



Code of Conduct

19th July, 2019

OFFICE OF THE VICE CHANCELLOR

DOCUMENT CONTROL INFORMATION	
Document Name	Code of Conduct
Document Control Number	COR0100
Approved by	Vice-Chancellor
Approval date	19 th July, 2019
Version	1.1
Review date	March 29, 2019
Author	Vice-Chancellor
Owner	Vice-Chancellor
Document online storage link	Staff Common Folder

REVIEW HISTORY				
Version	Description	Date	Author	Owner
1	New document	December, 2016		
1.1	Reviewed	March 29, 2019	Vice-Chancellor	Vice Chancellor




Prepared by: Vice Chancellor	Reviewed by: Policy Review Committee	Approved by: Vice-Chancellor	 IBSU UNIVERSITY Focusing on Student Centred Learning
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1. INTRODUCTION

The Code of Conduct reflects significant changes experienced in the world, the very nature of our work and how we do business today, as well as our need as trusted professionals to understand how to continue to behave ethically in the face of all these changes. The Code of Conduct is one of many tools we have as professionals to help guide our behaviours, and is intended to be a framework, not a rulebook.

The Code of Conduct is based on Values and Standards. These Values and Standards govern employee interactions with our clients, competitors, business partners, government and regulatory authorities, and shareholders as well as each other.

These Values and Standards forms the cornerstones to our policies, which provide detailed guidance on compliance with applicable laws and regulations.

At IBSUniversity the Values and Standards together with the Vision and Mission forms the culture that we live in. Hence, **OUR CULTURE IS NON-NEGOTIABLE.**

2. PURPOSE


Main purpose of the Code of Conduct document is to provide details on the standards of ethics, conduct and behaviour that each person complies with as a condition of their appointment of employment with IBSUniversity.

It outlines specific behaviours that are required or prohibited as a condition of ongoing employment. It puts our Values in action. It specifies workplace expectations were employees are expected to;

- 2.1 Comply with both the ‘spirit and letter’ of this Code of Conduct’s provisions and to seek guidance when appropriate. All must act responsibly at all times;
- 2.2 Maintaining a happy and healthy workplace environment under best practice principles
- 2.3 Developing a ‘Result-Only-Working-Environment’ where high performance is encouraged and anticipated.

3. OBJECTIVES

- 3.1 Impart University Core Values to all staff;
- 3.2 Affirms University commitment to high ethical standards;
- 3.3 Guide the staff to exhibit professionalism and proper decorum;
- 3.4 Impart the commitment of the University to high academic standards;
- 3.5 Ensure appropriate handling of information that may be essential to operation;
- 3.6 Promote respect and equality amongst University community members;
- 3.7 Protect each staff and stakeholders against any threat on the bullying and discrimination;
- 3.8 Safeguard confidentiality;
- 3.9 Educate staff and stakeholders on the importance of academic integrity

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4. SCOPE

This Code of Conduct applies to all Staff, whether permanent or temporary, and works in collaboration with all policies of IBSUniversity.

It encompasses the Eight (8) Pillars of our Values; **Integrity, Respect, Innovative, Service, Collaboration, Accountability, Responsive and Excellence.**

The Code of Conduct is divided into two parts:

Section A is an overarching outline of the behaviour that IBSUniversity management expects of all its staff. It is acknowledged that this section is broadly based on a similar document developed by Southern Cross University, Australia, which has been tailored-made to reflect the current situation at IBSUniversity

Section B provides additional details relating to the manner in which IBSUniversity management expects its academic staff to prepare, give, assess, and report on any unit of study they are responsible for. A clear objective here is to ensure that there is a high degree of consistency across all units of study offered by IBSUniversity.

This Code of Conduct does not contain a completed list of specific behaviours or conduct but sets out the minimum standards of responsibility and conduct expected of directors and employees. The Code of Conduct does not address every situation that may arise, but applies to all aspects of work and all work-related situations including;

- 4.1 in the work place;
- 4.2 at work related social activities whether at the workplace or at an external venue/location;
- 4.3 during work related dealings with members of the public, contractors, suppliers and clients;
- 4.4 during work related dealings for IBSUniversity outside the work location and outside usual operating hours.


5. DEFINITIONS

For the purposes of this Code of Conduct, the following definitions apply:

“**Academic staff**” are all persons employed by IBSUniversity to contribute directly to the teaching and research aspects of its educational programmes. It is anticipated that the research responsibilities of its academic staff will progressively increase in importance as IBSUniversity for knowledge creation in PNG.

“**Code of Conduct**” is different to Code of Ethics as it governs the actions by listing several specific laws relevant to different areas of organisation operations or industry that employees need to obey.

“**Code of Ethics**” is different to Code of Conduct as it governs decision-making by acting like the constitution with general set of principles to guide behaviour.

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“**Non-academic staff**” are all other persons employed by IBSUniversity to assist, support and manage the affairs of IBSUniversity.

“**Stakeholders**” are all interested parties that have interactions with the university in one way or the other.

“**Students**” are all persons currently enrolled at IBSUniversity educational programmes (whether full-time or part-time).

6. ROLES & RESPONSIBILITIES

Vice Chancellor is responsible for the upkeep of the Code of Conduct and its awareness to every stakeholder.


All Managers are responsible for ensuring that the Code of Conduct is known and conform to by all employees within his/her respective areas of responsibility and to act in a manner that sets a proper example.

Human Resource Manager is responsible for reprimanding any staff who fails to comply and act according to what this Code of Conduct entails.

SECTION A: STAFF CODE OF CONDUCT

7. POLICY DECLARATION

- 7.1 This Code of Conduct sets out the minimum standards and obligations relating to the conduct and behaviour expected of all members of the IBSUniversity community. As such, this Code of Conduct is designed to act as a reference point for IBSUniversity and those members of the community with whom IBSUniversity has dealings. Its purpose is to affirm that IBSUniversity expects that those who carry out work and related activities on its behalf will observe the highest standards of conduct and integrity.
- 7.2 All staff are thus expected to carry out their work in an ethical, mutual environment and perform their duties with efficiency, fairness, impartiality, integrity and honesty.
- 7.3 Compliance with this Code of Conduct will foster and maintain student, staff, and public trust and confidence in the integrity and professionalism of IBSUniversity and its operations.
- 7.4 This Code of Conduct applies to all staff at all IBSUniversity campuses, as well as in any forum or setting, national or international, where the person is representing IBSUniversity in whatever capacity.

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8. RESPECT FOR THE LAW AND IBSUNIVERSITY GOVERNANCE

- 8.1 All staff are required to observe and comply with all relevant governmental and provincial legislation, rules and regulations; as well as all laws, rules and policies laid down by IBSUniversity. Where staff represent IBSUniversity in international locations, they are also required to observe and comply with the relevant laws of that country.
- 8.2 This Code of Conduct does not exclude or replace the rights and obligations of IBSUniversity staff under general statutory or common law.

9. PROFESSIONAL CONDUCT

9.1 The personal and professional behaviour of all IBSUniversity staff should conform to the standards that might be reasonably expected of such persons. This includes (but is not limited to) the following:


- (a) A commitment to professional standards in teaching and learning, research, administration, management and community involvement;
- (b) The promotion of the rights of all personnel (both staff and students) within IBSUniversity;
- (c) Conduct which is consistent with the goals and interests of IBSUniversity;
- (d) Awareness of relevant legislation and adherence to IBSUniversity policies and procedures developed in compliance with relevant legislation and industrial agreements;
- (e) In particular, staff will not engage in 'corrupt conduct' as defined by IBSUniversity or under any relevant legislation.

9.2 IBSUniversity staff should be aware that for students, professional conduct includes (but is not limited to) the following:

- (a) A commitment to learning, appropriate methods of research (where this forms part of their educational programme), appropriate behaviour while on IBSUniversity premises and when undertaking IBSUniversity sponsored community involvement;
- (b) Acknowledgement of the rights of fellow students and staff within IBSUniversity;
- (c) Personal conduct which is fair and which has regard to the interests of IBSUniversity.

10. DUTY OF CARE

10.1 IBSUniversity staff must take every precaution reasonable in the circumstances to protect the health, safety and welfare of all those in the workplace. In particular, they must comply with the relevant governmental Occupational Health and Safety (OHS) legislation, as well as related


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IBSUniversity policies and procedures. Where staff represent IBSUniversity in international locations, they are also required to observe and comply with the relevant laws of that country.

- 10.2 Staff should actively promote the establishment and maintenance of safe working practices and environments for everyone on IBSUniversity premises.
- 10.3 IBSUniversity staff should ensure that the personal use of alcohol or other drugs does not affect their work performance or the health, safety and welfare of others.
- 10.4 When acting on behalf of IBSUniversity, staff members must ensure that all visitors or contractors engaged on-site are aware of the relevant OHS obligations.

11. RESPECT FOR INDIVIDUALS

- 11.1 IBSUniversity staff should treat others with respect, courtesy, fairness and equity. This involves (but is not limited to) the following:
 - (a) Fairness in supervising staff or being supervised and in dealing with students and other staff;
 - (b) Carrying out work with integrity and objectivity;
 - (c) Making decisions that are procedurally fair;
 - (d) A client-centred approach to work; of particular importance here is the treatment of any student as a valued 'client' of IBSUniversity;
 - (e) Avoiding unlawful discrimination, for example on grounds such as: gender, sexual orientation, race, cultural background, disability, religion, or political conviction;
 - (f) Avoiding behaviour which might reasonably be perceived as corrupt, harassing, bullying or intimidating;
 - (g) Carrying out work in a safe manner and taking precautions to protect the health, safety and welfare of oneself and others;
 - (h) Complying with any legislative, industrial or administrative requirements;
 - (i) Avoiding behaviour which might reasonably be perceived as creating an unsafe or unhealthy work environment;
 - (j) Respecting an individual's right to privacy and undertaking to keep personal information in confidence;
 - (k) Respecting confidential information given to them in the course of their employment.

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11.2 In the above context, examples of behaviour that are totally unacceptable at IBSUniversity include (but are not limited to) the following:

- (a) Communicating with others in any manner that might reasonably be regarded as intimidating;
- (b) Engaging in rude, insulting or persistently sarcastic behaviour;
- (c) Making decisions based on favouritism;
- (d) Engaging in stalking, threatening or menacing behaviour;
- (e) The use of any mobile device and/or Internet communications channel (including Facebook, Myspace, Wiki, Twitter or similar vehicles) to defame, stalk, threaten or menace another person.

12. HARASSMENT, BULLYING AND DISCRIMINATION


IBSUniversity staff must not harass or discriminate against their colleagues, students or members of the public on the grounds of (including but not limited to) the following:

- (a) Race, including colour, ethno-religious background or nationality;
- (b) Gender or sexual orientation;
- (c) Marital or domestic status;
- (d) Physical or mental disability;
- (e) Age.

13. DILIGENCE

13.1 All IBSUniversity staff are expected to carry out their duties in a professional, responsible and conscientious manner, and to be accountable for their official conduct and decisions. They have an obligation to carry out official decisions and adhere to IBSUniversity policies faithfully and impartially. This obligation applies even though employees have the right to institute grievance procedures where they believe a decision is improper or they seek to have decisions or policy changed through appropriate channels.

13.2 Staff should conscientiously endeavour to maintain and enhance their skills and expertise, and keep up-to-date the knowledge associated with their particular field or area of work.

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14. CONFIDENTIAL INFORMATION

14.1 This covers all material obtained by a staff member (by whatever means) that relates to IBSUniversity operations. Such material may be:

- (a) Marked as confidential;
- (b) Notified (in writing or otherwise) as being confidential;
- (c) Such that a staff member knows (or might reasonably be expected to know) is confidential;
- (d) Such that if disclosed could reasonably be expected to place IBSUniversity at risk of criminal or civil liability, or damage its financial standing or reputation;
- (e) Information of a clearly personal nature.


14.2 The ‘confidential’ designation excludes information which is available to the public (other than in breach of an obligation to keep that information confidential).

14.3 Staff who are required in the course of their employment at IBSUniversity to handle confidential information must take reasonable steps to maintain secure custody of such information and only use, disclose, or discuss it as authorised and/or as required in the course of performing their duties.

14.4 Staff must not misuse confidential information. Misuse includes (but is not limited to) intentionally, negligently or inadvertently:

- (a) Accessing confidential information that is not directly relevant to a staff member’s designated duties at IBSUniversity;
- (b) Disclosing, discussing and/or providing confidential information to any individual not authorised to view or access that information;
- (c) Engaging in reckless, careless, negligent, or improper handling, storage or disposal of confidential information, including electronically stored and/or transmitted information, printed documents and reports containing confidential information;
- (d) Deleting or altering confidential information without authorisation;
- (e) Using confidential information viewed or retrieved from an IBSUniversity storage system for personal or any other unauthorised or unlawful use.

14.5 Confidential information is solely and exclusively the property of IBSUniversity and misuse of such information and/or the systems in which the information is stored may result in disciplinary action for misconduct.

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15. USE AND SECURITY OF PERSONAL INFORMATION

15.1 Each IBSUniversity staff member has a duty to maintain the confidentiality, integrity and security of information for which they are responsible. There is a clear obligation to:

- (a) Ensure that personal information concerning students and/or IBSUniversity staff is secured against loss, misuse or unauthorized access, modification or inappropriate disclosure;
- (b) Report to their direct supervisor, or to an appropriate member of senior management, any actual or suspected misuse of such information.

16. ETHICAL DECISION MAKING

When making decisions in the course of their work, IBSUniversity staff should consider the following issues:


- (a) Whether the decision is lawful;
- (b) Whether the decision is consistent with IBSUniversity policies and in line with IBSUniversity objectives;
- (c) What are the likely outcomes for all concerned parties, and whether these outcomes raise a conflict of interest or lead to private gain at IBSUniversity expense;
- (d) Whether the decision is justified in terms of the public interest and whether it would withstand public scrutiny.

17. CONFLICTS OF INTEREST

17.1 Staff must ensure that there is no conflict between their personal interests and their duties, obligations and responsibilities to IBSUniversity. In this context, they should be sensitive to the potential for any such conflict of interest to arise.

17.2 Staff are required to avoid situations in which private interests (whether pecuniary, non-pecuniary or otherwise) conflict with, or might reasonably be thought to influence, judgements made during the course of their duties at IBSUniversity. Conflicts of interest should be assessed in terms of the likelihood that a staff member possessing a particular interest could be improperly influenced, or might appear to be improperly influenced, in the performance of their duties on a particular matter.

17.3 Any staff member who believes that there could be a situation involving a conflict of interest must immediately advise their direct supervisor who will determine what action is to be taken. Where communication with the direct supervisor is inhibited (for whatever reason), the staff member must advise the Human Resources (HR) section within the IBSUniversity management structure.

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17.4 Academic staff have a particular responsibility to each of their students to assess their work fairly, objectively and consistently. Because personal relationships between students and staff may involve serious difficulties arising from the unequal power of the parties concerned, as well as the difficulties in maintaining appropriate boundaries between professional and personal life, academic staff have a clear responsibility to declare (to their direct supervisor and/or the HR section at IBSUniversity) any conflict of interest that may exist or occur.

17.5 The following situations are provided as examples of where a potential for conflict of interest may occur. Other situations may of course be possible.

(a) Financial or Pecuniary Interest


- i. An example of a financial or pecuniary conflict of interest is where an IBSUniversity staff member, or a member of their family, owns or holds shares or a position in a company, partnership or other business and is in a position to influence procurement, contracts for business, engagement of consultants etc, between that business and IBSUniversity. In this context, the staff member will be required to register his/her interest in any such company, institution or other entity which is involved in a commercial activity with IBSUniversity and to keep that notification up to date.
- ii. Staff involved in commercial negotiations should ensure that they do not enter personal negotiations on behalf of IBSUniversity. Where any financial negotiations are undertaken with outside parties, at least two IBSUniversity employees should normally be present, one of whom should be an IBSUniversity management approved nominee.

(b) Personal and Family Relationships between Employees

- i. All staff should be aware that IBSUniversity requires timely disclosure in cases where employees are working with family members or with persons with whom they develop close personal relationships.
- ii. In general, no staff member will take part in any of the following matters if a personal or financial relationship exists unless cleared to do so by IBSUniversity management:
 - Staff recruitment and/or appointment;
 - Immediate supervision;
 - Decisions regarding staff tenure, promotion or employment reclassification;
 - Staff development, travel or other material benefits.

(c) Personal and Family Relationships between Employees and Students

IBSUniversity also requires timely notification in cases where a personal or family relationship exists between an academic staff member and a student that has the potential to compromise the provision of objective supervision, teaching and/or assessment (at any

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level) of that student, or in any way (directly or indirectly) affect a student's interaction with IBSUniversity

(d) Students

- i. No staff member should take part in the following matters in relation to any student with whom they have a personal relationship:
 - ii. Selection for entry to IBSUniversity or to any of its courses (where this depends on a judgement other than a pre-determined score or grade);
 - Assessment procedures;
 - Classification for any form of ‘honours’;
 - Selection for any scholarship or prize;
 - Honours or postgraduate supervision.
 - iii. Where a staff member declares the existence of, or the potential for, a conflict of interest, the relevant supervisor or IBSUniversity manager should approve alternative arrangements to ensure that the staff member does not participate in any of the matters listed above.
 - iv. Students who consider that they are actually or potentially involved in a conflict of interest with an IBSUniversity staff member should ensure that the matter is referred to the relevant section of the IBSUniversity administration team. A staff member involved in a conflict of interest with a student should advise the student that they have a right to consult with that member’s supervisor or bring the matter to the attention of the appropriate IBSUniversity administrator.
 - v. Where a staff member is unsure as to whether a conflict of interest or perceived conflict of interest has occurred or may occur, advice should be sought from their direct supervisor or an appropriate member of the IBSUniversity management team.
 - vi. Failure to disclose a potential or actual conflict of interest by an IBSUniversity staff member can render decisions made involving the member’s input as null and void, and can lead to disciplinary procedures.

(e) Gifts and Benefits

- i. Staff should not solicit or encourage gifts or benefits in relation to their IBSUniversity duties. Receipts of gifts may be perceived by others as an inducement, thus creating a potential conflict of interest, and may well be a legislative offence.
- ii. Issues of cultural sensitivity are important as many students and employees at IBSUniversity are from different backgrounds where certain practices (such as gift giving) may be considered acceptable. If uncertainty exists as to the appropriateness


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of any gift, the staff member is required to seek advice from an appropriate member of the IBSUniversity management team.

- iii. Any gift must be declared to the staff member's immediate supervisor, but gifts of a substantial value or receipt of serial gifts from the same donor must be declared in writing to an appropriate member of the IBSUniversity management team. Such gifts will be regarded as IBSUniversity property to be dealt with at management's discretion. The following information is required to be registered:
 - Staff member's name and position;
 - Date the gift was received;
 - Name of the donor along with their organisation and position;
 - Description of the gift, its approximate market value, and its current location.
- iv. A staff member may give or accept an occasional gift which is offered in accordance with social or cultural practices; for example, when an employee retires or leaves IBSUniversity or visits an overseas institution on official IBSUniversity business.
- v. With respect to the giving of gifts by IBSUniversity staff, including gifts to other IBSUniversity employees and third parties, the following guidelines should be observed:
 - Expenditure on gifts should be at an appropriately modest level;
 - As much as possible, gifts should be branded with an IBSUniversity logo;
 - Gifts in recognition of hospitality or other support are regarded as personal gifts which are not appropriate for funding by IBSUniversity;
 - The use of IBSUniversity funds for gifts valued at more than PGK100 per recipient or organisation must be approved in advance (in writing) by the staff member's direct supervisor or by an appropriate member of the IBSUniversity management team.

18. REPORTING CORRUPT CONDUCT

- 18.1 Staff are urged to report (to their direct supervisor or appropriate member of the IBSUniversity management team) suspected corrupt conduct, maladministration and/or the substantial wastage of IBSUniversity resources.
- 18.2 In any such case, the staff member is expected to be able to provide as much supporting information as possible so as to minimise any counterclaim that the allegation is vexatious or malicious in nature.

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19. USE OF IBSUNIVERSITY RESOURCES

- 19.1 Staff are expected to be efficient and economical in their use and management of IBSUniversity resources, including their own work time. IBSUniversity resources should be used for the legitimate work purposes for which they are provided.
- 19.2 Use of IBSUniversity resources for purposes other than work should be subject to appropriate arrangements approved by the staff member's direct supervisor. Staff should not remove IBSUniversity equipment from any campus, except where this is necessary for IBSUniversity purposes and where appropriate prior permission has been given. Old or redundant IBSUniversity property must not be taken home or sold privately, but must be disposed of according to IBSUniversity policy.
- 19.3 Electronic mail, access to the Internet, computerised information systems and other electronic facilities are provided to support IBSUniversity activities and should be used for these purposes in accordance with current IBSUniversity policies. IBSUniversity facilities and equipment should be treated with appropriate care at all times.

20. OUTSIDE WORK AND PRIVATE PRACTICE


- 20.1 The employment obligations of any IBSUniversity employee who receives a full-time salary are to IBSUniversity. Full-time staff wishing to engage in outside work, including private practice, must make a written application to IBSUniversity management through their direct supervisor. Any such application should contain sufficient detail to enable IBSUniversity management to assess the impact of such an external work arrangement on the staff member's obligations to IBSUniversity.
- 20.2 IBSUniversity employees, including those employed for less than full-time, must not accept outside work where it may cause a direct or indirect conflict with the employee's duties to IBSUniversity or otherwise adversely impact the conduct of IBSUniversity activities. If there is any doubt whatsoever, the potential direct or indirect conflict must be reported to the IBSUniversity management team.
- 20.3 Full-time academic staff are expected to undertake productive activities related to their IBSUniversity employment obligations for the entire academic year (aside from agreed holiday arrangements), not just during the academic teaching semesters.

21. POLITICAL AND COMMUNITY PARTICIPATION

Staff must ensure that any participation in party political activities does not cause a conflict of interest or impede the performance of their duties at IBSUniversity.

22. SECURITY MAINTENANCE

Staff must maintain adequate security of the IBSUniversity premises in which they are working and must maintain security of keys and swipe-cards issued to them for the purposes of opening, accessing

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and using IBSUniversity buildings, vehicles, equipment and other facilities. All such keys and swipe-cards must be returned on cessation of employment with IBSUniversity.


SECTION B: ACADEMIC STAFF CODE OF CONDUCT

23. BACKGROUND

- 23.1 As previously noted, this Code of Conduct is divided into two parts.
- 23.2 **Section A** provides a broad outline of the behaviour that IBSUniversity management expects of all its staff (i.e. both academic and non-academic staff).
- 23.3 **Section B** provides additional details relating to the manner in which IBSUniversity management expects its academic staff to prepare, give, assess, and report on any unit of study given as part of its educational programme. A clear objective for Section B is thus to ensure that there is a high degree of consistency across all IBSUniversity programmes. Information is also provided relating to how an academic should seek to initiate research activities as IBSUniversity transitions from an educational college to a University.
- 23.4 Within a School, IBSUniversity management expects the Programme Promoters to be pro-active in both promoting and coordinating the quality of all courses. The extent to which the Programme Promoter has been successful in this regard will play a significant part in management's assessment of his/her overall performance and thus will provide a major input to any case for remuneration adjustment, promotion and/or the expectation of continued employment at IBSUniversity.
- 23.5 All academics need to embrace the IBSUniversity philosophy that students are valued 'clients' who are paying for a high-quality educational experience. IBSUniversity management will be looking for clear evidence of such a client-focused approach to education (from Certificate through to Degree level) when assessing an academic's overall performance in terms of any case for remuneration adjustment, promotion and/or the continuation of employment at IBSUniversity.
- 23.6 Any official reference for an academic on leaving IBSUniversity will explicitly comment on the extent to which that person has actively engaged with the organisation's educational philosophy and methods.
- 23.7 When giving any allocated unit of study at IBSUniversity, an academic would be expected to pay due attention to the following issues (given in no particular order of importance).

24. PROVISION OF A DETAILED UNIT OF STUDY OUTLINE

- 24.1 At the commencement of any unit of study, an academic should provide a detailed outline for the students that explicitly addresses the following:

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- (a) Where this particular unit of study fits into the overall programme (i.e. Diploma or Degree) being studied. Students should be made aware of any assumed knowledge or pre-requisite unit needed to successfully undertake this particular unit of study;
- (b) A clear statement of the aims/goals of this particular unit of study in terms of intended student learning outcomes;
- (c) A summary of the material that will be covered in this unit of study;
- (d) A week-by-week timetable indicating the focus of each lecture (and laboratory session if appropriate);
- (e) Details of the assessment structure, including the due date and weighting of each individual assessment task;
- (f) A clear indication of the necessary student commitment (in hours per week) beyond attendance at any timetabled lecture, tutorial and/or laboratory session;
- (e) Details of any reference books and/or websites that may be useful to add context to the lecture material;
- (f) Details of when/where a student can come to seek assistance from either the academic or a nominated tutor or teaching assistant.


24.2 A well prepared academic should have all such material available before the commencement of any unit of study. Providing this information to the students simply ensures that everyone starts the course ‘on the same page’.

24.3 If a unit is built around a particular textbook, then it is the joint responsibility of the HOS and the academic to ensure that IBSUniversity administration is advised early enough that the text can be ordered so that adequate copies are available by the start of semester (at the very latest).

25. APPROPRIATENESS OF TUTORIALS AND ASSESSMENT TASKS

25.1 Students have a right to expect that particular care will be taken to align the lecture content of a unit of study with any tutorials designed to reinforce or expand upon the formal lecture material and any assessment tasks that seek to quantify their understanding of the material covered.

25.2 Students should be provided with timely and adequate feedback on their tutorial and assessment task performance; simply checking their attendance at tutorials and giving a grade for an assessment task is not considered adequate to ensure continued engagement with the unit of study. As IBSUniversity moves towards the use of a web-based teaching platform (such as Moodle), academics should expect to routinely use such a platform for providing feedback, possibly in the form of worked solutions in areas that are clearly not well understood by the students.

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26. RELEVANCE OF UNIT OF STUDY MATERIAL


- 26.1 IBSUniversity has built its educational reputation around producing ‘work ready’ graduates from the Diploma to the Degree level. As a result, it is unlikely that any IBSUniversity unit of study can be built entirely around material to be found in a textbook (no matter how good the text). Wherever appropriate and possible, academics should ensure that each of their units of study has a significant ‘external’ component. This may be provided in a number of ways including:
- (a) The inclusion of assessment tasks that relate to ‘real world’ problems or situations;
 - (b) Group visits to relevant commercial/industrial organisations;
 - (c) Guest lectures by people working in relevant industries (including those with close ties to IBSUniversity, such as ex-students).
- 26.2 Each Programme Promoter should actively promote the inclusion of such material in IBSUniversity units of study, and report annually to senior management on the adequacy of such external content and what further might be done in order to promote the relevancy of IBSUniversity educational material to the PNG workplace.

27. STUDENTS AT RISK

- 27.1 Students who are not performing well across their studies need to be identified as early as possible in a semester and appropriately counselled.
- 27.2 By halfway through any semester (preferably somewhat earlier), each Programme Promoter should have asked his academic staff to identify any poorly performing students in their particular units of study based on attendance and assessment tasks completed to that point. Anyone who is performing poorly in two or more units should be viewed as a potential ‘student at risk’. As soon as practical, such students should be interviewed by the Programme Promoter with a view to determining the root cause(s) for the poor performance and implementing appropriate remedial action.
- 27.3 Experience shows that many students find it hard to bring their ‘problems’ to the attention of those they see as exercising positions of authority. From their entry into IBSUniversity, all students should be advised as to the procedures for seeking counselling before easily remedied issues become major problems. Each Programme Promoter should ensure that all students are made aware of how to access IBSUniversity counselling services.

28. USE OF A WEB-BASED TEACHING PLATFORM

- 28.1 From its earliest days, IBSUniversity has provided training in information and communications technology (ICT), and has built up an enviable educational reputation in this field. Once a web-based teaching platform is made available at IBSUniversity, it is expected that all academics will avail themselves of the training to be provided and consequently migrate all their units of study to this platform.

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28.2 Each Programme Promoter will be responsible for ensuring the timely migration of all teaching material to the chosen web-based platform, as well as ensuring the quality of each individual unit of study and the consistency of style between units of study.

29. AVAILABILITY OF PAST EXAMINATION PAPERS

29.1 In many courses, the major assessment task is a final examination. If the unit of study material has not changed substantially in recent years, then it is reasonable for students to expect that copies of recent examination papers will be readily available. This would be particularly easy to implement once a web-based teaching platform (such as Moodle, see Point 28) is employed at IBSUniversity.

29.2 However, whether a web-based teaching platform is employed or not, each Programme Promoter is responsible for ensuring that at the end of each semester hard and soft (i.e. electronic) copies of each final examination, along with the worked solutions, are collected and stored within the IBSUniversity administrative archives.

30. SECURITY OF CURRENT EXAMINATION PAPERS


30.1 Academic staff must ensure that specific information regarding the final examination paper in any unit of study they are responsible for is not made available to students by any means. In this context, as few people as possible should have knowledge of the detailed contents of a final examination paper, and any copy of an examination paper (both hardcopy and electronic) should be kept in a secure location.

30.2 Students should be able to access past examination papers (see Point 29) and may be advised that it is not uncommon for questions from past papers to be used in later papers.

30.3 The existing educational structure at IBSUniversity is closely integrated with degree material from Southern Cross University (SCU) in Australia. Final SCU examination papers made available to IBSUniversity should be held in a secure location with as few persons as possible having access to them before the time of their use at IBSUniversity. Under no circumstances are academic staff responsible for teaching SCU educational material to have access to these examination papers prior to their time of use at IBSUniversity.

30.4 Students should be able to access past SCU examination papers (see Point 29) with each Programme Promoter ensuring that an up-to-date database of such examinations is maintained and made readily available to IBSUniversity students.

30.5 Senior IBSUniversity management view any breach of security regarding the ‘leakage’ of any information regarding a final examination paper as a matter constituting a gross dereliction of duty by the person(s) responsible, and will take the strongest disciplinary action.

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31. EXPLANATION OF IBSUNIVERSITY PLAGIARISM POLICY


- 31.1 Professional educators have repeatedly made the point that students learn as much (if not more) from their peers as they do from the academics teaching them. Thus, there is every reason to encourage students to actively cooperate and use study groups to help them learn. However, it must also be made clear to students that plagiarism (or the copying of another's work) will not be accepted in any form or to any degree.
- 31.2 Plagiarism comes in many forms, the most common being: copying another student's work; extracting text from the Internet and passing it off as the student's own work; the use of assessment task solutions passed from students in one year to students in another. While plagiarism will never be completely eradicated, students should be made aware of IBSUniversity's disciplinary policy in cases where plagiarism is detected.
- 31.3 Clear cases of plagiarism should be reported to the Programme Promoter who will recommend the appropriate disciplinary action. Each Programme Promoter should submit a summary report at the end of each semester to IBSUniversity management on the extent of the problem and steps taken to reduce the problem.

32. CONTINUITY OF IBSUNIVERSITY EDUCATIONAL MATERIAL

So as to ensure continuity despite staffing changes, each Programme Promoter should ensure that copies of all educational material is held at IBSUniversity in a form that can be readily made available to new academic staff.

33. PRODUCTIVE USE OF NON-TEACHING TIME

- 33.1 Full-time academic staff at IBSUniversity are expected to make productive use of their time outside of teaching activities during semesters. Such activity might include the following:
- (a) The development of new educational material (including transitioning of material onto a web-based teaching platform such as Moodle);
 - (b) Developing and giving short courses in their field of expertise for external customers (including those that can be offered in conjunction with the IBSUniversity Centre of Excellence);
 - (c) Organising and supervising short-term student placement projects with external customers;
 - (d) Developing potential research links/projects as IBSUniversity transitions into a fully functional University (see Point 34);
 - (e) Undertaking approved consultancy work.
- 33.2 Each Programme Promoter should advise academic staff on the most appropriate use of their non-teaching time and will report annually to senior IBSUniversity management on the adequacy

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of such endeavours and what further might be done to promote cost-effective usage of academic staff time.


34. INITIATION OF RESEARCH

34.1 In its current role as a provider of tertiary education, IBSUniversity does not engage in academic research activities. This situation will undoubtedly change as IBSUniversity transitions to a University and takes on research obligations consistent with its fields of expertise. Academic staff considering initiating research activity during this transition phase should submit a written proposal to their direct supervisor outlining the nature of the proposed research, the anticipated involvement of any partner researchers, any financial implications of undertaking such research, and the likely impact that such research would have on their current employment role at IBSUniversity.

34.2 To focus much on the third vision of IBSUniversity, the IBSUniversity Research Centre is created with the following objectives:

- (a) Develop and promote a research culture at IBSUniversity
- (b) Prepare a Research Plan for IBSUniversity and
- (c) Facilitate research seminars, workshops and conferences.

34.3 Subsequent to this, a research sub-committee is constituted under the Academic Board to facilitate the research activities and to promote research culture among the students and academic faculty. The Committee is headed by Director of Research with the following members: Chair of Academic Board, equal representations from School of Business and Economics, School of Accounting and Finance and School of Information Technology.

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