



## Formulation, Review and Approval of Policies

### POLICY INFORMATION

**Policy Number:** ADM.08.02  
**Policy Category:** Administrative  
**Section:** Quality Assurance and Enhancement Office  
**Responsible Executive:** Executive Vice President  
**Originally Issued Date:** August 2021  
**Last Date Revised:**  
**Effective Date:** 10 May 2022

### 1. POLICY STATEMENT

In general, the formulation of policies and procedures is actually good evidence of proactive or forward-thinking management. The Executive Council (EC) of Bethlehem University (BU) considers a proper process and framework for the generation, review and approval of policies and procedures to be of paramount importance for the good governance, effective and efficient management and administration of the University. It is therefore the general policy of BU that all policies, procedures, guidelines, rules and regulations made in consequence of and in accordance with the Statute of the University, must be developed and reviewed for approval by the EC in accordance with the rules set out in this policy.

Following are the principles underpinning effective and sound policies, procedures and guidelines:

1. Consultation with relevant University constituents and employees when developing or amending policies and/or procedures and/or guidelines. This ensures that every person in the University understands the importance of policies, procedures and guidelines and why they need to be implemented effectively leading to greater motivation for employees to follow them.
2. All policies, procedures and guidelines have to be developed in such a way to fulfill all the specific needs under consideration.
3. By clearly defining the obligations, all policies, procedures and guidelines should be short and succinct, and all procedural steps should be set out in comprehensible plain language.
4. All policies, procedures and guidelines have to be realistic, defined in enough detail and actionable on a daily basis, making sure the University constituents have the will, resources and personnel to implement them.
5. All policies, procedures and guidelines have to be put in writing, publicized and available to entire University stakeholders, mainly to all employees and/or students.
6. To standardize the promulgation and communication of policies, one policy template for the Administrative, Financial and Academic divisions is adopted (Policy Form no. **ADM.08.F03**).
7. In developing or revising policies, procedures and guidelines, the policy owner has to ensure the embedment of internal control practices using the “Checks and Balances” technique to reduce mistakes, prevent improper behavior, or decrease the risk of centralization of power as much as possible.



8. Development of guidelines must be in line with the University policies and procedures.
9. All policies, procedures and guidelines must be reviewed regularly and periodically to keep them relevant and effective. It is clearly understood that the reviewing cycle depends on the circumstances and document type, but it is required to review these documents at least every five years.
10. All BU employees and/or students need to be made aware of the new policies or the changes/ amendments to policies, procedures and guidelines in timely fashion.
11. High Officials in the University must 'lead by example' in implementing policies, procedures and guidelines, and University expectations are essentially demonstrated through modelling and leadership at all levels of management.

## 2. DEFINITIONS

**Academic Quality Assurance Committee (AQAC):** is a committee of the BU Senate which includes the Assistant Vice President for Academic Affairs, Dean of Research, Director of QA and QA faculty representatives, responsible for the oversight of QA Academics, accreditation of programs and monitoring achievement of program learning outcomes and attributes of BU graduate.

**Guideline:** is an institutionally recommended statement by which to determine a course of action aiming to streamline particular processes according to a set routine or sound practice. Guideline provides general guidance, and additional advice and support for policies or procedures. It also makes the actions of employees or divisions more predictable, and presumably of higher quality.

**Internal Quality Cell (IQC):** is a small group of employees in each University functional unit or doing similar type of work who voluntarily meets regularly once every two weeks for non-academic divisions and twice a semester for academic divisions, to identify, analyze and resolve work related problems. The objective is to improve quality, productivity and the total performance of their units and also to enrich the quality of work life of employees.

**Policy:** is a framework encompassing rules and procedures determined by the EC within which a particular component, aspect or function of the University is governed, managed and administered and which binds all University entities, bodies, employees, alumni and students to whom such policy applies.

**Policy Owner (Responsible Executive):** is the Vice President in the EC to whom the responsibility resides in generating, formulating, implementing, monitoring and regularly reviewing all policies falling under his/her office's jurisdiction.

**Procedure:** a systemized series of actions conducted in a certain order prescribed in a policy that should be strictly followed to achieve the desired outcome.

**Rules and Regulations:** are statements of instructions or principles prescribing exactly the required conduct or action adopted by management structures of the University in accordance with the provisions of the University Ordinances and approved by the EC.



### 3. PURPOSE AND SUMMARY

The University has a main obligation to sustain and promote quality teaching and research, which has to include having measures and processes in place to secure its own integrity and the ethical and professional behavior of all its constituents in every aspect. The policies, procedures and guidelines are created to influence and determine all major decisions and actions, and all activities take place within the frames set by them. Besides providing instructions on how to perform tasks, clear policies, procedures and guidelines help employees make decisions more efficiently, protect them from acting in a manner that might endanger their employment, help them initiate actions and take responsibility without constant reference to management, in addition to increasing the accountability of the University's and its employees and creating confidence and reduce bias in decision-making.

This Policy looks to lay out principles and provide guidance to all BU constituents in the process of generating, amending, reviewing, approving and evaluating policies, procedures and guidelines.

### 4. APPLICATION / SCOPE

This policy is applicable to all BU Offices, Faculties and any other functional units in the University who need to generate, train, implement, monitor and regularly review policies and procedures pertaining to their areas of responsibility.

### 5. STATEMENT OF ROLES & RESPONSIBILITIES

1. The Quality Assurance and Enhancement Office (QAEO) is responsible for overseeing the management of all University policies, procedures and guidelines, and the compliance monitoring.
2. A policy owner is responsible for the formation, modification, implementation including the training of relevant employees and/or students on approved policies, procedures and guidelines.
3. The policy owner has the obligation to publically disseminate, and to provide adequate information and instruction to all employees and/or students regarding the adopted policies, procedures and guidelines within his/her respective areas of competence, in addition to gathering feedback from them on the efficacy of the outcomes.
4. The policy owner has to ensure that the policies, procedures and guidelines are being consistently and properly implemented by all employees and/or students, and that any failure to follow any policy or procedure must be addressed and treated seriously, and dealt with immediately and consistently.
5. The IQCs are responsible for supporting the policy owners in preparation and documentation of all policies, procedures and guidelines, as well in the management program of policies that includes:
  1. triggering reviews;
  2. noting the dates of change;
  3. involving interactive revision;
  4. ensuring training and effective implementation of policies, procedures and guidelines; and
  5. evaluating of the policies, procedures and guidelines concerned.
6. Line directors/supervisors are required to be familiar with BU policies, procedures and guidelines applicable to their areas of competence and to ensure compliance with such policies, procedures and guidelines by all subordinates working under their management.



7. Translation of policies, procedures and guidelines to Arabic language is the responsibility of the policy owner, and the translation has to be checked thoroughly and verified before dissemination.

## 6. PROCEDURES

Following is the procedure for policies, procedures, guidelines formulation, review and approval:

1. Policy Formulation:
  - a. The policy owner generates and drafts a new policy and registers the draft of the policy with the relevant IQC in his/her division for the purposes of its inclusion on a policy database maintained by the IQC and the tracking of its subsequent development, approval and publication.
2. Review of Policy:
  - a. Every policy may be reviewed thoroughly at any time for necessary changes/amendments, but must undergo thorough review at least every five years.
  - b. The policy owner in cooperation with the relevant IQC in his/her division must take into account all previous and related policies, procedures and guidelines when reviewing an existing policy, and in the event of their amendment or replacement, such amendments and replacements must be clearly specified.
3. Format of Policies:
  - a. A standardized template must be used for the drafting, submission for approval and publication of policies, allowing for variation according to the nature of each policy. The attached form (no. ADM.08.F03) is the unified template to be used for all BU policies (Arabic and English).
4. Approval of New and Amended Policies:
  - a. When the draft of the new policy or the amended policy is ready, the policy owner passes it on to the QAEO with a documentation of consultation of all relevant governance structures, office bearers and other concerned parties.
  - b. Prior to its submission to the EC, the context and template of the draft of every new and amended policy are checked and reviewed by the QAEO for certification that it conforms to all requirements of the University. In some cases, legal or technical consultation with other parties may take place to limit potential risks to the University.
  - c. Once accepted by the QAEO, the new or the amended policies, procedures, guidelines are submitted to the EC for final approval.
  - d. Drafted policies must be submitted in English for consideration and approval.
5. Publication of Policies, Procedures or Guidelines:
  - a. All policies, procedures, guidelines approved by the EC must be published by the policy owner in both languages: English and Arabic, brought to the attention of all BU employees and/or students via BU email, uploaded on BU Website/Policies Webpage, and made accessible to all interested parties.
  - b. A soft copy and at least one hardcopy of all BU approved policies, procedures and guidelines have to be archived by the relevant IQC and AQAC each in its specialty, as both must be aware of such documents pertaining to their area of work. A second copy of those documents to be filed at the QAEO.



## 7. COMPLIANCE

The Executive Vice President is entrusted with this policy, and in coordination with QAE Director, is responsible for implementing this policy and reporting in writing to the HR Office of any breach to the policy by any party, stating the breach details, action to be taken and recommending any disciplinary measures as per BU policies in this regard.

## 8. RELATED INFORMATION

1. BU standardized Policy Form no. **ADM.08.F03** (Arabic and English templates)