



**AUM ORGANISATIONAL REGULATIONS
(POLICIES AND PROCEDURES)**











*Developed: August 2022 University Council
Published: September 2022*

















AUM Organisational Regulations

The *AUM Organisational Regulations* is a collection of policies and procedures.

Review history

Version no	date	Revision description	Developed by	Reviewed by	Approved by
V 01	August 2018	 Travel Authorization and Expense Policy.pdf  Personnel File and Employee Privacy Poli  Employment Terms and Conditions Policy  Employee Non-discrimination P  Employee Family Tuition Waiver Policy.  Dress and Appearance Policy.pdf  Position Design Policy.pdf  Leave Policy.pdf  Workplace Non-Fraternization Pc  Minimum Qualifications for Fact	HR	Provost, CEO, Department Heads	Academic and University Councils

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<p>V 02</p>	<p>August 2019</p>	<p> AUM - Harassment Bullying and Discrimi</p> <p> Faculty-Staff-Academ ic Policies-FINAL .pdf</p> <p> Faculty Policies and Procedures_FINAL .pd</p> <p> Faculty Employee Handbook FINAL .pdf</p> <p> AUM Confidentiality Policy.pdf</p> <p> AUM Card Policy_FINAL Feb 202</p>	<p>HR</p>	<p>Provost, CEO, Department Heads</p>	<p>Academic and University Councils</p>
<p>V 03</p>	<p>August 2020</p>	<p> Travel Authorization and Expense Policy FII</p> <p> HR Rectuitment and selection policy and p</p> <p> Faculty Search and Recruitment Process I</p> <p> Faculty Policies_071120_FINA</p> <p> Faculty Employee Handbook June 2020.</p> <p> AUM Confidentiality Policy.pdf</p> <p> AUM Card Policy_FINAL Feb 202</p> <p> AUM - Harassment Bullying and Discrimi</p>	<p>HR</p>	<p>Provost, CEO, Department Heads</p>	<p>Academic and University Councils</p>

AUM Organisational Regulations

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PART I. INTRODUCTION

1. PRINCIPLES OF ORGANISATIONAL POLICY

1.1 Principle of high standards for all employees and responding to the University expectations

The basic foundation of university policies address areas, such as *code of conduct and ethics, anti-harassment and diversity* which helps to create a friendly and trustful environment to fulfill employees' responsibilities at high level.

The principle of organizational policy is aimed at accomplishing duties and responsibilities of employees in terms of behavior, actions, and processes they take in all their roles and activities; to respond effectively in accordance with the vision, mission and values the University establishes. Employees must follow University policies and guiding principles in their day-to-day routines of their jobs and explicit the University expectations at every level with high quality.

1.2 The principles of organizational consistency

Clarity in the University policies and guidelines leads to everyone operating according to the established goals to a successful collaborative outcome. University procedures to its policies

provide step-by-step instructions, clear processes for specific tasks and creates consistent experiences, and quality, both internally and externally regarding interactions with partners, experts, regulatory bodies, and professional institutions.

1.3 The principle of developing employees’ performance and quality culture

Clear policies allow the University leadership to introduce and develop best practices throughout the university. Policies help build trust among employees, help to develop accountability mindset to empower both individuals and teams to be more collaborative and productive, allow them to effectively contribute to the organization’s overarching goals. Thus, fostering workplace accountability and quality culture, through the guidance of clear policies, will help to get high-performance of employees.

1.4 The principles of Organizational Consistency

A university policy is a statement that applies broadly across the university, governing the AUM community of students, faculty, staff, partners and contractors. University policies are intended to be concise and understandable, contain a minimum amount of detail, and generally, do not require frequent change. A university policy accomplishes one or more of the following:

- Promotes the university’s mission, values, and relationships with key stakeholders;
- Contains governing principles or rules that create administrative structures, describe desired outcomes, delegate authority, assign responsibility, mandate or constrain action, and provide minimal procedures for implementation;
- Promotes compliance with laws, regulations, or other externally imposed requirements;
- Mitigates institutional risk or promotes operational efficiency.

All individuals or entities entering university real property, using university resources, or participating in university programs are subject to university standards. All university standards include an appeals process.

PART. UNIVERSITY ORGANIZATION AND GOVERNANCE

1.0 UNIVERSITY BY-LAWS

1.1 GOVERNANCE DOCUMENTS

1.2 UNIVERSITY COMMITTEES

1.3 FACULTY ORGANIZATION AND GOVERNANCE

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1.6 DEVELOPMENT OF POLICIES AND PROCEDURES

Policy: **Development and Amendment of Policies and Procedures**

Category: Organizational Regulations

Procedure Title	Development and Amendment of Policies and Procedures
Procedure ID	2017.1-v1-QA_Pr
Effective Date	March 10, 2017
Responsible Office	Quality Assurance Office
Responsible Executive(s)	University Council

Procedure for the Development and Amendment of Policies and Procedures

- 1.1 The policy and/or procedure initiator (faculty, staff or student) may identify the need for a new or revised policy and/or procedure proposal. S/he communicates the proposal with the head of the Quality Assurance Office (QAO) using the Policy and/or Procedure Proposal Form attached in Appendix A. The policy and/or procedure should support AUM's mission.
- 1.2 The QAO reviews the proposal to monitor compliance and facilitate remedies for noncompliance with current institutional policies, national and international standards.
- 1.3 The QAO directs the proposal along with any suggestions regarding compliance issues to the appropriate approval channel. This is the:
 - President for quality assurance and marketing related policies/procedures,
 - Provost for academic-related policies/procedures,
 - Vice President of Administrative Affairs (VPAA) for administrative-related policies/procedures, and
 - Dean of Student Affairs for student-related policies/procedures.
- 1.4 The President, Provost, VPAA or Dean of Student Affairs presents the proposal to the appropriate university bodies for review and recommendations.
- 1.5 Upon receipt of these recommendations, the President, Provost, VPAA or Dean of Student Affairs presents the proposed policy and/or procedure to the Cabinet.
- 1.6 Upon the Cabinet's recommendation, the policy and/or procedure is forwarded to the President for tentative approval.
- 1.7 The President's signature indicates formal adoption of the University policy and/or procedure.
- 1.8 The Board of Trustees reviews, revises, and approves policies and AUM's *Policies and Procedures Manual*, and/or changes to the manual, once a year.

Dissemination of Policy and/or Procedure

1. Once a new or revised procedure is signed by the President, the QAO distributes it to the concerned units.
2. Once a new or revised policy is approved by the Board of Trustees, the QAO distributes it to the concerned units.
3. The QAO updates the AUM *Policies and Procedures Manual* by inserting new policies and/or procedures and/or replacing obsolete policies and/or procedures.

Policy Maintenance and Periodic Review:

The QAO is the keeper of AUM's *Policies and Procedures Manual* and maintains an archive of all University policies and procedures, as well as all previous *Policies and Procedures Manuals*.

Each university policy will be reviewed by the originating unit and revised as necessary every three years.

PART III. GENERAL ADMINISTRATIVE POLICIES

3.0 MISSION AND DESCRIPTION OF THE UNIVERSITY

Policy: Vision, Mission and Values

Category: Organizational Regulations

Procedure Title	Vision, Mission and Values
Procedure ID	2021_QA_vers_2
Effective Date	September 2021
Responsible Office	Quality Assurance Office
Responsible Executive(s)	University Council

VISION

The American University of Malta secures a bright future for all by producing a new generation of leaders that have an ethical, entrepreneurial, and innovative spirit.

MISSION AND VALUES

MISSION:

The American University of Malta is a comprehensive university based on an American model and curriculum dedicated to nurturing those who are inquisitive of mind, ambitious of heart and robust of spirit.

VALUES:

Quality
Excellence
Integrity
Relevance

Quality applies to all activities in terms of defining, assuring, and enhancing the functions of the university from strategic planning to curriculum development, teaching and research, involving faculty, staff and students.

Excellence, as the main success measure of the University, means the academic achievement of all students; consistent student enrolment and retention of students allowing them to have the necessary time to positively impact academic achievement, personal success, and to continue to build a positive University climate and culture; the successful operation of a balanced budget; up-to-date policies and procedures that integrate all administrative requirements, current faculty and support staff and students; innovation in research, and teaching-and-learning.

Integrity for AUM is a core value enforcing ethical practices in all areas of teaching, research, and administration, avoiding plagiarism and cheating, among other misconduct behaviours. Academic integrity is a commitment to such fundamental values as: honesty, openness and critical awareness, respect, and responsibility.

Relevance for AUM means personal relevance that is directly applicable to each student's aspirations, interests, or cultural experiences, as well as relevance of learning connecting to life and real-world issues, problems, and contexts in research and professional careers.

AUM website: <https://aum.edu.mt/about-aum/>

2.1 NON-DISCRIMINATION POLICY

Policy: Employee Non-discrimination

AUM Policy Category: Faculty and Professional Staff

Policy Title	Employee Non-discrimination Policy
Policy ID	2017.8-v1-FPS_Po
Effective Date	September 5, 2017
Responsible Office	Human Resources
Responsible Executive(s)	Vice President for Administrative Affairs

Rationale:

To provide guidelines regarding equal opportunity and non-discrimination at the University in compliance with Maltese law.

Scope:

This policy affects employees of AUM.

Policy:

AUM prohibits discrimination in terms consistent with Maltese law and American practice. AUM is committed to providing faculty and staff with an environment in which they may pursue their careers free from discrimination. Employees who believe that they have been denied opportunities because of discrimination may file a grievance.

[2.2 LEGAL AFFAIRS](#)

[2.3 CONFLICTS OF INTEREST](#)

[2.4 SMOKING](#)

[2.5 WORKPLACE USE OF ALCOHOL AND CONTROLLED SUBSTANCES](#)

[2.6 HARASSMENT](#)

Policy: **Anti-Harassment, Anti-Bullying Policy**

Category: Faculty and Professional Staff

Policy Title	Anti-Harassment, Anti-Bullying Policy
Policy ID	2017.8-v1-FPS_Po
Effective Date	September 5, 2017
Responsible Office	Human Resources
Responsible Executive(s)	Vice-President for Administration & Development

Anti-Harassment, Anti-Bullying Policy

AUM is an equal opportunity organization and as such it will not tolerate any form of harassment, bullying or discrimination. AUM is committed to ensuring that all of its community members are aware of the importance of maintaining a workplace that is safe, free from discrimination and personal assault.

1. Scope

The scope of this Policy is to define what is perceived as Harassment, Bullying and Discrimination and to stipulate the procedures that shall be adopted in cases of allegations of the aforementioned at the American University of Malta (AUM).

2. Guiding Principles

2.1 As part of its commitment to providing a proper workplace environment free from behaviours such as harassment, bullying and discrimination, AUM firmly believes in the importance of articulation, education and prevention. AUM therefore places a high priority on its articulation of the pledge to eradicate harassment, bullying and discrimination as well as educating the AUM community on what it believes constitutes inappropriate behaviour and preventing such conduct. Through this Harassment, Bullying and Anti-Discrimination Policy the AUM wants to ensure that all members of staff and students are treated with respect and dignity.

2.2 AUM prohibits discrimination in terms consistent with Maltese law. AUM is committed to providing faculty and staff with an environment in which they may pursue their careers free from discrimination. Employees who believe that they have been denied opportunities because of discrimination may file a grievance following AUM's procedures for such instances.

2.3 The Employment and Industrial Relations Act (Chapter 452 of the Laws of Malta) emphasizes that harassment is an intolerable violation of the dignity of every person.

2.4 AUM adheres to these precepts and condemns all forms of harassment and is committed to uphold the well-being and dignity of members of faculty, staff and students alike irrespective of gender, marital or civil status, family responsibilities, race (including colour, nationality, and ethnicity), disability, sexual orientation, age, religion or belief, political opinion, or membership or non-membership of a trade union.

2.5 AUM recognizes that victims of harassment may experience emotional stress, physical stress, and/or a negative change in performance and that AUM itself may also be adversely affected in terms of morale amongst members of staff and students alike, higher rate of absenteeism, increased job turnover and low performance. Therefore, AUM takes report of inappropriate behavior seriously and is committed to investigate each instance in a fair and thorough manner.

3. Objectives

The policy is aimed at:

3.1 Securing the dignity and personal development of all members of staff and students within the AUM regarding aspects of harassment, bullying and discrimination.

3.2 Informing and educating members of staff and students on the type of behaviour that is acceptable or unacceptable within AUM.

3.3 Building a proactive environment that prevents the occurrence of harassment, bullying and discrimination within the AUM.

3.4 Providing redress to victims of harassment, bullying and discrimination within AUM. No members of staff or students need fear that he/she will be victimised for bringing forward a complaint of harassment. All claims will be treated very seriously, and all the necessary action will be taken to deal with the claim. Furthermore, AUM does not tolerate retaliation in any form for reporting a complaint.

4. Definition of Terms

Harassment and **Bullying** are generally defined as conduct, gestures or comments which are insulting, intimidating, humiliating, hurtful, malicious, degrading or otherwise offensive to an individual or group of individuals, and which create a hostile or intimidating environment for work, or which negatively affect performance or work conditions. Individuals must recognise that

what is acceptable to one person may not be acceptable to another. Harassment is not behaviour that is based on mutual attraction, friendship or respect.

4.1 Harassment can be based on any grounds such as race, religion, colour, creed, ethnic origin, physical attributes, gender or sexual orientation. It includes one-off incidents or a series of incidents. It may be carried out in person or online. Harassment may be deliberate, unsolicited and coercive. It may occur among anyone: between peers (eg student to student, parent to official, lecturer to lecturer) or between someone in a position of power or authority and an adult in a subordinate position (e.g. lecturer to student, manager to coordinator).

The following may be considered as a broad classification system in this regard:

(a) Physical conduct: Any unwelcome physical contact.

(b) Verbal conduct: Unwelcome remarks about a person's age, sexual orientation, dress, appearance, gender, race, marital status, disability, religion, membership of a trade union or social group, family responsibilities and upbringing, including insensitive jokes and offensive remarks as well as slander, personal insults, persistent criticism, threats and abuse of power. (c) Non-verbal forms of harassment: Isolation, obscene gestures, setting impossible deadlines, non-cooperation and exclusion, offensive photography and racist propaganda, stereotyping to a specific national group.

The above lists are not exhaustive and should not be considered as such.

4.2 Sexual Harassment is a discriminatory assertion of power that has no place within the AUM. Sexual harassment is essentially defined as 'unwelcome sexual conduct' and is unlawful under *The Equality for Men and Women Act, 2003* (Chapter 456 of the Laws of Malta) and under *The Employment and Industrial Relations Act, 2002* (Chapter 452 of the Laws of Malta). It is unethical and unprofessional and a threat to the integrity of the individual and the institution. Such harassment may exist in one or a series of incidents.

The definition of sexual harassment contained in article 9(1) of the Equality for Men and Women Act, Chapter 456 of the Laws of Malta shall be adopted and therefore without prejudice to the provisions of article 29 of the Employment and Industrial Relations Act, it shall be unlawful for any person to sexually harass other persons, that is to say:

- to subject other persons to an act of physical intimacy; or
- to request sexual favours from other persons; or
- to subject other persons to any act or conduct with sexual connotations, including spoken words, gestures or the production, display or circulation of any written words, pictures or other material, where the act, words or conduct is unwelcoming to the persons to whom they are directed and could reasonably be regarded as offensive, humiliating or intimidating to the persons to whom they are directed; or
- the persons so subjected or requested are treated less favourably by reason of such persons' rejection of or submission to such subjection or request, it could reasonably be anticipated that such persons would be so treated.

4.3. Thus, sexual harassment may involve:

- unwelcome physical contact such as touching, hugging or kissing;
- leering;
- suggestive comments or jokes;
- unwanted invitations to go out on dates or requests for sexual interaction;
- intrusive questions about a person's private life or body;
- unnecessary familiarity;
- insults or taunts based on your sex or sexual orientation;

- sexually explicit emails or SMS messages;
- unwanted contacts / intrusion;
- messages / offensive postings on social networks, texts, e-mails etc.;
- sexual images displayed electronically, in print etc;
- sexually explicit pictures, screen savers or posters; and
- behaviour which would also be an offence under the criminal law, such as physical sexual assault, indecent exposure, and obscene or pornographic communications.

The above list is not an exhaustive list and should not be considered as such.

When a case of sexual harassment is proven, it could constitute both a civil and a criminal offence. These include but are not limited to physical molestation or sexual assault, indecent exposure and obscene communications (telephone calls, letters etc). Moreover, one should be aware that not all of us view behaviour the same way. As one moves away from the extreme examples of harassment, what one person views as acceptable behaviour another person might define as unacceptable.

4.4 Bullying, though interchangeable with harassment, is more of an emotive event with more emphasis on intimidation. Bullying involves a person expressing their power through the humiliation of another person or persons. Bullying occurs between people of any age. It includes inappropriate behaviours that are typically cruel, demeaning and hostile toward the bullying targets. The actual issue of bullying is typically not addressed by the law, except when the behaviour does become a criminal issue – e.g. extortion, physical assault etc. Bullying can be broken down into four types:

- Physical (hit or kick victims; take/damage personal property);
- Verbal (name calling; insults; constant teasing);
- Relational (try to cut off victims from social connection by convincing peers to exclude or reject a certain person);
- Cyber bullying

The following is a non-exhaustive list of tactics used by bullies to control their targets:

- Unwarranted yelling and screaming directed at the target
- Continually criticizing the target's abilities
- Blaming the target of the bullying for mistakes
- Making unreasonable demands related to performance
- Repeated insults or put downs of the target
- Repeated threats to remove or restrict opportunities or privileges
- Denying or discounting the targets accomplishment
- Threats of and actual physical violence

5. Legal Implications

5.1 Members of staff and students of AUM are hereby being informed that sexual harassment is a crime punishable with a fine (*multa*) or imprisonment from one to three months, or to both such fine and imprisonment as stated in Article 251A (4) of the Criminal Code, Chapter 9 of the Laws of Malta.

5.2 The presence of this Policy does not preclude the complainant from seeking legal redress through criminal proceedings or a civil action for damages.

6. Responses and Remedies

Both harassment and bullying cover a wide spectrum of behaviours, and the response to both must be equally broad in range, appropriate to the behaviour in question and capable of providing a constructive remedy. There must be no summary justice or hasty punishment resulting from a complaint of harassment or bullying. The process of investigation and settlement of any complaint

must be fair to all parties; allowing adequate opportunity for the presentation of a response to the allegations.

Minor incidents of harassment, discrimination or bullying should be corrected promptly and informally, taking a constructive approach and with the goal of bringing about a change in negative attitudes and behaviour.

More serious incidents should be dealt with according to the relevant guidelines including legal recourse. Complaints should be handled in a timely, sensitive, responsible and confidential manner. There should be no tolerance of reprisals taken against any party to a complaint. The names of parties and the circumstances of the complaint should be kept confidential except where disclosure is necessary for the purposes of investigation or taking disciplinary measures. Any disclosure of information will strictly abide by GDPR requirements.

Grievances Procedures

These procedures are intended to make explicit to both members of staff and students how cases of harassment are to be tackled. These procedures reflect current standards of good practice and follow the basic precepts of justice, namely:

- (a) The alleged harasser should be informed of the nature of the accusation against him/her.
- (b) The alleged harasser will be given the opportunity to state his/her case prior to the undertaking of any disciplinary action.
- (c) Those presiding over both investigative and disciplinary hearings will act in good faith prior to reaching any decisions.

6.2 The President or his/ her delegate shall appoint a Case Advisor who shall assist all parties involved in allegations of harassment and bullying, in determining the basis, if any, for a complaint of harassment; in formulating the complaint and/or response; and by explaining the options available through the University's Harassment and Bullying Policy. The Case Advisor will be a senior AUM official who has been trained on dealing with cases of Harassment.

6.3 The Case Advisor shall provide information, advice and assistance to staff members and students filing complaints of harassment. The Case Advisor shall also play a key role in investigating and resolving complaints, as detailed in the procedures below.

6.3.1 Two routes may be provided for parties involved in a harassment complaint: an informal and a formal route. Although the parties involved would be encouraged to resolve the complaint in an informal manner, it is ultimately the choice of the complainant which route to take.

6.3.2 HR will hold a database of all complaints and details of outcomes

6.4 Complaints

6.4.1 Any student or employee who wishes to make a complaint may address it either to their line manager or Provost or HR in the case of an administrative employee and to the Registrar, the Director of Student Affairs or the Provost in the case of a student.

In the first instance, a student or employee who believes that he or she has a complaint of harassment, discrimination or bullying shall be encouraged to make a direct request to the harasser that the offensive behaviour or actions cease. Where the complainant is too embarrassed or prefers not to approach the harasser to reach informal settlement, the former may ask a colleague or line manager to raise the issue with the person concerned.

6.4.2 Following the consultation with the Case Advisor and within five (5) working days or more as the Case Advisor and/or the complainant may deem necessary, the complainant shall advise the Case Advisor which one of the following options they intend to pursue:

- (a) to follow the informal procedures
- (b) to make a formal complaint
- (c) to take no further action.

6.7 Informal Procedures

6.7.1 All proceedings taking place under informal procedures shall be treated as confidential.

6.7.2 If a complainant wishes to proceed to use the informal procedures, the following must occur:

- (a) The complaint must be filed within six (6) months of the incident(s). This does not apply when the situation is ongoing;
- (b) The complainant must provide the Case Advisor with a written complaint giving details of the alleged harassment or bullying, as defined above, including dates, times, places, names of individuals involved in the incident(s), names of any witnesses and any other relevant information. This should normally be provided within five (5) working days after the initial consultation with the Case Advisor;
- (c) Within five (5) working days from the receipt of the written complaint, Case Advisor shall inform the alleged perpetrator of the allegation(s) and shall provide the alleged perpetrator with a copy of the written complaint;
- (d) Within twenty (20) working days of the action described in (c), the Case Advisor shall investigate the complaint and interview the complainant and the alleged perpetrator. The complainant and the alleged perpetrator may be accompanied during the interview by a person of trust. If resolution is achieved because of this informal process, a written copy of the resolution shall be signed by the complainant and the alleged perpetrator. A copy of the written complaint and the resolution shall be maintained by the Human Resources Department, as applicable, in a confidential file for a period of five (5) years from the date of the signing of the resolution and shall be destroyed thereafter.
- (e) If the informal procedure has not been successful, the Case Advisor shall inform the complainant and the alleged perpetrator in writing that she/he will be recommending to the President that formal procedures shall commence.

6.8 Formal Procedures

6.8.1 The complainant or the alleged perpetrator may proceed to the formal procedures if:

- (a) the alleged perpetrator or the complainant does not agree to participate in the informal process, within ten (10) working days of the rejection of the informal procedures; or
- (b) the informal process does not resolve the dispute within ten (10) working days of the completion of the informal process.

6.8.2 If a complainant wishes to proceed to use the formal procedures, the following must occur:

(a) The Case Advisor shall forward a copy of the written complaint compiled by the complainant to the President or his/her delegate;

(b) Should the Case Advisor deem the complaint to be justified, the President shall within five (5) working days appoint a Hearing Panel to hear and decide the case. The composition of the Hearing Panel may vary depending on whether the case involves a student or an administrative employee or a Faculty member; however the Panel will always comprise a minimum of 2 managers one of whom will be of a Senior Manager grade.

The Hearing Panel will hear the case and will decide whether the complaint was justified or otherwise. The Panel will also recommend to the President and HR in the case of employees and the President and the Student Committee in the case of a student, whether disciplinary action should be taken against the alleged perpetrator or potentially the complainant if it results that the complaint was not genuine.

8. Application

These procedures apply to harassment, bullying and discrimination cases experienced by the AUM staff as well as students. It furthermore applies to clients of the AUM, its sub-contractors and other third parties with whom they conduct dealings.

8.1 Advice and Assistance

Staff and students shall be informed of this Harassment, Bullying and Anti-Discrimination Policy through the distribution of this Policy document and through training thereof for students. The Advisor shall be the main point of reference to provide advice and assistance on this Policy. The Director of Student Affairs will also advise the students about the policy

2.7 CONSENTING RELATIONSHIPS

2.8 COMPUTERS AND COMMUNICATIONS SYSTEMS

Policy: **Employee Tuition Waiver and Family Tuition Discount Policy**

AUM Policy Category: IV Faculty and Professional Staff

Policy Title	Employee and Family Tuition Waiver Policy
Policy ID	2017.15-v1-FPS_Po
Effective Date	September 5, 2017
Responsible Office	Human Resources
Responsible Executive(s)	Vice President for Administrative Affairs

Rationale:

To provide tuition reimbursement or tuition waiver for courses of study at AUM to eligible AUM employees in support of their educational goals. Additionally, spouses and children of employees have an opportunity to pursue their education at the university with a tuition discount.

Scope:

This policy affects faculty members, administrative staff and their family, to include spouses and children twenty-three (23) years of age or younger.

Policy:

After one year of full-time employment, employees of AUM, to include faculty and administrative staff, are eligible for up to 70% tuition waiver for any graduate degree program offered by AUM, upon approval of the Board of Trustees.

By accepting the tuition waiver, the employee obligates themselves to work for AUM for two years after the degree is granted.

After one year of full-time employment, family of AUM employees, to include spouses and children twenty-three (23) years of age or younger, are eligible for up to 50% tuition discount for any undergraduate degree program offered by AUM, upon approval of the Board of Trustees.

The waiver is available only for tuition charges. Any other fees are the personal responsibility of the eligible employee and must be paid in accordance with university policy.

Employee and/or family member eligibility for the tuition waiver and/or discount expires when the employee is no longer employed by AUM, unless the President and Provost approve a continuation of the waiver.

PART IV: HUMAN RESOURCES POLICIES

3.1 TERMS OF EMPLOYMENT

Policy: Employment Terms and Conditions

AUM Policy Category: IV Faculty and Professional Staff

Policy Title	Employment Terms and Conditions Policies
Policy ID	2017.11-v1-FPS_Po
Effective Date	September 5, 2017
Responsible Office	Human Resources Office
Responsible Executive(s)	Vice President for Administrative Affairs

Rationale:

These policies outline the general terms, conditions and expectations of employment corresponding to the sections of the Employment Contract titled Contract Term, End of Contract and Contract Continuation, Dismissal, Employment Contract Date, Work Location, Hours of Work Policy, Confidentiality, Work Outside AUM, Relocation to Malta Air Fare, Probation and Confirmation of Employment Policy and Resident Visa.

Scope:

All AUM employees

Policy:

Contract Term

The length of a normal contract is three years.

End of Contract and Contract Continuation:

When the contract is completed, all employees are eligible for all terminal benefits as stated in

the employment contract. Faculty and staff are requested to notify the Vice President by 6 months before the end of their contracts whether they wish to continue their employment. The Vice President must notify the employee of the intention to renew the contract at least six months before the end of the current contract.

Dismissal:

The administration of AUM has the right to dismiss employees summarily if they are found guilty of any misconduct that may result in damage to the image or reputation of the university, failed to perform their duties efficiently, or their term of service falls within the 6-month probationary period.

Employment Contract Date:

The Terms and Conditions of Service form the basis for all employment contracts. The official date of employment is stated in the contract. This date is used for calculating benefits or deductions required to be paid or refunded, and is used to confirm the length of service, leave entitlement, annual salary adjustments, and any other benefits that may apply.

Each employee is responsible for ensuring that the date of employment is accurately recorded in all relevant documents. If any discrepancy exists, this should be reported to the Office of Human Resources.

Work Location

The location for all AUM employees is either the Zonqor or the Dock 1, campus situated in Malta, or any other location the university chooses.

It is the responsibility of the administration of AUM to ensure that each employee has a dedicated workstation conducive to engaging in the work required. It is the responsibility of each employee to respect his or her allocated workstation and those of other faculty and staff members.

Hours of Work

The normal working days at AUM are Monday through Friday, and the official business hours, 8.30 am to 5.00 pm. These hours are subject to change if deemed necessary to ensure the efficient operation of AUM. Faculty members' hours are governed by their teaching load and other official responsibilities.

Faculty members are to be available for carrying out their teaching schedule, advising, posted office hours, committee meetings, and other university assignments. When classes are not in session and faculty members are not on leave, they are expected to be available as required.

Staff members may take a half hour lunch break at a time appropriate to their work schedule.

Flex Time:

Staff members are eligible for a flex-time work arrangement, subject to the approval of the employee's immediate Supervisor. Such flex-time work arrangement shall be subject to daily core working areas as agreed with the Employer and subject to the condition that such work arrangement does not adversely affect other employees and university operations.

Confidentiality

AUM employees are expected to respect and guard all information related to their employment. This entails keeping operationally sensitive information regarding personnel and other documents of AUM confidential and ensuring that other confidential information is not divulged to any third party without the express permission of an authorized University official. All employees are obliged to adhere to the confidentiality clause while they are employed by AUM and after they leave AUM.

Work Outside AUM

Full-time AUM employees are not permitted to accept any employment outside of AUM without the permission of the Provost/President. Faculty members who wish to serve as consultants must first obtain written permission from the Provost to do so prior to accepting any assignment. Should employees wish to volunteer their services for any extensive or time-consuming work, they should obtain permission from the Provost/President prior to beginning the activity. See also Policy on Independent Consulting.

Relocation to Malta Air Fare:

Upon joining AUM, non-Maltese employees receive economy class airline tickets, if so indicated in the contract, for the employee, a spouse, and up to two children under the age of 18. Presidents and Provosts are entitled to business class air tickets for the employee, spouse and up to two children under the age of 18. Vice Presidents and Deans are entitled to business class air tickets for the employee only, if the trip time exceeds three (3) hours. The spouse and up to two children under the age of 18 of the Vice Presidents and Deans are entitled to economy class airline tickets.

Annual Airline Ticket

Non-Maltese employee shall receive economy class annual airline tickets, if so indicated in the contract, for the employee, a spouse, and up to two children under the age of 18. Presidents and Provosts are entitled to business class annual air tickets for the employee, spouse and up to two children under the age of 18. Vice Presidents and Deans are entitled to business class annual air tickets for the employee only, if the trip time exceeds three (3) hours. The spouse and up to two children under the age of 18 of the Vice Presidents and Deans are entitled to economy class annual airline tickets.

Probation and Confirmation of Employment Policy

All new faculty members and staff are subject to a probationary period of six months, as stated in the contract. The probationary period starts at contract commencement. If the suitability of the employee cannot be determined within the probationary period, it can be extended for a maximum of one academic semester subject to the approval of the Provost/President.

At the end of the probationary period, a report concerning the staff or faculty member's performance is prepared by his or her supervisor and submitted to the Vice President for Academic Affairs, in the case of faculty, or the Vice President of Administrative Affairs, in the case of staff (all of whom have a six-month probationary period). When approved by the President, the report is forwarded to the Office of Human Resources to confirm the employment or termination of the employee. If the administration does not notify the individual otherwise, continuation is considered to be automatic.

AUM has the right to cancel or terminate an employee’s contract during the probationary period. Nothing other than salary due for the actual days worked and repatriation benefits are provided in such instances. There will be no probationary period for renewed contracts, as the individual will be treated as a continuing employee once one contract has expired and a new one started.

Resident Visa

New employees must meet all residence visa requirements of the Republic of Malta. The Office of Human Resources will arrange this for faculty members and their immediate families, and for all administrative staff and their immediate families, under the sponsorship of the university, which will cover all related costs.

The following must be submitted with the application for a resident visa:

- passport copy
- academic degree copy

The length of the visa will be consistent with Maltese law. While the process is underway and the relevant passports are in the hands of the authorities, the employee and his or her family may not leave the country.

3.1.2 RECRUITMENT AND HIRING PROCEDURE

Procedure: **Recruitment and Hiring Procedure** – Staff and Administrators

AUM Procedure Category: Faculty and Professional Staff

Procedure Title	Recruitment and Hiring Procedure – Staff and Administrators
Procedure ID	2017.2-v1-FPS_Pr
Effective Date	August 29, 2017
Responsible Office	Human Resources Office
Responsible Executive(s)	Vice President for Administrative Affairs

Procedure:

Stage 1: Identify Vacancy

- Recruitment proposer determines if it is a newly created position or a replacement position
- S/he reviews the role and determines if duties/tasks/responsibilities must be added or removed
- If the position is new, a job description is created
- If the position is a replacement, the existing job description is amended as needed

Stage 2: Secure Approval for Recruitment

- The Unit Head submits a Resource Request Form (RRF) to the Division Head with the job description requesting approval to recruit for the position
- If approved, the decision is reviewed by the Cabinet and President
- If approved and reviewed, a committee is formed and the search is conducted; otherwise, if denied, no reason for the denial is necessary

Stage 3: Select a Committee and Conduct Search

- The recruitment proposer selects a search committee composed of 3-5 members, one of whom may be the new hire's supervisor
- Committee develops a recruitment plan: Identifies posting period, placement goals and advertising resources
- Committee forwards the recruitment plan to the HR Office
- HR Office, in cooperation with Public Relations, advertises the position on the AUM website and other selected venues, including in the advertisement a statement that any degrees from universities outside of the U.S., Canada or Europe must be accompanied by an equivalency report issued by World Education Services
- If the number of applicants for the position is determined to be inadequate by the search committee and HR Office, they may opt to contract with a professional recruiter to increase the size of the candidate pool
- HR Office collects cover letters, resumes/CVs and list of at least 3 references from all applicants, sends acknowledgments, and distributes materials to the committee
- Committee chooses 3-5 finalists from the pool of candidates, or at the discretion of the committee a preliminary round of selections can be made composing a larger group of semifinalists
- Committee prepares a list of interview questions; the minimum and preferred qualifications for the position must be addressed in a subset of the questions
- HR Office reviews the interview questions and returns them to the committee with any suggested changes
- Interviews are conducted by the committee, plus the HR Office may exercise the option of participating
- At least 3 references are checked by the search committee, plus the HR Office may exercise the option of reviewing checked references or conducting the reference checks itself
- For some staff positions, to include secretaries, administrative assistants and janitorial personnel, the recruitment proposer and supervisor may hire without forming a committee; the search may be limited to placing an advertisement on the AUM website and a local venue; reference checks are optional; a formal interview may be replaced with a skills test; and HR Office reviews the process to ensure consistency and fairness

Stage 4: Finalize Recruitment and Hiring Process

- Search committee ranks the candidates and recommends the candidate to hire
- For staff hires, the Division Head approves or rejects the recommendation to hire; for administrator hires, the President approves or rejects; for all staff and administrator hires, the HR Director and Quality Assurance Manager must attest that the procedure was followed correctly
- HR Director contacts the selected candidate with the details of the job offer, including the compensation and benefits package; if the position is Director or above, the supervisor makes the offer and, if accepted, refers the candidate to the HR Office for additional details
- If the selected candidate does not accept the offer, the search committee may recommend the second or third ranked candidates
- Upon acceptance of the offer, the HR Office informs all non-selected candidates that the search is complete and they have not been selected
- HR Office requests official transcripts and proof of the minimum required credentials, sent directly from the degree- or credential-granting institution to the HR Office
- Upon receipt of the transcripts and credentials, a formal offer and contract are prepared and sent to the candidate by the HR Office

3.1.4 RECRUITMENT AND SELECTION OF NEW EMPLOYEES—STAFF

3.1.5 RECRUITMENT AND SELECTION OF NEW EMPLOYEES—FACULTY

3.1.1 POSITION DESIGN POLICY FOR STAFF AND ADMINISTRATORS

Policy: **Position Design Policy**

AUM Policy Category: Faculty and Professional Staff

Policy Title	Position Design Policy
Policy ID	2017.12-v1-FPS_Po
Effective Date	September 5, 2017
Responsible Office	Human Resources Office
Responsible Executive(s)	Vice President for Administrative Affairs

Rationale:

A Position Design Policy is necessary in order to fulfill multiple Human Resources functions, most importantly recruitment/hiring and performance assessment/management. A Position Design Policy states how to create, maintain and amend position titles and position descriptions. Essential position functions, minimum qualifications and preferred qualifications constitute the basis for authoring recruitment advertisements, composing effective interview questions and creating acceptable criteria for performance evaluations.

Scope:

This policy applies to all AUM employees

Policy:

Position Title and Position Description

Each position at AUM has a position title and a relevant position description. The position description, available in the Office of Human Resources, provides an overview of the general duties and responsibilities of the position. Position descriptions are reviewed and updated annually to ensure their currency and the evolution of AUM.

Position descriptions form the basis of the development of an employee’s annual goals and objectives and performance-related reviews. They are referenced when decisions are made regarding probation, promotion, demotion, transfer, merit award, or salary-related issues. Employees should ensure the relevance of their position description to their actual duties and responsibilities and are responsible for reporting any discrepancies to their supervisor.

Faculty members are employed either full-time or part-time. Faculty members are responsible for fulfilling their teaching and advising assignments, assisting with curriculum and program development, engaging in scholarly inquiry, recruiting, participating in committee work, and assisting as requested to develop AUM. Additional specific requirements are stated in the contract. Staff members are normally full-time employees, and their duties are outlined in their position descriptions.

Position Title and Position Description Creation

Prior to developing the position title and position description, the following shall be identified: (1) General Information, (2) Position Purpose, (3) Essential Position Functions, (4) Minimum Requirements and (5) Preferred Qualifications.

General information shall include (1) Working Title, (2) Department Name, (3) Department Chair or Supervisor, (4) Supervisor Name, (5) Full-Time Equivalent numbers of employees supervised and (6) Special Requirements and Conditions: Specific requirements position candidates must possess or complete in order to be hired (e.g. background check, valid driver’s license, etc.).

Position purpose shall include (1) a description of the role and its relation to the department, organization and University, (2) the contract duration and probation period (i.e. 3-year contract, 6 months’ probation), (3) the number of openings when there is more than one position being recruited and (4) any pre-employment assessments (if applicable).

Essential position functions describe the duties and responsibilities of a position. Functions of the position which are critical for the position are arranged by importance and percentage of time spent. Complexity level and authority for the role shall be described to help attract the appropriate level of qualified candidates.

The minimum requirements or “basic qualifications” are those qualifications or criteria which were established in advance and advertised to potential applicants. They must be relevant and relate to the duties and responsibilities of the position.

Preferred qualifications are skills and experience preferred in addition to basic qualifications and can be used to narrow down the pool of applicants. These preferred skills, knowledge, abilities and competencies can describe a more proficient level at which the essential functions can be performed.

Position Title and Position Description Amendment

Position titles and position descriptions may be amended to reflect changes in essential functions, minimum requirements and/or preferred qualifications. Amendments shall be initiated by the employee, his or her supervisor or any employee at or above the Director level. A revised position title and/or description is drafted by the initiator. The final version is approved by the Director of Human Resources and the relevant unit VP. The amended job title/description with approvals is affixed to the employee’s employment contract and inserted into the employee’s personnel file.

[3.1.6 NEPOTISM](#)

[3.1.7 REGISTRATION OF NON-MALTESE](#)

[3.1.8 ORIENTATION OF EMPLOYEES](#)

[3.1.9 PROBATIONARY PERIOD](#)

[3.1.10 HOURS OF WORK](#)

[3.1.11 EMPLOYMENT ON SHORT TERM CONTRACTS](#)

[3.1.12 ABSENCE FROM WORK AND LEAVE POLICIES—STAFF](#)

[3.1.13 ABSENCE FROM WORK AND LEAVE POLICIES--FACULTY](#)

Policy: Leave Policy

AUM Policy Category: Faculty and Professional Staff

Policy Title	Leave Policy
Policy ID	2017.10-v1-FPS_Po
Effective Date	September 5, 2017

Responsible Office	Human Resources
Responsible Executive(s)	Vice President for Administrative Affairs

Rationale:

To state the types of employee leave and the conditions under which employees may avail themselves of leave opportunities.

Scope:

All AUM employees.

Policy:

Annual Leave:

Summer vacation and winter inter-session as per Academic Calendar will be considered as the annual leave for faculty. Faculty teaching summer courses will be compensated for their duties in addition to their monthly basic salary. Senior staff have thirty (30) working days’ annual leave and other staff have twenty-four (24) days unless stated otherwise in the contract.

Faculty members are entitled to full summer break and inter-session, unless otherwise specified in the Academic Calendar. Staff enjoy the right to take their annual leave anytime throughout the year providing it does not affect the university business.

Employees are expected to report back to work on the schedules approved by the Administration and stipulated in their contracts, excluding official holidays. Any extensions of leave must be approved by the employee’s supervisor, preferably at least a week in advance of the extended leave period. Extension of leave without supervisor approval will be treated as an unauthorized absence from duty and it shall be deducted from the salary.

Employees who do not report to work at the end of their approved leave, or without obtaining an extension of leave, shall be dealt with as per Maltese Labor Law unless the employee files a petition that is subject to the discretion of the President.

The Human Resources Office maintains a schedule of leave balance for each employee in order to control leaves taken by the employees.

Sick Leave:

Employees are entitled to 10 working days of sick leave according to Maltese law.

Employees who will not be able to report for work should call the Immediate Supervisor or the HR Office at the earliest possible time in the morning, and he/she is expected to give a valid reason.

Any illness must be supported by a medical certificate if over two (2) days. The medical certificate shall be presented to the employee’s immediate Supervisor or the Office of Human Resources, within two (2) days upon return to work.

The employee shall notify the Immediate Supervisor by phone or by any other means acceptable according to the regulations of AUM as soon as reasonably possible. In notifying the Immediate Supervisor of such absence, the Employee should indicate the reason for his/her absence and its

likely duration, and subsequently bring a medical certificate. If notifying by e-mail, the Human Resources Office shall be copied in all correspondence.

No payment shall be made during the sick leave if the illness was the immediate result of the employee's misconduct (e.g., alcohol consumption or drug abuse). Unused sick leave will not be paid by the University.

Maternity and Paternity Leave:

Maternity and paternity leaves are granted according to Maltese law. Maternity Leave consists of fourteen (14) weeks paid leave plus five (5) weeks unpaid leave. There is a six (6) month work obligation upon return from leave. Paternity leave is for a maximum of two (2) days.

A pregnant employee should inform the immediate Supervisor and the HR Director about her pregnancy as soon as she learns about it so that the necessary arrangements can be made. The immediate Supervisor, together with the appropriate Vice President, should plan for the substitution if the pregnant employee is a faculty member. A month before the expected date of delivery, the pregnant faculty member should start endorsing her duties to the substitute faculty who will handle the class while she is on maternity leave.

A female employee returning to work after maternity leave should normally expect to be able to resume the same job she was doing before taking maternity leave, although with the possibility of minor modifications for operational reasons.

Leave without Pay:

Unpaid leave is granted solely at the discretion of the President for valid reasons. During leave without pay, no basic salary or allowances will be paid.

Emergency Leave:

Emergency leave is that type of leave where it is not possible to obtain prior permission or to advise management, and in respect of which there is an extenuating justification. The relevant employee should verbally advise the immediate Supervisor/Human Resources Office within 48 hours of the emergency incident and provide an account of the relevant emergency. Emergency leave cannot exceed six (6) days in a year and must not be more than two (2) days at a time, for a reason acceptable to the management of the University.

The immediate Supervisor is responsible for notifying the Human Resources Office of all absences and returns from Emergency Leave. The immediate Supervisor concerned in consultation with the Human Resources Director has the right to accept or reject such reasons. If the reasons are rejected then the period of absence will be deducted from the salary and disciplinary action may be initiated.

Compassionate Leave:

Subject to approval by the immediate Supervisor concerned, compassionate leave of up to five (5) working days with full salary and allowances will be granted to an employee in the case of death of an immediate family member, restricted to spouse, child, maternal/paternal parents and siblings. Such a period may be extended without pay for a maximum period of another five (5) days, subject to the supervisor's approval. Compassionate family leave of up to four (4) working days is also permitted for the death of non-immediate family members, restricted to Uncle, Aunt, First Cousin, Nephew, Niece, Brother-in-Law, Sister-in Law, Father-in Law, Mother-in Law and Grand-Parents.

Flex Leave:

The employee is eligible for a flex leave arrangement, subject to the approval of the employee’s immediate Supervisor. If sufficient flex time accrues, a supervisor may choose to convert flex time into additional days of leave, so long as such flex leave does not adversely affect other employees and university operations. See also Hours of Work (Flex Time).

Types of Leave	Duration
Annual Leave	Senior Staff 30 days Staff 24 days Faculty Summers and Inter-session
Sick Leave	10 working days
Emergency Leave	6 days (no more than 2 days at a time)
Flex Leave	At the discretion of the supervisor
Death of an immediate family member (i.e. Father, Mother, Spouse, Son, Daughter, Brother, Sister)	5 Working days
Death for extended family members with (Uncle, Aunt, First Cousin, Nephew, Niece, Brother-Law, Sister-in Law, Father-in Law, Mother-in Law, Grand-Parents)	4 Working days
Leave without Pay	At the discretion of the supervisor
Marriage (employee is getting married)	3 Calendar days
Adoption Leave	5 Weeks
Paternity (birth certificate required)	2 Calendar days
Maternity Leave	14 Weeks Paid, 5 Weeks Unpaid

3.2 COMPENSATION

3.2.1 SALARY STRUCTURE FOR STAFF

3.2.2 SALARY STRUCTURE FOR FACULTY

3.2.3 SALARY PAYMENT SCHEDULE

3.2.4 ELIGIBILITY FOR OVERTIME

3.2.5 COMPENSATION FOR INTERNAL SUBSTITUTION

3.3 BENEFITS

3.3.1 ELIGIBILITY FOR BENEFITS

3.3.2 TUITION WAIVERS—EMPLOYEES

Policy: **Employee Tuition Waiver and Family Tuition Discount Policy**

AUM Policy Category: Faculty and Professional Staff

Policy Title	Employee and Family Tuition Waiver Policy
Policy ID	2017.15-v1-FPS_Po
Effective Date	September 5, 2017
Responsible Office	Human Resources
Responsible Executive(s)	Vice President for Administrative Affairs

Rationale:

To provide tuition reimbursement or tuition waiver for courses of study at AUM to eligible AUM employees in support of their educational goals. Additionally, spouses and children of employees have an opportunity to pursue their education at the university with a tuition discount.

Scope:

This policy affects faculty members, administrative staff and their family, to include spouses and children twenty-three (23) years of age or younger.

Policy:

After one year of full-time employment, employees of AUM, to include faculty and administrative staff, are eligible for up to 70% tuition waiver for any graduate degree program offered by AUM, upon approval of the Board of Trustees.

By accepting the tuition waiver, the employee obligates themselves to work for AUM for two years after the degree is granted.

After one year of full-time employment, family of AUM employees, to include spouses and children twenty-three (23) years of age or younger, are eligible for up to 50% tuition discount for any undergraduate degree program offered by AUM, upon approval of the Board of Trustees.

The waiver is available only for tuition charges. Any other fees are the personal responsibility of the eligible employee and must be paid in accordance with university policy.

Employee and/or family member eligibility for the tuition waiver and/or discount expires when the employee is no longer employed by AUM, unless the President and Provost approve a continuation of the waiver.

3.3.6 PROFESSIONAL DEVELOPMENT

Policy: Policy on Professional Development for Academic and Administrative Staff

AUM Policy Category: Staff

Policy Title	Policy on Professional Development for Academic and Administrative Staff
Policy ID	2022-v1-VPAD_Po
Effective Date	June 25, 2022
Responsible Office	Office of Vice President for Administration and Development
Responsible Executive(s)	Coordinator for Centre of Excellence

1. Preamble

The American University of Malta strongly believes that its human resource is surely its most valuable asset. AUM is conscious that its ability to meet its institutional objectives is dependent on the aggregate attributes and contributions of its staff, whether in terms of knowledge, skill or potential. In order to sustain a quality culture, and as part of an overall of a continuous improvement plan, AUM seeks to ensure that all its employees are part of a process of continuous

professional development that not only ensures their personal growth within the University, but also enables them to optimally harness their potential. Furthermore, AUM recognizes that for it to be effective, any development process needs to be embedded in an all-inclusive open communication culture which promotes high levels of engagement from employees.

Accordingly, and as part of AUM's quality assurance strategy, this policy for professional development is established. To implement this policy, AUM commits to allocate the needed resources, tangible or intangible, and will provide the processes, systems and physical infrastructure.

The elements of this policy are listed hereunder.

- a) AUM will encourage all its members, whether academic, administrative or operational, to commit to a process of professional development.
- b) AUM will support and facilitate its employees through their professional development endeavours.
- c) As AUM acknowledges the different needs and motivations of its workforce, it will seek to customize professional development to the individual's needs and aspirations while maintaining their alignment with those of the institution.

2. Scope

This policy applies to all staff employed at the American University of Malta, both academic and administrative.

3. The Center of Excellence

With reference to (1a), (1b), and (1c) above, AUM will instigate, equip and mobilise its "Center of Excellence" as a logical medium to facilitate the development of its staff. The Center will operate under the leadership of the Vice President for Administration and Development and will coordinate its activities with academic faculties, various administrative units including the Human Resource Department as well as external professional bodies and specialized training service providers.

Staff professional development is understood as the acquisition of knowledge, skills and behaviours that enable employees to perform better at their jobs and evolve in their career. This may take many forms including formal training, specialized courses, seminars, workshops, in addition to mentoring and coaching. As such, the Center of Excellence is conceived as that enabling unit that is responsible for the following:

- a) Organising and scheduling training courses delivered in-house AUM staff or by external experts.
- b) Hosting seminars and workshops on new topics and technologies of relevance to the evolution of AUM and to the professional development of its community.
- c) Providing mentoring and coaching opportunities to AUM staff to help them achieve their aspirations and progress in their careers.
- d) Disseminate information of relevance to professional development.
- e) Advise AUM staff on development opportunities.

4. Academic Staff Development

It is well appreciated that academics can be quite proactive in professional development. As such, they are expected to define and organise around 60% of their professional development in the form of conference attendance, training on specialized hardware or software technologies that will

advance their research or teaching, etc. In addition to this, AUM, through its Center of Excellence, will organize professional development activities that are pertinent to improving the operation of AUM. Examples could include new policy awareness, innovations in education, etc., and these may account up to 30% of the academic's professional development activity. Furthermore, it is expected that an academic attends professional development activities organized by external agents to further their knowhow in innovations in teaching and learning management, pertinent regulations and quality assurance.

5. Administrative Staff Development

Generally, administrative staff development is of a different nature to that of academics. It involves different elements and may include capacity building along the lines of operational software, communication skills, teamwork, etc. Additionally, training may also include components relating to AUM policies, operational procedures as well as its quality systems.

6. Closure

This policy paper reflects AUM's commitment to the development of its staff, both academic and administrative. AUM will commit the necessary resources for its implementation and will ensure that all AUM employees benefit from it. The Center of Excellence is central to the whole exercise as it is the main body that will implement, monitor and evaluate the success of the professional development endeavours.

3.3.7 DRESS AND APPEARANCE POLICY

Policy: **Dress and Appearance Policy**

AUM Policy Category: Faculty and Professional Staff

Policy Title	Dress and Appearance Policy
Policy ID	2017.6-v1-FPS_Po
Effective Date	September 5, 2017
Responsible Office	Human Resources
Responsible Executive(s)	Vice President for Administrative Affairs

Rationale:

This policy provides direction and expectations on proper dress and appearance for AUM employees.

Scope:

This policy affects faculty members and administrative staff.

Policy:

The AUM dress and appearance policy aims to create a high quality educational environment that implies respect for the work place. The employees of AUM represent the institution and are expected to create an image of professionalism and academic rigor. The expectations listed represent a philosophy of respecting working environments and public image.

- Staff working in an office environment are expected to dress in business-professional attire, recognizing that this differs among cultures.
 - Examples may include button-up collar shirts, blazers, blouses, vests, ties, slacks, dresses, skirts, and more formal shoes.

- Examples that are NOT business-professional are athletic shoes, short pants, clothing revealing significant amounts of skin, denim and sandals.
- Classroom environments should be business casual.
 - Examples may include button-up collar shirts, slacks, fitted clean chinos, polos, skirts, dresses, blouses, and sweaters.
 - Examples that are NOT business casual are athletic wear, ripped or worn denim, informal shorts, athletic sandals or shoes.
- Formal university events, such as commencements, banquets, board of trustees’ events, and award ceremonies are expected to be formal attire, business-professional attire, or regalia when appropriate.
- Outreach and recruitment events are typically business casual, but may vary depending on the type of event.
 - The AUM representative or coordinator will inform you of dress expectations.
 - Try to wear AUM related colors.
- Student activities events will typically be in casual dress; however, plan to dress for safety and in a manner that will make you effective in your role.
- Other forms of appearance—grooming, hair, fragrances, and body smells—should be presented in a way that connotes that AUM employees are prepared for a professional working environment.

3.3.8 RETIREMENT

3.4 STAFF CONDUCT

3.4.1 PERFORMANCE EVALUATION

3.4.2 INTEGRITY

3.4.3 PROGRESSIVE DISCIPLINE

3.4.4 TERMINATION AND LAYOFF

3.4.5 WORK SAFETY REGULATIONS

3.4.6 PERSONAL USE OF UNIVERSITY EQUIPMENT AND FACILITIES

Policy: **AUM Card Policy**

AUM Policy Category: Faculty and Professional Staff

Policy Title	AUM Card Policy
Policy ID	2017.6-v1-FPS_Po
Effective Date	September 5, 2017
Responsible Office	Human Resources
Responsible Executive(s)	Vice President for Administrative Affairs

All AUM cards are to be presented as identification on campus for in-person services as well as technological services including but not limited to printing, library and other campus card-related services.

Each AUM faculty, staff and student receive their own card once they begin employment or are enrolled in the University and are given instructions on how to use the card by IT and Admissions’ staff.

All AUM faculty, staff and students are assigned an AUM ID number which is displayed on the card. Every AUM card has a digital photograph of the card holder's face which is stored in the AUM card database and the current student information system (SIS) database.

Responsibilities:

Each AUM card holder has the responsibility of taking care of their card and should not share it with third parties. Lending it to a third party would be in breach of the Student Conduct Code which is applicable to all students and AUM Personnel Regulations which are applicable to all employees.

Lost Cards: If the card is lost, stolen or damaged, the card holder must report it to the Admissions Office in Room 211. A replacement card will be issued at a cost of 20 EUR.

Library: The AUM card can be used with the printer and the self-check machine that are situated in the Library for printing/copying and borrowing/returning books respectively.

Library users requesting services in person at the Information Desk will need to present their AUM card to Library staff for identification.

Printing Costs for AUM Students:

All AUM cards for students are preloaded with 20 EUR for printing/copying. Itemized costs for printing and number of copies are referenced below. Costs reflect market prices and the University will not make a profit from this operation. The University has the right to increase Printing/Copying costs to reflect market prices.

B\W A4 one side = 5 cents	= 400 copies
B\W A4 two side= 7 cents	= 285 Copies
Color A4 one side = 10 cents	= 200 Copies
Color A4 two sides = 15 cents	= 100 Copies
B\W A3 one side = 20 cents	= 100 Copies
B\W A3 two side= 25 cents	= 80 Copies
Color A3 one side = 30 cents	= 66 Copies
Color A3 two sides = 30 cents	= 66 Copies

Printing Top Up for Students

When students run out of credit on their AUM cards, they can have it topped up by contacting the Finance Office. Finance staff will issue the appropriate form that the student will complete and submit along with the requested top up amount. Finance staff will then sign the form and send a scanned copy by email to IT, who will top up the card with the amount paid by the student.

AUM Card Form:

PRINT NAME: _____

AUM ID Number: _____

SIGNATURE: _____

DATE: _____

AUM Card Printing Top Up Form for Students

STUDENT NAME: _____

AUM ID Number: _____

Requested Amount to be re charged: _____

Amount in words: _____

SIGNATURE: _____

DATE: _____

Finance Office Receiver: _____ Signature:

3.5 EMPLOYEE RELATIONS
3.5.1 PERSONNEL FILES AND PRIVACY

Policy: **Personnel File and Privacy Policy**
AUM Policy Category: IV Faculty and Professional Staff

Policy Title	Personnel File and Privacy Policy
Policy ID	2017.13-v1-FPS_Po
Effective Date	September 5, 2017
Responsible Office	Vice President for A&D
Responsible Executive(s)	Human Resources Office

Rationale:

To ensure that the content of employee personnel files as well as the limitations on access to this content are clearly indicated. Also, access restrictions on personal data within employee personnel files must comply with the Maltese Data Protection Act.

Scope:

All AUM employees

Policy:

1. Personnel File

Each employee has an official personnel file, currently housed in the Office of Human Resources, which includes the following documents:

- Employee's curriculum vita
- Employment contract
- Official academic transcripts and Copy of Diploma
- Degree verification statement (WES Report) (if relevant)
- Vetting Statement, if necessary
- Emergency contact form and details
- Notification of offer and acceptance of employment
- Copy of passport
- Copy of entry visa and or residence permit
- Personnel Evaluation
- Actions

2. Employee Privacy

Access to Personnel files is restricted to the employee concerned, the Director of Human Resources, the Vice President for Administrative Affairs, the Vice President for Academic Affairs, the Quality Assurance Manager, Board of Trustees members and the President. No document in it may be duplicated without the expressed consent of the employee. A log is maintained of those accessing the file; this may not be removed from the Office of Human Resources.

According to the Data Protection Act, employees must be informed if their personal information is collected by the organization as well as with whom that information is shared. Employees have the right to access their own personnel file as well as receive a record of which materials were accessed, by whom and on what dates. Employees sign an Employee Data Protection notification form to indicate that they are aware of this right and how to exercise it.

3.5.2 EMPLOYEE GRIEVANCE

PART STANDARDS OF TEACHING AND ADMINISTRATIVE EMPLOYEES

TEACHING STANDARDS

4.1 Teaching standards include:

- develop, advocate, and enact a shared mission, vision, and core values of high-quality education and academic success and well-being of each student.
- act ethically and according to professional norms to promote each student's academic success and well-being.
- strive for equity of educational opportunity and culturally responsive practices to promote each student's academic success and well-being
- develop and support intellectually rigorous and coherent systems of curriculum, instruction, and assessment to promote each student's academic success and well-being.
- develop the professional capacity and practice to promote each student's academic success and well-being
- manage university operations and resources to promote each student's academic success and well-being

- continuously improve teaching practice and content to promote each student's academic success and well-being.

STAFF STANDARDS

4.2 Administrative staff standards:

- provide high quality professional services;
- develop an appreciation of the academic culture, of the traditions and values of the academic community, and of the roles of colleagues at all levels and in all branches of higher education;
- be sensitive to the teachers and students served by the higher education administrator and to the need to balance conflicting demands;
- act with integrity, honesty, fairness, professional impartiality and diligence and without discrimination;
- observe due care, objectivity and respect for confidentiality;
- be explicit and straightforward in dealings with colleagues and students;
- ensure that personal interest does not override the needs of teachers and students;
- accept responsibility for actions;
- challenge existing practices and ideas when necessary;
- be committed to personal and professional development by seeking new knowledge and skills to enhance professional performance;
- foster the development of others by sharing expertise and good practice and by encouraging employers to support professional development.

PERFORMANCE Standards

4.3 Organizational Performance Standards

Research performance

- Demonstrate evidence of independence and originality in research project design and evidence of impact as primary contributor to high-quality research outputs
- Demonstrate awareness of funding opportunities as pertaining to your field of research, and evidence of preparation of applications for external funding
- Demonstrate a commitment to the growth of the research community, through engagement in supervision, mentorship and peer support activities
- Make contributions towards research that is excellent on the world stage
- Actively pursue opportunities to engage in areas of scholarly, industry and general audiences in relation to the creation and/or communication of research
- Create networking with research fellows from around the world
- Engage in collaborative work/team work and create a cohesive research environment that has inputs from stakeholders of diverse educational and cultural backgrounds within your area of research that is globally appealing
- Periodically self-benchmarking research outputs against outputs in your area of research, or industry requirements
- Demonstrate evidence of continuing professional development as a researcher

4.4 Academic/teaching performance

Performance in teaching practice

- Demonstration of quality in teaching and education activities
- Incorporation of innovative teaching practice and methods to enhance student engagement
- Openness to innovative education practices and evidence of reflection on teaching practice and adoption of best-practice
- Development of learning resources including technology enhanced resources
- Contributions to the development of reliable and valid assessment tools, and use of authentic assessment
- Incorporation of innovative teaching practice and methods to enhance student engagement
- Openness to non-traditional education practices
- Teaching collaborations with industry and other schools/universities focusing on inter-disciplinary courses
- Demonstration of appropriate feedback mechanisms during demonstrating, tutoring and lecturing activities
- Inviting other teachers from industry/research/academia to contribute to teaching
- Demonstration of quality in teaching and education activities
- Use of appropriate feedback mechanisms to develop and improve educational outcomes
- Demonstration of timely and effective feedback mechanisms for all teaching activities
- Supervision of undergraduate research projects, honors or masters project students
- Curating course materials that include aspects of current research and research methodology
- Model research practices in supervision and encourage student development of independence in research

Performance in Curriculum Development and Management

- Development of, and authorship contributions to textbooks
- Lead curriculum review and/or accreditation submissions
- Applications for grants to improve education practice and innovation
- Review of educational programs at peer institutions
- Development of joint programs or articulation agreements
- Demonstration of reflective response to evaluations of teaching activities
- Evidence of curriculum design, including quality teaching materials and assessment tools
- Active involvement in Committees at College, University or discipline level
- Mentor young colleagues in their development of educational practice
- Coordination at program level
- Leadership in managing multidisciplinary programs and active involvement in multidisciplinary programs
- Lead design of courses, majors and programs
- Lead review of courses, majors and programs - which may include invitations to participate in reviews for other universities
- Significant management responsibilities relating to education and participation in selection committees for education-related roles
- Convening or managing high complexity courses e.g. large staff team, multi-disciplinary
- Content
- Independent and high-quality supervision and mentoring of students and student groups
- Contribute to training of tutors

Performance in University Services

- TED talks, outreach, public lectures pertaining to education

- Recognition as an assessor or education expert by an external agency
- Distinguished national and international profile in education
- Evidence of grants or awards related to education
- Support the ideal of life-long learning by building skills and experiences that may include independent inquiry, problem-solving, critical thinking, analysis, and research skills
- Involvement in outreach (e.g. Open Day, student recruitment events) and recruitment and engage in collaborative work related to education
- Participation in media and promotional or advocacy efforts
- Fostering inclusion, fostering and promoting diversity
- Activity in professional societies
- Participation and involvement in University and College initiatives as required
- Communication of education practice through publications, colloquia and conferences

SECTION SIX: BUSINESS AND FINANCE

6.1 PURCHASING

6.1.1 PURCHASING THROUGH THE UNIVERSITY

6.1.2 PURCHASING FOR PERSONAL USE

6.1.3 ACCEPTANCE OF GIFTS AND GRATUITIES

6.1.4 USE OF UNIVERSITY CREDIT CARDS

6.1.5 SURPLUS PROPERTY

6.1.6 FIXED ASSETS POLICY

6.1.7 INVENTORY MANAGEMENT POLICY

6.2 TRAVEL ON UNIVERSITY BUSINESS

Policy: **Travel Authorization and Expense Policy**

AUM Policy Category: Organizational Regulations

Policy Title	Travel Authorization and Expense Policy
Policy ID	2017.13-v1-FPS_Po
Effective Date	September 5, 2017
Responsible Office	Finance Office
Responsible Executive(s)	Vice President for Administrative Affairs

Rationale:

This policy governs travel on authorized University business as well as the payment of or reimbursement for business travel expenses incurred by travelers. This document outlines the guidance and policy for travelling on University business.

Scope:

This policy applies to all AUM employees and students travelling on authorized University business. This Travel Authorization and Expense policy does not apply to Professional development travel.

Policy:

Travel Authorization

Business travel assignments must be initiated by the immediate supervisor concerned and approved by the President.

Written authorization is required prior to all official University travel activities following the Travel Authorization Procedure. No employee may authorize his/her own travel. All staff within a division are to obtain approval from the division head. All division heads are to obtain approvals for their travels from the President. The President's travel must be approved by at least one member of the Board of Trustees.

Heads of divisions and the President are responsible for ensuring that all travel on University business is justified and that all claims relating to travel are in accordance with the Travel Authorization and Expense Policy and Procedures.

Where overseas travel is indicated, the Human Resources Office will book flights and accommodation on behalf of the employee.

Payment of Travel Expenses

It is the University's policy to reimburse employees for all expenses necessary, reasonable and actually incurred when traveling on authorized AUM business. No travel expense will be advanced or reimbursed without prior written authorization for travel.

Expenses incurred in obtaining visas required for University travel purposes are reimbursable.

International health insurance is extended to business officials while they are on official business.

Any faculty or staff member on official mission outside Malta is entitled to International Travel Allowance per day (per diem) in addition to the monthly salary. The per diem allowance is paid according to the employee's rank. The per diem rate for senior administrators and academic deans is 100 Euros. The per diem rate for head of departments/offices and Faculty is 75 Euros. The per diem for all other employees is 50 Euros. This daily allowance includes food and incidental expenses.

Travel expenses must be properly documented and supported by receipts/invoices. Employees are expected to report all expenses and advances promptly (within 7 days of return from travel) and accurately with required documentation in accordance with the Travel Expense Procedure.

Combined Business and Personal Travel

When combining personal and business travel, employees must remove non-business-related expenses before submitting a reimbursement request. Reimbursement for airfare may not exceed the lowest available cost of a direct or uninterrupted route. If the traveler uses an indirect route or interrupts travel for personal convenience, any additional expenses incurred are the sole responsibility of the traveler and should be documented.

Travel Arrangement:

1. Air Travel

It is recommended that all business travel is booked through the appointed provider. The travel agent will be responsible for obtaining the lowest air fares and lodging expenses.

If a preferred service provider is available for the traveler's itinerary and not used, proof that the price of the tickets purchased are not more expensive than the amount indicated by the preferred service provider (to the HR Office) should be included when submitting the expenses for reimbursement.

All travel reservations should be made as far in advance as possible to take advantage of available discounted airfares.

Business class ticket is permissible for the President and the Provost. Vice Presidents and Deans are permitted to travel in business class, if the trip time exceeds three (3) hours. All other employees travel in economy class.

Employees will be required to submit all company paid airfare receipts incurred while traveling. Used airline tickets should be attached to your expense report.

2. Hotels

Whenever possible, hotel reservations are made through the appointed provider. It is the agent's responsibility to secure the best available rate, at a 5 Star hotel for Senior Administrators and 3 or 4 Star hotels for staff/faculty, at the most convenient location.

If a preferred service provider is not used, proof that the price of the hotel reservation, proof that the price of the reserved hotel is not more expensive than the amount indicated by the preferred service provider (to the HR Office) should be included when submitting the expenses for reimbursement.

3. Meals (For Senior Administrators only)

Senior administrators on business travel may invite persons to business-related meals. The following information relating to all business-related meals must be provided on the reimbursement application: date, amount, place and explanation of nature of business. A list of names of those entertained must be included. A receipt is required for all entertainment expenses regardless of the amount.

6.2.1 USE OF UNIVERSITY TRANSPORTATION

6.3 FINANCIAL TRANSACTIONS

6.3.1 SIGNATORY AUTHORITY

6.3.2 INSTITUTIONAL BORROWING

6.3.3 CASH MANAGEMENT AND DISBURSEMENT POLICY

6.3.4 COLLECTIONS AND ACCOUNTS RECEIVABLE WRITE-OFF

6.4 DATA MANAGEMENT

6.4.1 COMPLIANCE WITH DATA PROTECTION LEGISLATION

6.4.2 DATA PROCESSING AND OWNERSHIP

6.4.3 RECORDS RETENTION POLICY

6.5 BUDGET DEVELOPMENT AND MANAGEMENT

6.6 FINANCIAL STATEMENTS

6.6.1 RESPONSIBILITY FOR ACCOUNTING AND REPORTING

6.6.2 REPORTING UNDER THE INTERNATIONAL FINANCIAL REPORTING STANDARDS

6.6.4 REPORTING UNDER LOCAL LEGISLATION REQUIREMENTS

6.7 INVESTMENT POLICY

6.7.1 MANAGEMENT OF ENDOWMENT FUNDS

6.7.2 EXPENDITURE OF FUNDS GENERATED BY THE ENDOWMENT

6.8 AUDITS

6.8.1 INTERNAL AUDITS

6.8.2 EXTERNAL AUDITS

SECTION SEVEN: FACILITIES AND SECURITY

7.1 FACILITIES

7.1.1 ACCESS CONTROL

7.1.2 USE OF FACILITIES

7.1.3 SOLICITATION ON UNIVERSITY PROPERTY

7.1.4 FLAGS

7.1.5 POSTING AND DISTRIBUTING MATERIALS IN UNIVERSITY BUILDINGS

7.1.6 LEASING OF SPACE FOR UNIVERSITY ACTIVITIES

7.2 CAMPUS SAFETY AND SECURITY

7.2.1 SECURITY OFFICE

7.2.2 ANIMALS ON UNIVERSITY PROPERTY

7.2.3 PROHIBITION ON POSSESSION OF FIREARMS, EXPLOSIVES, OTHER WEAPONS,
AND CHEMICALS

7.2.4 MOTOR VEHICLE AND PARKING REGULATIONS

**SECTION EIGHT: INSTITUTIONAL ADVANCEMENT AND EXTERNAL
RELATIONS**

8.1 DEVELOPMENT AND FUND RAISING

8.1.1 GIFTS TO THE LIBRARY

8.1.2 PLANNED GIFT ACCEPTANCE

8.1.3 SPECIAL PURPOSE FUNDS

8.1.4 FUND RAISING COMPENSATION

8.2 UNIVERSITY AWARDS

8.2.1 HONORARY DEGREES

8.2.2 DISTINGUISHED SERVICE AWARDS

8.3 EDUCATIONAL OUTREACH

8.3.1 OUTREACH PROGRAMS

8.3.2 SUBMISSION OF PROPOSALS FOR EXTERNAL FUNDING

8.3.4 POST-AWARD GRANT MANAGEMENT

8.4 UNIVERSITY RELATIONS

8.4.1 GOVERNMENTAL RELATIONS

8.4.2 PUBLIC AFFAIRS

8.4.3 MEDIA RELATIONS

8.4.4 MEDIA INQUIRIES

8.4.5 HANDLING MEDIA EMERGENCIES

8.4.6 STUDENT MEDIA

8.4.7 PUBLICATIONS

8.4.8 WEBSITE

8.4.9 LOGOS AND TRADEMARKS

8.4.10 USE OF UNIVERSITY NAME OR SEAL

8.4.11 UNIVERSITY SPECIAL EVENTS