


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:	Human Resources Directorate			
Policy Name:	Secondment, Transfer and Promotion Policy			
Policy ID Code:	HR-ER.03.011	Rev. 00	Page 1 of 7	

Secondment, Transfer, and Promotion 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:	Human Resources Directorate			
Policy Name:	Secondment, Transfer and Promotion Policy			
Policy ID Code:	HR-ER.03.011	Rev. 00	Page 2 of 7	

1. Purpose

Hamad Bin Khalifa University (HBKU) is dedicated to fostering the career development of its employees by providing opportunities for secondments, loaning, job transfers, and promotions. These initiatives are designed to help employees achieve their career goals, enhance their skills and experiences, and contribute to HBKU's success. HBKU ensures that employees are placed in roles where they can best utilize their abilities and skills, leading to personal satisfaction, optimized performance, and increased collaboration. This policy outlines the rules and guidelines for secondments, loaning, job transfers, and promotions, ensuring a fair and consistent approach to employee development and succession planning.


2. Scope

This policy applies to all Employees at HBKU except for the promotion of faculty, scientists, and research engineers which are governed by other HBKU policies.

3. Terms, Abbreviations, and Definitions

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

Term/Abbreviation	Definition
Employee	Any person engaged to perform work for HBKU under HBKU's direction and supervision.
Home Institution	The institution or organization where the secondee is employed prior to and during his secondment.
Host Institution	External institution or organization where secondment is to be held.
Job Accommodation	An adjustment to a job or work environment that makes it possible for an individual to perform their essential job duties and enjoy equal employment opportunities.
Loaned Employee	A form of secondment consisting of a temporary move of an HBKU Employee externally to a different Host Institution where the Hosting Institution will be responsible for paying the Salary, Benefits and Allowances of the Loaned Employee. Loaned Employees will have the opportunity to return to their position on completion of their assignment unless otherwise agreed.
Promotion	Promotion is defined as the movement of an employee from one position to another position at a higher grade or following reclassification of the position to a higher grade level.
Reclassification	Reclassification is defined as the assignment of a position to a new grade level. Reclassification may result in placement of a position into a lower grade or a higher grade. A position will not be reviewed for reclassification more than once in a 12-month period and a position with an incumbent employee cannot be reclassified prior to the employee's successful completion of 12 months in the position.
Secondment	A temporary move of an HBKU Employee either to another unit in the University ("internal secondment") or externally to a different Host Institution ("external secondment") where the Host Institution is anyone other than HBKU. Seconded employees will have the opportunity to return to their position on completion of the secondment unless otherwise discussed. For non-Qataris, external secondment shall be subject to the approval of the Ministry of Labor not exceeding a period of six months, renewable for another similar period.
Third Party Loaned Employee	A form of Third Party Secondment consisting of a temporary move or 'loan' of a third-party employee to HBKU to bring with them extensive professional

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:	Human Resources Directorate			
Policy Name:	Secondment, Transfer and Promotion Policy			
Policy ID Code:	HR-ER.03.011	Rev. 00	Page 3 of 7	

	knowledge and expertise and help transfer this knowledge to HBKU employees where the salary, Benefits and allowances of the Third-Party Loaned Employee are to be paid by HBKU.
Third-Party Secondment	A temporary move of a third-party employee to HBKU to bring with them extensive professional knowledge and expertise and help transfer this knowledge to HBKU employees.
Transfer	Transfer is defined as the movement of an Employee from one position to another position at the same grade ("lateral transfer") or to a maximum of one grade lower.


4. Policy

4.1. General Principles

- 4.1.1. HBKU provides equal employment opportunities without regard to race, color, religion, national origin, ethnicity, sex, age, physical or mental disability, citizenship or any other characteristic protected under applicable Qatari law and regulations and HBKU policies. Transfer, promotion, secondment, and loaning decisions shall be free from discrimination.
- 4.1.2. A basic manpower objective of HBKU is to achieve optimum utilization of its workforce by developing and expanding employee individual skills and experience and assuring the best possible match of university jobs to individual skills.
- 4.1.3. Transfer, promotion, secondment, and loaning of employees are important means to foster the career development of HBKU employees and to ensure that employees are placed in positions in which they can apply their abilities and skills to the benefit of HBKU and to their own satisfaction and where they are best qualified for the job and most productive.
- 4.1.4. Employees must spend at least one year in a position before being considered for secondment, loaning, promotion, or transfer. Exceptions may be made following the approval of the Vice President Finance and Administration or as a Job Accommodation in accordance with the Disabilities and Religious Job Accommodation Policy.
- 4.1.5. Employees are encouraged to spend at least one year in a position before seeking secondment, loaning, promotion, or a transfer. Career moves need to be carefully planned, and employees should work towards creating a solid and stable work history as frequent movement may negatively impact overall career success.
- 4.1.6. Whenever possible, job vacancies occurring in HBKU will be filled from within HBKU by internal secondment, transfer, or promotion, provided the prospective candidate meets the minimum requirements for the vacant position.
- 4.1.7. Job vacancies may also be filled, if necessary, by Seconded Employees or Loaned Employees from external parties including government, and other national and international organizations. Such positions would normally include senior professional positions of a highly advisory nature.
- 4.1.8. HBKU may also second or loan suitably qualified employees to fill selected positions in a governmental organization, establishment, or commission within or outside Qatar. Such positions would normally include but are not necessarily restricted to senior management and professional positions.

4.2. Promotion of Employees

- 4.2.1. HBKU provides opportunities for employees to be considered for promotions within the university.
- 4.2.2. Faculty and research Scientist promotions are governed by HBKU Faculty and Researcher promotion policies and procedures.

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:	Human Resources Directorate			
Policy Name:	Secondment, Transfer and Promotion Policy			
Policy ID Code:	HR-ER.03.011	Rev. 00	Page 4 of 7	


- 4.2.3. Only employees with a satisfactory employment history with at least one rating above the Meet Expectations rating and no rating below the Meet Expectations rating as indicated by their annual appraisal results in the last three years of employment with HBKU are eligible for promotion. In exceptional circumstances, this requirement may be waived with the endorsement of the VP Finance and Administration and the approval of the President.
- 4.2.4. A candidate for promotion must have been employed by HBKU for at least one year and have completed a minimum of one year since their last promotion decision before being eligible for promotion. In exceptional circumstances, this one-year requirement may be waived with the endorsement of the VP Finance and Administration and the approval of the President.
- 4.2.5. Promotions will be considered for employees who demonstrate merit and meet the minimum qualifications and experience prescribed for the new position for which they would be promoted or following a reclassification of the employee position to a higher grade level.

4.3. Transfer of Employees

- 4.3.1. Employees can upgrade their skills and experience at HBKU by exploring and obtaining transfers to vacant positions within HBKU.
- 4.3.2. Consistent with individual employment agreements and based on work requirements, HBKU may require an employee to work on an assigned position for which he/she is qualified.
- 4.3.3. Employees cannot be transferred from Senior to Non-Senior Staff positions except in exceptional situations following consent of the Employee, and approval by the Vice President Finance and Administration or as a Job Accommodation in accordance with the Disabilities and Religious Job Accommodation Policy.
- 4.3.4. Employees may transfer from one position to another position at the same grade ("lateral transfer") or to a maximum of one grade lower subject to the Employee's consent. Exceptions may be made following approval by the Vice President Finance and Administration or as a Job Accommodation in accordance with the Disabilities and Religious Job Accommodation Policy.
- 4.3.5. Transfer to a position at a higher grade level is considered a promotion.
- 4.3.6. To be considered for transfer, employees must meet the minimum qualifications and experience requirements for the position to which they are transferring or when it may be expected that the employee will acquire the necessary skills within a three-month period with adequate training.
- 4.3.7. Transfer requests may be initiated either by the concerned Employee or the head of his/her entity/unit and must be supported by relevant information and forwarded to the Human Resources Directorate.
- 4.3.8. An employee seeking transfer to another position should initially discuss his/her interest with his/her current supervisor/manager.
- 4.3.9. Transfer of an Employee, other than a faculty or researcher, to another entity/unit within HBKU is to be approved by the head of the concerned entities/units and endorsed by the Human Resources Directorate.
- 4.3.10. Transfer of faculty or researchers shall be endorsed by the Human Resources Directorate and the relevant College Dean or Research Institute Executive Director as applicable and approved by the Provost or the Vice President for Research as applicable.


4.4. Secondment and Loaning of HBKU Employees

- 4.4.1. The university supports the Secondment and Loaning of its Employees as a mean to

Policy Owner:	Vice President Finance and Administration			
Responsible Unit:	Human Resources Directorate			
Policy Name:	Secondment, Transfer and Promotion Policy			
Policy ID Code:	HR-ER.03.011	Rev. 00	Page 5 of 7	

enhance staff development and build knowledge and relationships.

- 4.4.2. A Secondment consists of a temporary move of an Employee either to another entity/unit in the university ("Internal Secondment") or externally to a Host Institution other than HBKU ("External Secondment").
- 4.4.3. Internal Secondment is governed by the same rules as the transfer of employees except that secondment to a position at a higher grade may or may not be considered a promotion as determined by the Human Resources Directorate.
- 4.4.4. The Loaning of an HBKU employee consists of a temporary "Loan" of an HBKU employee to a Host Institution other than HBKU which will be responsible for paying the Salary, Benefits and Allowances of the Loaned Employee. HBKU employees loaned to Host Institutions other than HBKU will not receive any allowances, benefits, or payment by HBKU. All salary, allowances, and benefits will be paid by the Host Institution.
- 4.4.5. A Secondment or Loaning agreement as appropriate shall be signed by HBKU and the Host Institution, subject to the approval of the Ministry of Labor for external secondment. The agreement must be reviewed by the Human Resource Directorate and the Partnership office, endorsed by the head of the releasing unit and entity and the relevant Vice President, Provost, or member of the Executive Management Team as applicable, and approved by the Vice President Finance and Administration.
- 4.4.6. Pension deduction/ contribution for Employees loaned by HBKU to other external Host Institutions will be based on the last basic salary and social allowance amount paid to the Employee by HBKU before the effective date of the Loaning assignment. The deduction/contribution will be made by the Host Institution.
- 4.4.7. Loaned Employees will have the opportunity to return to their position on completion of the loaning assignment unless otherwise agreed.
- 4.4.8. A Secondment or loan of an Employee is for a specific period-of-time normally limited to a maximum of six months, subject to the approval of the Ministry of Labor and a renewal for a similar period thereof, at the conclusion of which the Employee should return to his/her position.
- 4.4.9. The Host Institution is required to report on the performance of HBKU Employees seconded to it using the HBKU performance appraisal report. The Human Resources Directorate is to ensure completion and submission of such reports by Host Institutions. An Employee who served for less than 12 months in a position will not normally be released for Secondment or Loaning unless approved by the Vice President Finance and Administration.
- 4.4.10. An Employee who has completed a Secondment or Loaning will generally not be eligible for another Secondment or Loaning for a 12-month period.
- 4.4.11. Secondment and Loaning of an Employee is not automatic and may not be possible in all circumstances.
- 4.4.12. A secondment or loaning assignment may be ended by either party at any time before the expiry date of the agreed period by giving two months written notice to the other party.
- 4.4.13. The HBKU releasing entity/unit is responsible for making sure the seconded or loaned Employee has a position to return to at the conclusion of their assignment that is at least at the same grade as the position occupied by the Employee before the Secondment or loaning.
- 4.4.14. The head of the concerned HBKU entity/unit shall meet with the seconded or loaned Employee within two months prior to the end of their assignment to make necessary arrangements for their return.
- 4.4.15. **External Secondment:** Secondment of HBKU Employees to External Institutions

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:	Human Resources Directorate			
Policy Name:	Secondment, Transfer and Promotion Policy			
Policy ID Code:	HR-ER.03.011	Rev. 00	Page 6 of 7	

4.4.15.1. HBKU will continue to pay the HBKU secondees' salary, benefits, and allowances in accordance with HBKU's relevant policies and the secondment agreement. However, HBKU will not pay any additional bonus, monetary supplements, or top-up to HBKU Employees seconded to other organizations.

4.4.15.2. An Employee seconded to other external Host Institutions shall be eligible for any supplemental salary, allowances, or benefits to be provided by the Host Institution which are related to the position he or she is to hold, the location to which he or she is assigned, or to special work circumstances. Eligibility for such provisions shall become effective from the date of secondment and shall have no impact on the Employee End of Service Benefits.

4.4.16. **Secondment and Loaning of Third-Party Employees to HBKU**

4.4.16.1. Approved vacancies in HBKU especially those of a highly advisory nature, may, if necessary, be filled by third-party seconded employees or third-party loaned employees who are expected to bring extensive professional knowledge and expertise and help transfer this knowledge to HBKU Employees.

4.4.16.2. All third-party employees seconded or loaned to HBKU and joining HBKU will be assigned in approved positions at the HBKU hosting unit. No secondment or loaning of third-party employees will be accepted without an approved and budgeted position.

4.4.16.3. The minimum secondment or loaning engagement period for third-party employees will be for a period of six (6) months, subject to the approval of the Ministry of Labor by the third-party entity and a renewal for a similar period thereof.

4.4.16.4. The secondment or loaning to HBKU of third-party employees must be approved by the Vice President Finance and Administration and must be for positions at Grade 15 or above only. In exceptional cases, the secondment or loaning of third-party employees in positions at grade below 15 may be approved on case-by-case basis by the Vice President Finance and Administration.

4.4.16.5. Third-party secondees or third-party loaned employees shall sign special agreements prior to joining HBKU to formalize their assignment with HBKU and shall comply with HBKU policies and procedures.


4.4.16.6. For Third-Party Loaned Employees, HBKU will be responsible for providing the third-party loaned employee's salary, allowances, and benefits according to HBKU's compensation guidelines, policies and procedures as applicable to HBKU regular employees under the Permanent Employment Category.

4.4.16.7. Loaned employees to HBKU from third parties will not receive benefits from both HBKU and the Home Institution at the same time.

4.4.16.8. HBKU will cease to provide all non-cash benefits for Loaned Employees at the end of the Employee's service e.g. Education Assistance. HBKU may not claim any amount already paid in lieu of benefits that cover periods beyond the last working day.

4.4.16.9. For third-party secondees, the Home Institution will be responsible for the provision and administration of the salary, allowances and benefits provided to the third-party secondee.

4.4.16.10. During their secondment, third-party secondees may receive additional compensation or salary supplements to the minimum salary of the relevant job grade in accordance with HBKU Compensation Policy and the assigned job grade. They may also receive, as determined by HBKU, benefits and allowances in alignment with HBKU Allowances and Benefits Policy and the assigned job grade provided that they do not receive similar benefits and allowances from both HBKU

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:	Human Resources Directorate			
Policy Name:	Secondment, Transfer and Promotion Policy			
Policy ID Code:	HR-ER.03.011	Rev. 00	Page 7 of 7	

and the Home Institution at the same time. These provisions require endorsement by the Vice President Finance and Administration and approval by the President and must be explicitly stated in the secondment agreement.

- 4.4.16.11. Pension deduction/contribution for third-party secondees and third-party loaned employees, when applicable, will be based on the last basic salary and social allowance amount paid to the third-party employee by the Home Institution before joining HBKU. The deduction/contribution will be made by HBKU.
- 4.4.16.12. Third-party secondees on a secondment engagement of six months who do not benefit from medical insurance from their Home Institution, will be entitled to medical insurance for the seconded employee only.
- 4.4.16.13. Third-party secondees and third party loaned employees may travel on business trips to represent HBKU if the nature of the job requires such employees to travel on business. All travel arrangements including the class of travel and per diem allowance shall be according to HBKU's policies. Such travel should be approved by Vice President Finance and Administration.
- 4.4.16.14. Third party secondees and third party loaned seconded employees are eligible for training, both local and international, subject to approval by the Human Resources Directorate.
- 4.4.16.15. Third-party secondees and third-party loaned employees are entitled to leaves as per the HBKU policies and their performance shall be assessed on an ongoing basis. They shall fully participate in the annual performance appraisal of HBKU, as appraisees and/or appraisers.
- 4.4.16.16. The purpose of the performance evaluation of third-party secondees and Third Party Loaned Employees will be to take appropriate remedial action in case of poor performance. In case of poor performance, HBKU may end the secondment or loaning agreement in accordance with the provisions of the agreement.
- 4.4.16.17. In case of transfer to a permanent role, the third-party seconded or third-party loaned employee will follow the HBKU recruitment process and the compensation and entitlements will change to and vary according to HBKU compensation and benefits structure and policies.

5. Associated Procedures, Guidelines, and Supporting Documents

Secondment and Loaning Agreements

6. References and Related Policies

Employment Policy
 Anti-Discrimination and Equal Employment Opportunity Policy
 Disability and Religious Job Accommodation Policy
 Faculty Appointments Policy
 Employment Categories Policy
 Compensation Policy

7. Source, Responsible Office, Authority

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