



Policy Owner:	Vice President Finance and Administration			<div><div>جامعة حمد بن خليفة HAMAD BIN KHALIFA UNIVERSITY</div><div></div><div>عضو في مؤسسة قطر Member of Qatar Foundation</div></div>
Responsible Unit:	Employee Relations			
Policy Name:	Corrective and Disciplinary Actions Policy			
Policy ID Code:	HR-ER.03.008	Rev. 00	Page 1 of 9	

## Corrective and Disciplinary Actions Policy

Ver.	Approval Date	Effective Date	Type of Change	Approved by
00	04/11/2025	09/11/2025	Initial Release	President

Policy Owner:	Vice President Finance and Administration			
Responsible Unit:	Employee Relations			
Policy Name:	Corrective and Disciplinary Actions Policy			
Policy ID Code:	HR-ER.03.008	Rev. 00	Page 2 of 9	

## 1 Purpose

This policy establishes a framework for corrective and disciplinary actions to prevent and help resolve performance issues or Misconduct including non-compliance with applicable laws, regulations, HBKU policies and procedures, the university code of conduct and other university codes. The purpose of this policy is to maintain high standards of ethics, conduct, and accountability. HBKU is committed to promptly addressing and resolving issues in a fair and consistent manner to promote a respectful and productive work environment aligned with HBKU mission and values.


## 2 Scope

This policy applies to all HBKU employees and contracted staff including faculty, researchers, administrators, freelancers, staff, and other members of HBKU Community as defined below.

## 3 Terms, Abbreviations, and Definitions

The following terms and abbreviations used in this policy shall have the meanings defined below:

Term/Abbreviation	Definition
Corrective Action	A developmental or performance improvement measure used to address minor violations or deficiencies, with the intent of guiding improvement.
Disciplinary Action	A formal response to serious or repeated Misconduct or performance issues, which may include sanctions up to and including Dismissal and Summary Dismissal.
Dismissal	The termination of employment or contractual agreement with an employee that does not require immediate termination of employment or contractual agreement.
Employee(s)	Any person engaged to perform work for HBKU under HBKU's direction and supervision.
HBKU or University	Hamad Bin Khalifa University
HBKU Community	HBKU Community refers to HBKU employees and contracted staff. HBKU Community includes faculty, scientists, researchers, administrators, visiting faculty, consultants, postdocs, staff, and freelancers.
HR	Human Resources
Misconduct	A conduct, behavior, action, or performance directly related to work whether on duty or off duty and whether on university campuses or off university premises, that interferes with or adversely affect the efficient operation of the University, damages the reputation or interests of the University, or violates applicable laws, regulations, university policies, procedures, code of conduct, or other university codes.
President	HBKU President
Progressive Discipline	The process of increasingly severe Corrective or Disciplinary Actions to address Misconduct or performance related issues. Progressive Discipline is not guaranteed and is not a right.
Summary Dismissal	The immediate termination of employment or contractual agreement with an Employee when the nature of the Misconduct is so severe that immediate dismissal and immediate termination of employment or contractual agreement without a notice period is necessary. HBKU may only dismiss the employee without notice period in the circumstances set out in this policy.
Suspension	An interruption of active employment or contractual agreement with or without pay required of a member of HBKU Community resulting from performance issues or Misconduct. Suspension without pay is a Disciplinary Action while Suspension with pay is not a Disciplinary Action.


Policy Owner:	Vice President Finance and Administration			
Responsible Unit:	Employee Relations			
Policy Name:	Corrective and Disciplinary Actions Policy			
Policy ID Code:	HR-ER.03.008	Rev. 00	Page 3 of 9	

Verbal Warning	An oral statement of disapproval to an Employee by a supervisor, a manager further up the hierarchy in the Line of Management about performance issues or Misconduct.
VPFA	Vice President Finance and Administration
Written Warning	A written statement of disapproval to an Employee by a supervisor or a manager further up the hierarchy in the Line of Management about performance issues or Misconduct.

## 4 Policy

### 4.1 General Principles

- 4.1.1 All Employee of HBKU must respect the cultural, religious, and social customs of Qatar, abide by the applicable laws and regulations of the State of Qatar, and comply with the University policies, procedures, code of conduct, and other applicable university codes.
- 4.1.2 Misconduct by any Employee, directly related to work, whether it occurs during or outside working hours may lead to Corrective or Disciplinary Actions in accordance with the provisions outlined in this policy.
- 4.1.3 Misconduct that is illegal may be reported to law enforcement in addition to resulting in Disciplinary Action including Summary Dismissal.
- 4.1.4 Corrective and Disciplinary Actions must be fair and appropriate and in accordance with the applicable law.
- 4.1.5 To ensure fairness, each Corrective or Disciplinary Action must include the following:
  - Clear and objective summary of the facts and evidence that support/corroborate the alleged Misconduct or performance issue.
  - An explanation outlining the reasons for the Corrective or Disciplinary Action.
  - An opportunity for the concerned Employee to give their point of view and to be heard in a fair and respectful manner.
  - A clear statement of the expected conduct or performance standards.
  - Accurate and complete documentation and record of the disciplinary process maintained in accordance with the university policies and procedures.
- 4.1.6 Corrective and Disciplinary Actions must be documented and kept on record for a specific period depending on the action and in accordance with HBKU records policy.
- 4.1.7 Factors to be considered in deciding on a Corrective or Disciplinary Action include repeated Misconduct, performance history, the impact on HBKU and members of HBKU Community, past practice and actions in comparable situations, and other relevant factors.
- 4.1.8 In case an Employee commits the same Misconduct after more than six months from the date of the previous occurrence of a Misconduct for which the member received a Verbal Warning or a first Written Warning, it will not be considered a repetition of the Misconduct but regarded as if it were committed for the first time.
- 4.1.9 No more than one Corrective or Disciplinary action shall be imposed on any Employee per violation.
- 4.1.10 Although HBKU will generally use Progressive Discipline, HBKU reserves the right to decide on any Corrective or Disciplinary Action depending on the facts and circumstances of each situation and the nature of the Misconduct involved. Nothing in this policy guarantees a right to Progressive Discipline.
- 4.1.11 Misconduct that is illegal is not required to proceed through the steps of Progressive Discipline and may result in Summary Dismissal.
- 4.1.12 Similarly, fighting, substance abuse, and intoxication while on the job, and other acts of

Policy Owner:	Vice President Finance and Administration			<div><div>جامعة حمد بن خليفة HAMAD BIN KHALIFA UNIVERSITY</div><div></div><div>عضو في المؤسسة قطر Member of Qatar Foundation</div></div>
Responsible Unit:	Employee Relations			
Policy Name:	Corrective and Disciplinary Actions Policy			
Policy ID Code:	HR-ER.03.008	Rev. 00	Page 4 of 9	

violence at work are not required to proceed through the steps of Progressive Discipline and may be grounds for Summary Dismissal.

## 4.2 Types of Corrective and Disciplinary Actions

4.2.1 Corrective and Disciplinary Actions include but are not limited to the following:

- A Verbal Warning.
- A first Written Warning.
- A final Written Warning.
- Suspension with or without pay.
- Dismissal (Termination with a notice period)
- Summary Dismissal (Termination without notice period)

4.2.2 Corrective and Disciplinary Actions may include other measures such as a Performance Improvement Plan (PIP), requirement to seek counseling, or job transfer. This would depend on the violations committed by the Employee.

### 4.2.3 Verbal Warning:

4.2.3.1 Verbal Warning is a Corrective Action that may be used by a supervisor or a manager further up the hierarchy in the Line of Management to bring attention to a performance issue or a Misconduct with minor gravity.

4.2.3.2 Verbal Warning is not a Disciplinary Action and thus may not be grieved or subject to appeal.

### 4.2.4 First Written Warning:

4.2.4.1 A first Written Warning is a Disciplinary Action that may be used by a supervisor or a manager further up the hierarchy in the Line of Management for repeated performance issues, a Misconduct of some gravity, or when a Verbal Warning was already received within the past six months for a repeated minor Misconduct or performance issue.

4.2.4.2 A first Written Warning involves formal documentation of performance issues or Misconduct and may subsequently lead to more severe Disciplinary Actions.

### 4.2.5 Final Written Warning:

4.2.5.1 A final Written Warning is a Disciplinary Action that may be used by a supervisor or a manager further up the hierarchy in the Line of Management for repeated Misconduct or performance issues, a Misconduct of a serious nature, or in cases where no improvement is shown despite receiving a first Written Warning.

4.2.5.2 A final Written Warning involves formal documentation of performance issues or Misconduct and may subsequently lead to more severe Disciplinary Actions.


### 4.2.6 Suspension with Pay

4.2.6.1 Suspension with pay is not a Disciplinary Action and may be used when there is an allegation of serious Misconduct awaiting investigation, or when there is a risk, in the judgment of the supervisor, a manager further up the hierarchy in the Line of Management, or the HR Directorate, that an Employee may:

- Endanger the welfare and health of any member of HBKU Community,
- Impede normal HBKU operations.
- Damage the reputation of the University.

4.2.6.2 Suspension with pay for allegation of serious Misconduct awaiting investigation is governed by the HBKU Administrative Leave Pending an Investigation of Allegation Policy.

4.2.6.3 The length of the suspension with pay should be considered in light of any prior Disciplinary Action and based on an individualized assessment and risk analysis.

Policy Owner:	Vice President Finance and Administration			<div><div>جامعة حمد بن خليفة HAMAD BIN KHALIFA UNIVERSITY</div><div></div><div>عضو في مؤسسة قطر Member of Qatar Foundation</div></div>
Responsible Unit:	Employee Relations			
Policy Name:	Corrective and Disciplinary Actions Policy			
Policy ID Code:	HR-ER.03.008	Rev. 00	Page 5 of 9	

#### 4.2.7 Suspension Without Pay


- 4.2.7.1 Suspension without pay is a Disciplinary Action that may be used for performance issues, serious Misconduct, or when there are mitigating factors in circumstances that might otherwise be cause for dismissal.
- 4.2.7.2 Examples of situations where a suspension without pay may be appropriate include, but are not limited to, deliberate repeated refusal to follow the reasonable directives of a supervisor or repeated serious Misconduct despite receiving a final Written Warning.
- 4.2.7.3 The length of the suspension without pay should be considered in light of any prior Disciplinary Action and the seriousness and type of Misconduct. Suspensions without pay will not exceed five (5) days per violation.
- 4.2.7.4 Suspension without pay will also be used in case an Employee is held in protective custody on a criminal charge for more than six months. The Employee shall have half of his compensation suspended with immediate effect of being put to custody for more than six months. If the accusation is cancelled or if proven innocent, the suspension shall be considered void and the worker shall be entitled to receive the wage for the period of suspension.

#### 4.2.8 Dismissal (Termination with Notice Period):

- 4.2.8.1 Dismissal is a Disciplinary Action that may be used against an Employee when involved in a serious Misconduct, repeated Misconduct, or a flagrant offense of most serious form that may adversely affect the operations of HBKU or damage the reputation of the university.
- 4.2.8.2 Dismissal may also be used against an Employee without prior Disciplinary Action and for non-disciplinary reasons.

#### 4.2.9 Summary Dismissal (Termination without Notice Period):

- 4.2.9.1 Summary dismissal is a Disciplinary Action that may be used against a member of HBKU Community when the nature of the disciplinary infraction or Misconduct is so severe that immediate dismissal without a Notice Period is necessary.
- 4.2.9.2 Summary Dismissal may also be used against a member of the HBKU Community without prior Disciplinary Action and for non-disciplinary reasons.
- 4.2.9.3 A member of HBKU Community who is subject to Summary Dismissal, will not serve notice or receive payment in lieu of notice and may not be entitled to end of service benefits.
- 4.2.9.4 If a member of HBKU is to be subject to Summary Dismissal, it is essential that the following elements be considered:
  - The evidence supporting the Summary Dismissal should be firm, reliable and adequately documented.
  - The HBKU Community member must have a fair and reasonable opportunity to present his/her point of view unless this is clearly not possible, e.g. where an employee has absconded.
- 4.2.9.5 HBKU may impose Summary Dismissal in accordance with applicable laws including in the following circumstances:
  - If the Employee pretends to be someone else, claims another nationality or submits forged documents or certificates.
  - If the Employee commits an error resulting into a serious material loss to the HBKU, provided that HBKU notifies the Ministry of Labor of the incident within a period not exceeding the end of the next working day from the date of knowledge of the occurrence thereof.
  - If the Employee violates more than once the instructions related to the preservation of the safety of the workers and the establishment, despite being


Policy Owner:	Vice President Finance and Administration			<div><div>جامعة حمد بن خليفة HAMAD BIN KHALIFA UNIVERSITY</div><div></div><div>عضو في مؤسسة قطر Member of Qatar Foundation</div></div>
Responsible Unit:	Employee Relations			
Policy Name:	Corrective and Disciplinary Actions Policy			
Policy ID Code:	HR-ER.03.008	Rev. 00	Page 6 of 9	

warned in writing and provided that these instructions are written and announced in a clearly visible place.

- If the Employee violates more than once any of his fundamental obligations prescribed in the employment contract or under the Qatar Labor Law, despite addressing a written warning to him.
- If the Employee reveals the secrets of the establishment where he works.
- If the Employee was found drunk, during the working hours, or under the influence of a drug.
- If the Employee attacks any HBKU Manager or higher authority or any of the Employee's superiors during work or because of the latter.
- If the Employee repeats assault on his colleagues during work despite being warned in writing.
- If the Employee is absent from work without a valid reason for more than seven consecutive days or fifteen intermittent days during the year.
- If the Employee is convicted by a final judgment in a crime involving moral turpitude or dishonesty.

#### **4.3 Validity, Approval and Notification of Corrective and Disciplinary Actions**

- 4.3.1 Verbal Warning is valid for up to six (6) months and should be documented.
- 4.3.2 Written Warnings must be kept on record and approved by the Supervisor or by a manager further up the hierarchy in the Line of Management following consultation with and endorsement by the HR Directorate.
- 4.3.3 The first Written Warning is valid for up to six (6) months while the final Written Warning is valid for up to twelve (12) months.
- 4.3.4 Suspension with pay, other than in the case of alleged serious Misconduct pending an investigation, must be fully documented and will normally not exceed five (5) days. It must be kept in record, endorsed by the HR Director and approved by the appropriate senior administrator reporting directly to the President.
- 4.3.5 Suspensions without pay must be fully documented, kept on record, endorsed by the HR Director following review by legal counsel and approved by the appropriate senior administrator reporting directly to the President.
- 4.3.6 Dismissal must be fully documented, kept on record, reviewed by legal counsel, endorsed by the appropriate senior administrator reporting directly to the President, and approved by the VPFA who will decide on a specific notice period as per applicable laws and regulations and university policies.
- 4.3.7 Summary Dismissal must be fully documented, kept on record, reviewed by a legal Counsel, endorsed by the appropriate senior administrator reporting directly to the President, and approved by the President.
- 4.3.8 Members of HBKU Community subject to a Written Warning will receive from the direct supervisor or manager, a formal warning letter signed by the Supervisor or by a manager further up the hierarchy in the Line of Management.
- 4.3.9 Members of HBKU Community subject to a Suspension with or without pay will receive from the HR Directorate a formal notification of Suspension signed by the HR Director.
- 4.3.10 Members of HBKU Community subject to Dismissal will receive from the HR Directorate a formal letter of termination of employment or contractual agreement signed by the HR Director with a specific notice period.
- 4.3.11 Members of HBKU Community subject to Summary Dismissal will receive from the HR Directorate a formal letter of termination of employment or contractual agreement signed by the HR Director.
- 4.3.12 Disciplinary Actions administered to members of HBKU Community lapse with the

Policy Owner:	Vice President Finance and Administration			<div><div>جامعة حمد بن خليفة HAMAD BIN KHALIFA UNIVERSITY</div><div></div><div>عضو في المؤسسة قطر Member of Qatar Foundation</div></div>
Responsible Unit:	Employee Relations			
Policy Name:	Corrective and Disciplinary Actions Policy			
Policy ID Code:	HR-ER.03.008	Rev. 00	Page 7 of 9	


expiry of the action validity period.

- 4.3.13 All formal letters of Disciplinary Actions must be signed by the concerned member of the HBKU Community to acknowledge reception of the letter. The signature indicates that the concerned member received and reviewed the letter but not necessarily imply the member's agreement with the Disciplinary Action.
- 4.3.14 If a member of the HBKU Community refuses to sign a formal Disciplinary Action letter, it will be signed by two witnesses and delivered in person to the member concerned. When formal letters cannot be delivered in person, they will be communicated through proper formal channels such as official email.
- 4.3.15 It is the responsibility of the HR Directorate to keep accurate records of all Corrective and Disciplinary Action related documents.

#### 4.4 Progressive Discipline

- 4.4.1 Progressive Discipline provides a structured process of increasingly severe Corrective or Disciplinary Actions to address Misconduct or performance related issues.
- 4.4.2 The Progressive Discipline process includes several steps of increasingly severe Corrective or Disciplinary Actions ranging from Verbal Warning to Summary Dismissal that are generally used to address Misconduct or performance related issues.
- 4.4.3 HBKU reserves the right to repeat or skip steps depending on each situation and the nature of the Misconduct or performance issue. Factors that may be considered in such decisions include whether the issue was repeated, work performance history, and the impact on the university.
- 4.4.4 Whenever possible, Verbal and Written Warnings should precede more severe Disciplinary Actions.
- 4.4.5 For performance issues, sufficient time for improvement should be given before using more severe Disciplinary Actions.
- 4.4.6 **Step1: Verbal Warning**
  - 4.4.6.1 A Verbal Warning is typically the first step in the Progressive Discipline process.
  - 4.4.6.2 The supervisor should meet privately with the concerned member of the HBKU Community to clearly explain the issue, listen to the member's explanations, and provide guidance and support to help correct the issue and prevent its recurrence in the future.
  - 4.4.6.3 At the discretion of the supervisor, this step may be repeated and a second Verbal Warning may be given before using a first Written Warning.
- 4.4.7 **Step 2: First Written Warning**
  - 4.4.7.1 The first Written Warning is generally the second step in the Progressive Discipline process.
  - 4.4.7.2 A first Written Warning is used when a previous Verbal Warning has not resulted in the expected improvement, or when the Misconduct or performance issue is repeated or deemed more serious and warrants a more severe action.
  - 4.4.7.3 The supervisor, following consultation with and endorsement by the HR Directorate, should meet privately with the concerned member of the HBKU Community to clearly explain the issue, listen to the member's explanations, and provide guidance and support to help correct the issue and prevent its recurrence in the future.
  - 4.4.7.4 Prior to the end of the meeting, the supervisor shall ask the concerned member to sign the first Written Warning indicating that he/she has read and understood the warning.
  - 4.4.7.5 This step is typically not repeated and a final Written Warning should be given as the next step in the Progressive Discipline process.



Policy Owner:	Vice President Finance and Administration			<div><div>جامعة حمد بن خليفة HAMAD BIN KHALIFA UNIVERSITY</div><div></div><div>عضو في مؤسسة قطر Member of Qatar Foundation</div></div>
Responsible Unit:	Employee Relations			
Policy Name:	Corrective and Disciplinary Actions Policy			
Policy ID Code:	HR-ER.03.008	Rev. 00	Page 8 of 9	

#### 4.4.8 Step 3: Final Written Warning

- 4.4.8.1 The final Written Warning is generally the third step in the Progressive Discipline process.
- 4.4.8.2 A final Written Warning is used when a previous first Written Warning has not resulted in the expected improvement, or when the Misconduct or performance issue is repeated or deemed more serious and warrants a more severe action.
- 4.4.8.3 The supervisor, following consultation with and endorsement by the HR Directorate, should meet privately with the concerned member of the HBKU Community to clearly explain the issue, listen to the member's explanations, and provide guidance and support to help correct the issue and prevent its recurrence in the future.
- 4.4.8.4 During the meeting, the supervisor should highlight possible consequences of repeated Misconduct or continuous performance issues and the risk of more severe Disciplinary Actions in the future up to Summary Dismissal. Additional corrective measures such as the development of a Performance Improvement Plan or counseling requirements may be discussed during the meeting and specific improvement actions may be required by the supervisor to address the Misconduct or continuous performance issue.
- 4.4.8.5 Prior to the end of the meeting, the supervisor shall ask the concerned member to sign the Written Warning indicating that he/she has read and understood the warning.
- 4.4.8.6 This step is typically not repeated and a Suspension without pay should be given as the next step in the Progressive Discipline process.

#### 4.4.9 Step 4: Suspension without Pay

- 4.4.9.1 Suspension without pay is generally the fourth step in the Progressive Discipline process.
- 4.4.9.2 Suspension without pay is generally used when a previous final Written Warning and any additional improvement or corrective measures has not resulted in the expected improvement, or when a serious Misconduct or performance issue is repeated, or when a very serious Misconduct is determined.


#### 4.4.10 Step 5: Dismissal or Summary Dismissal

- 4.4.10.1 Dismissal or Summary Dismissal is generally the last step of the Progressive Discipline process.
- 4.4.10.2 Dismissal or Summary Dismissal are typically used when previous Disciplinary Actions has not resulted in the expected improvement or when a Misconduct or performance issue warrants dismissal.

### 4.5 Appeal

- 4.5.1 Members of HBKU Community who are subject to a Disciplinary Action have the right to appeal the decision if the process under which the action was taken does not provide an opportunity to appeal the disciplinary decision. This applies even if the underlying process allows for the appeal of an investigative outcome, but not the action based on that outcome. Any such appeal must be filed within a maximum period of five (5) working days from the date of formal notification of the disciplinary action.
- 4.5.2 Appeals should be filed using the Disciplinary Action Appeal Form.
- 4.5.3 A member of HBKU Community, who is subject to a Written Warning may appeal the Disciplinary Action in writing to the HR Director. The HR Director shall decide about the appeal as they deem appropriate. The Decision of the HR Director shall be decided within seven days which shall be final and may not be grieved.



Policy Owner:	Vice President Finance and Administration			<div><div>جامعة حمد بن خليفة HAMAD BIN KHALIFA UNIVERSITY</div><div></div><div>عضو في مؤسسة قطر Member of Qatar Foundation</div></div>
Responsible Unit:	Employee Relations			
Policy Name:	Corrective and Disciplinary Actions Policy			
Policy ID Code:	HR-ER.03.008	Rev. 00	Page 9 of 9	

- 4.5.4 A member of HBKU Community, who is subject to a Disciplinary Action other than Verbal or Written Warning, Suspension, Dismissal, or Summary Dismissal, may appeal the Disciplinary Action in writing to the appropriate senior administrator reporting directly to the President. The senior administrator shall decide about the appeal in the way they deem appropriate following consultation and endorsement by the VPFA. The Decision of the senior administrator shall be decided within seven days which shall be final and may not be grieved.
- 4.5.5 A member of HBKU Community, who is subject to a Suspension without pay, Dismissal, or Summary Dismissal, may appeal the Disciplinary Action in writing to the President. The President shall decide about the appeal in the way they deem appropriate. The Decision of the President shall be decided with seven days which shall be final and may not be grieved.

## 5 Associated Procedures, Guidelines, and Supporting Documents

Disciplinary Action Appeal Procedure

Disciplinary Action Appeal Form

## 6 References and Related Policies

Anti-Harassment Policy

Anti Retaliation Policy

Anti-Discrimination and Equal Employment Opportunity Policy

Academic Honesty and Code of Honor Policy

Code of Conduct

Professional Ethics Policy

Complaint and Grievance Policy

Termination of Employment Policy

## 7 Source, Responsible Office, Authority

The Human Resources Directorate is responsible for the administration, implementation, and enforcement of this policy.