



Qatar University

Human Resources Research Policies and Procedures

Version 1.0

June 2010

Distributing and Updating the Manual

1. The VP for Research, VPCFO, Director of Research and Director of Human Resources are the controllers of this manual and thereby responsible for responding to all enquiries and matters relating to the manual.
2. Though the purpose of this manual is for internal use, it may become accessible to interested Research faculty members and other third parties; however, some of the contents of the manual are confidential and are intended for internal use only. Under no circumstances may the confidential contents of the HR Research manual be revealed to third parties without a written permission of the HR Director, VP for Research, and/or VPCFO.
3. Requests for updating the manual can be made by any of the authorized users of the manual. The user may describe the suggested amendments with their rationale to the HR Director in writing. If deemed appropriate, the HR Director will then present the suggested amendments to the VP for Research who will present them to the EMC for discussion. The President must approve all amendments in writing.
4. All updates will be recorded with the revision date identified. Then, they will be submitted to the VP for Research and relevant Centre Director as per the “Who should know this policy” section. The HR Director will maintain a record of all updates for the HR Research manual including the approvals and distribute copies to all directors signifying that a change has been made and when the change has taken effect.



Note

All policies and procedures included herein apply to all Research Faculty members and all staff members hired on research projects at QU. In the event that faculty and non-academic staff rules, regulations and/or approved governing framework are established (approved by President and/or Board of Regents), they shall override the attached policies and procedures.

Definitions

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| <i>QU or University:</i> | <i>Qatar University;</i> |
| <i>President:</i> | <i>Qatar University's President;</i> |
| <i>Vice President (VP)</i> | <i>Vice President for Research;</i> |
| <i>VPCFO</i> | <i>Vice President & Chief Financial Officer;</i> |
| <i>VPCAO</i> | <i>Vice President & Chief Academic officer;</i> |
| <i>Centre Director</i> | <i>Research Centre Director;</i> |
| <i>HR Director:</i> | <i>Human Resources Director;</i> |
| <i>PI</i> | <i>Principal Investigator</i> |
| <i>Research Faculty</i> | <i>Members of QU whose primary efforts are in research rather than instruction. Usually, these faculty members work full-time in a research centre</i> |
| <i>Regular Research Faculty</i> | <i>Researcher who works full-time with a contract of one year or longer.</i> |
| <i>Visiting Research Faculty</i> | <i>Researcher who works part-time or full-time with contract of less than one year.</i> |

Table of Contents

| | |
|---|----|
| PL-RS-PLA-001: Classification of Researchers..... | 6 |
| PL-RS-ATT-001: Recruitment & Selection | 10 |
| PL-RS-ATT-002: Offers of Employment..... | 13 |
| PL-RS-RET-001: Performance Development | 16 |
| PL-RS-RET-001: Promotions & Incentives | 19 |
| PL-RS-RET-003: Salary Structure | 24 |

PL-RS-PLA-001: Classification of Researchers

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| Contents: <ul style="list-style-type: none"> ▪ Policy Statement ▪ Purpose ▪ Who Should Know This Policy ▪ Policy Sections | Version Number: 1.0 |
| | Effective Date: 13 June 10 |
| | Responsible Office: Office of Research |
| | Responsible University Officer: VP for Research |

Policy Statement

It is the policy of the University to ensure that the Research Office employs the quality researchers to fulfill its strategic research objectives, and support the University's Research vision and mission. The university is therefore committed to ensuring that the researchers are classified through systematic academic ranks.

Purpose

The objectives of this policy are to:

- Ensure that the Researchers are appointed on basis of their academic rank;
- Ensure that the Research Office supports QU's Research mission and objectives; and,
- Recruit and retain the most qualified researchers.



Who Should Know This Policy

- President
- Vice President
- Legal Advisor
- Centre director/PI
- Research Faculty Member
- Accounting/ Finance Personnel

Classification of Researchers

1.1 Research Professor: To consider the appointment of a faculty researcher to the rank of “Research Professor”, the candidate will normally meet the following qualifications:

- Possession of a doctorate (terminal) degree from a recognized institution of higher education;
- Has achieved independence; autonomy; a national and/or international reputation; excellence in the initiation, direction and completion of research projects; and has a proven record of research support;
- Has been promoted to the “professor” rank after holding the rank of “Associate Professor” or “Associate Research Professor”;
- For new hires, the research faculty members must hold an equivalent rank at their current institution; and,
- An established record of research, including publications in international high impact refereed journals which justify the rank.
- 8-10 years of progressive specialized experience in a field of research.

1.2 Associate Research Professor: To consider the appointment of a faculty researcher to the rank of “Associate Research Professor”, the candidate will normally meet the following qualifications:

- Possession of doctorate (terminal) degree from a recognized institution of higher education;
- Has achieved a national reputation; and a has good record of research support;
- Has been promoted to the “associate Professor” rank after holding the rank of “Assistant Professor” or “Assistant Research Professor”;
- For new hires, the research faculty members must hold an equivalent rank at their current institution; and,
- Has an established record of research, including publications in international high impact refereed journals which justify the rank.
- 5-6 years of progressive specialized experience in a field of research.

1.3 Assistant Research Professor: To consider the appointment of a faculty researcher to the rank of “Assistant Research Professor”, the candidate will normally meet the following qualifications:

- Possession of doctorate (terminal) degree from a recognized institution of higher education;
- Has a good record of research activities
- For new hires, research faculty members must hold an equivalent rank at their current institution.
- Has a record of research, including publications in international high impact refereed journals which justify the rank.
- 2-3 years of progressive specialized experience in a field of research

1.4 Post-Doctoral Research Fellow: To consider the appointment of a faculty researcher to the rank of “Post-Doctoral Research Fellow”, the candidate will normally meet the following qualifications:

- Possession of doctorate (terminal) degree from a recognized institution of higher education. Most likely, new graduates with short academic and/or work experience related to the field of research, as defined by the supervisor/principal researcher .

1.5 Senior Research Assistant: To consider the appointment of a faculty research to the rank of “Senior Research Assistant”, the candidate will normally meet the following qualifications:

- Possession of a master’s degree from a recognized institution of higher education; and,
- Strong background in the research areas.

1.6 Research Assistant: To consider the appointment of a faculty researche to the rank of “Research Assistant”, the candidate will normally meet the following qualifications:

- Possession of a bachelor’s degree from a recognized institution of higher education; and,
- Interest in research.

PL-RS-ATT-001: Recruitment & Selection

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| | Effective Date: 13 June 2010 |
| | Responsible Office: Office of Research |
| | Responsible University Officer: VP for Research |

Policy Statement

The University recognizes that its staff is fundamental to its success. A strategic and professional approach to staff recruitment helps the University to attract and recruit researchers with the necessary skills and attributes to fulfill its strategic aims, and support its values. The University is, therefore, committed to ensuring that the recruitment and selection of Researchers is conducted in a manner that is systematic, efficient, and effective.

Purpose

The purpose of this policy is to:

- Ensure that QU recruits and retains the most highly qualified Researchers available;
 - Provide the framework within which recruitment is conducted;
- Provide career enhancing opportunities for current QU Researchers; and
- Provide opportunities for Qatari national Researchers to be part of Qatar's leading education provider.



Who Should Know This Policy

- President
- Vice President
- Legal Advisor
- Centre director/PI
- Research Faculty Member
- Accounting/ Finance Personnel

Recruitment and Selection

- 1.1 QU usually prefers to select Researchers from within QU, whenever possible. This is to encourage and motivate current Researchers to achieve their personal development objectives. The VP may decide to recruit from external sources without internal advertising .
- 1.2 If an internal resource is not identified, the HR Director, in consultation with VP, recruits from external sources. The job vacancies shall be advertised within QU e-recruitment system.
- 1.3 For all media advertisements, the HR Director approves the content and style based on the University standards as agreed and approved by the Centre Director/Project Principal Investigator (PI).
- 1.4 All candidate Researchers undergo the selection process recommended by the relevant Research Centre Director/Project Principal Investigator (PI). The Centre Director/Project Principal Investigator (PI) specify the selection criteria and the selection tools to be used such as psychometric tests, technical tests, interviews, and/or assessment centers. Candidates are selected only if they are found to meet the job requirements.
- 1.5 Qatari candidates are given preference for all vacancies if they meet the job requirements.
- 1.6 Next of kin are not recruited in departments or positions where they interact directly with each other, unless authorized by the President.
- 1.7 All experienced recruitments are subject to at least two reference checks from the most recent previous employers "if any".

PL-RS-ATT-002: Offers of Employment

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| | Effective Date: 13 June 2010 |
| | Responsible Office: Office of Research |
| | Responsible University Officer: VP for Research |

Policy Statement

The University recognizes that its staff is fundamental to its success. A strategic and professional approach to recruitment helps the University to attract and recruit researchers with the necessary skills and attributes to fulfill its strategic aims, and support its values. The University is, therefore, committed to ensuring that the job offers are conducted in a manner that is systematic, efficient, and effective.

Purpose

The aim of this policy is to ensure that QU's offers to potential Researchers are consistent.



Who Should Know This Policy

- President
- Vice President
- Legal Advisor
- Centre director/PI
- Research Faculty Member
- Accounting/ Finance Personnel



Job Offers

- 1.1 All job offers must conform to the relevant university policy for employment contracting, including using standard university letters. They must have the prior approval of the VP and the HR Director/ designee.
- 1.2 All job offers must be confirmed in writing and should be accepted in writing.
- 1.3 All offers are final once a written offer has been accepted in writing.

PL-RS-RET-001: Performance Development

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| | Effective Date: 13 June 2010 |
| | Responsible Office: Office of Research |
| | Responsible University Officer: VP for Research |

Policy Statement

QU is committed to evaluating the performance of each Research faculty member at regular intervals to ensure research project accomplishment and eligibility for promotion which are assessed in a timely manner. The appraisal process identifies job accountabilities and performance objectives and measures results against expectations.

Purpose

The aim of this policy is to encourage a performance driven culture and open communication within QU. The annual performance appraisal must be fair and accurate. It encourages high performers through appropriate rewards. It also helps to identify the Research Faculty members who will benefit from training and development, or whose performance is inappropriate.



Who Should Know This Policy

- President
- Vice President
- Legal Advisor
- Centre Director/PI
- Research Faculty Member
- Accounting/ Finance Personnel

Performance Development

- 1.1 The Centre Director assigns appraisers for Research faculty members. In most cases this is the duty of the immediate PI. The immediate PI is responsible for setting objectives, discussing and agreeing on expectations for the day to day duties of the research project. This takes place at the beginning of the year and progress against these objectives shall form the basis of the review at the end of the year. It is recommended that new joiners also discuss objectives with their Centre Director or PI within one month of their joining QU.
- 1.2 The Research faculty member needs to be proactive during the year to discuss the progress against the objectives, related issues, support required and seek any general advice and counseling that he/she may need to optimize his/her contribution to QU goals and plans. Thus, the Researcher faculty member or Centre Director or PI may seek periodic reviews of the performance against the objectives set at the beginning of the review period.
- 1.3 Review meetings at the end of the year are scheduled at least one week in advance. The meetings need to be based on the principle of two-way communication. The Research faculty member is encouraged to discuss issues, job performance, career aspirations, training and development needs. The appraiser is encouraged to provide objective, constructive feedback on strengths and areas for development. The the Centre Director or the PI carry out the review and the Research faculty member signs it to acknowledge that he/she has read his/her performance appraisal.
- 1.4 The Centre Director facilitates and monitors the Performance Management process. The VP also arbitrates any disputes.
- 1.5 The Centre Director is responsible for providing the appraisal rates and the VP&CFO determines the increment based on the guidelines set by the QU Executive Management Committee.
- 1.6
 - **Note:** **New appraisal rubric is needed.** Research faculty members will be evaluated on basis of two criteria:
 - Scholarship and research including publications in high-quality refereed international journals; and,
 - External funding.

PL-RS-RET-001: Promotions & Incentives

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| | Effective Date: 13 June 2010 |
| | Responsible Office: Office of Research |
| | Responsible University Officer: VP for Research |

Policy Statement

QU is committed to evaluating the performance of each Research faculty member at regular intervals to ensure eligibility for reward. Faculty researchers are assessed in a timely manner.

Purpose

The aims of this policy are to:

- Reinforce positive behavior and annually reward Research faculty members for their contribution towards achieving QU's research objectives; and
- Provide growth and encouragement to QU's Research faculty members by promoting them internally whenever opportunities are available.



Who Should Know This Policy

- President
- Vice President
- Legal Advisor
- Centre Director/PI
- Research Faculty Member
- Accounting/ Finance Personnel

Annual Merit Increments

- 1.1 All Research faculty members are subject to the performance appraisal process. The performance appraisal process normally assesses the performance of the Research faculty member for a period of one year.
- 1.2 If the Research faculty member joins QU in the middle of the year and has completed a minimum of 6 months' service, he/she may get an annual merit increment based on his/her performance and contribution to the Centre and QU.
- 1.3 Based on the results of the performance appraisal process and subject to the above timescales, research faculty members may be individually recommended for an annual increment.
- 1.4 If the performance is assessed by the Centre Director or the PI as below the minimum standard expected in the job, the research faculty member is not granted an annual increment.
- 1.5 Annual increment guidelines are based on the salary grades, the centre goals, and performance. The Centre Director and/or the PI make individual recommendations for Research faculty members. The budgets for annual merit increments are set by the Finance Departments and approved by the VPCFO.

Note: Annual Increments for Centre Directors are determined by VP in line with the University salary scales and related increments.

Promotion

- 2.1 Research faculty members are subject to promotion within their ranks. The promotion process is similar to that of the academic faculty. The candidate will submit his/her promotion application and supporting documents to the director of the research center for evaluation. The Center Director will evaluate the application, and may utilize a promotion committee, and provide the VP with a recommendation concerning the promotion. The VP will utilize a promotion committee and forward the application with a recommendation to the Office of VPCAO. The office of VPCAO will ask the University Promotion Committee for external review process.
- 2.2 Requirements: Due to the fact that research faculty members should not presumably teach, the research requirements for promotion are expected to be significantly higher than those of the academic faculty. A faculty member may apply for promotion according to the following schedule:
- To apply for the rank of Research Associate Professor, the candidate must have spent no fewer than five years in the rank of “Assistant Professor”;
 - To apply for the rank of Research Professor, the candidate must have spent no fewer than five years in the rank of “Associate Professor”;
- 2.3 Exceptions to the scheduled minimum requirements can only be granted by the President, based on the recommendation of the Vice President for Research. In addition, prior to initiating the promotion process, the candidate must compile an appropriate record of scholarship. The candidate must also ensure that there is sufficient documentation of this record in order to justify the promotion.
- 2.4 The Research faculty member who seeks to be promoted to the rank of Research Associate Professor must have demonstrated his/her ability to engage in scholarly endeavor and the ability to publish, which is evidenced by publication of at least eight original papers published (At the time of review, the candidate must have a minimum of six published articles and a maximum of two articles accepted for publication) in refereed (not edited) journals noted regionally and internationally to be high impact journals. In four of the articles, the applicant must be the sole or senior author. Published books or chapter (s) in books that have been refereed are contributions that are counted towards fulfilling the eligibility requirement for publication.
- 2.5 The Research faculty member who seeks to be promoted to the rank of Research Professor must have established a reputation of being a scholar and authority in his/her field, which is evidenced by a rich publication record of at least twelve published (At the time of review, the candidate must have a minimum of eight published articles, and a maximum of four articles accepted for publication) original articles post- Associate Professor level in refereed journals that are noted regionally and internationally to be high

impact journals. The applicant must be the sole or senior author in at least eight of these published articles..

- 2.6 The candidate will use the standard University promotion application forms and organize his/her supporting materials into a promotion dossier. This dossier will be submitted to the director of research center for review. The submitted dossier is considered the foundation for the promotion decision, and it is therefore the responsibility of the candidate to organize the material in a way that is reflective of the University's policy and best demonstrates her/his individual case. Other than (a) the letters solicited from peer reviewers, and (b) the written recommendations described below of every reviewing body. Any materials that are added to the dossier after submission must be approved by the candidate. (For instance, the candidate may add publications or letters indicating journal acceptance; however, no member of the University community should add other letters or documentation to the candidate's dossier without the candidate's approval.) In addition, any candidate's appeal (and rebuttal from individuals or review committees) will be added to the dossier to ensure a complete record of the processes undertaken.
- 2.7 A promotion is given at any time during the year (linked to promotion cycle at QU) and is not linked to the timing of the appraisal process. All promotions, if successful, are effective on the date of the President's decision.
- 2.8 Research faculty members promoted from one salary grade to another receive a minimum salary increase as specified in guidelines set by the HR policy; however, the new starting salary must not be less than the Research faculty member's last salary. This may vary in exceptional circumstances.

PL-RS-RET-003: Salary Structure

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| | Effective Date: 13 June 2010 |
| | Responsible Office: Office of Research |
| | Responsible University Officer: VP for Research |

Policy Statement

The Research faculty member's salary shall be within the salary range that is assigned to the position based on the position's duties and responsibilities. Salary ranges shall be adjusted periodically based on the local market and competitive information.

Purpose

The aim of this policy is to recruit and retain Research faculty members who are qualified for the positions within the university and to pay these members salaries that, subject to the university's resources, are comparable to leading educational organizations within Qatar and the region. This is with a focus on:

- Ensuring that salaries reflect individual performance and contribution to the University;
- Maintaining salaries that reflect job requirements; and
- Being sensitive to market conditions.



Who Should Know This Policy

- President
- Vice President
- Legal Advisor
- Centre Director
- Research Faculty Member
- Accounting/ Finance Personnel

Salary Structure

The aim of this section is to specify the salary grades for Research Faculty members in QU.

Guidelines

- 1.1 The following table shows the Research ranks, salary grade, and academic rank equivalency:

| Research Rank | Salary Grade | Equivalent Academic Rank |
|-------------------------------|--------------|--------------------------|
| Research Professor | B | Professor |
| Associate Research Professor | C | Associate Professor |
| Assistant Research Professor | D | Assistant Professor |
| Post-Doctoral Research Fellow | E | Lecturer |
| Senior Research Assistant | F | Teaching Assistant |
| Research Assistant | G | Teaching Assistant |
| Visiting Researcher | No Grade | Visiting Faculty |

****Salaries, allowances, and leaves are according to the salary grade

Post-Doctoral Research Fellow, Senior Research Assistant, and Research Assistant hired on sponsorship award are subject to funding agency policies and allocated budget.