

# Staff Handbook

## 2024-2025

[www.agda.ac.ae](http://www.agda.ac.ae)

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## Overview of AGDA

The Anwar Gargash Diplomatic Academy (AGDA), formerly the Emirates Diplomatic Academy, was established as an independent federal entity under Cabinet Decision No. (29) of the year 2014, by His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. AGDA provides a combination of diplomatic education and training. A prestigious platform that combines the best of academia, research and practice, AGDA equips the UAE's current and future diplomats with the knowledge and multi-disciplinary skills to effectively serve their nation.

In our rapidly evolving and highly interconnected global environment, national security and prosperity depend on knowledgeable and informed government leaders, policymakers and diplomats. The ability to promote the UAE's interests on the world stage and find innovative solutions to the most pressing global issues, while maintaining positive strategic relations with regional and international partners, has never been more important or complex than it is today. Diplomats are the highly skilled agents who enable states to effectively carry out their agenda.

Accordingly, diplomats must receive specific trainings: they need to be equipped to understand global developments and have the requisite skills to present their countries in the best possible way. Leadership is a critical component of any successful diplomat because they must possess great integrity, be dedicated, have significant knowledge, be innovative, have sophisticated communication skills and have the ability to make quick and incisive judgments.

AGDA aims to promote the capacity of the UAE's diplomatic leadership. Through its nine-month Post-Graduate Diploma (PGD) programme in UAE Diplomacy and International Relations, its Master of Arts (MA) programme in Global Affairs and Diplomatic Leadership and its Master of Arts (MA) programme in Humanitarian Action and Development, AGDA equips junior UAE diplomats with the essential theoretical knowledge and practical skills needed to succeed in the world of international affairs and diplomacy.

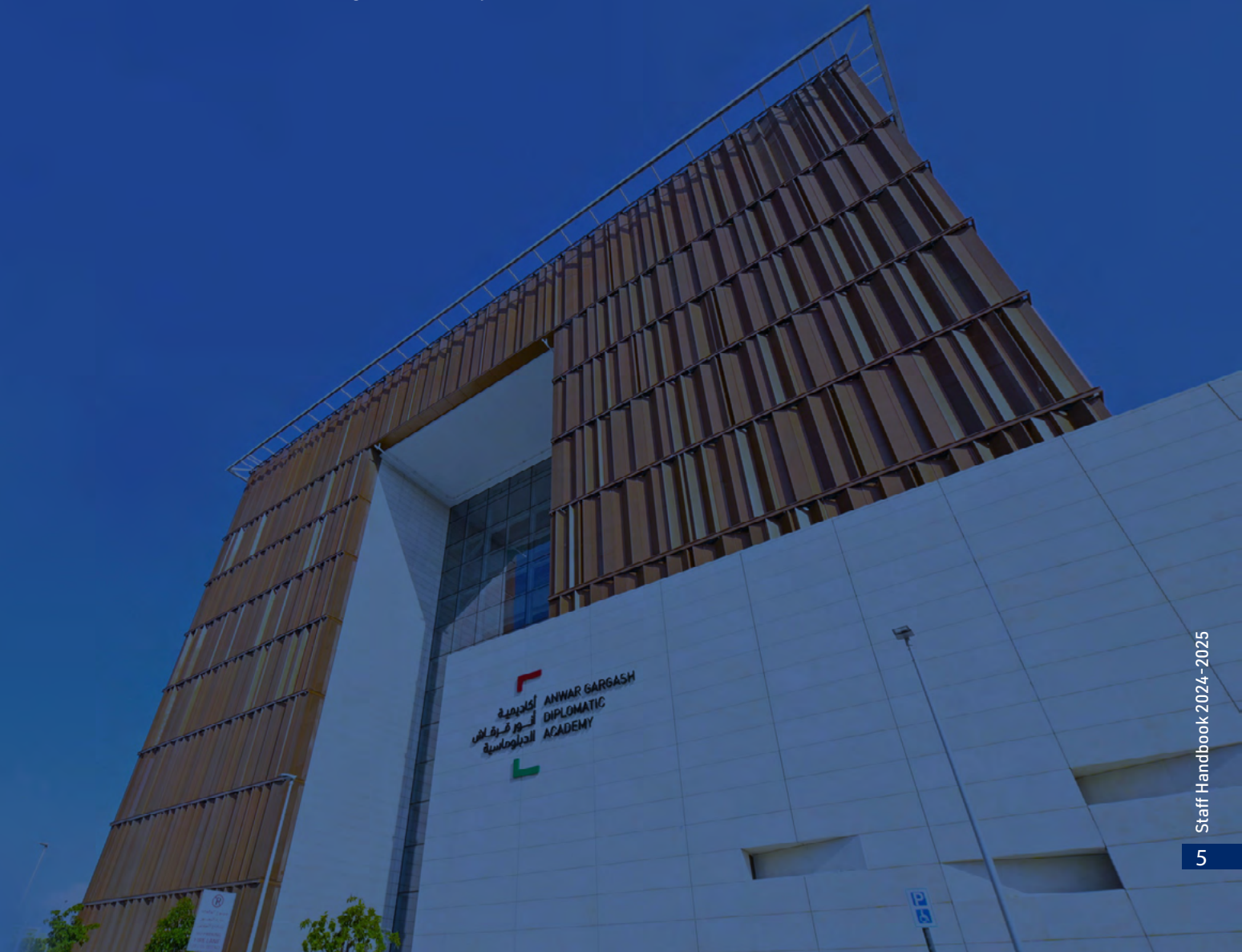
AGDA is the academic home of 60-80 students, taught by a combination of resident, visiting faculty and visiting experts involved in diplomatic practice. In addition, AGDA functions as a platform for thought leadership and relevant research on international relations and diplomacy in the region. Its research faculty provides curricular input through co-delivering some courses and engaging the students in AGDA research. AGDA also provides short-term executive training courses to its students and current employees of the Ministry of Foreign Affairs (MoFA), and others interested in diplomacy and international relations.

## Institution Vision

A world-class diplomatic academic institute that influences and drives the development of the next generation of foreign policy leaders and thinkers and plays a dynamic role in shaping the global foreign policy landscape.

## Institution Mission


To deliver internationally recognised education and training for diplomats and to advance the UAE's foreign policy priorities; to produce innovative thought leadership that furthers the understanding of diplomacy and international relations in the region and beyond.




# AGDA Board of Trustees



**His Highness  
Sheikh Abdullah bin Zayed Al Nahyan**  
Minister of Foreign Affairs and Chairman of  
AGDA's Board of Trustees



**His Excellency  
Dr. Anwar Bin Mohammed  
Gargash**  
Diplomatic Advisor to His  
Highness the President of the  
UAE and Deputy Chairman of  
AGDA's Board of Trustees



**His Excellency  
Dr. Sultan Ahmed Al Jaber**  
Minister of Industry and  
Advanced Technology and  
Managing Director and Group  
CEO of the Abu Dhabi National Oil  
Company (ADNOC)



**His Excellency  
Zaki Anwar Nusseibeh**  
Cultural Advisor to His Highness  
the President of the UAE and  
Chancellor of the United Arab  
Emirates University (UAEU)



**His Excellency  
Khalifa Shaheen Al Marar**  
Minister of State




**His Excellency  
Ali Mohammad Hammad  
Al Shamsi**  
Secretary-General of the  
Supreme National Security  
Council



**Her Excellency  
Lana Zaki Nusseibeh**  
Assistant Minister of Foreign  
Affairs for Political Affairs



**His Excellency  
Omar Saif Ghobash**  
Adviser to the Minister of  
Foreign Affairs



**His Excellency  
Dr. Abdul Nasser Al Shaali**  
UAE Ambassador to India

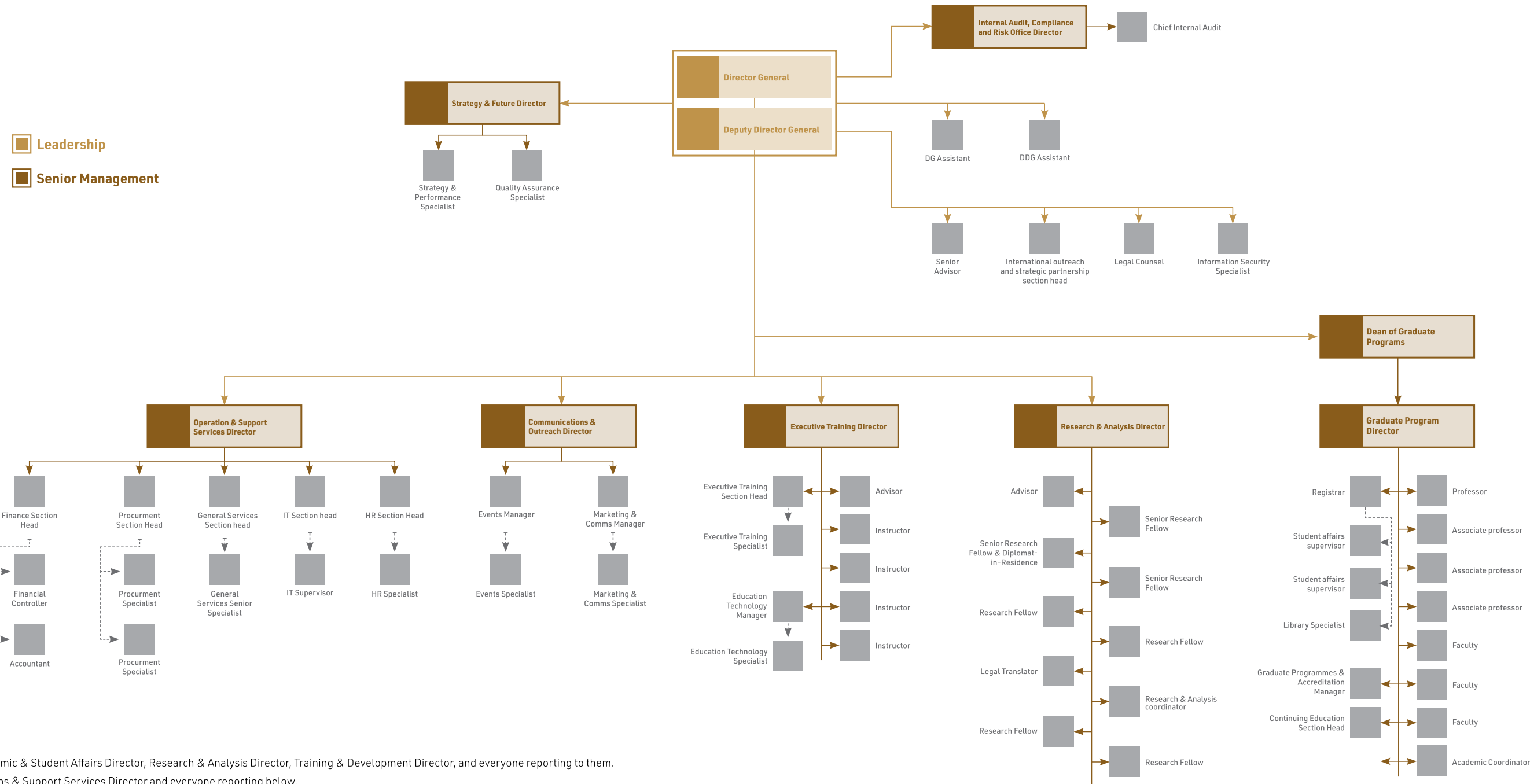


**Her Excellency  
Hend Mana Al Otaiba**  
UAE Ambassador to France



**Her Excellency  
Dr. Eman Ahmed Al Salami**  
UAE Ambassador to Tunisia

# Organizational Chart



**Core positions** include Dean, Academic & Student Affairs Director, Research & Analysis Director, Training & Development Director, and everyone reporting to them.

**Support positions** include Operations & Support Services Director and everyone reporting below.

**Corporate positions** include everyone else in the chart.



# Code of Ethics

1 All administrative staff shall read the code of ethics & professional conduct document and public job ethics approved by the Federal Government and pass training in accordance with HR procedures of the Federal Government.

2 Academy HR Division shall provide a means for any administrative staff who cannot train on Code of Ethics, so that he/she can understand and sign the same.

3 Administrative staff who fails to read and train on this code within the specified timeframe shall be referred to the violation committee.

## Concept of Professional conduct and public job ethics Code

The administrative staff shall perform the work duties honestly, impartially and objectively, work continuously to achieve the objectives of the Academy, work within the limits of the powers vested thereto, perform their work in good faith, avoiding ill-intention, negligence, violation of the law or harm the public interest, in order to achieve a special interest for it or for others.

## Basic Values of Professional Conduct and Public Job Ethics

The basic values of the professional conduct and public job ethics to be performed by the Academy administrative staffs during the performance of their duties are as follows:

- Truthfulness and honesty
- Diligence
- Transparency
- Efficiency
- Integrity
- Justice and Equality
- Neutrality
- Leadership
- Objectivity
- Economization
- Excellence

## Role and Responsibilities involved in application of the professional conduct code

The following table summarizes the administrative staff role and responsibilities in application of the professional conduct code at the Academy:

Academy Management	<ul style="list-style-type: none"><li>• Approve the code as a basic reference in assessing an administrative staff's professional and career behavior.</li><li>• Establish rules, principles and standards for professional conduct and public service ethics in a detailed manner, according to the work nature of the work entity, in coordination with the Federal Authority for Government Human Resources.</li><li>• Submit Periodic reports on compliance with the code to Federal Authority for Government Human Resources.</li></ul>
HR Division	<ul style="list-style-type: none"><li>• Raise awareness of the culture and principles of professional conduct and public job ethics in the institution.</li><li>• Oversee enforcing of the code and disseminate it among administrative staff s in the appropriate manner</li><li>• Compel all administrative staff s to read the code and know its content and provide the required training thereon and sign the same.</li><li>• Keep the signed copy of the administrative staff file.</li></ul>
Administrative staff	<ul style="list-style-type: none"><li>• Review the code and know its contents and abide by the provisions contained therein.</li><li>• Sign a commitment to comply with the code.</li></ul>

# Work Relationships

Academy Management shall create a working environment through which the objectives of the Government and its administrative staff can be achieved. Such environment shall be distinguished with the following:

- ①— Motivate administrative staff to make distinctive and innovative suggestions and ideas.
- ②— Provide equal opportunities for the development and improvement of the administrative staffs through continuous consultation with them.
- ③— Be safe and fair and fulfill the main requirements of the administrative staff.
- ④— Consider the cultural diversity and the individual differences of the administrative staff.
- ⑤— Provide opportunities for the administrative staff to participate in submitting proposals related to the improvement of services and development of objectives.
- ⑥— Provide an environment suitable for professional health.

# Personal Behavior

The administrative staff shall behave properly in agreement with the behavior standards approved for public jobs. Particularly, the administrative staff shall adhere to the following:

- ①— Respecting the laws, regulations and statutes related to performance of the job duties and responsibilities and code of professional conduct principles and public job ethics.
- ②— Performing the work entrusted thereto with full accuracy, care, and integrity in order to achieve the Academy objectives and interests.
- ③— Practicing the job tasks with good faith, avoiding bad faith, negligence, violation of this manual or damage to the public interest.
- ④— Providing distinguished services in a professional, balanced, and friendly manner.
- ⑤— Acting in a way maintains the reputation of the government in general and the Academy in particular.
- ⑥— Adhering to the highest ethical standards in its behavior and conduct.

- ⑦— Respecting the rights and duties of the coworkers and treating them with full decency.
- ⑧— Using the public funds as per the requirements of honesty and diligence and avoiding wasting.
- ⑨— Not exploiting the information obtained during the performance of its duties.

AGDA is in compliance with the Executive Regulations of HR Law in the Federal Government 2023 that establish a comprehensive system for managing staff disciplinary actions and appeals, ensuring that the process is fair, transparent, and consistent.

## Personal Conduct and Violations:

Employees are expected to uphold high standards of personal conduct and ethical behavior. Violations of these standards, such as neglect of duties, non-compliance with instructions, and unethical conduct, can result in disciplinary actions. This foundational principle underscores the importance of maintaining integrity and responsibility within the workplace.

## Violation Management:

The management of violations involves a systematic process overseen by the Human Resources Department, which ensures fairness and transparency. When a violation is alleged, the department investigates the matter thoroughly, gathering necessary evidence and notifying the employees involved. This process allows the employee to present their case, ensuring their voice is heard.

## Procedures for Referring an Employee to the Disciplinary Committee:

If a violation is suspected, the case is referred to the Disciplinary Committee. This committee reviews the evidence, interviews involved parties, and determines the appropriate disciplinary action. The referral process includes documentation of the violation and a detailed report provided to the committee.

## Administrative Penalties:

Administrative penalties can range from written warnings to termination of employment, depending on the severity of the offense. These penalties are imposed to correct behavior and uphold organizational standards.

### Grievance Committee:

The Grievance Committee is established to handle appeals from employees contesting disciplinary actions. This independent body reviews cases to ensure that the disciplinary process was fair and in accordance with regulations. Employees can submit a grievance if they believe disciplinary action was unjust.

### Handling Objections:

The formal process for handling objections involves employees submitting a written grievance to the Grievance Committee. The committee then reviews the grievance, may conduct additional investigations if necessary, and decides whether to uphold, modify, or overturn the disciplinary action. This structured mechanism ensures that all appeals are considered thoroughly and impartially.

### Grievance Procedures:

Grievance procedures provide a structured avenue for employees to appeal disciplinary decisions. These procedures include specific timelines for submitting grievances, steps for the committee's review, and the final decision-making process. Such procedures guarantee transparency and fairness in handling disputes related to disciplinary actions.

### Final Decisions:

The final decisions are binding. The findings and decisions are documented and communicated to the employee and relevant parties. This article outlines the authority of the academy to make final determinations on appeals, ensuring that all parties respect the final decisions.

## Adherence to the applicable legislations

- ①— The administrative staff members shall adhere to the legislations applicable within UAE.
- ②— Each administrative staff breaching the laws and work statutes, or job requirements shall be punished by the administrative penalties stipulated therein without prejudice to any procedures or punishments stipulated in any other legislations.
- ③— An administrative staff shall not use their position or relationships established thereby during their work to affect or intervene improperly in the procedures performed by the competent investigation authorities whether from inside or outside the work entity.

## Termination of Service

- ①— During their service at the Academy and after the termination thereof, an administrative staff shall not disclose or reveal any secret information whether it is written, electronic, oral or in any other forms, unless they obtain a written permission from the competent authority and whether such information is related to the Academy or any other entity in accordance with board of director governance statute.
- ②— Immediately upon the termination of their service for any reason, an administrative staff shall handover to their Line Manager all documents, files, materials, tapes, CDs, programs, and any properties owned by the Academy or by any other entities in the government, even if they don't contain confidential information.

## Relations with Stakeholders

The Academy administrative staff shall serve its stakeholders according to the best standards and procedures in an effective method fulfills their aspirations by establishing distinguished relationships with them. In order to achieve this matter, the administrative staff shall perform the following:

- ①— Not to engage in any promotional activity related to stakeholders, and to adhere to total neutrality in dealing with them.
- ②— Reject any attempt made by the stakeholders to submit any seductions or personal benefits with the purpose of receiving a special dealing. In all cases, the administrative staff must inform their Line Manager, the concerned organizational unit manager or the senior management of such attempts.

## Gifts and Bribes

- ①— The administrative staff shall not accept any gifts unless it is a promotional or advertising symbolic gift and holds the name and logo of the entity providing thereof. The Director General shall determine the organizational unit or persons allowed to accept the gift on their behalf or on behalf of the Academy to distribute the same according to the controls and standards the Director General determines.
- ②— The gifts shall be submitted and distributed only in the name of the Academy and by the competent authority in the Academy.
- ③— Subject to the legislations applicable within UAE, an administrative staff shall not accept, take, submit, or request any bribes.



- ④— The bribe here means the submission of any financial amount, specific service or anything that have material or moral value to any public administrative staff in order to spoil the course of action through taking any procedure that:

- A. Accelerates any work that the administrative staff shall perform by virtue of their job.
- B. Results in the administrative staff 's failure to perform an assigned work.
- C. This leads to an administrative staff mediates with another administrative staff to complete the transaction or act violating the applicable legislation.

- ⑤— In all cases, all suspected or reported bribery cases of shall be investigated. If the investigation result proves, or if there is strong evidence, that the administrative staff has requested, accepted, received, or paid any other administrative staff any bribe, it shall refer to the competent judicial authorities, without prejudice to the Academy right to take the procedures related to violations against the violating administrative staff in accordance with the procedures and controls provided herein.

## Conflict of Interest

While performing their job duties, an administrative staff shall avoid any conflict of Interest between their private activities and the government interests and processes. In addition, the administrative staff shall avoid any work that may raise suspicions regarding the conflict of Interest. The administrative staff shall especially avoid the following:

- ①— Participation in any process or official resolution affects directly or indirectly on the success of a contractor or supplier of their relatives till the fourth degree.
- ②— Participation in any decision that may lead to granting any benefits to any of their relative till the fourth degree.
- ③— Participation in any process or official decision affects directly or indirectly on the success of a contractor, supplier, or project, in which the administrative staff is partner in whatsoever way and leads that the administrative staff receives any percentage, share or material benefit, whether directly or indirectly.
- ④— Exploiting their job position or disclosing any information received thereby by virtue of their work to achieve specific targets or obtain any special service or transaction from any whatsoever entity.

## Working for third parties and owning shares in companies

A UAE national administrative staff shall not have any interest in any private company or institution, manage such companies or institutions or work for third parties with or without salary, unless otherwise provided by the laws or decisions of the Academy. In all cases, it is conditioned that the administrative staff shall fulfill the following conditions to work for third parties or to own share in private companies or institutions.

- Ⓐ— Notify the concerned organizational unit and obtain its prior consent.
- Ⓑ— The work shall be done outside the official working hours.
- Ⓒ— Such work or ownership shall not adversely affect their duties and job tasks and shall not adversely affect the status of the Academy.
- Ⓓ— Their work shall not be linked or in any way related to their official job and shall not affect or be affected thereby.

## Appointment of relatives

Administrative staff relating to each other under a marital, family or affinity relationship to the second degree shall not be appointed in the same organizational unit or within the same direct supervisory relationship. In all cases, the administrative staff shall not participate in any decisions or recommendations concerning the appointment, transfer, or promotion of any of them.

## Maintenance of Public Funds

The administrative staff shall maintain buildings, vehicles, devices, equipment, and other public property of the Academy and use the same for business purposes, and in accordance with applicable laws and regulations.

# Health, Safety and Environment Policy (HSE)

- ①—All administrative staff shall adhere to the approved environmental policies and regulations in order to maintain the environment, safety and well-being of these administrative staff, provided they shall fulfill their responsibilities in achieving that objective.
- ②—It is the responsibility of the Academy Management to create and maintain a safe and healthy working environment in accordance with the policy approved by the Government or the Academy in this regard.
- ③—The administrative staff shall be liable to administrative punishment or legal prosecution in case they violates any of the approved policies and regulations.

# Academy Management Responsibility

- Ⓐ—Develop health and safety standards and rules, including the procedures and practices governing them.
- Ⓑ—Inform administrative staff and visitors of health and safety procedures.
- Ⓒ—Provide training and guidance to administrative staff on approved safety procedures.
- Ⓓ—Provide administrative staff with appropriate safety equipment according to work requirements.
- Ⓔ—Ensure that all equipment, machinery, and tools are in good condition.
- Ⓕ—Ensure that all hazardous materials are stored according to safety standards and rules.
- Ⓖ—investigate immediately any accident or error and take the necessary action to avoid its recurrence.
- Ⓗ—Ensure its administrative staff against injuries and accidents occurring during work.

# Academic Staff

In adherence to FAHR Decree Law No. 49, academic staff are defined as faculty members with academic ranks in institutions of higher education who are in responsible for giving lectures, carrying out research, and providing other academic services.

# Non-Academic Staff

In adherence to FAHR Decree Law No. 49, non-academic staff are defined as employees who do not hold academic ranks and are engaged in administrative, technical, or support roles within higher education institutions. They contribute to the operational, managerial, and service functions necessary for the institution’s effective functioning.

# Full-Time Staff

Full-Time Staff refers to employees who work the full day and complete the weekly working hours as defined by the academy’s working days and hours and aligning with FAHR’s Decree Law No. 49. They are eligible for particular pay, benefits, and allowances.

# Part-Time Staff

Part-Time Staff refers to employees who work for a certain amount of the allocated working hours or days aligning with FAHR’s Decree Law No. 49, with the restriction of doing specific tasks within their area of specialization.

# Administrative staff Responsibilities

The administrative staff shall:

- A**— Adhere to the health and safety policy approved by the Academy.
- B**— Perform their duties in a manner that ensures their safety and safety of others.
- C**— Refrain from undertaking any hazardous tasks that they are not qualified to carry out.
- D**— Not misuse the safety equipment and tools provided by the Academy.

A key component of AGDA staff duties is involvement in committees and academy governance. These positions are necessary to guarantee efficient decision-making and uphold strict standards in administrative and academic settings.

## Committee Participation:

Staff members are encouraged to engage in various academy committees, contributing to the governance and operational success of the institution.

## Governance Structure:

The academy's governance framework includes institutional standing committees that operates in adherence to an approved Committee Charter outlining its specific roles and duties, frequency of meetings, scope of work, and reporting line.

## Roles and Responsibilities:

Staff members serving on these committees are expected to bring their expertise to the table, actively participating in meetings and decision-making processes. Duties include preparing reports, reviewing policies, and making recommendations on academic and administrative issues.

## Appointment and Terms:

Appointments to committees are based on the staff member's qualifications, experience, and expertise. Senior academy officials or departmental nominations typically handle these appointments, which generally last for one academic year with potential for renewal.

## Expectations and Accountability:

Committee members are expected to maintain high standards of professionalism and integrity, with their participation being a key component of their overall performance evaluation. Their involvement is considered part of their regular workload and is crucial for the committee's success.

# Official working days and hours

The number of official working days and hours at the Academy shall be determined throughout the year as follows:

- 1**— Official working hours as per FAHR.
- 2**— The weekly vacation at the Academy shall be Saturday and Sunday.
- 3**— The Public holidays shall be as per the Cabinet decree accounted every year.

The standard work week at AGDA is 36.5 hours. AGDA's business hours are as follows:

- Monday to Thursday: **7:30 am to 3:30 pm**
- Friday: **7:30 am to 12:30 pm**

These hours are in effect except on holidays.

For academic and research faculty, working hours are determined based on their teaching schedules, which are arranged with their immediate supervisors. Faculty are expected to cover 8 working hours from Monday to Thursday and 4.5 hours on Friday.

Administrative staff members are expected to complete their working hours within the business hours specified above.

Part-time staff members' working hours are set according to a schedule agreed upon by the employee and their immediate supervisor, and this schedule will be documented in their contract.

# Holiday Calendar

The following are the official holidays as declared by the UAE government for the year 2024:

- **New Year's Day: January 1, 2024 (1 day)**
- **Eid Al-Fitr: From Ramadan 29 to Shawwal 3, 1445 AH (4 days)**
- **Arafat Day and Eid Al-Adha: From Dhu al-Hijjah 9-12, 1445 AH (4 days)**
- **Islamic New Year: Muharram 1, 1446 AH (1 day)**
- **Prophet Muhammad's Birthday: Rabi' al-Awwal 12, 1446 AH (1 day)**
- **National Day: December 2-3, 2024 (2 days)**

The Islamic holidays are based on the government's announcements.

# Compliance with official working hours

The number of official working days and hours at the Academy shall be determined throughout the year as follows:

- ① All administrative staff shall comply with the prescribed working hours and sign, electronically or by any other means, of the actual time of attendance and departure on scheduled dates. AGDA Leadership shall be exempted from the signing obligation.
- ② The Director General may exempt any administrative staff they deems fit from this obligation if the work nature so requires.
- ③ An administrative staff who is unable to attend and leave on the official times for urgent matters, shall inform their Line Manager, provided that not exceeding 8 hours through the month and maximum two hours per day.
- ④ The working hours should be allocated for performing the work duties and the workplace may not be left during the official work hours unless a prior permission is obtained from the Line Manager.

# Overtime Compensation

AGDA is committed to aligning with the regulations of FAHR and following the Laws instructed by the federation, the policies and procedures outline that an employee shall receive compensation for overtime work performed outside the official working hours under the following conditions:

- a)** Assignment Requirement: An employee is assigned to perform work outside the official working hours.
- b)** Issued Assignment: Overtime work assignment is to be issued by the director or the direct supervisor, including the nature of the work to be performed and the number of hours required for the accomplishment of the assignment.
- c)** Eligibility for Cash Compensation: Payment of cash compensation for overtime work is limited to employees on Grade 4 and below.
- d)** Minimum Hours: The number of overtime hours shall be calculated only after the employee performs the minimum official hours.
- e)** Leave in Lieu of Overtime: An employee may be granted leaves in lieu of overtime, at a rate of one day for each eight hours of overtime work.
- f)** Compensation Cap: The compensation for overtime work must not exceed 30% of an employee's base salary, or AED 2,000 in a month.
- g)** Budgetary Constraints: The expenditure on overtime shall not exceed the budget allocated for the purpose of the Academy.
- h)** Work Requirements: The assigned overtime shall meet the actual requirements of work.



# Recruitment

HR Division of the Academy shall be responsible for managing and coordinating employment process to fill vacancies and provide technical assistance and advice to the organizational units and their directors in order to meet their needs of suitable candidates.

## 1. General Appointment Policies

The work shall commence within two months from the date of issuance of the appointment decision unless another date is specified in the contract. This period may be extended for a similar period upon consent of both parties and in disturbance to the Academy work. A national administrative staff shall be appointed under a three-year contract, renewable for other similar terms, except those employed under temporary or special contracts.

- An expatriate administrative staff shall be appointed under one to three year contracts, renewable for other similar terms, except those employed under temporary or special contracts.
- All types of contracts shall be subject to the provisions set forth herein and also to the Performance Management System and other related systems and provisions contained in contract forms approved by the federal government.
- Military or civil retirees may be appointed in the Academy according to provisions set forth in laws governing this matter.
- The Academy shall select and appoint the best qualified candidates who have the experience, scientific achievement, skills, and practical experience required by the Academy, while adhering to the criteria of excellence, efficiency, fairness, and objectivity throughout the appointment process.
- Priority of appointment in the vacancies shall be given to candidates from the Academy, where HR Division shall communicate with the candidate administrative staff department and the requesting organizational unit in which the vacancy exists and shall take the transfer or promotion procedures in accordance with the provisions and procedures set forth herein.
- In the absence of suitable candidates for the vacancy from within the Academy or absence of those who meet the conditions of transfer or promotion, HR Division shall search for suitable candidates from other external sources.
- The appointment decision shall be based on the actual Academy needs of the human resources approved in the job budget.

- A candidate may be appointed for any job title only if it has an approved job description or the position is among the jobs included in the approved job budget prepared on the basis of the approved organizational structure of the Academy.
- At least (3) candidates must be called (if possible) to be tested, interviewed, and then select the most suitable one.
- In all cases, priority of appointment in any job in the Academy shall be given to UAE nationals.
- The diversity of the nationalities of the expatriate's administrative staff in the Academy shall be considered, and not focusing on a specific nationality.
- The appointment contract with the candidates may be signed only after issuance of the employment decision by the competent authority.
- The administrative staff appointment shall not be confirmed unless they passed the probation period successfully based on the evaluation of their Line Manager.
- The termination provisions set forth herein shall apply to contracts.
- An Academy administrative staff may be re-employed in a vacant job without the need to complete the appointment procedures under the following conditions:

**None of the following shall be a reason for its termination:**

- 1.** Dismissal due to failure to perform duties.
  - 2.** Dismissal due to disciplinary judgment or decision.
  - 3.** Dismissal due to being sentenced with a custodial penalty for a crime, felony, or misdemeanor prejudicial to honor or honesty, unless otherwise is proven by bringing a certificate of good conduct from the competent authorities.
  - 4.** The period elapsed since leaving the service in the vacant job shall not be more than three years.
- If a job candidate is a male national and within the age group specified in the National and Reserve Service Law, they shall have a national service card or submit a certificate indicating its status. In accordance with procedures adopted by the National Service and reserve.

2. General Conditions of Appointment

- Candidates from outside the Academy to fill a vacant job shall submit supporting documents, considering the following:
  - A. Be of good behavior/conduct.
  - B. Be of 18 years of age
  - C. The maximum age for full-time appointment at the Academy shall be 59 years for nationals and 55 years for expatriates. Expatriates over 55 years may not be appointed unless they have the special expertise and skills required by work and it is difficult to provide thereof. They shall be appointed under a special contract in accordance with the conditions mentioned herein.
  - D. Possess the required qualifications and work experience certificates, duly authenticated, and equalized by the competent authority in UAE. Provide certificates of practical experience certified by the competent authority and required for the job.
  - E. Successfully pass all tests and interviews relevant to the job.
  - F. Be physically fit to perform the duties and tasks of their job, according to a report issued by an official medical authority.
  - G. Not have been convicted of a custodial penalty in a crime or felony involving breach of honor or honesty, unless pardoned or rehabilitated based on a Criminal Record Search Certificate by the competent authority.
  - H. Not have been dismissed from the previous service for grave workplace violations, or due to being finally convicted by a competent court of a crime.
  - I. Not have filed a lawsuit against the Academy unless a final judgment has been rendered in that lawsuit.
    - The appointment of any vacancy shall be recommended by the Director of Operations and Support Services.
    - The below procedures shall be adhered to complete employment and appointment processes and, if any exceptions are required, a prior approval of the Director-General must be obtained.

Employment Contract Signing

- ①—All administrative staff who are on duty at the time of issuing this manual shall be obliged to sign contracts forms approved by the Academy in accordance with their work, in a manner that does not contradict the provisions set forth herein.
- ②—HR Division shall refer any administrative staff who has not signed the contract within the prescribed time frame to the violation committee to take the necessary action.

Employment Records

The Human Resources Department is tasked with managing an official personnel file for each faculty and staff member, regardless of their employment status, including full-time, part-time, or interns. These records are maintained in both hardcopy and softcopy formats, and an external backup is retained for security purposes.

Storage and Confidentiality of Personnel Record:

The academy upholds confidentiality standards for employees’ personnel records. Only authorized personnel have access to this information, and it is not disclosed unless required by law. Physical files are securely stored, accessible solely to designated employees and individuals with human resources information system profiles.

Personnel Record Access:

Consistent maintenance of personnel records’ storage, security, and accessibility is ensured during an employee’s entire tenure. Authorized executives may access these records for diverse purposes, such as governmental or legal requirements. Access requests, other than those from the employee or their superiors, should be directed to Human Resources. Oversight of academic staff records falls under the responsibility of the Dean, with access requests directed to the Deputy Director General Office.

Maintaining Personnel Records:

Regular reviews and audits are carried out to verify the completion and filing of essential documents, the currency of date-sensitive records, and overall adherence to academy regulations. All employees are accountable for promptly notifying the Human Resources Department of any alterations in personal information.

### Retention and Disposal:

The Human Resources Department stores physical copies of interview candidates' records for a minimum of one year and digital records for at least two years. Furthermore, personal files of former employees are kept for a minimum of three years. Records associated with legal cases are retained indefinitely. Documents that meet or surpass the retention period are securely disposed of through shredding, following a regular disposal plan.

### Probation Period

- ①— Except for a Director General position, all administrative staff appointed for the first time shall be subject to a six-month probation period, extendable for three months and commences from the actual commencement date of work.
- ②— During the probation period, an administrative staff may be terminated if they are proven to be incompetent or unfit for performing their duties or because of their unsatisfactory performance by a decision of the appointment authority, if they shall be given a period of notice for five working days.
- ③— If an administrative staff desires to submit their resignation during the probation period, they shall inform the Line Manager before five working days from the date of their desire to leave the service.
- ④— The academic staff member may resign from their job during the probation period, provided that the semester shall be completed in order to give the Academy the opportunity to take the necessary action and not to harm the general interest of the students.
- ⑤— The entitlements of the administrative staff whose services are terminated for being incompetent to the job during the probation period shall be calculated according to the following:
  - A. Gross monthly salary due until the end of the last working day.
- ⑥— The administrative staff probation period shall be extended to the extent of any leave granted thereto during the probation period.

### Contract Renewal

AGDA's pledge to comply with the Federal Government's 2023 Executive Regulations of HR Law, which set forth extensive guidelines and protocols controlling the renewal of employment contracts. These rules make sure that contract renewals are handled carefully and in accordance with the operational requirements as well as the performance standards that are required of personnel. Together, these steps guarantee that organizational objectives and budgetary constraints are met while promoting a flexible and performance-driven workforce during the contract renewal process.

#### Term of Contract:

The term of the contract is determined by the type of employment and is capped at a maximum of three years, which is extendable based on the employee's job performance. The exception is temporary work contracts, which are less than one year.

#### Performance-Based Renewal:

The renewal of contracts is contingent upon the job performance of the employee, ensuring that only employees who meet performance expectations continue their employment.

#### Change in Employment Pattern:

During the term of the contract or upon its termination, the academy may change the employment option, type of work, or contracting mechanism based on work exigency.

#### Employee Requests:

Employees may request a change in their employment option or type of work, subject to work exigency and a maximum of two times during their employment duration. Such changes can only be requested after completing one year in the previous pattern.

#### Pro-rata Adjustments:

When changing employment options, adjustments to vacations, promotions, bonuses, and end-of-service gratuity are made on a pro-rata basis, reflecting the employee's actual working hours and days compared to the full-time contract.

# Administrative staff Regularization

The administrative staff who successfully passed the probation period shall be regulated and notified in writing with approval of the Director-General submitted the Department Director and the Deputy Director-General.

## E-mail and Internet Usage

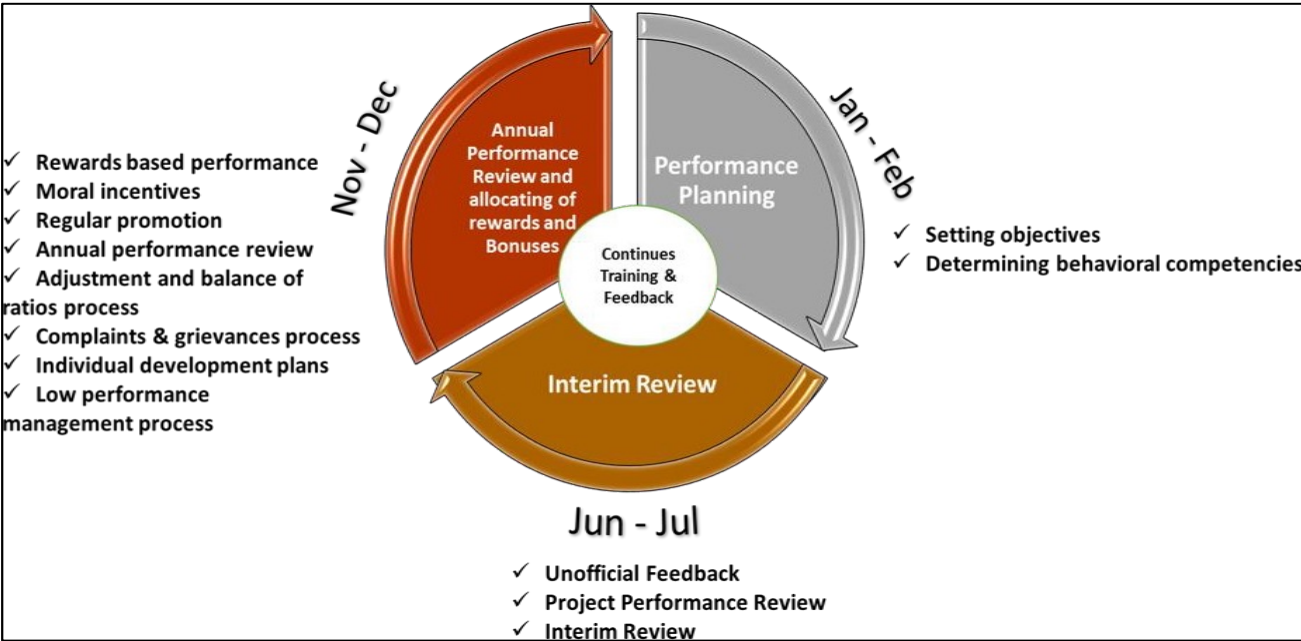
- E-mail, Internet, or any other software shall be used in an optimal manner and for work interest and purposes.
- It is prohibited to access any website that are not work related or use the Academy e-mail for personal usage.

## Performance Management System

Performance Management System is a process through which administrative staff performance is evaluated against key performance indicators and goals that are identified and agreed upon in advance. This process is carried out in partnership between the administrative staff and the Line Manager at the beginning of the year for the period during which the evaluation is performed and subject to constant updating during the performance period.

- The system is a transformation of all stages of planning in the Academy, to achieve a goal “results”.
- The Academy management shall be guided by the system prepared by the Federal Authority for Human Resources, which comes in line with the modern administrative concepts that the government seeks to implement and in implementation of Federal Law No. 11 of 2008 on human resources in the federal government.

- The following figure illustrates a simplified summary of the annual cycle of the system:



1. The Academy Performance Management System aims to:
  - A. Establish a scientific approach to reward outstanding achievements and results.
  - B. Develop administrative staff performance through a periodic evaluation consistent with the objectives of the Academy.
  - C. Match the individual objectives of the administrative staff with the objectives of the Academy.
  - D. Encourage individual achievement and team spirit.
  - E. Encourage continuous learning and development.
2. The performance management system is based on the performance measurement criteria described in the approved job description and its amendments.
3. The performance evaluation report after the probation period determines the possibility of administrative staff continuity to work or terminating their service at the Academy, and the administrative staff will be notified of the same in writing.
4. The administrative staff, who's reported "Below Expectation", may file a complaint to Director of Operations and Support Services within one month from the date of being notified thereof, which in



turn shall submit the complaint to the Director-General, whose decision shall be final in this regard. The grievance shall be decided one month from the date of submission.

5. The administrative staff, who's reported "Below Expectation", shall be deprived from the first periodic allowance due thereto after submitting the report. If the periodic allowance becomes due before deciding on the grievance submitted by the administrative staff in case of grievance, the allowance shall be suspended until the grievance is decided.
6. If the administrative staff receives two successive reports with a weak evaluation, their case shall be considered, whether to terminate their services or transfer to another job, based on a decision approved by the Director General after the research and investigation therewith, subject to compliance with the legal warning period stipulated in the employment contract or civil service law.
7. Service Termination for lack of job inability and professionalism shall not be considered as disciplinary dismissal and shall therefore not result in depriving an administrative staff of end of service gratuity or any of their entitlements.

### Job Promotions

Job promotions shall be made through the following methods:

1. Promotion to a vacant job according to the following conditions:
  - A. The Employee shall be promoted to the next grade directly.
  - B. The administrative staff shall achieve the performance levels required for promotion according to the performance management system.
2. Promotion to a new vacant job due to restructuring or reallocation of duties and responsibilities in accordance with the following conditions:
  - A. Promotion to a newly created vacant job.
  - B. Promotion shall be to only one higher grade.
3. Promotion shall be made through granting the administrative staff the starting salary determined for the grade to which it is promoted, or through granting it 10% of the basic salary of the grade to which it is promoted, whichever is higher.

### Financial Promotion

The Director General may grant an administrative staff a financial promotion at the same grade, not exceeding 10% of the basic salary, provided that the administrative staff shall achieve the required performance levels for promotion in accordance with the performance management system.

### Exceptional Promotions

Under the Director General approval, a distinguished administrative staff may be promoted exceptionally according to the Performance Management System as follows: A job promotion (With the exception of senior position holders) with no more than two grades to a vacant post, provided that the administrative staff is granted a starting salary determined for grade to which it is promoted, or 20% of his current basic salary, whichever is higher. In this case, the administrative staff shall have the skills and abilities to suit the new job requirements.

- A. An exceptional financial promotion that does not exceed 20% of the basic salary of the same grade.
- B. An administrative staff may not get an exceptional promotion unless at least three years elapsed after the last exceptional promotion.
- C. An exceptional promotion and financial promotion shall not be combined

# Leave Types

Below table shall summarize all leave types, policies, and regulation for each leave:

Remarks	Number of Days	Beneficiary	Leave Type
<b>Leave entitlement:</b> <ul style="list-style-type: none"><li>• Availability of Leave Balance</li><li>• Direct Manager Approval</li><li>• HR Acceptance</li></ul>	30 Working Days	Director General, Deputy Director General, Senior Officials and Academic & Research Faculty	Annual Leave
<ul style="list-style-type: none"><li>• Annual Leave can be taken in full or partially according to work requirement</li></ul>	22 Working Days	Other Administrative staff	
No Holidays and Weekends shall not be compensated if occur during sick leave	According to a medical report approved by the official medical authority if a sick leave does not exceed five (5) consecutive working days at a time and a maximum of (15) working days per year	All Administrative staff	Sick Leave
<ul style="list-style-type: none"><li>• The weekends and public holidays occurred during the maternity leave shall be calculated as part of the leave period as well as the weekends and official holidays that occur at the beginning or end of the leave</li><li>• May be granted two weeks before expected date of delivery, based upon a medical report submitted by the physician</li></ul>	90 Days	The Married female administrative staff appointed in a permanent job	Maternity leave
A live baby was born inside the UAE	Five working days to be taken consecutively or separately during the first month of the child’s birth	administrative staff appointed in a permanent job	Paternity leave

A. The death of first-degree relatives B. The death of second-degree relatives	A. 5 Working Days B. 3 Working Days	All Administrative staff	Compassionate leave
Leave shall start from the date of husband death	Four months and ten days	Muslim female	Iddat leave
twice as a maximum throughout his service, provided that the period separating the two times is not less than ten years	15 working days leave on full pay	Muslim administrative staff	Hajj leave
<ul style="list-style-type: none"><li>• Granted for up to one month to accompany a relative (spouse, child, or parent) undergoing treatment in a UAE hospital, based on a medical authority's recommendation.</li><li>• The first 15 days are fully paid, and the following 15 days are deducted from the employee's annual leave balance or considered unpaid leave if the balance is insufficient</li></ul>	30 days	All National staff	(Emergency) Patient Accompanying Leave Inside UAE
<ul style="list-style-type: none"><li>• Granted for one month with full pay to accompany a relative receiving medical treatment abroad, according to a medical report from an official medical authority in the UAE.</li><li>• This leave may be extended for up to two additional months with full pay based on recommendations from the UAE embassy or a Medical Committee. Any further extension is considered unpaid leave</li></ul>	30 days	All National staff	(Emergency) Patient Accompanying Leave Outside UAE

# Benefits Structure

## Child Benefit

A UAE administrative staff shall be entitled to a child allowance of AED 600 for each child, and such allowance shall be paid in accordance with applicable rules issued by relevant authorities. in accordance with the human resources policies at the Academy.

## Increment Pay

1. Administrative staff will be entitled to an increment pay at the beginning of January of each year, upon passage of at least one year from the appointment date, in accordance with the Academy's Human Resources Policies.

## Children Education Allowance

1. AGDA will pay an education allowance to the children of its administrative staff, who are studying at private schools in the UAE from kindergarten to high school. Such fees shall be paid directly to schools as per supporting documents issued by such schools, in accordance with AGDA applicable rules and regulations.
2. The children's education allowance shall be paid upon employment confirmation and shall be paid on a pro rata basis for the remainder of the academic year.
3. An administrative staff may not obtain two education allowances; the education allowance paid by AGDA, and any other education allowance paid to the administrative staff or any of their family members from any other agency.
4. If the service of an administrative staff ends during an academic year, the children education allowance shall be recovered from such administrative staff on a pro rata basis for the remainder of the school year.

## Furniture Shipping Allowance

1. AGDA may provide a flight ticket for a job candidate who is recruited from overseas.
2. The travel class of administrative staff at the administrative track who are recruited from overseas as well as those travelling on business trips overseas shall be as set in the UAE Cabinet Resolution No. (1) of 2018 on the implementing regulations of the Federal Decree-Law No. (11) of 2008 on Human Resources at the Federal Government, and its amendments.
3. The travel class of administrative staff at the academic track who are recruited from overseas as well as those travelling on business trips overseas shall be in accordance with AGDA applicable rules and regulations.

## Hotel Accommodation for Overseas Recruitment

AGDA will provide hotel accommodation for non-UAE administrative staff who are recruited from overseas for up to one month.

## Medical Insurance

AGDA will provide medical insurance for non-UAE administrative staff and their family members (husband/ wife and all children under 18 years of age).

# Staff Access to Services

AGDA is committed to promoting lifelong learning and fostering the professional development of its employees. To support this mission, AGDA provides staff members with the opportunity to access and register for courses offered by its Executive Training Department. Additionally, staff members may enroll in degree programs available at AGDA, subject to meeting the institution's criteria and obtaining approval from their immediate supervisor. This initiative underscores AGDA's dedication to the continuous growth and development of its staff members.

# Training and Development

The Academy Management shall train its administrative staff, develop their knowledge, skills, and capabilities in their jobs or in the higher jobs that they are planned to assume the responsibilities and tasks thereof according to the training and development system approved by the Director General and in consistent with the principles of the training and development system approved by the federal government.

## Conditions for Delegation to Training Courses and Programs

1. Obtain the approval of the training entity through the competent authority to attend the training course or program.
2. The training course or program, seminars, workshops, and forums have a direct relationship to the work carried out by the delegate or to which they will join in accordance with their career path and the individual development plan determined by the performance management system in the Academy and the principles of the training and development system adopted by the federal government.
3. They shall be familiar with the language, in which the training course or program will be performed, to an extent enables it from utilizing the same.

### Delegate's Duties in Training Courses and Programs

1. Attending the training course or program.
2. Maintaining the reputation of UAE.
3. Respecting the laws and traditions of the country, where they are delegated
4. Filling out the return notice immediately upon returning to work and submit the same to HR Division.
5. Submitting a detailed report on the training course or program, to which they are delegated.
6. In the event of breaching these duties, the course shall be terminated, and the delegate shall refund all financial allocations paid thereto, after presenting the case to violation committee

### Allocations of Training Courses and Programs

The daily allowance shall be paid as per Academy HR Policies & Procedure Manual.

### Travel Tickets Related to Training Courses

The administrative staff delegated in a training course or program, seminars, workshops, and forums shall be entitled to the following tickets:

1. Travel ticket for the administrative staff from the work headquarter within the UAE to UAE, where they are delegated and vice- versa.
2. One travel ticket will be given for a family member of the female administrative staff to accompany her during her participation in any training course or program, seminars, workshops, and meetings outside UAE, whatever its period, with the same travel class travel as the delegated administrative staff .
3. The travel class of the delegate in a training course or program or seminars, workshops and meetings outside the UAE shall be as per Academy HR Policies & Procedure Manual.

### Termination of Administrative staff Training Course Participation

In accordance with the Delegation of Authority (DoA), an administrative staff participation in a training course or program may be terminated if their circumstances, work need, or public interest require so.

### Delegate's Duties

1. Observe ethical conduct standards in all their acts, in a manner that reflects the civilized image of UAE.
2. Devote their time for the purpose for which they are delegated, be of good conduct and maintain the reputation of UAE, respect the traditions of UAE, where they are delegated.

3. Notify their Entity regarding any obstacles that may be encountered during the delegation to overcome them through official channels
4. Fill out a return notice and submit, immediately upon return, a detailed report about the results of the official task to which they are delegated.
5. Close any advance payments related to the business trip upon return.

### Delegation Expenses

The allowances shall be given to the Heads of Delegations charged with representing UAE in an official task outside UAE as per Academy HR Policies & Procedure Manual.

### Travel tickets for official Task Delegation

The travel class of the delegate in an official task outside the UAE shall be as per Academy HR Policies & Procedures Manual.

### Work Grievances

- Grievances: A Process required by the administrative staff against administrative penalties and procedures that caused him/her not to receive the full agreed rights or entitlement.
- An administrative staff may lodge a grievance, in writing, to the Grievance Committee pursuant to HR procedures and electronic and digital system adopted in the Federal Government, on penalties imposed upon him by the Violations Committee, or on any other administrative procedure or decision issued against him other than that issued by the Violations Committee, within a period of two weeks as of the date of receiving the notification of penalty. However, the provisions of this Article shall not apply to grievances related to performance appraisal, which is conducted according to the Performance Management System.
- The administrative staff may object in writing to the decision made by the Grievance Committee with penalties other than the penalties of written attention drawing and warning, by submitting an objection in accordance with HR mechanisms and electronic or digital systems adopted by the federal government to the objection committee formed by the Authority within a period not exceeding three weeks from the date of notification of the decision, otherwise the grievance committee decision shall be final.



## Service Termination

The administrative staff service shall end for the following reasons:

- A. Resignation.
- B. Attaining retirement age.
- C. Death.
- D. Medical unfitness.
- E. Unsatisfactory or poor job performance.
- F. Issuance of federal decree.
- G. Dismissal by virtue of Cabinet Resolution.
- H. Dismissal by virtue of a decision relating to an administrative violation or a judicial judgment.
- I. Withdrawal or loss of the UAE nationality.
- J. Non renewing the contract or termination thereof before its expiration.
- K. Absence from work without acceptable reason for consecutive ten working days or twenty interrupted working days per year.
- L. Restructuring.
- M. Replacement, pursuant to the policy of Emiratization. In such a case, an administrative staff shall be given a two-month notice before termination of service.

In the event of an employee's death the following procedure is followed:

### Notification:

In the event of the death of an employee, the immediate supervisor shall promptly notify the Human Resources Department.

### Documentation:

The death must be officially documented with a death certificate, or any other official document recognized by the relevant authorities.

### Termination Procedures:

The employee's service is officially terminated as of the date of death.

## Compensation:

The family or legal heirs of the deceased employee are entitled to receive the employee's end-of-service benefits and any other financial dues up to the date of death.

These benefits include the end-of-service gratuity, outstanding salary, and any other accrued financial rights.

## Pension and Social Security:

UAE National employees are covered under the Pension and Social Security Law, ensuring that their families receive appropriate pension benefits.

The Academy is responsible for coordinating with the General Pension and Social Security Authority (GPSSA) to facilitate the pension benefits for the family of the deceased employee.

These provisions ensure that the process of terminating service due to an employee's death is handled with sensitivity and efficiency, ensuring that the family of the deceased employee receives all due benefits and support during a difficult time.

## End of Service Gratuity

1. The benefits of a national administrative staff shall be calculated at the end of their service in accordance with the provisions of the Pensions and Social Security Law.
2. An expatriate administrative staff shall be entitled to an end of service gratuity according to the following:
  - A. One-month basic salary for each of the first five years of service, provided that it shall be calculated on the average of the last 5 years, or the number of service years that they have spent if it is less than such period.
  - B. One-month and half basic salary for each of the first five years of service, provided that it shall be calculated on the average of the last 5 years.
  - C. Two months basic salary for each year of service exceeds such period, provided that it shall be calculated on the average of the last 5 years.
3. An administrative staff shall not be entitled to end of service gratuity if their period of service is less than one continuous year.
4. For the purpose of calculating end of service gratuity, the notice period and cumulative leave shall be considered a part of the service period and a part of the month shall be considered a full month.
5. The end of service gratuity shall be paid to an administrative staff who acquires the UAE nationality on the basis of the last basic salary average for the last five years preceding their acquisition of the UAE nationality or their service period if it less than such period.



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 Anwar Gargash Diplomatic Academy