supervisor should call the family at the phone number listed in the online Faculty & Staff Contact Directory. If the Supervisor is not available, the HR office will call the family.

## **4.14 Identification Card**

A university identification card must be obtained from the Instructional Technology Unit (ITU) in the Library after an employee signs a contract. Renewal of the university ID is also done at the ITU.

## **Section 5: Policies and procedures**

This section covers the University policies

- 5.1 Review of policies
- 5.2 Ethical conduct
- 5.3 Grievance
- 5.4 Disciplinary
- 5.5 Employment Process
- 5.6 New employee induction
- 5.7 Time Attendance
- 5.8 Dress and grooming
- 5.9 Smoke free environment
- 5.10 Child protection

- 5.11 Professional development, education and training (Staff)
- 5.12 Performance Appraisal
- 5.13 Overtime work
- 5.14 Opening of the Steps
- 5.15 External grants
- 5.16 Remuneration
- 5.17 Closed Circuit Television (CCTV) monitoring system
- 5.18 Upgrading of qualifications

## **5.1. Policy review**

The University may make changes to this Policy from time to time to improve the effectiveness of its operation. In this regard, any employee who wishes to make any comments about this Policy may forward their suggestions to the Human Resources and Administrative Affairs Office.

## **5.2. Ethical Conduct**

### **5.2.1. Policy Statement**

Bethlehem University is an educational community, which exists to further the pursuit and dissemination of knowledge and understanding through teaching and scholarship. For this reason, the University aims to ensure a climate on campus of honesty, tolerance and respect for individuals and property. The University is committed to sustaining an institutional environment that supports and rewards its members on the basis of such relevant factors as work performance and achievement. All forms of harassment, exploitation, intimidation, discrimination, dishonesty and any abuse of teaching or supervisory authority are contrary to this commitment. Therefore, the University has a responsibility to deal effectively, quickly and fairly, at the appropriate level, with any situation involving claims of such harmful and unethical behavior.

### **5.2.2. Standard Ethical Responsibilities**

Employees must meet their responsibilities as stated in the appropriate handbook and others relevant to their job descriptions and policy statements.

- i- As a Lasallian university, Bethlehem University emphasizes positive relationships within the university community. We are sisters and brothers to each other and older brothers and sisters to the young people entrusted to our care. As such we treat students and colleagues with mutual tolerance and respect, avoiding any conduct that could reasonably be seen as exploiting, harassing, intimidating or discriminating. In light of this, the University considers that close, intimate and/or exclusive relationships between staff and the students whom they teach, assess or are otherwise responsible for, raise serious questions of conflict of interest, trust and confidence and dependency in working relationships and of equal treatment in teaching, learning, selection, assessment and research. For the protection of staff and students the boundaries and moral obligations of the professional role of staff must be fully recognized and respected. Staff should recognize their professional and ethical responsibilities to protect the interests of students, to respect the trust involved in the staff/student relationship and to accept the obligations inherent in that responsibility.
- ii- In their dealing with people, material goods and contractual obligations at the University, employees must maintain the highest standard of integrity and honesty, including intellectual honesty.
- iii- Employees must not make unauthorized use of the University's name, resources, facilities or equipment on a significant scale for personal, commercial, political or religious purposes.
- iv- No one may intentionally represent his or her personal views as a statement of the position of the University or any of its agencies.

- v- Teachers have a responsibility to strictly enforce the regulations of the University with regard to student cheating and/or plagiarism.

### 5.2.3. Rights

- i- Any member of the University community who has reason to believe that he/she has been treated in violation of a principle stated in this Policy is urged, to contact the immediate supervisor, unless that person is seen as the source of violation in which case the employee contacts the higher level authority.
- ii- Employees and students have the right to seek clarification and reconciliation in disputed matters, to lodge complaints, and to participate in proceedings without reprisal or threat of reprisal.

### 5.2.4. Specific Principles

Without limiting the above policy statement and statement of standard ethical responsibilities, the following shall be taken as violations of the Policy on Ethical Conduct.

- i- **Exploitation** is defined as comment or behavior that is intended, or can reasonably be seen as intended, to use another person for selfish or unethical purposes.
- ii- **Harassment** is defined as engaging in a course of vexatious comment or conduct that is known, or ought reasonably to be known, to be unwelcome. Sexual harassment includes comment or conduct where acceptance of sexual advances is a condition of education or employment, or where rejection of sexual advances negatively impacts decisions that concern the recipient, or where unwelcome sexual advances, comment, conduct or communication interferes with the recipient's work or study.
- iii- **Dishonesty** is defined as language or behavior that is untruthful, not conforming to fact, and that is deceptive or fraudulent. Intellectual dishonesty is specifically that language or behavior that intentionally misappropriates the writings, research and findings of others.
- iv- **Intimidation** is defined as hostile comment or conduct that frightens, discourages or inhibits the recipient by, or as if by, threats.
- v- **Discrimination** is defined as any action or behavior that results in adverse or preferential treatment based on political grounds, or reasons of race, religion, sex, sexual orientation, ethnic origin, national origin, ancestry, age, marital status, medical condition, handicap, or other arbitrary reasons.

## 5.3. Grievance

### 5.3.1. Policy Statement

In line with Bethlehem University's mission which expresses a fundamental concern for the dignity of all human beings, this policy seeks to develop a supportive workplace with policies and procedures that provide a clear statement of the University's expectations of its employees. The University recognizes that concerns, differences or problems involving employer-employee relations will arise from time to time. Therefore, it is in the best interest of both the University and the employee to resolve these matters as soon as possible and at the lowest possible level. In order that employees may be assured of fair consideration of their problem/s, a means of review and appeal, without prejudice, to higher levels of authority has been established.

### 5.3.2. Purpose

The purpose of this Policy is to guide the University's approach to manage concerns or complaints which arise as workplace grievances.

### **5.3.3. Application**

This policy applies to all employees

### **5.3.4. Guidelines and Procedures**

#### **What is a Grievance?**

A Grievance means a complaint from an employee concerning treatment in a particular workplace that is inequitable or procedurally unfair; or a complaint that arises from perceived personal concerns relating to one or more work-related interpersonal relationships. If more than one employee raises the same or substantially similar grievance(s), then each grievant will be managed separately. Employee problems or concerns should be taken in the following manner.

- i. Before entering into the formal procedure the employee should first attempt to resolve the grievance informally by discussing it with his/her immediate supervisor. If the immediate supervisor is seen as the source of the grievance, the employee contacts the higher supervisor.
- ii. If the matter is not resolved to the employee's satisfaction, the employee may proceed to the formal grievance stage by presenting the case in writing to the higher supervisor, describing the desired outcome/resolution. The immediate supervisor or higher supervisor if appropriate, in consultation with his/her supervisor/s up to the level of the appropriate Vice President, will respond in writing to the employee within seven working days.
- iii. If the employee is not satisfied with the answer received, he/she may take the grievance to the third and final level of review. The employee must present his/her case in writing to the Office of Human Resources and Administrative Affairs within seven days from the time the answer was given by the immediate supervisor. He/she must attach all documents related to the case. The Office of Human Resources and Administrative Affairs will then take the case to the Administrative Council for study. The Council will study the case by reviewing all material related to the case. The Council will then make the appropriate recommendation and submit it to the Vice Chancellor within thirty working days of receiving the case.
- iv. The Vice Chancellor makes the final decision and submits a copy of the decision to the Administrative Council within twenty working days of receipt of the recommendation. The Council, in turn, submits a copy of the final decision to all parties concerned.
- v. The employee is obliged to continue to perform his/her job duties until the case is finally resolved.
- vi. In all cases, the employee has the right to object to the inspector from the Labors' office in accordance with the provisions of the Labor's Law.

## **5.4. Disciplinary**

### **5.4.1. Policy Statement**

Bethlehem University aspires to fostering shared values, moral principles and dedication to serving the common good. This policy seeks to provide a clear statement of the University's expectations of its employees and outline a fair and comprehensive way in dealing with unsatisfactory performance and/or misconduct. It is preferable that issues arising from unsatisfactory performance and/or misconduct are resolved at the lowest possible level. Supervisors clearly convey performance expectations of all employees for whom they are responsible. They support and monitor employee contribution, through ongoing dialogue with

them, setting expectations of performance and working with them to resolve issues. Supervisors are expected to deal promptly with any incidences of unsatisfactory performance and misconduct as they arise. The University reserves the right to take disciplinary action, which may include the termination of employment in compliance with the Palestinian Labor Law and a certified penalty list, with regard to an employee who does not perform her or his duties to a satisfactory standard.

#### **5.4.2. Purpose**

The purpose of this policy is to explain the responsibilities and obligations of employees, supervisors and the University with regard to managing unsatisfactory performance and/or misconduct at Bethlehem University.

#### **5.4.3. Application**

This policy applies to all employees at Bethlehem University.

#### **5.4.4. Guiding principles and procedure**

This procedure is to help ensure consistent and fair treatment for all employees and to ensure compliance with natural justice which both respects and affirms the dignity of all persons involved in any disciplinary process ensuing from unsatisfactory performance and/or misconduct.

##### **Step 1: Verbal Notification**

Once they become known, incidences of unsatisfactory performance and/or misconduct should be dealt with without delay. The supervisor will discuss this matter with the employee concerned. The purpose of these discussions is to ensure that the employee understands:

- i- The nature of the concerns
- ii- Expectations of improvements in conduct
- iii- Where appropriate, timescales for improvement and the nature of any support available.

Any discussions will be confirmed in writing to the employee. The supervisor will retain any note of these informal discussions. Following a satisfactory outcome to the use of the informal procedure, the matter will be considered resolved.

##### **Step 2: Formal Written Warning**

Where an issue has been discussed with an employee and if the required improvements in conduct are not achieved in the appropriate time scale the immediate supervisor will discuss the matter with his/her higher supervisor and/or the area Vice President. The employee will receive a formal written warning outlining:

- i- The nature of the concerns
- ii- Expectations of improvements in conduct
- iii- Timescales for improvement and the nature of any support available. The higher supervisor and/or the area Vice President may either determine an extension of the time frame for improvement is warranted.

### **Step 3: Final Written Warning**

If the pattern of behavior still persists within the timescale for improvement the immediate supervisor issues a final written warning. Following this final letter of warning, if the offense is not corrected within a reasonable time period, the immediate supervisor notifies and discusses the case with her/his immediate supervisor up to the level of the appropriate Vice President. The immediate supervisor of the concerned employee then sends a written notification to their higher supervisor and the Vice President for Human Resources, explaining the case and recommending further action be taken up to and including dismissal from the University according to the approved penalty list by the Ministry of Labor.

### **Step 4: Disciplinary Investigation**

Upon receiving a final written warning the concerned employee has the right to request a disciplinary investigation. The disciplinary investigation will be carried out by the Vice President for Human Resources and Administrative Affairs, or his/her delegate to ensure the matters are handled fairly, reasonably and in compliance with current legislation and University procedure. The purpose of the investigation is to:

- i- Establish the nature of the allegations
- ii- Gather evidence to enable a decision to be taken on whether the final written warning is justified.
- iii- Consider if the matter should proceed to a **Disciplinary Hearing** (Step 5)

The investigation will be concluded as soon as reasonably possible whilst allowing sufficient time to interview relevant parties. Employees must be kept informed if there is any unexpected delay in the process. Investigatory interviews are part of the process to establish whether disciplinary action is warranted. As part of the investigation the employee who is the subject of the allegation will be asked to attend an investigatory interview at which s/he may be accompanied by a support person of their choice. The employee must inform the delegate of the Vice President for Human Resources and Administrative Affairs any facts or witnesses that s/he feels are relevant to the case. Where appropriate, witnesses will also be interviewed. Interview statements which are signed and dated will be produced.

The outcomes of an investigation may be:

- i- There is no case to answer and therefore no disciplinary action is taken.
- ii- The matter is dealt with informally, if appropriate with support and or training to resolve the matter.
- iii- A recommendation that there is a disciplinary case to answer and a disciplinary hearing should be arranged

### **Step 5: Disciplinary Hearing**

If following an investigation there is a recommendation that there is a disciplinary case to answer the employee will normally be given 5 days' notice and requested to attend a disciplinary hearing. The employee will again be provided with details of the allegation(s) and an indication as to whether the alleged misconduct is considered as potentially a serious/gross misconduct case and therefore whether a sanction less than or up to dismissal may be considered. The employee will be invited to make any written submissions or bring forward witnesses. Prior to the hearing, any documentation that will be referred to in the hearing will be made available to the employee.

Members of the disciplinary hearing panel will include:

- i- Vice President for Human Resources and Administrative Affairs (Chair)
- ii- The Assistant Vice President for Human Resources and Administrative Affairs (minute secretary)
- iii- Administrative Council members
- iv- Other personnel deemed necessary by the chair of the disciplinary hearing

The employee will be given an opportunity to present his/her case, question witnesses and raise any issues s/he wishes to have considered. The employee has the right to be accompanied by one or two support people. The chair conducting and hearing the case will be able to question those involved in the case. The panel hearing the case will consider all representations then decide if on the balance of probabilities the allegation(s) are proven and if so what level of disciplinary sanction is appropriate. Based on their findings the panel, through Vice President for Human Resources and Administrative Affairs, will recommend the disciplinary action, sanctions or dismissal, to the Vice Chancellor. The decision will be confirmed in writing to the employee within five working days of the hearing. The correspondence shall also notify the individual employee of his/her right to appeal against any sanction. In the event that the decision is taken to dismiss the employee, the letter will include the reasons for dismissal and the date that his/her employment will terminate, together with details of any notice arrangements.

### **Step 6: Dismissal**

Only the Vice Chancellor can make the decision to dismiss an employee. The employee will be provided with written reasons for dismissal, the date on which employment is terminated, and the right of appeal. In cases of gross misconduct, the employee may be dismissed summarily without notice in compliance with both Palestinian Labor Law and with the certified Penalty list. Previous warnings need not have been given. In any case of dismissal employee has a right of appeal as set out below.

### **Step 7: Appeal**

The role of the Appeals hearing is not to re-hear the case but to review the process that led up to the management decision, ensuring that the procedure was used correctly, the action taken reasonable and to consider any new evidence brought forward. The employee should submit in writing to the Vice President for Human Resources and Administrative Affairs notice of his/her intention to appeal within 7 working days of receiving the letter confirming the disciplinary action. This letter must be accompanied by a clear statement specifying the basis upon which an appeal is made. An appeal should be made on the basis for example on one of the following circumstances:

- i- The procedure was not used correctly
- ii- New evidence can reasonably be brought forward
- iii- The disciplinary action was unreasonable and/or the penalty imposed was disproportionate to the offence;

Where disciplinary action has taken the form of dismissal, the appeal procedure will normally be carried out as soon as practicable. The appeal will be heard by delegates of the Vice Chancellor.

### **Examples of unsatisfactory performance and misconduct**

The following examples are intended to illustrate what can constitute misconduct or gross misconduct. The examples should not however be regarded as being either exhaustive or mutually exclusive – much depends on the particular circumstances.

- i- Persistent lateness or leaving early

- ii- Unauthorized absence from work
- iii- Failure to comply with the requirements of the job description
- iv- Failure to comply with work instructions
- v- Serious professional misconduct, including failure to discharge professional responsibilities
- vi- Inappropriate behavior towards, or relationships with, students
- vii- Making a false declaration on any job application form
- viii- Misuse/Abuse of University property
- ix- Conduct which may bring the University into disrepute
- x- Assault or intimidation of other employees, students, visitors to the University, or members of the public, during working hours or at the work place or at a work-related event

## **5.5. Employment Process**

### **5.5.1. Policy Statement**

This Policy provides Bethlehem University with the flexibilities to appoint high performing employees using a competitive process underpinned by the principles of merit, equity, and transparency. In doing so, the University practices ethical, fair and impartial employee selection procedures, free from conflict of interest and characterized by confidentiality and respect for the privacy of an applicant's personal information. Bethlehem University recognizes its employees as being fundamental to its success. A strategic and professional approach to recruitment processes help enable Bethlehem University to attract and appoint employees with the necessary skills and attributes to fulfil its strategic aims, and support Bethlehem University's mission and values.

### **5.5.2. Purpose**

This policy provides guidelines for all Chairs, Deans, Directors and Vice Presidents on the principles and processes for the appointment of all employees.

### **5.5.3. Application**

This Policy applies to the appointment of all employees.

### **5.5.4. Guidelines and procedures**

The employment process begins when a need for a new position is identified or a vacancy occurs. The employment and selection process is the most important step in the appointment of employees who have the necessary qualifications, experience, to help in fulfilling the mission and goals of Bethlehem University. The Office of Human Resources takes the role of an independent facilitator of the employment process. It may also act in an advisory capacity and it is not in a position to make decisions but rather may offer recommendations for resolutions.

### **5.5.5. Responsibilities of immediate supervisors**

- i- Fill out the Personnel Requisition Form found on the website of the Office of Human Resources and Administrative Affairs to allow sufficient time for the employment processes before the starting date of employment.
- ii- Provide a job description with relevant criteria for the position found on the website of the Office of Human Resources and Administrative Affairs.
- iii- Organizes an interview selection panel (minimum of 3 and maximum of 5) to review all applicants for the position to determine a shortlist of applicants (minimum 3) to be interviewed.

- iv- Prepares interview questions, and sends the list of the applicant to the Office of Human Resources and Administrative Affairs so that an interview schedule can be arranged.
- v- Discusses with the selection panel following the interviews each of the applicants according to interview notes, assessment criteria sheet and other considerations deemed necessary.
- vi- Prepares the recommendation for the Vice Chancellor on the candidate best adjudged for the position and submits this recommendation through the Vice President for Human Resources and Administrative Affairs.

**5.5.6. Human Resources responsibilities include:**

- i- Liaising with the immediate supervisors to plan and prepare the employment process.
- ii- Advertising the position.
- iii- Managing the employment process, including issuing of access to applications for review by selection panel members.
- iv- Providing professional support and advice to the Selection Panel to ensure that the most suitable and qualified candidate(s) is identified.
- v- Informing the applicants of the date and time of interviews.
- vi- Maintaining appropriate records of the employment process.
- vii- At the start of the interview, Vice President for Human Resources and Administrative Affairs (or delegate) receives the candidate, welcomes him/her and introduces the members of the selection panel
- viii- Filling out the back section of the Application Form with information on academic rank and or salary details and submitting to the Vice Chancellor for final approval.
- ix- Preparing the contract
- x- Sending a copy of the application and contract to the Finance Office for verification of rank step and salary
- xi- Welcoming the new employee in the Weekly Bulletin published by the Communications Office.

**5.5.7. Principles governing selection procedures**

The selection panel should be comprised of the most suitable and qualified people to assess applicants in the discipline. A representative from the Office of Human Resources and Administrative Affairs will assist selection panels in carrying out their function. A minimum of three people, excluding the representative from Human Resources and Administrative Affairs Office, must constitute the selection panel. The role of the selection panel is to assess eligible applicants against well-defined selection criteria and competencies and, to make recommendations for appointment in order of merit. No person is permitted to continue as a member of a Selection Panel if a candidate applying for an appointment has a close personal relationship with that person, such as might give rise to a conflict of interest or create bias in the selection decision making. Members of the Selection Panel must disclose if they have close personal relationship with a person being interviewed for a position. The selection panel discuss the responses and evaluate the candidates according to the evaluation sheet, and other considerations. It is important to remember that not appointing is always an option.

**5.5.8. Selection Criteria**

- i- Designed to ensure a broad field of qualified and experienced applicants can be considered
- ii- Specific about any prerequisites for the position

- iii- Used to assess the suitability and merit of applicants at all stages of the selection process
- iv- Provide a consistent set of standards for all applicants which can be observed or measured as a structured means of comparative assessment
- v- Consistent with the mission and values of Bethlehem University

### **5.5.9. Composition of selection/interview panels**

#### **For full time appointments Academic Appointment**

- i- Chair (VP Human resources and Administrative Affairs or delegate)
- ii- Vice President for Academic Affairs or his / her nominee
- iii- Dean of the Faculty
- iv- Head of department
- v- A subject expert from the faculty area

#### **Administrative/Support and Service Appointment**

- i- Chair (VP Human Resources and Administrative Affairs or delegate)
- ii- Vice President of administrative area or his / her nominee or immediate supervisor
- iii- A Senior Administrative employee from the “hiring area”
- iv- An expert from the specific administrative area or faculty area

#### **Senior Executive Positions**

- i- Chair (VP Human Resources and Administrative Affairs or delegate)
- ii- Vice Chancellor
- iii- Executive Council
- iv- Others as invited

### **5.5.10. Employment of Relatives**

University policy permits the simultaneous employment of up to two members of a first degree relationship within the University community. Second degree relatives, in-laws, and step-relatives may be employed with fewer restrictions if they are the best adjudged for the position. For both first and second degree relatives, employment is permitted provided:

- i- The person concerned is not in the same academic, administrative/support, or service department
- ii- The position does not require a direct supervisory relationship with the relative

This policy applies to all full time, part-time, daily, sub-contracted and temporary employees in the academic, administrative, support and service categories.

### **5.5.11. Employment of University Graduates**

It is the policy of the University not to hire its own graduates until at least twelve months after they graduate except in very special cases and based on the need of the concerned department. This policy is designed to guarantee a minimal psychological distancing between employees and students. For sub-contracted positions, Bethlehem University graduates may be eligible to be hired less than one year after their graduation provided the term of employment is less than one year. The same applies to graduates of less than one year who apply to do voluntary work after their graduation. As with regular positions, there may be exceptions for sub-contracted and/or voluntary positions in very special cases.

### **5.5.12. Employment of Dismissed Students**

It is the policy of Bethlehem University not to hire former Bethlehem University students for a period of four years after they have been dismissed for academic or disciplinary reasons.

This policy applies to regular positions whether full time or part time, daily, temporary, and/or sub-contracted positions as well as voluntary work.

#### **5.5.13. Voluntary Work**

A person interested in doing voluntary work in a non-academic area at Bethlehem University should fill out the Volunteer Identification Form found on the Intranet under the Office of Human Resources and submit the completed form to the Office of Human Resources. A University unit wishing to have a volunteer should also refer the volunteer to the Office of Human Resources to fill out the form. A CV and a copy of the ID and other credentials should be attached to the Volunteer Identification Form. The Administrative Assistant, in consultation with the Director of the Office of Human Resources, will check with the appropriate department/office to see if they are willing to accommodate the volunteer, and if so, to provide a job description to the Office of Human Resources and to the potential volunteer. Whether the answer is positive or negative, the Administrative Assistant will respond to the volunteer applicant in writing. At the end of the term of service and upon the volunteer's request, the Office of the Vice president of Human Resources and Administrative Affairs will issue a letter of voluntary service. The volunteer may also request a letter of recommendation from the immediate or higher supervisor. Having worked as a volunteer at Bethlehem University does not entitle the person automatically to a regular job. However, the volunteer has the right to apply to a job vacancy and go through the procedure like any other applicant. A volunteer may, at the discretion of the immediate supervisor, be granted a university ID and email account.

#### **5.5.14. End of Service**

Employees may leave the employ of the University by various means including resignation, dismissal and termination, or retirement.

##### **i- Resignation**

Any employee wishing to resign, s/he should address his/her resignation in writing to the Vice Chancellor with a copy to the immediate supervisor and to the Vice President for Human Resources and Administrative Affairs. Employees are encouraged to inform their immediate supervisors as soon as they decide to resign, but in any case, they should give, at least, a one-month notice “for those who are paid on monthly basis” to ensure a smooth transition for the new replacement. In all cases, if specified notice is not rendered, s/he will be responsible to pay a one-month salary to the University in lieu of such notice. The Vice Chancellor makes the final response to the letter of resignation, with a copy to the immediate supervisor, the Office of Human Resources, and to the Finance Office.

##### **ii- Dismissal and Termination**

An employee no longer on probation will receive a formal, written letter of immediate dismissal without prior notice from the Vice Chancellor for any of the reasons stipulated by the both Palestinian Labor Law (Article 40) and in the certified penalty list. In this case, the Vice Chancellor will send a notice to the employee, at least one month in advance.

##### **iii- Retirement**

The retirement age for all University employees is 65 years. An employee, who reaches the retirement age during the contract year, will continue to work until the

contract expires. The Vice President for Human Resources and Administrative Affairs, in clearance with the Vice Chancellor, will notify the employee in writing in due time that the contract for the following academic year will not be renewed. Retired employees can apply for reemployment after retirement by filling out the appropriate form and submit it to the immediate supervisor who will make a recommendation in favor of re-employment or otherwise. Employment of retired staff is solely at the discretion of the University. If a retiree is rehired severance begins again but pension and provident fund do not.

## **5.6. New Employee Induction**

### **5.6.1. Policy Statement**

The BU new employee orientation program provides a mechanism for introducing new employees to the BU Mission, culture, ethos, community, organizational structure and the requirements associated with employment at the University. This includes familiarizing new employees with their role and responsibilities. Undertaking and completing the BU orientation program, ideally within the first six months of employment, is a condition of employment for all new employees of BU.

### **5.6.2. Purpose**

The purpose of this policy is to articulate the importance of inducting employees to BU and to outline the process and responsibilities for successful induction.

### **5.6.3. Application**

This policy applies to all new employees. It is a requirement that the new employee completes the BU orientation program within the first six months of employment.

### **5.6.4. Policy Procedures and Guidelines**

#### **Program Components**

At the time of appointment, a new employee is introduced to the BU Orientation program via their employment contract and the new starter email sent by Human Resources. There are two components of the BU orientation Program:

#### **1 on 1 with Supervisor**

The nominated supervisor will provide new employees with a local workplace orientation during the first weeks of employment. This normally includes:

- i- Job requirements
- ii- Office space allocation
- iii- Local workplace issues/customs
- iv- Working conditions, processes and procedures
- v- Probation processes
- vi- Performance Appraisal System
- vii- Employee Handbook

#### **You@BU Orientation Workshop**

The You@BU orientation workshop has been designed to complement the information gained at the workplace. The workshop covers:

- i- BU Mission and Vision
- ii- Catholic and Lasallian Identity

A separate workshop for new supervisors covers the roles and responsibilities of supervisors at BU.

### **5.6.5. Roles and Responsibilities**

Responsibility for the various components of the BU orientation program rests with a range of positions and organizational work units. These are outlined below:

#### **Human Resource Office**

The Human Resources Office is responsible for:

- i- Familiarizing new employees with University processes (IT requirements, ID card, Clock in Attendance System) in time for the new employee's start date, in order that keys, computer access and email accounts maybe organized before the new employee commences.
- ii- Acquainting new employees with the Bethlehem University Handbook.
- iii- Collecting medical file requirements and familiarizing new employees with the University clinic.
- iv- Making the new employee aware of the components of the BU orientation program
- v- Introducing the new employee to work colleagues through the BU weekly news
- vi- Scheduling and arranging the 1-on-1 with supervisor
- vii- Inviting new employees to the U@BU orientation workshop
- viii- In collaboration with the Coordinator of Institutional Values, facilitating the U@BU orientation workshop
- ix- Maintaining records of attendance, participation and completion in all BU Induction components
- x- Monitoring and reporting on the implementation of the BU orientation Program.
- xi- In collaboration with the Office of Academic Affairs, Plant Personnel and Engineering Office, allocating work spaces and facilities, issuing keys and, where applicable, other equipment, for new employees as requested by the nominated supervisor.

#### **Nominated Supervisor**

The nominated supervisor is the key person in the orientation process and has responsibility for:

- i- Ensuring that an appropriately equipped work environment is provided for the new employee.
- ii- Introducing the new employee to work colleagues through face to face welcomes and taking the new employee on a tour of the University.
- iii- Clarifying any probationary criteria and the probation review process.
- iv- Ensuring that the new employee has a clear understanding of her or his role and responsibilities, including as relevant the Performance Appraisal System.
- v- Providing the new employee with documents or web addresses for accessing relevant information.
- vi- Familiarizing the new employee with the University's Organizational Structure.
- vii- Ensuring that the new employee attends the U@BU Orientation workshop and completes the components of the BU Orientation Program within the first six months of employment. The nominated supervisor may delegate all or part of the Orientation Process to an assistant supervisor however, overall accountability remains with the nominated supervisor.

#### **New Employee**

As a condition of their employment, the new employee is responsible for participating in and completing the two components of the BU Orientation Program in consultation with their nominated supervisor, normally within the first six months of employment with BU or as soon as practicable. This includes completion of the:

- i. 1-on-1 meeting with their nominated supervisor
- ii. “You@BU” orientation workshop

### **The Coordinator of Institutional Values**

In collaboration with the Human Resource Office the Coordinator of Institutional Values coordinates the “You@BU” orientation workshop along with graduates from the International Lasallian Leadership Program.

### **The Plant Personnel and Engineering Office**

The Plant Personnel and Engineering Office is responsible for issuing keys and other related office issues.

### **The Office of Information Technology Services**

Responsible for issuing computers, email accounts and any required web access for new employees as requested by the nominated supervisor.

## **5.7. Time Attendance**

### **5.7.1. Policy statement**

This policy aims at ensuring consistency and fairness of treatment for all employees. Timely and regular attendance is an expectation of performance for all Bethlehem University employees. The University recognizes that different types of jobs require different types of time management. Normally this will be addressed through the supervisory task and through communication with the Office of Human Resources and Administrative Affairs. The University will keep the thumb prints for internal use only and will not share them with any other party.

### **5.7.2. Purpose**

This policy provides guidance to supervisors and employees on the operation of the time-attendance machines installed at Bethlehem University with the primary purpose being to ensure proper record keeping and a transparent attendance process.

### **5.7.3. Application**

This policy applies to all employees.

### **5.7.4. Guidelines and procedures**

Generally, official working hours at Bethlehem University are from 8:00am to 4:00. Other work schedules require discussion between the immediate supervisor and the Vice President for Human Resources and Administrative Affairs, in coordination with other concerned parties. The validation of attendance and time calculation will be based on the first and last clocking in prints, at the beginning and end of the work day and the lunch break. If the employee clocks-in late or out early, the system will notify the supervisor. If an employee is unable to clock in or out because of a time clock malfunction, accidental oversight, or other reason, it is the employee’s responsibility to inform the Human Resources Officer via the “clock in” system email (attendance@bethlehem.edu). Supervisors monitor the attendance of those for whom they are responsible on a regular basis and address unsatisfactory attendance.

Supervisors will discuss any pattern of absences with the employee concerned and if the situation warrants it follow the disciplinary procedure guidelines outlined in the Handbook for Administrative/Support and Service Staff.

### **5.8. Dress and Grooming Standards**

Bethlehem University supports and encourages dress and grooming standards. Each employee is a representative of Bethlehem University in the eyes of the campus community and its visitors, and it is important that each employee use good judgment and common sense in their dress and appearance. In the interest of presenting a professional image of Bethlehem University, and reflecting personal dignity and integrity, employees are expected to report to work properly groomed and wearing appropriate business clothing in a manner that is consistent with their responsibilities. Some types of clothing are unsuitable and are below minimum standards. Therefore, the following types of attire are considered inappropriate for both men and women: strapless, backless, revealing and form-fitting, and above the knees clothing, as well as bermudas, faded jeans, tennis shoes, and slippers.

Where appropriate, some non-office personnel may be required to wear a university uniform. Supervisors are assigned the responsibility by Bethlehem University to see that the above minimum standards are maintained and for interpreting the general intent of these guidelines.

### **5.9. Smoke-Free Environment**

Smoking is prohibited in all Bethlehem University facilities and enclosed workplace areas. This includes all offices, work spaces, common work areas, auditoriums, classrooms, conference and meeting rooms, elevators, medical facilities, employee lounges, staircases, restrooms, university vehicles, and all other enclosed areas in the workplace. This policy applies to all faculty, staff, students, clients, consultants, vendors, contractors, guests and visitors.

### **5.10 Child Protection**

#### **5.10.1. Policy Statement**

The vast majority of Bethlehem University Students are adults. However, a very small number of students turn 18 during their freshman year. The University also has community outreach programs where students and employees come in contact with children and children are routinely guests of the University. Bethlehem University is committed to ensuring that all children are respected, nurtured and safeguarded by all and that all possible measures are taken to promote the welfare of children, to champion their rights and to protect them from harm, exploitation and abuse. Accordingly, it is intended that this policy will set out expectations with regard to the provision of a uniform standard of best practice in the safeguarding of children in the clear expectation that at all times and under all circumstances, everyone will uphold the ethical and moral commitment we have to those we serve. The policies and procedures of Bethlehem University will be consistent with all existing and future civil legislation on child protection and welfare.

By implementing this policy everyone at Bethlehem University will be clear about how they are expected to behave with children and what to do if there are concerns about the safety of a child. Accordingly all students, employees and the University as an Institution will be protected.

The University encourages its employees and other members to familiarize themselves with the Child Protection Policy, and to seek further clarification and assistance with the Office

of Human Resources and Administrative Affairs as well as the Executive Vice President, in cases of uncertainty. Click [here](#) for the full version of the Policy.

## **5.11 Professional Development, Education and Training (Staff)**

### **5.11.1. Policy Statement**

Bethlehem University seeks to support and encourage Administrative/Support and Service staff to avail themselves of ongoing opportunities for professional development, education, and training activities.

### **5.11.2. Purpose**

This policy aims to provide the staff members with the skills, knowledge, and abilities required in support of the needs and responsibilities within their unit/department, thereby enhancing overall performance.

To this end, the objectives of the professional development policy are:

- i- To improve performance and performance potential of staff.
- ii- To provide support for career advancement so that the University will retain staff who perform well.
- iii- To prepare staff for possible future responsibilities within the University.
- iv- To improve and develop the ability of staff to be receptive to change, particularly in the area of technological advancement.
- v- To enhance the staff member's level of job satisfaction, personal development, and sense of fulfillment.

### **5.11.3. Application**

This policy applies to staff in the Administrative/Support and Service categories whether on a full- time basis or regular part-time.

### **5.11.4. Scope and Guiding Principles**

These Professional Development Leaves provide eligible staff with time away from the workplace to develop or enhance their knowledge, skills, and/or performance and should generally be consistent with a staff member's professional development plan and/or the department's development plan. Four guiding principles shall govern the professional leaves:

- i- The professional activity is job-related or University-related.
- ii- Benefits and the time away from the workplace are shared between the staff member and the University as agreed upon in specific cases.
- iii- The professional activity is initiated either by the University or the staff member.
- iv- In general, the staff member must have completed, at least, one full year of service to the University before he/she can participate in a professional activity requiring more than three weeks of full-time commitment.

### **5.11.5. Graduate and Post graduate degrees for Staff**

A Staff member wishing to obtain a post graduate degree may do so, provided:

- i. Staff member discusses his decision to study with his immediate supervisor and the Office of human resources prior to commencement of any study.
- ii. A schedule of making up the time is coordinated between the supervisor and the staff member
- iii. A document with the signatures of the staff member and the supervisor is on file

in the Office of Human Resources.

For study leave application process and details, please see point 2.10.6

Before the starting of their Graduate or Post graduate degree program; Staff members who believe that their upgraded qualifications will deserve a revised contract should submit a detailed rationale to the Vice President for Human Resources and Administrative Affairs and a copy to the immediate supervisor as to why their upgraded qualification will warrant a revised contract. The rationale needs to include the following:

- a. The current position held at the University
- b. The name of the educational institution at which you intend to study
- c. The name of the degree you hope to attain
- d. How you consider your upgraded qualification is relevant and specifically required for your current position?
- e. How your upgraded qualification will benefit the University?
- f. A supporting recommendation letter from the immediate supervisor

Upon the submission of their certified copy by the Palestinian Ministry of Higher Education of the attained degree or the equivalency certificate, and the approval of the Vice President of Human Resources and Administrative Affairs, Staff members who receive an upgrade degree, with direct relevance to their current work at the University will be placed on the appropriate rank and step of the unified salary scale starting from the following month.

#### **5.11.6. University-Offered Development, Education, and Training**

The University seeks to provide eligible staff with ongoing opportunities for training and development to address competency needs, improve job performance and enhance management and leadership skills. Such offerings may be organized for groups of staff as well as for individual staff. The duration of such activities generally ranges from one hour to 15 hours spread over a certain period of time and may be offered during working hours, provided that the program of activities is job related as determined by the supervisor of the staff member. At the conclusion of the professional development program, the participating staff member must present to his/her supervisor and the Office of Human Resources a summary report indicating the areas of professional development resulting from the program and the way in which the staff member's participation will be of benefit or enhance service to the University. The University shall extend to eligible employees free tuition for university credit to further their own education, please see point (2,8,1).

#### **5.11.7. Procedures**

- i- A staff member who wishes to engage in a professional development activity should submit the Staff Professional Development, Education, and Training Form (Kaizen Form) found on the Intranet under the Office of Human Resources to the immediate supervisor at least one month before the start of the activity for programs of one month or less and at least three months before the start of a program lasting more than a month. A copy of program related materials (e.g., an invitation, schedule, etc) as well as a statement from the staff member describing how the program will benefit the University as well as the individual staff member should be submitted with the Form.
- ii- The immediate supervisor may require a staff member to sign an agreement specifying certain conditions to be met in service of the University upon completion of the professional program.

- iii- The immediate supervisor shall submit copies of these same materials noted in one and two above to the Office of Human Resources within one week of receiving them from the staff member, along with the approval of the immediate supervisor, which is essential.
- iv- Partial coverage of the cost of the activity may be granted from the Kaizen Fund. (See 2.11)
- v- Upon completion of the activity, the staff member should submit a report to the immediate supervisor and a copy to the Office of Human Resources.
- vi- If the staff member resigns or does not return to the University upon completion of the activity:
  - s/he must reimburse the financial assistance granted from the Kaizen Fund,
  - s/he must reimburse the University three times the full salary for the time of the leave that was provided with pay or the cost of the program, whichever is greater.
- vii- For a development opportunity that extends for one month and up to eleven months, the staff member will be allowed one such opportunity once every three years. However, there may be a case where the University will require a staff member to attend a training activity in order to meet the specific needs of a department even though it falls within the three-year period. In such a case, permission will be granted upon the recommendation of the immediate supervisor as reflected in the Staff Professional Development, Education and Training Form – Kaizen.

### **5.12 Performance Appraisal (Administrative/Support and Service Employees)**

Performance appraisal provides employees with recognition for their work efforts and indicates to an employee that the organization is genuinely interested in their individual performance and development. Performance appraisal offers an excellent opportunity to recognize and agree upon individual training and development needs. Performance appraisal can make the need for training more pressing and relevant by linking it clearly to performance outcomes and future career aspirations. Performance appraisal provides a regular and efficient training needs audit for Bethlehem University. By linking individual employee work efforts with the organization’s mission and objectives, the employee and the organization understand how that job contributes to the organization.

#### **5.12.1. Guiding Principles**

- i. Through regular check-in discussions, which include mentoring, coaching, and feedback, it promotes flexibility, allowing the immediate supervisor and the employee to identify problems early and change the course of a project or work assignment.
- ii. By emphasizing that an annual review should simply be a summary of the conversations held between the immediate supervisor and the employee during the entire cycle, it shifts the focus away from performance as an “annual event” to performance as an on-going process.

### **5.12.2. Managing Employee Performance – The Cycle**

Overseeing performance and providing feedback is not an isolated event, focused on an annual performance review. It is an ongoing process that takes place throughout the year. The Performance Management process is a cycle, with discussions varying year-to-year based on changing objectives. The cycle includes Planning (Phase 1), Checking-In (Phase 2), and Review (Phase 3).

#### **Phase I**

**Beginning of Year Meeting:** To be held during the second week of September to prepare for the Performance Review Cycle. To begin the planning process, the immediate supervisor and the employee review overall expectations, which include collaborating on the development of performance objectives.

The immediate supervisor meets with the staff member/s to:

- i- Explain the purpose and procedure of the performance appraisal.
- ii- Modify the Job Description in line with the Palestinian Labor Law, if necessary, and have it signed by the supervisor and staff member and submit it to the Office of Human Resources to keep in employee's file. Ensure that the job description accurately describes the employee's job duties.
- iii- Set job goals/objectives for the current year. Fill out Form A on Annual Formative Goals.
- iv- Set professional development plan/objectives for the staff member for the current year, if any. Fill out Form B on Development and Training Plan.
- v- Inform the staff member that a log of events, challenges, and achievements will be kept throughout the current year. This performance log should include information indicating tasks or projects performed particularly well and also examples demonstrating performance deficiencies.

**NB.** The immediate supervisor should also encourage the employee to keep a record of his/her own achievements and professional activities. During the performance period, the immediate supervisor observes employee performance and communicates on a continuous basis through informal evaluation.

#### **Phase II**

**Mid-Year Meeting:** To be conducted in February to assess actual progress.

The immediate supervisor meets with staff member/s to:

- i- Check on the employee's understanding of the purpose of his/her performance appraisal.
- ii- Monitor progress toward job goals/objectives.
- iii- Review actual progress of development plan, if any.
- iv- Discuss things that the employee could do better.

However, it helps to have check-in meetings throughout the year. This provides a framework to ensure employees achieve results through coaching and mutual feedback.

#### **Phase III**

**End of Year Meeting** to be conducted in mid-June to prepare for the final appraisal meeting/interview.

The immediate supervisor:

- i- Asks the staff member to fill out the Self-Assessment Form (Form C), and return to the immediate supervisor within two working days.

- ii- Reviews the Self-Assessment Form and fills out the End of Year Performance Appraisal Form (Form D) for the staff member/s considering the employee's own appraisal.
- iii- Gives the Performance Appraisal Form D to the staff member to review and then return to immediate supervisor within two working days.
- iv- Conducts a performance appraisal meeting/interview with individual staff members to discuss the performance appraisal of last year with relevance to the plan of the beginning of the new year. Both immediate supervisor and staff member agree on and sign the End of Year Performance Appraisal Form (D). At this stage, the immediate supervisor may modify the Performance Appraisal Form (D) taking into consideration the employee's own appraisal and their discussion during the meeting. Both the supervisor and the employee agree on the final performance appraisal and sign Form D.
- v- Gives a copy of Forms A, B, C and D to the staff member, and keeps one in the department's file.
- vi- Submits original Forms C and D to the Office of Human Resources and Administrative Affairs. Submitting forms A and B is optional.

### **5.12.3. Performance Appraisal Forms**

- Form A Annual Formative Goals
- Form B Development and Training Plan
- Form C Employee Self-Appraisal
- Form D End-of-Year Performance Appraisal (Supervisor's Form)

Performance forms are found on the website of the Office of Human Resources and Administrative Affairs, and they should be filled out electronically, printed out and signed by both the Supervisor and the Employee. No form will be accepted handwritten. Original copies and not photocopies should also be submitted to the Office of Human Resources on the last working day in June.

**PLEASE NOTE: It would be exceptional for an employee to receive a rating of 4 (Exceeds expectations). Both the employee and the supervisor would need to validate this assessment with supporting remarks on the appraisal form.**

If a staff member receives ratings of 2 (some improvement needed) or less for two consecutive years in more than three of the Performance Appraisal Factors, s/he will receive a warning **in accordance** with certified penalty list. If the Appraisal of the immediate Supervisor does not show an improvement in performance, the employee will receive a second warning, after which employment will be terminated in line with PLL Paragraph 40, Article 5.

## **5.13 Overtime work**

### **5.13. 1 Policy Statement**

This policy aims to provide guidance to immediate supervisors and staff members on the operation of overtime, to ensure that it does not impact negatively on either the individual or the organization.

The policy outlines the rates of pay applied to overtime work and sets out eligibility criteria. It should be noted that there is no contractual entitlement to overtime work and that all overtime must be authorized in advance.

### **5.13.2 Purpose**

The University recognizes that there may be a need for some staff to work over and above their normal contractual weekly hours in order to carry out specific projects or work during busy times.

Normally this will be addressed through the application of the Time off in Lieu (TOIL) policy.

However, for some areas within the Operational Services, it may be more appropriate to reward additional hours worked with an overtime payment instead of TOIL.

### **5.13.3 Application**

So as to avoid undue stress and other detrimental effects of over-time work, staff and supervisors are required to plan ahead and adjust the working hours of staff so as to avoid the necessity of overtime. All employees should be able to accomplish their tasks within normal working hours. In those cases where there are special activities/assignments, such as University events and conferences or project applications preparations, supervisors are encouraged to plan in advance of the anticipated need for staff to work alternative hours in order to meet the needs of the department or the University – and to inform the employee of the need to adjust his/her working hours schedule. If this proves not possible, internal or temporary external help can be obtained through the unit head, who will coordinate with the Finance Office and the Human Resources Office to consider and accommodate such requests.

For Faculty members, specific needs will arise on an occasional basis to do overtime work. In these situations it is the Academic Vice President who approves the hours of overtime work that are submitted by the Faculty member and or their immediate supervisor.

As for operational services including plant personnel, cleaners and guards, the following conditions apply:

- i. The immediate supervisor must authorize the undertaking of all additional hours worked in advance. If this agreement is not in place, then the additional hours worked will not qualify for an overtime payment.
- ii. The normal 40 hour working week must be worked completely, by full-time staff, before an enhanced payment will be made.
- iii. When an employee is expected within the terms of their contract to work on National Holidays and/or University Holidays, payment at the overtime hourly rate will apply.
- iv. Overtime should be used for a specific task that is outside regular activities or in seasonal peaks where regular working hours are not sufficient.
- v. In all cases, overtime work is limited to twelve hours a week.

### **5.13.4 Compensation**

The employee will be paid for the overtime hours as stipulated by the Palestinian Labor Law and its amendments from time to time.

### **5.13.5 Procedure**

The immediate supervisor should inform in writing, email or memo, the Finance Office of the need for overtime work in advance. In those cases where there is an unexpected need, the request should be sent in writing as soon as possible, however no later than the next day.

## **5.14 Opening the Steps on the Salary scale**

#### **5.14.1 For the Assistant professor (Rank 3) and lecturer**

The steps will be opened under the following conditions:

- i- His /Her file should be without warnings in the last 2 years of work.
- ii- His/Her academic evaluation should be above average or excellent.
- iii- S/He should have published a research in a Refereed Journal (local or international) in his/her field of study, provided the research is not from the PhD thesis or the Masters.

A letter of recommendation from the immediate supervisor commenting on the following:

- i- Academic evaluation
- ii- The quality of teaching
- iii- Active scholarship and research over the last five years
- iv- Service to the University and community

In case of fulfilling the above conditions, The step will be opened for five years, and for seven years in case of publishing two or more researches.

#### **5.14.2 For the Associate professor (Rank 2)**

The steps will be opened under the following conditions:

- i- His /Her file should be without warnings in the last 2 years of work.
- ii- His/Her academic evaluation should be above average or excellent.
- iii- S/He should have published a research in a Refereed Journal (local or international) in his/her field of study provided the research is not from the PhD thesis.

A letter of recommendation from the immediate supervisor commenting on the following:

- i- Academic
- ii- The quality of teaching
- iii- Active scholarship and research over the last five years
- iv- Service to the University and community

In case of fulfilling the above conditions the step will be opened for five years.

#### **5.14.3 For the teacher (Rank 5)**

The steps will be opened under the following conditions:

- i- His /Her file should be without warnings in the last 2 years of work
- ii- His/Her academic evaluation should be above average or excellent.

A letter of recommendation from the immediate supervisor commenting on the following:

- i- Academic
- ii- The quality of teaching
- iii- Active scholarship and research over the last five years
- iv- Service to the University and community

In case of fulfilling the above conditions the step will be opened for five years.

#### **5.14.4 For administrative staff and technicians**

The steps will be opened under the following conditions:

- i. His /Her file should be without warnings in the last 2 years of work
- ii. His/Her performance should be good or better.

### **5.15 External Grants**

#### **5.15.1 Definition:**

These External Grants are normally referred to as “Restricted Funds” Accounts. Restricted Funds are monies received from sources outside the University and are to be used for a specified or restricted purpose. Grants are usually date specific rather than fiscal year

specific. Each grant usually has an end date, which must be adhered to, unless, the funding source renews/extends validity of the grant for a further period of time.

### **5.15.2 Policy Statement**

Bethlehem University supports the seeking and acceptance of external/sponsored support for projects and activities that are in line with the University's vision, mission and strategic plan objectives. Typical externally funded projects that might be appropriate include (but are not limited to) research projects, acquisition of equipment, support for the teaching or public service functions of the University, faculty/staff/student development and training, or other projects and activities closely related to the University's normal programs and activities. All grants, contracts and agreements must be made in the name of Bethlehem University. Grants, contracts and other external/sponsored agreements are awarded to Bethlehem University. They are *not* awarded to the individual(s) responsible for the conduct of the research program of project activity. Even though external/sponsored support is often awarded to Bethlehem University because of the expertise of faculty and/or staff members who initiate the funding proposal, it is Bethlehem University that assumes full legal responsibility for the program/activity and Bethlehem University will be responsible for ensuring that the project is carried out in accordance with all of the sponsor's requirements. All grants must comply with established University rules, regulations, and policies, in support of its mission to serve the needs of the Palestinian people through education, although the University will try to accommodate as far as practical the requirements of the different grants.

Recovery of Overhead (Indirect Costs): BU requests 10% of each externally funded project as administrative costs, sometimes called overhead. Some funders however, provide less than this percent. Only in such cases BU will accept no less than 7% of overhead. In cases where the funder provide more than 10% of overhead, the extra money will be deposited in a special account that belongs the grant of the PI or the research center at BU directed by the PI.

### **5.15.3 Purpose**

- i- Setting a user friendly process with clear and transparent procedures for the members of the University community in their pursuit of an external grant.
- ii- Informing and encouraging members of the University community in seeking external funds.
- iii-Protecting both the University and the individual staff member when entering into an external grant agreement.

### **5.15.4 Application**

This policy applies to all Bethlehem University units and employees.

### **5.15.5 Guidelines and procedures**

**The Policy is structured around Stakeholders namely:**

- i- Unit applying for the grant.
- ii- Principal Investigator (PI) for research grants and Project Manager (PM) for other projects.
- iii- Academic Affairs Office
- iv- Dean of Research (In cases of research grants)
- v- Advancement Office
- vi- Finance Office
- vii- Human Resource and Administrative Affairs Office

The PI or PM is appointed by the Unit that applied for the grant. The PI/PM plays the role of program or project implementer – and does so according to the conditions of the grant as indicated by the funding organization, by adhering to budget and reporting requirements, and in partnership with the Advancement Office and Finance Office by providing information about the project and funding sources and by adherence to internal procedures for purchasing and budget management.

The other stakeholders, iii through vii, all play the roles of Agents of Service and assistance for the PI/PM in:

- i- Receiving the endorsement of the Vice President for Academic Affairs and /or the Dean of Research as appropriate;
- ii- Approving source of funding and securing external funds and reporting to the donor on the impact of their contributions;
- iii- Budget construction and managing funds received;
- iv- Determining the optimal choice and use of personnel with the involvement of the Human Resources and Administrative Affairs Office.

Grants Funded through Endowed Chairs and Endowed Gifts are also covered under this policy, where applicable.

#### **5.15.6 Statement of Roles and Functions:**

Research, funded or not, must adhere to the ethical guidelines set forth by the BU Research Council and its IRB committee. It is the sole responsibility of the PI to ensure that the proposed research project conforms to these policies.

The following needs to be kept in mind when pursuing grants:

- i- Ensuring the protection of the rights of human subjects and animals in research.
- ii- Observing international ethical standards in research.
- iii- BU's rules, regulations and policies with regard to the conduct of research at the national and international levels.
- iv- Any research priorities approved by the University Research Council

#### **Advancement Office**

The Advancement Office is Bethlehem University's Official Representative for all Grants. The mission of the Advancement Office is to enhance the University's internal capability to secure /generate external funding. This is done by providing members of the University community with a variety of supportive services and assistance. The intention of the Advancement Office is to make the grant development and submission process as user friendly as possible to the applying unit.

Accordingly, the Advancement Office will, as far as practically relevant:

- i- Develop, maintain, and update a current database and calendar of funding sources that are applicable to the needs and interests of Bethlehem University employees.
- ii- Meet with and support employees either individually or in a group to ascertain interest and to discuss opportunities that may be of interest.
- iii- Provide assistance in proposal development, when requested by the unit.
- iv- Provide assistance to the extent possible with the evaluation of funded projects and programs, as well as, with the preparation and submission of required reports, if requested by the PI/PM.
- v- Maintain an updated standard profile of Bethlehem University for the unit to use when required for the grant application.

### **Finance Office**

The Finance Office handles the financial aspects of the grants and maintains the financial records. Typically, early in the proposal, the unit requests assistance for completing the proposed budget. The early involvement of the Finance Office in the development process will facilitate the final proposal review and can be quite beneficial in preparing a realistic budget. After the proposal is completed, and prior to the submission to the funding source, the Finance Office performs a final review of the budget to ensure that:

- i- A verification of all costs, including indirect costs, is included.
- ii- Needs are realistically estimated and included.
- iii- Fringe benefits are reasonably estimated.
- iv- Items included are in compliance with the policies of the University and Terms and Conditions of the Grant.

### **Human Resources and Administrative Affairs Office**

The Human Resources and Administrative Affairs Office will meet the needs of the Grant Manager/Principal Investigator by helping to recruit any additional employees to ensure a satisfactory facilitation of the conditions of the grant.

#### **5.15.7 Application Process:**

##### **Initial Phase – Initial Memo Form (IMF) Processing**

##### **Each applicant shall submit an IMF that includes:**

- i- List of Potential Funding Source(s), including brief information about them, and highlight any past involvement they had with Bethlehem University.
- ii- Project topic and objectives including expected outcome.
- iii- Duration of project, with indicative starting and ending dates.
- iv- An estimated budget amount and the amount of contribution required from the University, where applicable. The budget amount should also highlight the expected level of personnel required and their role, which to be elaborated upon at a later stage in the process.

#### **5.15.8 Faculty Members**

An Initial Memo Form (IMF) to be submitted to the Chair (if applicable), and the Dean or Dean of Research if research is involved, seeking their approval. Upon approval, the Dean reports to the Academic Vice President seeking approval by way of signature on the Form. The form is then passed on to the Finance Office and then to the Advancement Office.

#### **5.15.9 Verification**

The Advancement Office verifies the (IMF) to ensure there is no conflict with the same source of funding or any other issue that may impede the process. The Advancement Office will respond, to the unit and all signatories on the form indicating one of the following:

- i- There is “no concern” regarding the Funding source.
- ii- If the Funding Source is not indicated, to suggest some for the unit to consider.
- iii- Highlight any other issues that may impede the unit from moving forward in seeking funds for this project.

#### **5.15.10 Formal Phase of Proposal and Submission to the Funding Source by the PI/PM appointed by the unit.**

- i- The PI/PM reads and understands the Conditions and Terms of the Grant, and if needed seeks help from the Advancement Office and/or the Finance Office.

- ii- The PI/PM fills out the Application Form for the Funding Source, (if applicable), or the Proposal, and seeks feedback from both the Assistant Vice President for Advancement and the Grants Comptroller to ensure that the proposal complies with the University regulations as well as with the conditions of the funding source. The same would also apply to “Online” Application where a print out of the Application is provided before final submission.
- iii- The PI/PM submits the application and/or the proposal to the Chair (if applicable), and the Dean or Dean of Research if research is involved, seeking approval. Upon approval, the Dean reports to the Academic Vice President seeking his approval by way of signature on the Form. In case of Staff the GM submits the application and/or the proposal to the immediate supervisor and upon the approval will communicate the idea to their appropriate Vice President seeking their approval by way of signature.
- iv- The Vice President for Finance forwards the complete proposal package to the Vice Chancellor for approval by way of signature on the Proposal itself or the Cover Memo or any other document presented by the funding source. This is then returned to the Finance Office, to record the approval of the Vice Chancellor and return this to the PI/PM.
- v- Once the PI/PM receives the final Agreement duly signed by the donor, he will then forward it to the Finance Office for checking before forwarding to the Vice Chancellor for his signature.
- vi- The PI/PM will need to ensure that copies of the signed Agreement are provided to the Finance and Advancement Offices. The signed originals must be deposited with the Grants Comptroller for future reference.

#### **5.15.11 Implementation Phase**

Once the Grant Agreement is signed by both the University and the Funding Source, the parties below perform their duties as follows:

#### **Principal Investigator/Project Manager Duties:**

The PI/PM is considered the Director or Manager of the project. It is the responsibility of the PI/PM to:

- i- Administer the grant or the project in accordance with the terms and conditions of the grant.
- ii- Implement the project within any administrative limitations obligated by the University and the Funding Source.
- iii- Serve as a liaison between Donors and the different departments within the University on issues regarding the grant.
- iv- Work closely with immediate Supervisor and the University Grants Comptroller to ensure that all aspects of the grants are being adhered to.
- v- From the outset, work closely with immediate Supervisor and the University Grants Comptroller to agree to and ensure the correct allocation of Human Resources for the successful implementation of the Grant including any expected over time payments, and its distributions to existing full- time staff, part-time staff, subcontracted staff, or to the Grant manager, including the monitoring and agreeing of all Time Sheets with supporting documentation.
- vi- Handle the technical aspects of the project.
- vii- Authorize expenditures on the project.
- viii- Prepare timely reports, coordination of budget funds, screening and processing requests for expenditure to ensure timely reimbursement for the University.

- ix- Prepare the final report on the grant achievements, impact and success elements to send to the funding source with a copy to the Advancement Office for their records.

**Finance Office – Grants Comptroller:**

- i- The Finance Office establishes an account number for the Grant.
- ii- Budgets are posted to this account, and expenditures are processed and posted.
- iii- Monthly financial statements are submitted to the PI/PM to keep him informed of the financial activity, where appropriate.
- iv- Where required by the Grant, the Finance Office will need to set up clear records to track the contribution of the University.

**Advancement Office**

The Advancement Office keeps a file of Grant Reports for information and promulgation of University activities related to grants.

**5.15.12 Grants Completion and Grants Closeout Phase**

**A Project is considered completed when:**

- i- All activities have been completed as per the grant’s activity.
- ii- Final Technical Report has been submitted and accepted in writing by the Donor.
- iii- A general report on the grant achievements, impact and success elements have been submitted to the Advancement Office, where applicable.

**A Grant is considered “Closed Out” when:**

- i- All salaries and invoices have been paid to vendors in case the grant includes procurement.
- ii- Budget has been reconciled between the Grant Manager and the Grants Comptroller in the Finance Office.

In a case where balances are available, these are allocated and spent for a certain activity that is complementary to the original purpose of the grant or transferred to the University general fund or equipment fund. In both cases, the PI/PM consults with the Vice President for Finances and secures the agreement from the funding source to either arrangement before taking any action.

**5.16 Additional Work Compensation/Additional Pay**

**5.16.1- Compensation of Project Manager**

Where there is an administration allowance tied to the grant the following principles will apply:

- i- Where the duties of the Project Manager are performed by a current University employee and are within their current job description or time schedule the funds allocated for the administration will be utilized by the overall University budget.
- ii- Where the duties of the Project Manager are performed by a current University employee and fall outside the current job description of the employee **and** require additional hours of work to their regular work schedule the employee, in conjunction with their immediate supervisor, will provide written evidence to support this claim to the Vice President for Human Resources and Administrative Affairs to make a recommendation in relation to remuneration to the Vice Chancellor.
- iii- In the situations outlined in the above two points, a staff employee is required to obtain written approval of the Vice Chancellor prior to the commencement of the

grant. In any case, the amount and duration of work time allocated to perform the grant shall not exceed three months in any academic year.

- iv- Where a sub-contractor is engaged, with the prior approval of the Human Resources and Administrative Office, and subject to the University's Rules and Regulations on recruitment of sub-contractors, the Human Resources Office in conjunction with the Finance Office will ensure the salary paid to the sub-contractor falls within the guidelines provided by the unified salary scale and that the salary is within the allocated salary budget provided for in the grant budget.

## **5.16.2- Compensation of Principal Investigator**

### **Preface**

Research is an integral part of the triumvirate duties of all Bethlehem University faculty. In addition to teaching and service to the community all Bethlehem University faculty are expected to engage in scientific research. Involvement in scientific research includes writing proposals, attracting research funds, supervising research assistants and technicians, publishing research results and in some cases administrative activities as for those members who directs research centers at the University.

**Item 1:** Some funders allow the PI a supplemental salary from money that does not belong to the overhead money. Regulations of such PI supplemental salary follow the rules in items 5 and 6.

**Item 2:** In cases where the funder does not provide a PI supplemental salary but provide an overhead that exceeds the 10% requested by BU, the PI will be paid from this extra overhead money according to rules mentioned in item 5 and item 6.

**Item 3:** The PI should be paid a monthly amount of money that correlates to his research working hours where;

**A-** A signed monthly time-sheet should be provided to the finance office.

**B-** The amount should not exceed the equivalence of 50% of their annual pensionable income even if:

i- The funder allows more than this amount.

ii- In cases of PIs who have an allowance of more than one supplemental salary from different external funders.

iii- The PI has a teaching load reduction through external research grants.

**C-** There should be money in the grant(s) that support the whole period the PI will be paid a supplemental salary.

**Item 4:** BU is not obliged to pay any researcher from resources that do not belong to the grant(s) of the PI.

**Item 5:** In cases where those grants allowed by BU as a PI supplemental salary have not been consumed during the research period of the grant, they will remain in the PI account at BU and should be expended for the improvement of the research center, laboratory, and department. Examples of improvement include repair of equipment, installation of

infrastructure, ordering chemicals, reagents and equipment that are not covered by the grant, renovation of green houses, etc.

**Item 6:** Researchers or employees who attract money to the University through their community out-reach services will be allowed an additional compensation according to an agreement with the Vice Chancellor of BU, (Concerned researchers/employees should contact the finance office for more details). In order to be valid, this arrangement should be signed by Vice Chancellor of BU and the concerned employee.

### **5.16.3 Overload Pay for Faculty:**

That the Vice President for Academic Affairs validates and approves all Faculty overloads.

## **5.17 Closed Circuit Television (CCTV) monitoring system**

### **5.17.1 Policy Statement**

The Closed Circuit Television (CCTV) monitoring system has been installed by Bethlehem University with the primary purpose of protecting the University's premises and helping to ensure the safety of all Bethlehem University employees, students and visitors consistent with respect for the individuals' privacy.

### **5.17.2 Purpose**

This policy sets out a framework for the application of closed circuit television (CCTV) surveillance systems at Bethlehem University.

### **5.17.3 Guiding principles and procedures**

- i- CCTV monitoring will be conducted in a professional, ethical and legal manner.
- ii- Information obtained via CCTV monitoring will be used exclusively for safety and security purposes.
- iii-CCTV is used in public areas by campus security to assist in protecting the University community and property.
- iv-Personnel involved in monitoring will be appropriately trained and supervised in the responsible use of this technology.
- v- CCTV monitoring of public areas will be conducted in in a manner consistent with existing University policies.
- vi-Images and data collected by CCTV are the property of Bethlehem University
- vii- Images captured by the system will be monitored and recorded by the office for Information Technology Services twenty-four hours a day throughout the whole year.
- viii-Recordings will be retained in a secure location with access by authorized personnel only.
- ix-The Plant Personnel Director will post signage where appropriate.
- x- Information obtained by CCTV will only be released when authorized by the Vice President for Human Resources and Administrative Affairs.
- xi- All operators and supervisors involved in video surveillance will perform their duties in accordance with this policy.

### **5.17.4 Responsibilities**

- i- The Vice President for Human Resources and Administrative Affairs has the responsibility to authorize all CCTV monitoring for safety and security purposes at Bethlehem University
- ii- The University Engineer is authorized to oversee and coordinate the use of CCTV monitoring equipment at the University
- iii- The Assistant Vice President for Information Technology Services will be responsible for storage of the data

#### **5.17.5 Access to Images**

Access to recorded images will be restricted to the Vice President for Human Resources and Administrative Affairs

#### **5.17.6 Computer access points for camera viewing**

- i- The office at the main gate
- ii- Other locations approved by the HR Vice President.

#### **5.17.7 Retention of recordings**

Security camera recordings will be retained for a period of no less than 30 and no longer than 120 days.

#### **5.18.1**

- i. The provisions of this handbook shall apply to all employees of Bethlehem University and shall be effective starting from the date of its approval by the Palestinian Ministry of Labor. None of its provisions shall be amended except after the approval of the Ministry of Labor and its ratification of those amendments.
- ii. In the event of any contradiction between what is stated in the Employee Handbook after it has been approved by the Ministry of Labor, and what is stated in the employees' contracts, the provisions of the Employee Handbook shall be applied, taking into consideration that all employees are familiar with what is stated in it. In all cases, the provisions of the Employee Handbook does not affect the rights of the employees as per contracts nor any collective labor agreement.

#### **5.18.2**

The university administration shall issue all necessary instructions, regulations and forms for the purpose of implementing the provisions of this handbook.

#### **5.18.3 Disclaimer**

All rights arising from this Employee Handbook, including copyright, are solely owned by Bethlehem University. No party may excerpt from it, and it is illegal to translate, reproduce, or reuse all or any part of it by any means, manually, electronically, or any other possible means. It is also prohibited to copy, print, save, or extract this Employee Handbook from any storage device whatsoever without obtaining a prior written approval from the Bethlehem University Administration, otherwise that act will be under the penalty of legal and criminal liability.

Links to:

- [Organizational Chart](#)
- [Penalty List](#)