



Applied Science University Bahrain

Total Remuneration Policy

Guiding Principles

The remuneration strategy of ASU Bahrain is based on the following central principles: transparent communication, non-discriminatory practices, internal equity, external parity, affordability, remuneration for development, and total remuneration.

ASU Bahrain underwrites a remuneration policy that:

- aims to manage remuneration expenditure in an appropriate manner and offers the desired yield in terms of the behavior and performance of the staff – in line with the University's strategic plan,
- uses the value of the remuneration system as a central mechanism with which to achieve organizational objectives,
- Ensures the equity of the pay for all staff regardless of their gender.
- acknowledges the contribution of individual employees to ensure the success of the University,
- offers managers the necessary flexibility to manage remuneration effectively,
- positions the remuneration levels of the University appropriately and sustainably in the market.

The main drivers of the remuneration system of ASU Bahrain are as follows:

- **Basic salary.** Basic salary is based on the relevant remuneration surveys as decided on from time to time.
- **General Allowance.** A range of allowances are provided in the form of a General Allowance to staff to reflect manage the demands of working and living in Bahrain and to support the work-life balance of faculty and staff.
- **Special/Management Allowances.** The payment of special allowances is used as a premium for certain posts. A premium will be linked to a post or incumbent when the position requires a management responsibility and where there is a demand for such a post or incumbent and there is limited availability of the necessary skills and competencies in the market. ASU Bahrain therefore will pay such scarcity premiums as an allowance to employees who fill these posts in order to attract and retain them. The payment of the

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	<p>premiums will be revised on an annual basis as a result of varying supply and demand factors in the market.</p> <ul style="list-style-type: none">• <u>Scarcity Allowance</u>. ASU Bahrain may decide to offer a scarcity allowance to specific individuals on an ad hoc basis. The amount of the allowance is linked to an individual, and is decided by the President and approved by the Board of Directors on a case by case basis.• <u>Other benefits</u>. Various other benefits are provided to faculty and staff.
Scope	The policy applies to all faculty and staff at ASU Bahrain.
Confidentiality	While ASU Bahrain will ensure transparent communication regarding remuneration practices, salary scales and allowance tables will be regarded as confidential.
Role of the Board	<p>The policy is applied by the Board of ASU Bahrain.</p> <p>The role of the Board is as follows:</p> <ul style="list-style-type: none">• <u>Remuneration policy</u>. To ensure that the remuneration policy is reviewed on an annual basis.• <u>Salary Scales and Allowances</u>. To ensure that salary scales and allowances remain effective recruitment and retention tools through commissioning regular external benchmarking studies. The review of salary scales will be conducted by a sub-committee set up for this purpose. Membership of the sub-committee is defined by the Board of Trustees.• <u>Remuneration of New Faculty and Staff</u>. To review and approve the remuneration packages on newly appointed faculty and staff in line with the remuneration policy, and as recommended by the University President.• <u>Salary Adjustments</u>. To review and approve salary adjustments as recommended by the University President.
Role of the Head of Human Resources	<p>The policy is implemented by the Head of Human Resources, under guidance of the Head of Finance and Administration.</p> <p>The Head of Human Resources administers the remuneration policy by delivering:</p> <ul style="list-style-type: none">• A consistent methodology to establish appropriate levels of remuneration;• A framework for assessing the performance of individual faculty and staff relative to the objectives of ASU Bahrain;• A remuneration structure designed to deliver effective remuneration elements;

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	<ul style="list-style-type: none"> • Appropriate control procedures to ensure the effective operation of the performance management and remuneration system; • Appropriate disclosure of remuneration information; • Provision of adequate, accurate and timely market information to enable the Executive Committee to make informed remuneration decisions. • Ensuring accurate job descriptions are in place, with sufficient detail on elements required to allow consistent assessments and comparison to be undertaken related to compensation; and • Coordinating effective assessments of faculty and staff performance.
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Salary Scales	Salary scales are included as Appendix A of this policy.
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Benefits and Allowances	A table of Allowances and Benefits are included as Appendix A of this policy.
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Job Evaluation Approach	A consistent job evaluation approach shall be followed in order to ensure that the relative worth of all positions are assessed for the purposes of remuneration.
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Job Grades	<p>The following job grades are used within ASU Bahrain:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #d9d9d9;"> <th style="text-align: left;">Grade</th> <th style="text-align: left;">Academic Designation</th> </tr> </thead> <tbody> <tr> <td>A4</td> <td>Lecturer</td> </tr> <tr> <td>A3</td> <td>Assistant Professor</td> </tr> <tr> <td>A2</td> <td>Associate Professor</td> </tr> <tr> <td>A1</td> <td>Professor</td> </tr> </tbody> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #d9d9d9;"> <th style="text-align: left;">Grade</th> <th style="text-align: left;">Administrative Designation</th> </tr> </thead> <tbody> <tr> <td>7</td> <td>Ground Staff / Administrative Staff / Junior Staff /</td> </tr> <tr> <td>6</td> <td>Skilled Staff / Technical Staff / Professional Staff / Officer</td> </tr> <tr> <td>5</td> <td>Specialized Skilled Staff / Senior Professional Staff / Senior Officer / Associate</td> </tr> <tr> <td>4</td> <td>Middle Management / Head of Unit / Head of Department (Administrative)</td> </tr> </tbody> </table>	Grade	Academic Designation	A4	Lecturer	A3	Assistant Professor	A2	Associate Professor	A1	Professor	Grade	Administrative Designation	7	Ground Staff / Administrative Staff / Junior Staff /	6	Skilled Staff / Technical Staff / Professional Staff / Officer	5	Specialized Skilled Staff / Senior Professional Staff / Senior Officer / Associate	4	Middle Management / Head of Unit / Head of Department (Administrative)
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	3	Director / Head of Department (Academic) / Senior Management
	2	Dean / President's Advisor
	1	Vice President
	S	President

Job Descriptions	Job descriptions shall be maintained for each position at ASU Bahrain. Job descriptions shall be reviewed on an annual basis and as required by changes in job content. A template for job descriptions is included as Appendix B of this policy.
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Promotions	Promotions at ASU Bahrain will be administered through the application of the relevant policy document.
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Salary Increments	<p>Salary increments may be approved by the University Council / Board of Trustees on an annual basis to account for increase in cost of living. Annual increments are provided to individuals as flows:</p> <ol style="list-style-type: none">1 Head of Finance and Administration proposes a salary increment percentage to the University Council / Board of Trustees based on relevant market research and the financial performance of the University.2 The University Council/Board of Trustees approves the proposed increment.3 Increments are paid out to individuals as follows:<ul style="list-style-type: none">• Faculty and Staff rated at "Excellent or Exceeds Expectations" during the performance appraisal process = 150% of the approved increment.• Faculty and Staff rated at "Meets Expectations" during the performance appraisal process = 100% of the approved increment.• Faculty and Staff rated at lower than "Meets Expectations" during the performance appraisal process = no increment. <p>The Board of Directors may decide not to grant a salary increment to an individual.</p>
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Amendments to the Policy	The policies and procedures mentioned herein will be subject to regular reviews and updates as appropriate in response to changes to the operating environment of ASU Bahrain at any particular time. The reviews will also aim to ensure that the policies and procedures are in line with ASU Bahrain's current strategy and practices.
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	Any amendments to the manual will be initiated by the Head of Human Resources.
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Document Review & Approval

Revision history:

Version	Author	Date	Revision

This document has been reviewed by:

	Reviewer	Date reviewed
1		
2		
3		
4		

This document has been approved by:

	Name	Signature	Date reviewed
1			
2			
3			
4			

Appendix A SALARY SCALES AND ALLOWANCES - ACADEMIC

Grade A4: Lecturer / Assistant Lecturer

	Total Cash	Basic	General Allowance	Special Allowance
Max	1262	962	200	100
	1158	858	200	100
	1035	735	200	100
Min	842	642	200	
	772	572	200	
	720	520	200	

Grade A1: Professor

	Total Cash	Basic	General Allowance	Special Allowance
Max	3178	2328	400	450
	3014	2164	400	450
	2819	1969	400	450
Min	2223	1823	400	
	2113	1713	400	
	2030	1630	400	

Grade A3: Assistant Professor

	Total Cash	Basic	General Allowance	Special Allowance
Max	1832	1332	300	200
	1688	1188	300	200
	1517	1017	300	200
Min	1189	889	300	
	1092	792	300	
	1020	720	300	

Grade A2: Associate Professor

	Total Cash	Basic	General Allowance	Special Allowance
Max	2460	1760	350	350
	2305	1605	350	350
	2120	1420	350	350
Min	1632	1282	350	
	1528	1178	350	
	1450	1100	350	

Appendix A SALARY SCALES AND ALLOWANCES - ADMINISTRATIVE

Grade 7: Ground/Administrative Staff

	Total Cash	Basic	General Allowance	Special Allowance
Max	510	420	60	30
	468	378	60	30
	417	327	60	30
	350	290	60	
	321	261	60	
Min	300	240	60	

Grade 4: Management

	Total Cash	Basic	General Allowance	Special Allowance
Max	1465	1115	200	150
	1357	1007	200	150
	1229	879	200	150
	983	783	200	
	910	710	200	
Min	856	656	200	

Grade 1: Senior Executive

	Total Cash	Basic	General Allowance	Special Allowance
Max	3760	2810	450	500
	3539	2589	450	500
	3276	2326	450	500
	2579	2129	450	
	2431	1981	450	
Min	2320	1870	450	

Grade 6: Technical Staff/Officers

	Total Cash	Basic	General Allowance	Special Allowance
Max	703	583	80	40
	644	524	80	40
	574	454	80	40
	482	402	80	
	443	363	80	
Min	413	333	80	

Grade 3: Senior Management

	Total Cash	Basic	General Allowance	Special Allowance
Max	2112	1512	250	350
	1978	1378	250	350
	1820	1220	250	350
	1351	1101	250	
	1262	1012	250	
Min	1195	945	250	

Grade 5: Special Staff/Senior Officers

	Total Cash	Basic	General Allowance	Special Allowance
Max	1044	794	150	100
	967	717	150	100
	876	626	150	100
	707	557	150	
	656	506	150	
Min	617	467	150	

Grade 2: Executive

	Total Cash	Basic	General Allowance	Special Allowance
Max	2905	2105	350	450
	2719	1919	350	450
	2498	1698	350	450
	1883	1533	350	
	1758	1408	350	
Min	1665	1315	350	

