

SURAT KEPUTUSAN REKTOR UNIVERSITAS SAMPOERNA
DECREE OF THE RECTOR OF SAMPOERNA UNIVERSITY

NOMOR: 046/R/SK/RO-dm/XI/2023

NUMBER: 046/R/SK/RO-dm/XI/2023

TENTANG
CONCERNING

KEBIJAKAN SUMBER DAYA MANUSIA
HUMAN RESOURCE POLICY

REKTOR UNIVERSITAS SAMPOERNA,
THE RECTOR OF SAMPOERNA UNIVERSITY,

Menimbang
Considering

- : a. Bahwa untuk menetapkan kategori jabatan bagi pegawai Sampoerna University, maka diperlukan Kebijakan Sumber Daya Manusia;

Whereas in order define position categories for Sampoerna University employees, the Human Resource Policy is needed;

- b. Bahwa Eksekutif Universitas Sampoerna pada Rapat Eksekutif tanggal 23 November 2023, telah menyetujui Kebijakan Sumber Daya Manusia;

That the University Executive of Sampoerna University, at University Executive Meeting on 23 November 2023, has approved the Human Resource Policy;

- c. Bahwa berdasarkan pertimbangan sebagaimana dimaksud pada huruf a dan b perlu ditetapkan Surat Keputusan Rektor.

That based on the considerations as referred to in letter a and b must be stipulated in a Rector's Decree.

Mengingat
In view of

- : 1. Undang-Undang Nomor 12 Tahun 2012 tentang Pendidikan Tinggi (Lembaran Negara Republik Indonesia Tahun 2012 Nomor 158, Tambahan Lembaran Negara Republik Indonesia Nomor 5336);

Law Number 12 of 2012 on Higher Education (Statute Book of 2012 No. 158, Supplement No. 5336);

2. Peraturan Presiden nomor 8 tahun 2012, tentang Kerangka Kualifikasi Nasional Indonesia (Lembaran Negara Republik Indonesia tahun 2012 Nomor 24);

Presidential Regulation number 8 of 2012, concerning the Indonesian National Qualifications Framework (State Gazette of the Republic of Indonesia of 2012 Number 24);

3. Peraturan Pemerintah Nomor 4 Tahun 2014 tentang Penyelenggaraan Pendidikan Tinggi dan Pengelolaan Perguruan Tinggi (Lembaran Negara Republik Indonesia Tahun 2014 Nomor 16, Tambahan Lembaran Negara Republik Indonesia Nomor 5500);

Government Regulation Number 4 of 2014 on Organization and Governance of Higher Education (Statute Book of 2014 No. 16, Supplement No. 5500);

4. Keputusan Menteri Pendidikan dan Kebudayaan Republik Indonesia Nomor 66/E/O/2013 tanggal 15 Maret 2013 tentang Izin Pendirian Universitas Siswa Bangsa Internasional *juncto* Keputusan Menteri Riset, Teknologi, dan Pendidikan Tinggi Republik Indonesia Nomor 122/KPT/I/2016 tanggal 10 Maret 2016 tentang Perubahan Nama Universitas Siswa Bangsa Internasional di Kota Jakarta Selatan menjadi Universitas Sampoerna di Kota Jakarta Selatan;

Decision of the Minister of National Education and Culture of the Republic of Indonesia Nomor 66/E/O/2013 dated March 15, 2013 on License for Establishing Universitas Siswa Bangsa Internasional juncto Decision of the Minister of Research, Technology, and Higher Education of the Republic of Indonesia Number 122/KPT/I/2016 dated March 10, 2016 concerning the Change of Name of the International Student Nations University in South Jakarta City to Sampoerna University in South Jakarta City;

5. Surat Keputusan Pengangkatan Rektor Universitas Sampoerna Nomor 7933/PSF-HRS/OT/VII/2023 tanggal 1 Juli 2023.

Decree on the Appointment of the Rector of Sampoerna University Number 7933/PSF-HRS/OT/VII/2023 dated July 1st, 2023.

MEMUTUSKAN:
DECIDED

Menetapkan
To enact : SURAT KEPUTUSAN REKTOR UNIVERSITAS
SAMPOERNA TENTANG KEBIJAKAN SUMBER DAYA
MANUSIA.

*DECREE OF THE RECTOR OF SAMPOERNA UNIVERSITY
CONCERNING HUMAN RESOURCE POLICY.*

Kesatu
Firstly : Menyetujui Kebijakan Sumber Daya Manusia
sebagaimana terlampir dalam Lampiran 1 Surat
Keputusan ini.

*Approved the Human Resource Policy as attached in
Attachment 1 of this Decree.*

Kedua
Secondly : Surat Keputusan ini berlaku sejak tanggal ditetapkan.
Apabila di kemudian hari terdapat perubahan dan/atau
hal-hal yang belum diatur, maka akan dilakukan
perbaikan sebagaimana mestinya.

*This Decree is valid from the stipulation date. If there are
matters that are not provided in this Decree, it shall be
added, amended, and stipulated accordingly.*

Ditetapkan di Jakarta / *Stipulated in Jakarta*
Pada tanggal 29 November 2023 / *On November 29th, 2023*

Rektor / *Rector*



Drs. Wahdi Salasi April Yudhi, M.Dev.Admin., Ph.D.
NIDK 8813120016

Tembusan:

Copy:

1. Para Wakil Rektor, Universitas Sampoerna;
Vice Rectors, Sampoerna University;
2. Para Dekan, Universitas Sampoerna;
Deans, Sampoerna University;
3. Para Ketua Program Studi, Universitas Sampoerna;
Heads of Study Programs, Sampoerna University;



4. Para Manajer, Universitas Sampoerna.
Managers, Sampoerna University.
5. Para Kepala Unit, Universitas Sampoerna.
Head of Units, Sampoerna University.



Lampiran 1

ATTACHMENT I

SURAT KEPUTUSAN REKTOR UNIVERSITAS SAMPOERNA

DECREE OF THE RECTOR OF UNIVERSITAS SAMPOERNA

NOMOR: 046/R/SK/RO-dm/XI/2023

NUMBER: 046/R/SK/RO-dm/XI/2023

Volume III

Human Resource Policies

Updated: November 6, 2023

Policy Number:	1.3.001	Date Approved:	November 23, 2023
Approving Authority:	UC/President/Rector	Effective Date:	November 23, 2023
Responsible Executive:	VRARO	Next Review:	November 23, 2025

Revision History

Revision Number:	Description of changes made*:	Date:
Initial version	-	November 23, 2023

Table of Contents

3.1.	Classification of Employees	1
3.1.1.	Academic Staff (Lecturers, Adjuncts, and Related Instructional Positions)	1
3.1.2.	Professional and Non-Academic Staff	2
3.1.3.	Temporary or Contract Staff.....	3
3.1.4.	Student Employees	3
3.2.	Promotions, Transfers, Demotions, and Interim Appointments.....	3
3.2.1.	Promotions.....	4
3.2.2.	Transfers	4
3.2.3.	Demotions.....	4
3.2.4.	Interim Appointments.....	5
3.3.	Recruitment and Hiring of Faculty/Lecturers	5
3.3.1.	Workload.....	6
3.3.2.	General Administration	6
3.3.3.	Search, Appointment and Hiring of Academic Staff.....	6
3.4.	Oral Communication Competence of Instructional Staff	10
3.5.	Retirement	10
3.6.	Termination of Employment	11
3.7.	Teaching Evaluations	11
3.8.	Professional Ethics and Responsibilities	11
3.8.1.	Code of Ethics.....	12
3.8.2.	Responsibilities.....	12
3.9.	Compensation and Benefits.....	14
3.9.1.	Payroll Dates.....	14
3.9.2.	Hours and Overtime	14
3.9.3.	Direct Deposit	14
3.9.4.	Absences and Leave Policy.....	14
3.9.5.	Leave	15
3.9.6.	Extra Compensation Policy for Faculty	16
3.9.7.	Withholding from Payroll	17
3.9.8.	Insurance.....	17
3.10.	Flexible Work Arrangements	17
3.11.	Training and Development	21
3.12.	Faculty Dispute Resolution Procedures	23
3.13.	Employee Grievance Procedures.....	24
3.14.	Visitors in the Workplace	27
3.15.	Safety, Health and Environmental Quality	29

Volume III: Human Resource Policies

3.1. Classification of Employees

A. Purpose

To define position categories for Sampoerna University employees.

B. Scope

This policy applies to all Sampoerna University employees.

3.1.1. Academic Staff (Lecturers, Adjuncts, and Related Instructional Positions)

3.1.1A Full-Time Lecturers

- a. An instructional position assigned to a Faculty and/or Study Program. Full-time lecturers are eligible for academic rank and permanent employment status.
- b. Full-time lecturers are expected to work a minimum of five (5) days or equal to 40 hours per week. Primary duties of full-time lecturers are to carry out Tri Dharma Perguruan Tinggi, which consists of teaching, community service and research. Other duties include institutional service at the Faculty and University level through service on committees.
- c. All expatriate lecturers are hired in compliance with Indonesian Labor Law.
- d. Academic rank will be assigned and determined based on government regulations. New lecturers who are hired without rank will seek to gain academic rank within two years of their initial appointment. The University will assist each lecturer in preparing and submitting their academic rank proposals either for initial rank status or for promotion in rank. Academic rank is classified as follows based on government regulations:
 1. *Guru Besar* (GB) / Professor
 2. *Lektor Kepala* (LK) / Associate Professor
 3. *Lektor* (L) / Assistant Professor
 4. *Asisten Ahli* (AA) / Assistant Professor
 5. *Dosen atau belum memiliki jenjang akademik* / Lecturer

Questions regarding current requirements for initial rank or promotion in rank should be directed to the Vice Rector for Academic Affairs.

- e. Compensation and benefits for full-time faculty are based on the University's salary scale for full-time employees.

3.1.1B Contractual Lecturers

- a. A contractual lecturer is an academic staff member with a limited-term contract to teach a particular course and/or complete assigned research and community service projects.
- b. There are three types of contract lecturers:
 1. Home Based Lecturers---have a lecturer registration number (NIDN/NIDK) at Sampoerna University and are obligated to conduct Tri Dharma Perguruan Tinggi without other assignments.
 2. Adjunct Faculty--- are obligated to conduct Tri Dharma Perguruan Tinggi without other assignments. A lecturer registration number (NIDN) at

Sampoerna University is not required. Adjunct faculty are typically hired for a period of up to one year.

3. Part-Time Lecturers---are contractual lecturers responsible only for teaching specific courses during a specified semester. They may be renewed on a semester-by-semester basis.
- c. The pay structure for Contractual Lecturers is not based on the University's salary schedule for full-time employees.

3.1.1C Administrative Faculty

- a. An individual who is eligible to teach and whose responsibilities are primarily administrative.
- b. The President and Rector are members of the administrative faculty, as is the Vice Rector for Academic Affairs. The Deans are also considered part of the administrative faculty. Others who are qualified to serve as instructional faculty may also be designated as members of the administrative faculty by the President or Rector.
- c. A member of the administrative faculty may also hold rank as defined by University policy and government guidelines.
- d. Position titles in this category are varied and are assigned by the supervising authority subject to the approval of the President or Rector.
- e. Administrative faculty are considered Structural Positions for the purpose of calculating workload. Assignments, work credit and benefits are determined by the structural assignment.

3.1.1D Affiliated Faculty

A faculty position held by an individual who provides instruction without compensation for students enrolled in credit-bearing programs.

3.1.1E Visiting Faculty

- a. A faculty position held by an individual who is visiting the University for the purpose of collaboration or to augment the capabilities of the University through an appointment not covered by other faculty categories.
- b. Examples include a Fulbright scholar or a person on leave from their home institution.
- c. Members of the visiting faculty are not eligible for rank or rank promotion. They may have responsibilities for teaching, research, or service as deemed appropriate by the University. They may also serve on a wide range of academic governance bodies subject to University policy.
- d. Appointments made to the visiting faculty are typically no more than one year. However, they may be extended upon mutual agreement between the faculty member and the University.

3.1.2. Professional and Non-Academic Staff

Professional and Non-Academic Staff are professional employees who contribute significantly to the success of Sampoerna University. Staff bring to the University an important set of professional skills, develop a wealth of institutional knowledge, provide essential resources, and work alongside of faculty and Administration in realizing the University's mission. These positions include, among others, librarians, advisors, student support staff, laboratory assistants, IT support staff, recruitment and

enrollment services staff, human resources staff, finance and general affairs staff, and others who are not classified as faculty.

- a. Full-time professional staff are expected to work a minimum of five (5) days or equal to 40 hours per week.
- b. Compensation and benefits for full-time staff are based on the University's salary scale for full-time employees.
- c. Work assignments for professional staff vary widely based on University and unit needs. Supervisors are responsible for establishing full-time weekly work schedules and work assignments.

3.1.3. Temporary or Contract Staff

- a. Temporary or Contract Staff employees may be full-time or part-time.
- b. Temporary or Contract Staff are appointed to a professional staff position which is not permanent in nature.
- c. Salary and benefits are not governed by the prevailing University salary schedule.
- d. No employee holding a temporary staff appointment may work in the same position for more than a twelve (12)-month period of time, except upon reauthorization by their respective Department Head.

3.1.4. Student Employees

- a. A student employee shall be defined as anyone enrolled at Sampoerna University at least half time (as defined by the University Catalog). These positions are "at will" and all student employees may be released or terminated without cause at any time.
- b. When school is in session, a student employee may work no more than 20 hours per week. When school is not in session, and during summer, a student may work more than 20 hours per week.
- c. Student employees are not eligible for benefits.

3.2. Promotions, Transfers, Demotions, and Interim Appointments

A. Purpose

To provide the requirements and guidelines for employee promotions, transfers, demotions, or interim or acting appointments.

B. Scope

This policy applies to all Permanent Full-time employees at the University and its associated business units and legal entities. Promotion is the escalation of an individual's grade or job grade to one grade higher according to the University's salary/grade schedule. This policy does not apply to temporary or contract employees, or student employees.

C. Policy Statement

Sampoerna University recognizes the importance of employee growth and development and supports and encourages its employees to apply for internal opportunities of interest that would advance their professional careers or broaden the scope of their work experience. As such, an employee's expression of interest

in a transfer, demotion, or promotion within the University must not be used to adversely affect the status of their current employment.

D. Procedure

A supervisor should consult with Human Resources before initiating a promotion, transfer, demotion, or interim or acting appointment to ensure compliance with University policy.

3.2.1. Promotions

- a. Regular promotions are scheduled together with the annual budget and manpower planning process.
- b. Promotions can be granted throughout the year by the University under certain circumstances.
- c. All promotion processes, on the same Grade or higher, must originate with a recommendation from the Unit Manager. Human Resources will conduct a review and determine the candidate's eligibility for promotion (based on performance evaluations and supervisory feedback), employee equity considerations, and the availability of financial resources to support the promotion. If approved, Human Resources will forward the recommendation to the President or designee for final approval.
- d. Rank promotion of faculty is awarded in accordance with University policy and the academic promotion regulations under the Higher Education Law of Indonesia.
- e. Staff may be promoted to a vacant position with a higher grade if the employee has achieved Permanent Status and has an acceptable performance evaluation.
- f. Staff who accept a promotion must successfully complete a promotional probationary period of six (6) months.
- g. Staff who fail to perform satisfactorily during their promotional probationary period must be returned to a position in the classification/pay grade in which the employee held Permanent Status.

3.2.2. Transfers

- a. In consultation with Human Resources, staff may transfer into a vacant position within their own Department with the approval of their Department Head as long as the position is in the same pay grade, the employee meets the minimum qualifications for the position, and the employee has a satisfactory current performance evaluation rating. If applicable, the transferring supervisor and receiving supervisor will coordinate an appropriate start date to ensure continuity of business operations.
- b. Staff seeking a transfer outside their department must apply for the position through the appropriate posting, unless an exception is granted to waive the open and competitive hiring process.

3.2.3. Demotions

Demotion is the movement of an employee from one class to another class having a lower grade with a lower maximum salary.

- a. In consultation with Human Resources, staff may voluntarily be demoted into a vacant position within their own Department with the approval of their Department Head if the employee meets the minimum qualifications for the position.

- b. An employee may be demoted as a result of reorganization, disciplinary action or inability to satisfactorily perform work assignments in a higher-level position.
- c. If the demotion occurred because the employee was unable to perform satisfactorily in a higher-level position, the result of disciplinary action, or at the employee's request, the employee's salary will not be changed if it falls below the maximum of the new salary range. If above the maximum of the new salary range, it will be decreased to no more than the maximum of the new salary range.
- d. If the demotion occurred as a result of a reorganization, and the employee's salary is above the maximum salary of the new salary range, the employee's salary will be frozen until the maximum of the salary range is increased.

3.2.4. Interim Appointments

- a. Employees may be offered an interim appointment to fill a position on a temporary basis while a search is being conducted, a reorganization is taking place, or the current incumbent is on an authorized leave of absence.
- b. An employee in an interim appointment assumes the duties and responsibilities of the vacated position.
- c. Interim appointments must be coordinated with Human Resources and require the approval of the respective Department Head.
- d. Interim appointments for Structural Positions (i.e. Vice Rectors, Deans, Department Heads) also require the approval of the President.
- e. Employees in interim positions are entitled to additional compensation and benefits consistent with the University's salary and benefits schedule.
- f. The employee in the interim appointment will return to their previous position and compensation rate once the vacated position is filled, the reorganization is complete, or the incumbent has returned from their leave of absence.

3.3. Recruitment and Hiring of Faculty/Lecturers

- A. Purpose
To provide guidelines for the initial appointment and employment of academic staff.
- B. Scope
This policy applies to all classifications of academic staff whose primary responsibilities including providing instruction.
- C. Policy Statement
Academic staff play a central role in advancing Sampoerna's University mission to provide educational opportunities that promote the educational and social development of its students. Academic staff are found primarily in the University's Faculties and have a variety of responsibilities from teaching, research, community service and service to the institution.
- D. Definitions
 - 1. Full-Time Faculty---academic staff assigned to a Faculty and/or Study Program for the purpose of carrying out the obligations of Tri Dharma Perguruan Tinggi

(teaching, research and community service). Full-time faculty are eligible for academic rank and permanent employment status.

2. Contractual Faculty---an academic staff member with a limited-term contract to teach a particular course and/or complete assigned research and community service projects. Contractual faculty are further categorized into the following three classifications:
 - a. Home-Based Lecturers---must have a lecturer registration number at Sampoerna University and are obligated to conduct Tri Dharma Perguruan Tinggi without other assignments.
 - b. Adjunct Faculty---obligated to conduct Tri Dharma Perguruan Tinggi without other assignments. A lecturer registration number at Sampoerna University is not required. Adjunct faculty may be hired for up to one year.
 - c. Part-Time Lecturers---responsible only for teaching specific courses during a specified semester. Lecturer registration number may or may not be recorded at Sampoerna University. Assignments may be renewed on a semester-by-semester basis.

3.3.1. Workload

- a. The total workload for Full-time Lectures is 30 - 36 credits per year. Full-time Lecturers are contracted to teach 24 to 30 credits per year, which is generally equivalent to 65-80% of the total workload. The rest of the workload depends on credits earned for research, service, or other university contributions.
- b. Full-time lecturers are expected to work at least 40 hours per week on University-related activities. As many of these activities may occur outside of the University's normal operating hours, individualized working hours for lecturers must be established between the lecturer and their respective Head of Study Program or Dean.
- c. Workload for lecturers classified as Contractual Faculty is determined on the basis of the terms of their contract with the University to provide teaching, research, community service or other related activities for the benefit of the institution.

3.3.2. General Administration

- a. Supervision---the Head of Study Program or Dean-approved designee is responsible for the direct supervision of a member of the Faculty.
- b. Benefits
 1. Full-time faculty are benefits eligible in accordance with the University's salary and benefits schedule.
 2. The University is not obligated to provide benefits or other forms of support to contractual faculty other than that expressed in the terms of the employment contract.

3.3.3. Search, Appointment and Hiring of Academic Staff

Sampoerna University is committed to promoting the rights and safety of all campus community members. It requires that individuals treat one another with dignity, respect, and fairness. The University demonstrates this commitment by integrating diversity and inclusive excellence into its organizational processes, structures, and practices. SU affirms its commitment to recruit a diverse faculty and staff that upholds

the Indonesian principles of Pancasila, the philosophy that there is national strength and unity through a respect for diversity.

- a. Background Verification---all applicants for academic staff positions may be subject to a background check. This may include a review of criminal history, degrees and licenses obtained, and personal reference checks.
- b. Final Candidates---an applicant who being offered employment or being considered for affiliation with the University is contingent upon the successful completion of a background check.
- c. Internal Approvals---approvals for all full-time academic staff positions require the approval of the President. Approvals for all contractual academic staff positions require the approval of the Vice Rector for Academic Affairs.
- d. University Business Days---Monday through Friday, excluding weekends, official holidays, and University closures. Work assignments for academic staff may extend beyond the University's normal operating hours.
- e. Open and Competitive Hiring Process---in support of its commitment to an open and competitive hiring process, the University posts academic staff position vacancies and accepts applications from both external and internal applicants. The open and competitive hiring process is used to fill all regular full or part-time academic staff positions.
- f. Confidentiality---The University is committed to providing confidentiality throughout the recruitment and hiring process. The hiring manager and search committee members must commit to the confidentiality expectations of the search, both in public meetings and venues related to the search, and in casual conversation about the search.
 - i. To maintain the confidence and control of application and search materials, search committee members must not share candidate materials with anyone outside of the search committee or with any individual who is not supporting the search process.
 - ii. Search committee members may be asked to sign a confidentiality agreement.
- g. Hiring Manager Responsibilities---Prior to initiating a search to fill a position vacancy, the hiring manger must:
 - i. Obtain approval from the Dean and Vice Rector for Academic Affairs to fill an existing position that is vacant. Obtain approval from the President to initiate and fill a new position.
 - ii. Confirm with Human Resources that there are allocated funds for the position.
 - iii. Ensure that there is an accurate position description and that the classification and requirements for the position are appropriate. If the position is new, or the duties of a vacated position have significantly changed, the new or revised position description must be reviewed by Human Resources.

- iv. Create a search committee for the position. In collaboration with HR, ensure the committee is trained and understands the search process and requirements. Designate a chair of the committee. University supervisors should allow employees to participate on a University hiring committee as requested.
- h. Search Committees---Search committees are used to facilitate the evaluation and interviewing of candidates. A search committee should represent diverse and varied backgrounds, career stages, and areas of expertise.
 - i. Search committees for academic positions must include at least three individuals. A majority of search committee members must be lecturers.
 - ii. Search committee members should be available to participate fully and consistently throughout the entire search process performing any duties assigned by the search committee chair.
 - iii. An individual cannot serve on a search committee if the individual is also an applicant for the vacant position. If a search committee member wishes to be an applicant for the position, the search committee members must withdraw from the committee prior to reviewing any other applicants.
- i. Posting Position Vacancies---Human Resources will post position vacancies. Minimum qualifications must be included for all position postings.
 - i. Academic staff position vacancies must be posted for a minimum of five (5) consecutive and full University Business Days. The Hiring Manager may choose to post the position vacancy for a longer period of time, or keep it open until filled.
 - ii. A hiring manager who is unable to fill the position vacancy within the original posted timeframe may extend the posting, as needed, in consultation with Human Resources.
- j. Using Qualified Applicants from a Recent Posting
 - i. A position vacancy does not have to be posted if a vacancy in the same classification closed within the previous six (6) months, and there are sufficient qualified applications from that recent posting.
 - ii. To fill a position vacancy using qualified applicants from a recent posting, the hiring manager must review the applications and proceed through the normal steps of the hiring process.
- k. Interview Process
 - i. A hiring manager may require a position-related activity or skill assessment as part of the interview process. This may include providing a guest lecture or instructional presentation. The same position-related activity or skill assessment must be administered to all candidates during the interview process.
 - ii. After reviewing applications from the certified candidate pool or hiring list, the Hiring Manager and/or Search Committee will select candidates to interview based on the candidates' knowledge, skills, abilities, and experience related to the position.

- iii. The Search Committee must ensure that all interview questions are position-related and follow University guidelines. Interviewers must not ask questions pertaining to a candidate's:
 - 1. Race, color, religion, sex, age, gender identity, or disability;
 - 2. Age-related milestones such as graduation, birthplace, height, weight, marital or family status, pregnancy, child care arrangements, or financial status;
 - 3. Criminal background
- I. Candidate Selection
 - i. After conducting interviews, the search committee will recommend the candidate best qualified for the position to the hiring manager. The selection should be based on the candidate's position-related skills, knowledge, experience, accomplishments and achievements, communication and interpersonal skills, and interview assessment results.
 - ii. If a satisfactory candidate is not identified after conducting interviews, the hiring manager may select new candidates to interview from the candidate pool or repost the position. Human Resources will assist the hiring manager in this situation.
- m. Reference Checks
 - i. Reference checks may be conducted at any time during the interview process but must be completed before making a contingent offer of employment.
 - ii. If a selected candidate's reference checks are unsatisfactory, the hiring manager may ask the search committee to recommend an alternate candidate.
 - iii. If the search committee does not recommend an alternate candidate, the hiring manager may select new candidates to interview from the candidate pool, or may repost the position. Human Resources will assist the hiring manager in this situation.
- n. Conditional Offer of Employment
 - i. If the candidate's Reference Checks are satisfactory, and all required internal approvals are received, the hiring manager may make an offer of employment to the selected candidate who will then become the Final Candidate. All offers of employment are conditional pending a successful outcome from the Background Check.
 - ii. The final offer to the Final Candidate will be done by Human Resources. The compensation and benefit package offered must be in accordance with the University's policies. The conditional employment offer must be verbal. Human Resources will facilitate the acceptance of the offer and conclude employment negotiations.
 - iii. If the Final Candidate's Background Check is not satisfactory, Human Resources will notify the hiring manager and the selection process may be restarted or continued with other qualified applicants. Any Final Candidate whose Background Check is not satisfactory will be notified.
 - iv. Human Resources will notify the hiring manager of the Final Candidate's target start date once the Background Check is complete. The hiring manager

must not permit the Final Candidate to begin work until the hiring manager has received approval from Human Resources.

- o. Submitting Hiring Materials---the hiring manager is responsible for sending Human Resources the following information after a candidate has been selected and hired:
 - i. Candidate Evaluation Forms or completed interview question sheets.
 - ii. Any completed reference check forms.
 - iii. Materials related to feedback from position-related activities or guest lectures, if any.
 - iv. Any additional screening and/or interview materials related to each candidate.
- p. Notification to All Applicants/Candidates Not Selected---as a professional courtesy, Human Resources should send rejection notices to unsuccessful applicants, especially applicants who were interviewed but not selected.

3.4. Oral Communication Competence of Instructional Staff

A. Purpose

This policy is established to ensure that instructional staff at Sampoerna University have sufficient English language proficiency to provide classroom instruction. A lecturer may only use a foreign language to conduct foreign language courses or courses mandated by the government to be taught in Indonesian. No academic staff member may be hired, unless assigned to teach courses taught in a foreign language, unless they comply with the provisions of this policy.

B. Scope

This policy does not prohibit a faculty member from providing individual assistance in a foreign language for the purpose of providing clarification to students.

C. Policy

- 1. Individuals being interviewed for an instructional position at Sampoerna University will be carefully evaluated prior to being hired to ensure that they possess effective communication skills in the English language.
- 2. All individuals being considered for an instructional position, except those recruited to teach courses in a foreign language, must provide evidence deemed sufficient by the Vice Rector for Academic Affairs regarding their English language proficiency. This may be satisfied with an appropriate scored on an Approved Test of English Language Proficiency, academic records from a tertiary education institution where English is the medium of instruction, or through a personal interview with the Vice Rector for Academic Affairs or designee with expertise in English or English as a Second Language.
- 3. Each hiring packet for academic staff, except those hired to teach courses in a foreign language, must include an English Proficiency Form.

3.5. Retirement

Full-time employees who wish to retire should notify their supervisor and Human Resources as soon as it is determined or provide at least one month's notice in writing. The retirement age for full-time employees is determined by government regulations and varies for academic staff. Retired employees may still be hired, under certain conditions, subject to the University's needs and available budget.

3.6. Termination of Employment

Employees of SU are employed on an at-will basis and SU retains the right to terminate an employee at any time in accordance with any applicable labor laws.

- a. It is the policy of SU to follow a progressive discipline procedure prior to terminating any employee. It is the intent to only terminate employees with cause. Summary termination is reserved for only the most egregious violations of University policy.
- b. Academic staff appointments may be terminated for various reasons including financial considerations.
- c. All termination processes must be communicated to all relevant parties and comply with University policy and applicable government regulations.

3.7. Teaching Evaluations

In this policy, "faculty" and "lecturers" includes all instructors for record with instructional responsibilities.

- a. The Vice Rector for Academic Affairs (VRAA) is responsible for developing and administering appropriate teaching evaluation procedures to ensure that program and individual learning outcomes are achieved.
- b. The Center for Excellence in Teaching and Learning (CETL) is charged with implementing thoughtful, systematic teaching evaluation procedures under the direction of the VRAA. CETL will compile information on individual faculty members' teaching performance, provide teaching performance feedback to the Dean and individual faculty, and identify individual faculty deserving recognition and needing improvement.
 - i. Teaching evaluation procedures may include assessments of teaching load, diversity of courses taught, course/program development and administration, undergraduate thesis supervision, and student ratings of their learning experience.
 - ii. The evaluation procedure should include periodic classroom visits by CETL staff or designees to gather direct observation information that supplements information gathered from other sources.
 - iii. Faculty will have an opportunity to provide feedback on the results of teaching evaluation reports.
- c. The VRAA, working through the Academic Affairs Committee, will identify what constitutes acceptable, exceptional, and substandard performance. Standards should be clearly defined with written expectations.

3.8. Professional Ethics and Responsibilities

3.8.1. Code of Ethics

Confidence in the integrity of Sampoerna University demands that all employees always demonstrate the highest ethical standards. Those who serve the University should do so with integrity and honesty and should discharge their duties in an independent and impartial manner. Any effort to realize personal gain through his/her official capacity is a violation of the public trust. External obligations, financial interests and activities of each employee must be conducted so there is no real or perceived conflict or interference with the employee's primary obligation and commitment to SU.

3.8.2. Responsibilities

- a. Professional Conduct---Staff members will conscientiously and professionally fulfill their assigned responsibilities relative to faculty, students, colleagues, and the public. They will meet reasonable standards of work quality and quantity, as established by their supervisor. They will act with honesty and integrity in all matters related to their employment. When fulfilling workplace responsibilities in supervision of staff, supervisors will demonstrate professional conduct through both instruction and example. All staff will support intellectual freedom among all members of the University community. In addition:
 - i. Staff will report to work free of the influence of alcohol and drugs that may impair their performance and ability to perform their work in an effective and safe manner.
 - ii. Staff will refrain from unauthorized use of work effort or resources for non-University business.
 - iii. Staff will maintain regular attendance and provide an acceptable quality of work as determined by their supervisor.
 - iv. Supervisors are responsible for encouraging the intellectual and professional growth of staff members for whom they have supervisory responsibility.
- b. Fairness---Staff will be fair and treat equitably all members of the University community. This includes:
 - i. Staff will disclose and manage any real or reasonably perceived conflicts of interest (see Conflict of Interest Policy) so as not to interfere with objective judgment.
 - ii. Supervisors will be held accountable for fairness related to those staff members for whom they have supervisory responsibility, and will carry out their supervisory responsibilities in accordance with University policy.
 - iii. The equitable treatment of staff will be based upon consideration of relevant facts and circumstances to the individual situations, which may lead to differences in treatment based upon these factors.
- c. Respect---Staff will treat members of the University community with dignity and respect. Staff must not engage in, nor permit, disrespectful behavior in or affecting the workplace or classroom. This includes:
 - i. Staff will respect the diversity of individuals in the workplace and respect the difference among them.

- ii. Staff will not use threatening, intimidating, or abusive language, or otherwise engage in conduct that creates a hostile environment that interferes with the work of the University.
 - iii. Supervisors will establish and maintain standards of collaborative interaction among peers and employees that is characterized by respect, honesty, and service, and will constructively manage conflict as it occurs.
- d. Compliance---Supervisory staff will see that those who report to them are informed about, understand, and comply with University policies and procedures and applicable government regulations. This includes:
 - i. Staff will comply with health and safety regulations and the use of hazardous materials in the workplace.
 - ii. Staff will comply with University policies governing the use and protection of University resources.
 - iii. Staff will comply with procedures to assure the ethical treatment of human subjects used in research.
 - iv. Staff will report any unsafe workplace conditions or practices to the appropriate University authorities.
- e. Information and Data Management---Staff will act with honesty and integrity with respect to information and data management, and will respect the rights and dignity of all University members by keeping confidential information secure, including student records and employee personnel files. This includes:
 - i. Staff will refrain from any breach of confidentiality, falsification, destruction, inappropriate and/or unacknowledged appropriation, or other misuse of data, and will report any violations of such to appropriate administrative authorities.
 - ii. Supervisors are responsible to establish appropriate safeguards for the information and data under their authority, and to assure their staff members have the ability and expectation to comply with appropriate expectations for the protection and appropriate use of this information.
- f. Stewardship---Staff will exercise fairness, integrity, and respect in the use of University resources, and will be responsible and accountable for the appropriate use of University equipment, facilities, and all other University assets. This includes:
 - i. Staff will safeguard University time and property from inappropriate use, appropriation, or abuse.
 - ii. Staff will assure that all funds provided to the University are spent in ways consistent with budget approvals and are in compliance with University policies and procedures.
 - iii. Staff with financial responsibilities will monitor records of expenditures for compliance with approved budgets and University policies.
 - iv. Staff are strongly encouraged to report suspected financial fraud or other inappropriate use of University assets to their supervisor or to the Vice Rector for Administration, Resources and Operations. University policy prohibits adverse actions resulting from the filing of such a report.

3.9. Compensation and Benefits

3.9.1. Payroll Dates

All active fulltime employees are paid monthly on the 25th of every month, or, if the 25th falls on a holiday or weekend, they will be paid on the first business day closest to the 25th.

3.9.2. Hours and Overtime

- a. The official opening hours of the University are Monday to Friday from 8:00am to 5:00pm. All University offices are to be open during normal business hours. All fulltime staff are expected to work at least 40 hours per week. In order to best serve the needs and interests of the University, some employees may be assigned work scheduled outside of normal working hours. It is the responsibility of supervisors to develop 40 hour work schedules for fulltime employees and to hold them accountable for performing their agreed upon duties.

In addition to performing their teaching duties, all academic staff are required to hold at least one (1) hour of office hours for every credit taught to meet with students. The maximum number of office hours that are required to be scheduled is capped at six (6) hours per week.

- b. Overtime is defined as hours worked by an hourly or non-exempt employee if working beyond 5:30pm daily. The University limits overtime to no more than 18 hours per week. Overtime must be approved in advance by the employee's supervisor and must be recorded accurately. In most cases, all instances of overtime will be provided to the employee as compensatory time. Supervisor approval is required for all types of overtime work.

Exempt employees are not eligible for overtime pay but are eligible for compensatory time when they work during weekends or public holidays. Officers who work beyond 8pm are eligible for a transportation allowance.

3.9.3. Direct Deposit

The net salary (take home pay) will be transferred to the respective employee's bank account. It is the responsibility of the employee to provide bank transfer information to Human Resources to facilitate the transfer of funds.

3.9.4. Absences and Leave Policy

Employee attendance and leave policies and procedures are established to ensure that the University presents a student-centered, customer focused environment. They are also designed to recognize the unique and varied responsibilities of its employees in fulfilling the University's mission and strategic goals.

- a. The determination of individual working schedules is driven by the academic and operational needs of the University. The normal working hours for University employees is 8:00am to 5:00pm Monday to Friday. Deans, Department and Unit Heads may require their employees to work on a different schedule to meet the needs of teaching, labs, library services, office hours, recruiting, research, testing, and other related activities.

Direct supervisors are responsible for communicating their expectations regarding working hours and ensuring that their staff are present on time to do the assigned work.

- b. If an employee will be absent or late for their assigned working time, they are required to report their absence or tardiness to their direct supervisor as soon as practicable. If, for any reason, they are unable to contact their direct supervisor, they should contact Human Resources.
- c. Employees unable to report to work due to illness must notify their supervisor directly, utilizing the supervisor's preferred notification method (which may include phone, email, text, WA, etc.) each day of their absence, as far in advance as possible, but no later than one hour before the scheduled arrival time. If their supervisor is not available, Human Resources should be contacted. The supervisor or HR must be contacted each day of absence. An employee who fails to contact his/her immediate supervisor or HR for an extended period of time may be considered for job abandonment.
- d. If the University has questions about the nature or length of an employee's absence due to illness, a written certification from a physician or licensed health care professional may be required.

3.9.5. Leave

A leave of absence is defined as an official absence from work. Leave is granted to staff employees for various reasons such as vacation, health, bereavement, care for children or family members, and others. Most types of leave are paid. However, unpaid time leave may be granted under certain conditions.

a. Annual Leave

An employee will be entitled to a certain amount of annual leave per fiscal year for such uses as vacations, personal or family needs, or emergencies. The Annual leave accrual begins the day the employee joins the company. After 3 consecutive months of service, the employees have the right to request and work together with their supervisor to schedule leave at convenient times for the employee as well as the company.

Any remaining annual leave must be used no later than 30 June of the following fiscal year and only this type of leave can be chased out for the remaining balance during the employee resignation.

Job Level*	1 st Five years	2 nd five years	The rest of the year
BOD/President/Rector	20	22	24
Manager/Vice Rector/Dean/HoD	15	17	19
Officer/Lecture	15	17	19
Staff	13	15	17
Non-Staff	12	14	16

*Refer to employee grade

b. Mass Leave

The joint holiday or collective leave day indicates country-wide holiday days typically concurrent with public holidays. These leave days are deducted from the employee's annual leave entitlement.

c. Sick Leave

Recognize that employees will occasionally require time off from work to take care of their medical needs and recuperate from illnesses. This leave may be used for a maximum of 15 days in total per year. To confirm the need for sick leave and/or authorize the employee to resume work, the employer reserves the right to request proof from a medical professional.

d. Hal-day Leave

Employees may be allowed to convert their annual leave into half-day leave either in the morning or afternoon.

e. Compensation Leave

Non-faculty except for non-staff level and Staff level who worked for at least 5 (five) consecutive hours may take compensation leave for the time spent working on public holidays or scheduled days off. It must be approved by the employee's supervisor prior to doing the work, and this leave must be used no later than 2 months after it appears in the Human Resource Information System.

f. Special Leave

Special Leave will not deduct employee Annual leave.

Type of Special Leave	Days
Maternity Leave	90
Employee Marriage Leave	5
Paternity Leave	2
Employee's Child/Spouse Emergency Leave	3
Demised of Spouse, Child, Parent in-law,	3
Demised of sibling, sibling in-law	3
Demised of an inmate at the same house	2
Marriage of Child	2
Marriage of Siblings	2
Employee's Child Circumcision	2
Employee's Child Baptism	2

g. Unpaid Leave

An unpaid personal leave of absence may be granted upon request for important personal needs at the discretion of the supervisor. At the supervisor's discretion, the employees may request unpaid leave if they have worked for the company for at least two consecutive years of service and other appropriate leave balances have been used up.

3.9.6. Extra Compensation Policy for Faculty

Full-time faculty at Sampoerna University may be requested to perform service in excess of the full-time lecturer workload for instructional and related activities. As the

University and its students benefit by this instruction, the faculty will be compensated for this extra effort in addition to their regular salary. The term “overload” applies to faculty members teaching academic courses and doing other assignments in excess of their regular full-time workload. A Dean or Head of Study Program must assure that an overload assignment to a lecturer will not interfere or hinder their performance for their regular responsibilities.

- a. All teaching and assignments that constitute an overload must be approved on a case-by-case basis by the lecturer’s Dean and the Vice Rector for Academic Affairs.
- b. Overload compensation may be given to lecturers for extra teaching once they have completed the required 30 credits of service (including Tri Dharma obligations of teaching, research, and community service) per fiscal year. This includes a minimum teaching load of 24 credits per year.
- c. Overload compensation for extra teaching cannot exceed 6 credits per fiscal year unless a written exception is made by the Vice Rector for Academic Affairs.

3.9.7. Withholding from Payroll

Compensation for all University employees is subject to tax and government provided benefits withholding in accordance with government regulations. Employees without a taxpayer identification number (NPWP) may be subject to a higher tax rate per government regulations.

3.9.8. Insurance

a. Health Insurance

All full-time employees will receive health insurance that covers the employee and all immediate family members. Health insurance is provided under an agreement with the Sampoerna Schools System and an insurance provider.

b. Life, Accident and Retirement Insurance

All full-time employees with Indonesian citizenship are provided life insurance, accidental death insurance, workers compensation insurance, and retirement insurance provided by BPJS Ketenagakerjaan. Non-Indonesian employees are provided with appropriate comparable insurance coverages. These benefits should be confirmed with HR during the hiring and re-appointment process.

3.10. Flexible Work Arrangements

A. Purpose

The purpose of this policy is to provide guidelines for establishing and managing possible flexible work arrangements, which include: (1) flexible work schedules, and (2) flexible work locations for full-time staff.

B. Policy Statements

As a student-centered university and academic community, Sampoerna University’s primary mode of delivering exceptional education and services, as well as conducting administrative functions is on-site and in-person. The University also recognizes that under certain limited and generally exceptional circumstances, allowing flexible work arrangements may support the recruitment and retention

of highly qualified employees, allow the University to meet specific strategic business and operational needs more effectively, and/or allow the University to fill positions intentionally established as flexible.

Decisions regarding the viability of flexible work arrangements must consider the University's mission and those we serve. Flexible work arrangements may be appropriate for some employees and some jobs, but not all employees and all jobs. A flexible work arrangement is not a right of employment and will not be available to all employees. Flexible work arrangements will only be offered (generally on an exception basis) in some university Departments where business and operational needs will not be adversely impacted and/or may be enhanced by the flexible arrangement. The University's approach to flexible work arrangements will be reviewed annually, including reporting on the positions and employees approved for flexible work and an analysis of the impact to operations. This policy is subject to change based on the assessment of its impact on the needs of campus stakeholders.

C. Decision-Making Authority

Deans and Division Heads are charged with ensuring that the SU campus remains a student-centered academic community that fosters quality, in-person engagement among faculty, staff, and students whenever possible and appropriate. As such, Deans and Vice Rectors should factor this expectation into all decision-making when considering flexible work arrangements. Deans and Vice Rectors will have the sole discretion to approve a flexible work arrangement for employees in their areas upon recommendation of Department Head without right of appeal by the employee. Deans and Vice Rectors, in consultation with Human Resources, may modify or terminate the flexible work arrangements early (before the end of the specified term). The employee may also terminate the flexible work arrangement, unless it was a condition of employment, with sufficient notice to their respective Dean or Vice Rector.

Deans and Vice Rectors will evaluate positions and employees using a flexible work arrangement process. Nothing in this policy requires a Dean or Vice Rector to approve a position or employee for a flexible work arrangement. Deans and Vice Rectors have the authority to require a new employee to work a standard schedule (8am to 5pm, Monday to Friday) at the primary work location (SU Campus or affiliated site) for a specified period before being considered for a flexible work arrangement. Flexible work arrangements should always support a level of performance equal or superior to a traditional onsite arrangement. The decisions of the Deans and Vice Rector's on this matter are final.

Deans and Vice Rectors may establish remote work as a condition of employment based on business needs (i.e. student recruiters outside Jakarta, faculty hired based on unique factors to teach online).

D. Eligibility

Several factors will be used when considering the feasibility of flexible work arrangements for full-time, exempt staff. Campus, students, and workforce needs

must be the primary and first considerations. Other factors to consider should include, but not be limited to, the:

- position's job duties;
- need for in-person interaction with students, faculty, staff, parents, alumni, clients, vendors, government organizations, or customers;
- position's ability to be performed independently of others with minimal need for support;
- ability to measure by quantitative and/or qualitative means or results-oriented standards;
- employee's most recent performance review rating of "meets expectations" or higher;
- employee's conduct;
- remote location allows the employee to report to the office within a reasonable period of time, if needed;
- supervisor's ability to manage the employee effectively;
- supervisor's ability to ensure the office is adequately staffed and physically open for business during normal operating hours; and
- ability to ensure the arrangement can comply with applicable government regulations.

E. Flexible Work Arrangements

i. Flexible Work Schedules

A Flexible Work Schedule describes a recurring adjustment to an employee's schedule. Such revised schedules must align with the operational needs of the position and the unit and allow for appropriate oversight of employee work assignments. Managers must ensure that they can provide adequate supervision for work that is performed outside of the standard workday. During weeks in which a holiday falls, or at any other time required by a supervisor, any employee approved for a flexible work schedule may be required to work a standard schedule. A Flexible Work Agreement must be completed regarding the granting of a flexible work accommodation.

ii. Flexible Work Locations

A flexible work location is an approved work location other than the traditional, on-site arrangement. This adjustment to an employee's primary worksite may be either short-term or recurring. Positions with regular in-person interactions with students, faculty, staff and other stakeholders will generally not be eligible for flexible work locations.

Flexible work locations are to be used for work arrangements lasting longer than six weeks that authorizes an employee to perform their regular job duties from an off-campus location. Approval for remote work should only be approved in situations where mission-critical needs must be met and other viable options do not exist or are significantly limited. Remote location approvals are expected to be used strategically and generally only in exceptional circumstances. The duration is until further notice or until the expiration of the agreement. Employees granted a flexible working location schedule may be required to come to campus for meetings on a regularly

scheduled basis, as well as any other times business needs dictate. Employees are to ensure that they can be available promptly when such an occasion arises. A Flexible Work Agreement must be completed regarding the granting of a flexible work accommodation.

iii. Flexible Work Agreements

HR should be consulted regarding all requests for Flexible Work Arrangements. HR will facilitate the completion of the Flexible Work Agreements that will document accommodation granted by Deans and Vice Rectors to their employees.

F. Conditions

- i. Except where a position has been established as an off-campus position (i.e. student recruitment, fundraising, field-based teaching/service, etc.), each employee will be assigned an on-site work location. Employees approved for remote work under this policy are expected to be able to report to their primary work location within a reasonable time when directed due to operational needs and/or changes to or revocation of their Flexible Work Agreement.
- ii. Employees working remotely are not eligible for reimbursement of travel expenses when traveling between their off-site work location and the on-site work location, except where the position has been established as an off-campus location.
- iii. Performance is a key consideration when evaluating a request for a flexible work arrangement. For an arrangement to be considered, an employee must meet all performance and conduct expectations for their role, having a performance review rating of “meets expectations” or higher on the most recent evaluation.
- iv. An employee approved for a flexible work arrangement must be available and accessible during hours appropriate for the role as determined by the supervisor. Flexible work arrangements are not intended as a substitute for childcare of dependent care. Employees are expected to plan for child and/or dependent care as needed and appropriate to be fully present, responsive, and professional during regular business hours. Employees approved for a flexible work arrangement will request, take, and report leave in accordance with existing SU policies.
- v. The University will not be responsible for costs incurred by the employee in the use of their homes as a remote work location. Employees should use University-issued equipment and materials whenever possible. Standard employee fees, insurance premiums, and withholding taxes are not adjusted because an employee is working under a flexible work arrangement.
- vi. Personal computers and other related digital equipment should not be used to process, transmit, or store restricted or sensitive information unless the employee is utilizing remote desktop access to University-owned equipment through University VPN services. Employees using personal devices to connect to the SU VPN should have up-to-date antivirus software running on their devices.
- vii. Employees must follow the provisions of the Technology Use Policy while performing their job duties, regardless of their work location. The same

network and security monitoring tools and appliances in use at the University will be used to monitor and protect remote work sessions.

- viii. Employees must safeguard all confidential University information used or accessed while performing job duties, regardless of their work location.
- ix. A Flexible Work Agreement is required for an employee approved for a Flexible Work Schedule or Flexible Work Location. The employee:
 - 1. Must sign a Flexible Work Agreement;
 - 2. Agree to continue to meet the same performance expectations and the University's Standards of Conduct; and
 - 3. Must maintain work hours, duties, and responsibilities consistent with their role.
- x. Flexible Work Agreements will be subject to review on an annual basis. An earlier review may be necessary when there are organizational or supervisory changes. Existing flexible work arrangements are subject to this policy upon renewal.

As with traditional work arrangements, employees approved for a flexible work arrangement under this policy are required to comply with all SU policies.

G. Definitions

- i. Flexible Work Agreement: The agreement that outlines the flexible work arrangement for an individual employee signed by both the employee and their respective Dean or Vice Rector.
- ii. Flexible Work Arrangement Review Process: The process used by the Dean or Vice Rector and Human Resources to evaluate the feasibility of a flexible work arrangement.
- iii. Flexible Work Location: An approved work location other than the traditional on-site arrangement.
- iv. A recurring adjustment to an employee's schedule.
- v. Workweek: Sampoerna University's official workweek is 8am to 5pm, Monday to Friday.

3.11. Training and Development

- a. Policy: It is the policy of Sampoerna University to provide faculty and staff training and development opportunities within the availability of funds. Such development will be aimed at the needs of the individual employee and the University. Education and training will be offered to improve personal and professional skills and to prepare for assuming jobs of greater responsibility.
- b. University funds may be used to support the following areas of training and development:
 - i. In-Service Training Programs: Training which is provided within Sampoerna University to support the continued professional and personal growth of all employees in their work. Special training emphasis is made in the areas of excellence in teaching and learning (CETL), service excellence, communication, business/financial operations, and effective management. These training programs are designed to enhance employee's skills, to

- develop additional work capabilities, or to increase his/her level of competence.
- ii. External Professional Development Programs: Education or training authorized by the University for selected employees. This may consist of workshops, seminars, institutes, training sessions, college courses and other special programs or activities offered outside the University. Employees approved to attend external professional development programs may be granted full-pay, staff development leave to participate. Course fees and travel reimbursement are subject to budget availability.
 - iii. College Degree Program: Provides selected employees college level (graduate or undergraduate) training leading to a degree in a field specifically required by Sampoerna University; thereby enabling the University to operate more effectively and efficiently. Support may include full or partial tuition coverage depending upon budget availability.
- c. The following individuals are authorized to approve participation in the training and development programs:
- i. In-Service Training Program: Immediate supervisor
 - ii. External Professional Development Program: Dean or Vice Rector.
 - iii. College Degree Program: Dean or Vice Rector. This benefit also requires the approval of the President.
- d. Training and Professional Development Responsibilities:
- i. Supervisors and Managers: Training and professional development is the responsibility of every supervisor and manager at all levels. Supervisors and managers are responsible for:
 - Providing employees with on-the-job training in the proper performance of tasks.
 - Providing a climate in which training and professional development of employees is encouraged.
 - Integrating an employee's growth and development needs with the goals and objectives of the unit and the University.
 - ii. Human Resources: The Human Resources Department will:
 - Establish, administer and coordinate training and professional development for staff.
 - Develop programs which support the University's vision, mission and goals and the continued growth and education of faculty and staff.
 - Review and approve training programs open to the University community.
 - Monitor training programs and provide assistance to departments as resources allow, particularly in regard to In-Service Training.
 - Maintain University training records and files.

3.12. Faculty Dispute Resolution Procedures

A. Purpose

This section shall also be known as the Code of Faculty Rights, Responsibilities, and Conduct. This code is based on the premise that both administrators and faculty share responsibility to create a climate suitable for effective teaching and learning, scholarship, and community service. Except as otherwise specified by law or government regulation, no policy or action by the University or its faculty and staff may violate the rights, responsibilities, and standards of conduct established by this Code. Substantive changes to this Code will be made only after approval by the Vice Rector of Academic Affairs and the University Senate, subject to the authority of the Office of the President.

B. Scope

This code is applied to administrators and all faculty members at Sampoerna University.

C. Policy Statement

1. The University has established an adjudication process to address disputes through formal clarification and evaluation of the issues surrounding the complaint. Adjudication is used when informal discussions regarding the dispute fail to resolve the complaint.
2. A “complaint” is any action or decision that a faculty member (or administrator with faculty status) feels has adversely affected his or her professional capacity as an SU employee that appears to have occurred or been decided unfairly, improperly, or in violation of University policy or has caused a hostile or intolerable work condition. A complaint will be considered a grievance when the Faculty Adjudication Committee agrees to accept the complaint as a grievance and begins committee activities related to the complaint. Misapplications of University policies, but not dissatisfaction with existing University policies, may be considered as grievances. Violations of academic freedom, negative evaluations not based on objective criteria, continuing intolerable conditions, and continuing behavior or conduct unbecoming a faculty member may be considered as grievances.
3. If the Faculty Adjudication Committee agrees to hear a grievance, it will hear the complaint of faculty members regarding decisions that are believed to be due to inappropriately applied policies and procedures or allegations of other unfair treatment. The Faculty Adjudication Committee will advise administrators on redress and alterations of decisions when it determines that prior judgments have been made unfairly or with such bad practice and negligence as to be improper and invalid. The Faculty Adjudication Committee should, to the extent possible, seek to bring about a settlement among the involved parties with or without a formal investigation of the situation.
4. If an amicable resolution is not possible, the Committee will hold hearings and investigate the matter according to processes established by the Committee. Within five (5) days of the conclusion of the Committee’s investigation into a

matter, the Chair will provide, in writing, the findings of the Committee to the Vice Rector of Academic Affairs and the Chair of the University Senate. The findings should be reported in accordance with University policy, including policies related to individual privacy.

5. Within five (5) days of receiving the Committee's recommendations, the Vice Rector of Academic Affairs will:
 - a. Accept the recommendations of the Committee and redress the grievance of the faculty member.
 - b. Accept portions of the recommendations of the Committee and reject others, providing a written explanation to the Chair of the Committee and the Faculty member; or
 - c. Return the recommendation to the Chair of the Committee with a request for clarification or more information.
6. If the recommendation is returned to the Chair for clarification, the Chair of the Committee will meet with the Committee and provide a written response to the Vice Rector of Academic Affairs providing clarification within ten (10) business days.
7. Upon receiving clarification, the Vice Rector of Academic Affairs has five (5) business days to address the complaint by accepting all or part of the recommendation or rejecting it in its entirety and providing a written response.
8. Membership of the Faculty Adjudication Committee: Three full-time faculty members will be appointed each year by the University Senate to serve annual terms. Two additional members (among faculty members holding administrative appointments) will be appointed by the Vice Rector of Academic Affairs. Members of the Committee will elect a Chair. The Committee will meet within the first month of the Academic Year to review operating guidelines and then on a regular basis to discuss pending complaints or accepted grievances.

D. Roles and Responsibilities

The Faculty Adjudication Committee under Vice Rector of Academic Affairs.

3.13. Employee Grievance Procedures

A. Purpose and Scope

This policy provides a grievance procedure for all Sampoerna University employees, excluding faculty (or faculty holding administrative appointments). This includes professional staff, hourly employees, and student employees.

B. Definitions

1. Complainant: Person who is subject to alleged inequity as it applies to any University policy or procedure. For purposes of this policy, a complainant is an employee, with the exception of individuals classified as faculty.

2. Respondent: Person whose alleged conduct is the subject of a complaint. For purposes of this policy, a respondent can be an employee or authorized representative of the University.
3. Appointing Authority: The individual designated by the President to make ultimate personnel decisions concerning a particular employee.
4. Disciplinary Authority: The individual designated by the President with the authority to make ultimate personnel decisions to impose disciplinary actions upon a particular employee.
5. Investigator: The individual(s) designated by the Vice Rector for Administration, Resources and Operations to investigate an employee grievance.
6. Appeals Committee: The individuals designated by the President to review the appeal of a grievance decision by the Investigator.

C. Grievable Offenses

1. Except as noted herein, an employee may grieve any action which violates or inequitably applies any University policy or procedure and which adversely affects the employee's working conditions.
2. Claims of discrimination and/or harassment are taken very seriously and should be reported to an employee's supervisor or a human resources officer.

D. Non-grievable matters

1. Matters over which the employer is without authority to act.
2. Evaluations of job performance.
3. Dismissals, non-renewals, suspensions, and disciplinary actions.
4. Reassignments except those that result in a reduction in pay.

E. Filing a Complaint

All complaints will be made as promptly as possible after the occurrence. A delay in reporting may be reasonable under some circumstances; however, an unreasonable delay in reporting is an appropriate consideration in evaluating the merits of a complaint or report.

F. Filing a Complaint

1. Employees must submit all grievances in writing to Human Resources. All grievances will be assessed by the preponderance of evidence standard. The Vice Rector for Administration, Resources and Operations will designate an individual(s) to be the investigator(s) over the complaint.
2. The investigator(s) will initially determine whether the complaint is grievable or non-grievable.
 - a. If grievable, the investigator(s) will inform the complainant and respondent of the grievance.
 - b. If the investigator(s) determines the complaint is not grievable, s/he will inform the complainant of this decision in writing. This decision is final.

G. Informal Resolution

Before pursuing a formal complaint, every reasonable effort should be made to constructively resolve the issues with the affected parties at an informal level. The

investigator(s) will facilitate the informal resolution process. If informal resolution is not successful, the investigator(s) will open a formal grievance case.

H. Formal Process

1. The investigator(s) will contact or request a meeting with both the complainant and respondent. Both parties will be given the opportunity to discuss the allegations of the grievance and may offer any documentation, witnesses, or other materials in support of their case. During this meeting, neither party may have an outside representative. This process is entirely administrative in nature and is not considered a legal proceeding.
2. No audio or video recording of any kind may be made without the consent of the parties.
3. The investigator(s) may also contact or request a meeting with relevant University staff, students or others as part of the investigation.
4. At the investigator's discretion, the investigator(s) may discontinue meetings with anyone that is hostile or disruptive, and will proceed to make a determination based on the information known at that time.
5. Based on the preponderance of evidence, the investigator(s) will issue a decision, in writing, to both the complainant and the respondent. The decision will reject or grant the grievance and make recommendations to resolve the issue(s). The complainant and respondent will be advised of his/her right to appeal the decision, subject to the grounds below, by filing a written appeal with the investigator within seven (7) days of receipt of the decision.
6. In the event of an appeal, the investigator will give written notice to the other party to allow him/her the opportunity to submit a response in writing. The investigator will also draft a response memorandum (also shared with all parties). All appeals and responses are then forwarded to the President's office for initial review to determine if the appeal meets the limited grounds for appeal and is timely. The original finding will stand if the appeal is not timely or substantively eligible and the decision is final. If the appeal has standing, the President will convene an Appeals Committee composed of at least three individuals. The Appeals Committee must include at least two professional staff and one HR representative. Documentation is forwarded to the Committee for consideration. The party requesting an appeal must show error as the original finding is presumed to have been decided reasonably and appropriately. The ONLY grounds for appeal are as follows:
 - a. A procedural or substantive error occurred that significantly impacted the outcome of the decision (e.g. substantiated bias, material deviation from established procedures); or
 - b. To consider new evidence, unavailable during the original complaint or investigation, that could substantially impact the original finding. A summary of this new evidence and its potential impact must be included in the written appeal.

7. If the Appeals Committee determines that new evidence should be considered, it will return the complaint to the investigator(s) to reconsider in light of the new evidence only.
8. If the Appeals Committee determines that a material procedural or substantive error occurred, it may return the complaint to the investigator(s) with instructions to reconvene the hearings to cure the error. In rare cases, where the procedural or substantive error cannot be cured due to clear bias, the Appeals Committee may order a new grievance hearing be held with a different individual acting in the place of the compromised investigator. The results of a reconvened hearing cannot be appealed. The results of a new hearing can be appealed based on the two applicable grounds for appeals.
9. Retaliatory Acts
 - a. If any person who files a grievance, or any person who testifies, assists or participates in a proceeding, investigation or hearing related to a grievance, feels they are being subjected to retaliatory acts, they should report such incidences to Human Resources as soon as possible.
 - b. It is a violation of this policy to engage in retaliatory acts against any person who files a grievance or any person who testifies, assists or participates in a grievance proceeding, investigation or hearing relating to a grievance. Acts of retaliation will be subject to discipline, up to and including expulsion for student employees, termination for SU professional staff and dismissal for other categories of employees, volunteers, guests or visitors.

3.14. Visitors in the Workplace

A. Purpose

The University workplace is a diverse environment of classrooms, offices, and laboratories where many different activities are performed. Visitors to the workplace are generally welcome, and in some settings even encouraged. However, appropriate precautions and limitations on visitations are necessary to protect health and safety and to maintain productivity and regulatory compliance.

B. Scope

This policy applies to all SU employees.

C. Policy Statement

1. Employee guests will be allowed in the workplace, as long as the employee has received prior approval from their supervisor, and for a short visit that does not impede the work of the employee or others.
2. Sampoerna University discourages employees from being accompanied by friends, family, or children while working; including leaving children on campus in office areas while they are at work. This does not eliminate infrequent, short visits from friends, family, and children. Anything other than short visits is not permitted due to safety and other workplace concerns.
3. Sampoerna University desires to be a family-friendly place of business for all employees as well as students, however, the workplace is not an appropriate

place for children. Even during short, infrequent visits, children 15 years of age or younger must not be left unattended and must be closely supervised by an adult at all times.

4. If an employee is faced with unusual circumstances regarding visitors at work, the employee should speak with their immediate supervisor.

D. Hazardous Workplaces

There are many workplace areas where hazardous materials or equipment are located or where hazardous operations are conducted. These primarily include laboratory facilities and mechanical rooms. It is, therefore, necessary to restrict access to “Hazardous Areas” for visitors. Visiting adults who are not students or employees (visiting lecturers, etc.) who work for two weeks or more in laboratories or other hazardous areas must receive safety training as required for work in that environment. Documentation of training received from other employers or institutions may be accepted if approved by the Vice Rector for Administration, Resources and Operations.

Host units are responsible for providing all visitors with specific safety instruction for local conditions and procedures, and for providing all necessary personal protective equipment. All safety training must be properly documented by the host unit and kept on file in that unit.

Visiting adults who are not students or employees (visiting lecturers, lab assistants, etc.) who visit or work for two weeks or less in laboratories or other hazardous areas must at a minimum have local safety measures and emergency procedures explained to them and must be provided with personal protective equipment appropriate to the environment being visited. Short-term visitors must be escorted and/or always supervised by the host during their visit.

E. Children in the Workplace

In general, the workplace is not an appropriate for minor children on a frequent or continuing basis, as children in the workplace create an atmosphere that may not be conducive to achievement of the University’s goals and objectives.

Special occasions that are employer-sanctioned and at which attendance by children is encouraged should be coordinated with and approved by the University. The employee’s schedule for that day should take the child’s presence into consideration to eliminate potential hazards.

Children may be brought to workplaces by parent employees for brief visits or other times when common sense would dictate that it is more efficient for the employee to bring the child into an office (following or before a physician’s appointment, for example). The parent employee must supervise the child(ren) on such visits. It is generally not appropriate for children of any age to be in the workplace on a regular basis, such as after school each school day or on regularly scheduled school holidays.

The University recognizes that occasionally situations may arise that leave an employee with no acceptable alternative but to bring his or her child(ren) to work.

In the event of an emergency, or if there are no other alternatives, parent employees may have children present in the workplace provided the parent secures prior approval from their supervisor. Such arrangements may be granted only in circumstances where safety issues (such as stairs and stairwells, automatically closing doors, office machines, etc.) have been satisfactorily addressed. This exception is not applicable to Hazardous Areas. Parent employees may not leave child(ren) in the custody of another University employee, even for brief periods of time.

Minor children are not permitted as regular visitors in any Hazardous Area, as defined above. Short-term visits may be authorized for approved guided tours or other reasons if appropriate precautionary measures are taken and hazards have been fully controlled or removed during the visit. Direct adult supervision of children is required at all times in hazardous areas. Heads of Units may require additional safety measures prior to such visits and may wish to require written parental consent authorizing the site visit.

3.15. Safety, Health and Environmental Quality

A. Purpose

The health and safety of every staff member, student, and visitor is important to the University. The University strives to create an environment that is safe by eliminating or mitigating conditions that could result in injuries or illnesses. The University is committed to the principle that a safety culture will benefit all staff, increase productivity, minimize lost work time, and help realize the University's mission, goals and objectives.

Sampoerna University complies with all relevant institutional, industrial, and governmental regulations and policies regarding safety, health and the environment. These policies are designed to promote a safer, more secure, and healthful learning and work environment for the University community and its guests. These policies outline the procedures for managing the health and safety of the SU community. The Safety, Health and Environment Plan (SHEP) is reviewed annually by the Committee on Administrative Affairs. This committee provides recommendations for updates and revisions; other updates and revisions are made whenever relevant governmental or regulatory bodies make changes.

B. Purpose

This policy applies to all workplaces that are owned, operated, or under the direct control of Sampoerna University.

C. Policy Statement

1. Emergency Notification

All students, faculty and staff subscribe to the Emergency Notification System (ENS) and receive email and message alerts in the event of campus-wide emergencies or incidents. These same notifications are also posted on the SU website and distributed via social media channels. All students, faculty and staff are responsible for ensuring that their contact information is up-to-date

and accurate. In addition, emergencies requiring the evacuation of SU campus facilities are broadcast over a campus-wide public address system.

2. Procedures for Investigating Incidents

All incidents are followed up with an incident report by General Administration (GA) that documents the incident, provides information to evaluate the initial response, and helps determine if further action is needed. Incident reports may be initiated by faculty or staff.

3. Faculty and Staff Responsibilities

Faculty and/or staff are responsible for overseeing safety training for students and enforcement of safety policies and procedures in classrooms and labs. Faculty and staff lead safety training courses during course orientations, as appropriate. In the event of an injury, students are not to be transported directly to a medical facility or home by faculty or staff. They should immediately alert GA to arrange for safe and appropriate transportation.

4. Student Responsibilities

Safety instruction is an important part of SU's educational program, especially in courses involving laboratories. Students are responsible for adhering to institutional policies and procedures governing student conduct and campus health and safety. Students need to report any health, safety, or security concerns.

5. Safety Resources

Safety resources, appropriate for the University's operations, include sharps disposal, material safety data sheets, biological pathogen disposal kits, eye protection, hand protection, hearing protection, and eyewash and safety shower station. The University is serviced by overhead sprinklers to assist with fire mitigation. Evacuation maps and first aid kits are also available on each floor. The campus is served by a health clinic staffed by para-professional and professional medical personnel. GA is responsible for reviewing these resources on an annual basis to ensure they are in good working order and appropriate.

6. Campus Security Officers

Campus security officers are present on every floor of Sampoerna University. They report to GA and have responsibilities for all parts of campus and external activities managed/controlled by the University. The major responsibility of campus security officers is to monitor and ensure the safety and welfare of faculty, staff, students, and visitors. When there are infractions of local or national laws and/or University policies, campus security officers are authorized to take appropriate action. They will notify local police for more serious incidents that pose a direct threat to lives and/or property. The performance, duties and contracts for campus security officers is reviewed annually by GA and the Committee for Administrative Affairs.

7. Responding to Fire Alerts and Events

The campus has an active fire control detection and suppression system. Signs of active fire (smoke, gas odors, and/or increased room temperatures) automatically activates the fire alarm. In addition, there are manual station alarms located throughout the campus that can be activated by breaking glass and pulling the alarm. During orientation each semester, all faculty, staff, and students are notified of the location of fire extinguishers, fire hoses, emergency exits, and manual alarm systems across campus and how to use them. Safety Captains designated for areas across campus will get specific training regarding the use of fire extinguishers and/or hoses, how to assess a fire hazard and the process for notifying campus and emergency officials.

If a minor fire appears controllable, GA should be immediately notified. The individual or local Safety Captain should then promptly direct the charge of the fire extinguisher or water from the fire hose toward the base of the flame. Fire hoses should never be used to suppress fires if there is a presence of electricity in the fire area. If the fire appears uncontrollable and poses a threat to health and safety, General Affairs should be immediately notified to request that the building evacuation alarm be sounded (if the automatic system has not previously sounded). All rooms should then be evacuated, closing all doors to confine the fire and reduce oxygen. Doors must not be locked upon exit. Once the building evacuation alarm is sounded, the nearest Safety Captain will be mobilized to assist with evacuating their areas by directing people to safety exits. Additional help will be provided to disabled individuals that require assistance. If a smoke event exists, the Safety Captain will remind everyone to stay as close to the floor as possible during evacuation. Evacuees will muster at three designated safety muster points located in outside areas clear of hazards. Individuals will not return to the buildings until an "all clear" has been given by Emergency Responders or University officials. Additional safety considerations in the event of fire include:

- a. If an individual becomes trapped in a building during a fire and there is an available window, place an article of clothing (shirt, coat, etc.) outside the window to alert rescue crews. If no window is available, remain near the floor for less toxic air. Shout periodically to draw the attention of emergency personnel.
- b. If possible, use a cell phone to share your location with University officials or emergency responders. Do not panic. Report to your designated campus assembly point following any evacuation.
- c. Stay at the muster point until an accurate headcount can be conducted.

8. Earthquakes

When an earthquake is detected, take cover under a desk, table, or doorway; or stand close to the wall in a hallway. Stay away from windows or objects that could break or shatter. Wait approximately two minutes after tremors stop OR until the building evacuation order is given and then evacuate to campus muster points located outside away from hazards.

9. Flooding

Significant flooding on campus is most frequently caused by torrential rain or a main water failure. Flood emergencies can strike without warning. Understanding what to do and what not to do is critical for personal safety on and off-campus. It is critical to take action in the event of a flood warning. If you are in a flood-prone area, seek higher ground immediately. A *flash flood* is a sudden violent flood that develops over a period of minutes to hours. It is even possible to have a flash flood in areas that do not receive immediate rain. Members of the University community should take the following precautions during a flood event:

- a. Stay informed by listening to the radio and television. Monitor information and updates on the internet and social media;
- b. If you live in a flood prone area, immediately seek higher ground;
- c. If you are ordered to evacuate by government officials, do so immediately. When you leave, secure your home. Disconnect utilities and appliances if you have time;
- d. Be aware of electrical hazards. Avoid entering a room if water covers the electrical outlets or submerged power cords. Immediately exit if you see sparks or hear buzzing, crackling, snapping or popping noises. Keep away from any water that may contain electricity; and
- e. Avoid floodwaters. If you become trapped by moving water, seek higher ground and call 112 if possible. Drive carefully through flooded roadways and around barricades. Water may be deeper than it appears, concealing hazards such as sharp objects, washed-out road surfaces, electrical wires, and chemicals, among others. A vehicle trapped in swiftly moving water can be swept away in seconds by as little as 30 to 45 cm of water.

If there is a flooding emergency on-campus, the GA department will respond by mobilizing responders to mitigate damage and protect the safety of the University community. GA will also be responsible for providing timely updates to the University Executive regarding the conditions of the University and the surrounding area. If necessary, the University Executive may suspend classes, close the campus and evacuate until conditions improve. GA will also be responsible for making recommendations to the University Executive regarding when to return to normal operations in the event of a closure. In the event of impending flooding and as time and circumstances allow, GA will mobilize staff to move endangered high-value materials to higher ground and/or upper floors within their respective buildings. GA will also operate building systems to mitigate structural damage.

10. Medical Emergencies

Student illnesses or minor medical emergencies should be reported to the nearest faculty or staff member. Minor medical issues will be resolved by utilizing first aid kits or a referral to the health clinic for care. No medical care will be administered by faculty or staff (unless a major event that requires life-saving attempts at resuscitation). In the event of a serious or life-threatening medical emergency, faculty or staff may provide life-saving activities (i.e. CPR) and immediately call 112.

11. Behavioral Disturbances

A behavioral disturbance can be either verbal or physical. Everyone is to assist in making the campus a safe place by being alert to suspicious situations and promptly reporting them. Individuals who are victims of or witnesses to an on-campus offense should avoid placing themselves at greater risk. They should report any suspicious behavior or offense to a faculty or staff member as soon as possible and report the incident to GA.

If you observe a criminal act, notify GA immediately. If you observe someone threatening others with a weapon, explosive, or other dangerous devices that could potentially threaten lives, notify GA immediately. GA will notify security to secure the situation and notify local police. If there is a direct exit away from the event, use it. Do not enter hallways and do not pull the fire alarms. If a direct exit is not immediately available, follow lockdown in place procedures. Move to a classroom or office, lock the doors, turn off the lights, and stay away from doors and windows. When security and/or police officials arrive, follow all instructions. Remain in lockdown until security or campus officials provide an all-clear signal.

12. Weapons and Firearms

Fireworks, firearms, ammunition and other weapons or materials which endanger health and safety are strictly prohibited. The possession or use of these items at SU will result in disciplinary action. Such incidents that also violate local and/or national laws may also result in arrest and prosecution.

13. Environmental Hazards

a. Blood Spills

If you see blood on the floor or other surface, notify a faculty or staff member. Do not attempt to clean up the blood yourself or allow others to do so. If you are exposed to another person's blood or other bodily fluids:

- i. For a skin exposure or blood that comes into contact with an open wound, wash the area thoroughly with soap and water;
- ii. For a blood splash to the eyes, nose, or mouth, rinse copiously with distilled water; and
- iii. Report any blood exposure to faculty or staff.

b. Other Hazardous Materials

Other hazardous materials or substances can be in the form of chemical spills, gas leaks or other substances. If you see or smell a substance that you feel may be hazardous, stay away from the substance and direct others away from the immediate area. Do not touch or attempt to clean up an unidentified substance. Notify faculty or staff of the incident for further action as needed.

Individuals exposed to any hazardous materials in laboratory areas should immediately notify faculty or staff on duty. If needed, they will be directed to use the Eyewash and Safety Shower located in the lab area.