



Job Security Policy

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Introduction

Recognizing that its human resources are its most valuable assets and the primary driver of its academic, administrative, and research success, and that achieving its mission of academic excellence and community service fundamentally depends on the efficiency and dedication of its staff, Al-Ayen Iraqi University places utmost importance on providing a stable, secure, and fair work environment that enhances the loyalty and belonging of all its employees. Job security is not merely a guarantee of job continuity, but rather an integrated system that includes psychological and material stability, a sense of justice and appreciation, the provision of opportunities for growth and professional development, and the guarantee of rights and duties in a clear and balanced manner.

This policy aims to establish principles, rules, and procedures that ensure comprehensive job security for all university employees, and clearly and transparently define their rights and duties, in a way that contributes to raising their morale and motivating them to exert their utmost creative and productive energies to achieve the university's strategic goals. The policy also seeks to build an institutional culture based on mutual respect, justice, transparency, and accountability, and to enhance the sense of belonging and pride in working at this prestigious academic institution.

This policy is consistent with Iraqi Labor Law, the University Service Law, the instructions of the Ministry of Higher Education and Scientific Research, and international best practices in human resources management, and reflects the university's commitment to its social responsibility towards its staff and society.

Vision and Mission

Vision:

To achieve a pioneering, stable, and motivating work environment in which Al-Ayen Iraqi University is the optimal and preferred choice for academic and administrative competencies and talents, and ensures for all its staff a secure professional future and a clear and motivating career path that allows them to achieve their ambitions and continuously develop their capabilities.

Mission:

Full commitment to providing a fair, transparent, stable, and secure work environment for all university staff, through the implementation of clear and announced policies and procedures that guarantee their professional, financial, and moral rights, support their professional and academic development, and enhance their sense of belonging, job satisfaction, and pride in the institution, which positively reflects on the quality of individual and institutional performance and overall productivity.

Strategic Objectives

This job security policy seeks to achieve a set of comprehensive strategic objectives, which are:

Enhancing Job Stability

Building solid trust among employees in their job stability and future security through the implementation of fair, transparent, and objective employment and termination policies based on clear criteria, and avoiding arbitrary or capricious decisions.

Ensuring Rights and Duties

Clarifying and defining the rights and duties of employees and the university in a precise and detailed manner that does not accept ambiguity or interpretation, and ensuring their fair and equal application to all without discrimination or favoritism.

Achieving Job Satisfaction

Creating a positive, motivating, and supportive work environment that raises the level of job satisfaction among staff, makes them feel appreciated and respected, and provides them with the necessary tools and resources to perform their tasks efficiently.

Strategic Objectives (Continued)

Continuous Professional Development:

Providing diverse and continuous opportunities for professional and academic training and development to enhance employees' skills, knowledge, and capabilities, and opening wide horizons for career and academic growth and promotion.

Justice and Transparency:

Ensuring strict application of the principles of justice, transparency, and objectivity in all decisions and procedures related to employees, including appointment, promotion, performance evaluation, rewards, and penalties.

Retaining Competencies:

Establishing effective and well-studied mechanisms and strategies to retain distinguished competencies, talents, and rare expertise, and reduce the employee turnover rate to the lowest possible level.

Enhancing Institutional Belonging:

Building a strong institutional culture that enhances employees' sense of belonging and loyalty to the university, and makes them ambassadors for it in society.

Legal Compliance:

Ensuring full compliance with all applicable laws, regulations, and instructions related to work, employment, and university service.

Governance and Organizational Structure



A clear and defined organizational structure is the foundation for the successful implementation of the job security policy. Therefore, the following bodies and committees have been formed:

1. Central Staff Affairs Committee

It is the supreme regulatory and advisory authority responsible for reviewing, proposing, and developing policies and strategies related to job security, human resources, and professional development. The committee is chaired by the Assistant to the University President for Administrative Affairs.

2. Human Resources Department

It is the central executive body responsible for implementing and managing all policies and procedures related to human resources, and is administratively linked to the Assistant to the University President for Administrative Affairs.

3. Direct Supervisors (Deans and Department Heads)

Direct supervisors bear direct responsibility for implementing job security policies within their administrative units.

4. Specialized Support Committees

Specialized committees are formed to support the implementation of the policy in the following areas: recruitment and selection, performance evaluation, promotions, training and development, occupational health and safety, grievances, discipline, rewards and incentives.

Sub-Policies – Employment and Promotions

Employment and Selection Policy

This policy aims to ensure that all recruitment processes are based on the criteria of competence, merit, and entitlement, and provide equal opportunities for all without discrimination on the basis of gender, race, religion, political affiliation, or any other non-professional consideration.

Basic Principles:

- **Transparency:** Public and clear announcement of all vacant positions, with specification of required qualifications and conditions.
- **Equality:** Granting all applicants equal opportunities without discrimination or favoritism.
- **Objectivity:** Adopting objective and measurable criteria in the selection process.
- **Competence:** Selecting the most competent and deserving among applicants.

Promotions and Career Development Policy

This policy defines clear career paths and transparent criteria for promotion, and encourages employees to develop their skills to advance in their professional path.

Basic Principles:

- Promotion is a right for the deserving employee according to specified criteria
- Promotion is based on competence, performance, and seniority
- Vacant positions are announced internally before external announcement
- Internal promotion is preferred when the required competence is available

Performance Evaluation and Professional Development

Performance Evaluation Policy

This policy establishes a comprehensive and fair periodic system for evaluating the performance of all employees objectively, and linking evaluation results to promotions, rewards, and professional development.

Evaluation Criteria:

- Professional Competence: Level of knowledge, skills, and experience
 - Productivity: Quantity of work completed on time
 - Cooperation: Ability to work within a team and cooperate with colleagues
 - Self-Development: Striving to develop skills and knowledge
 - Work Quality: Accuracy and mastery of completed work
 - Commitment: Discipline and adherence to work schedules and instructions
 - Initiative and Creativity: Presenting new ideas and innovative solutions
 - Client Service: Quality of interaction with students, colleagues, and clients
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Training and Professional Development Policy

The university is committed to providing continuous and diverse training opportunities for employees to develop their capabilities and keep pace with developments in their fields of work.

Salaries and Health & Safety

Salaries, Wages, and Rewards Policy

This policy ensures the existence of a fair, competitive, and sustainable salary structure, and a reward system that rewards outstanding performance and motivates creativity and productivity.

Basic Principles:

- Internal Equity: Salaries commensurate with responsibilities, qualifications, and experience
- External Competitiveness: Competitive salaries compared to the market and similar institutions
- Transparency: Clarity in the criteria for determining salaries and rewards
- Financial Sustainability: Ensuring the university's ability to meet its financial obligations

Occupational Health and Safety Policy

The university is committed to providing a safe and healthy work environment for all its staff, and implementing all necessary procedures to protect employees from occupational hazards and accidents.

Basic Principles:

- Prevention is better than cure
- Employee safety is a top priority
- Compliance with all occupational health and safety standards
- Continuous improvement of the work environment

Grievances and Disciplinary Procedures

Grievance and Complaint Handling Policy

This policy provides a clear, fair, and confidential mechanism for employees to submit their grievances and complaints, and ensures their objective and timely handling.

Confidentiality:

- All grievances and complaints are treated with complete confidentiality
- Grievance information may not be disclosed except to those concerned with handling it
- Protection of the complainant from any retaliation or negative treatment

Disciplinary Procedures Policy

This policy defines job violations and the disciplinary procedures taken against them in a gradual and fair manner, and ensures the employee's right to defend himself.

Principle of Gradation:

- Application of the principle of gradation in penalties (from lightest to most severe)
- Consideration of the employee's record and circumstances
- The penalty must be proportionate to the severity of the violation

Motivation and Monitoring Mechanisms

Motivation and Recognition Mechanisms:

To ensure active and continuous participation from all university staff and motivate them to give their best, diverse and integrated motivational mechanisms have been put in place:

Direct Financial Incentives:

- Outstanding performance bonuses
- Special achievement incentives
- Overtime allowance

Moral Incentives:

- Academic and administrative recognition
- Certificates of appreciation and honor
- Media highlighting
- Professional development opportunities
- Work flexibility

Monitoring and Evaluation:

Continuous evaluation and monitoring is the foundation for ensuring the successful implementation of the job security policy and achieving its objectives through monitoring key performance indicators (KPIs), periodic opinion surveys, and periodic reports.

Continuous Improvement

The university believes that continuous improvement is the essence of institutional success, and therefore commits to the following:

Periodic Review of the Policy:

- Review Periodicity: A comprehensive review of this policy is conducted at least every three years, or when fundamental changes occur in laws, regulations, or working conditions.

Keeping Pace with Developments:

- Monitoring legislation
- Modern technology
- Monitoring best practices

Culture of Continuous Improvement:

- Encouraging innovation
- Flexibility and adaptation
- Continuous training
- Impact measurement

Policy Implementation: This policy applies from () and all colleges are committed to it without exception. (The policy provisions are in effect provided they do not conflict with the instructions, regulations, and laws in force of the Ministry of Higher Education and Scientific Research)