

AREA 8 : LEADERSHIP, GOVERNANCE AND ADMINISTRATION

8.1 Governance				
Benchmarked Standards				
	Description	Action	Evidence	Relevant Parties
8.1.1	Show how the policies and practices of the HEP are consistent with its statement of purpose.	The following are policies and procedures used in UTeM that are consistent with its statement of purpose.	Appendix H1: <ul style="list-style-type: none"> • Perlembagaan UTeM Appendix 23: <ul style="list-style-type: none"> • Senarai pekeliling, dasar, polisi dan peraturan yang digunapakai di UTeM 	
8.1.2	Describe the governance structures and functions, and the relationships between	The University ensures that the practices of its leadership system – at all institutional levels – are aligned by focusing on the vision, mission, core values, and the	Appendix H1: <ul style="list-style-type: none"> • Perlembagaan UTeM 	

	<p>them.</p>	<p>implementation and assessment of the University Strategic Plan. The mission and values serve as a guiding structure from which the Strategic Plan flows. UTeM reinforces the mission and core values through staff orientation @ UTeM Terbilang, Through UTeM Terbilang , whose objective is to keep the mission front and center on campus and to sponsor activities that aid the University in internalizing core values and making them operational.</p> <p>UTeM also ensures leadership system alignment ongoing education of mission, the ongoing improvement process, the structure of the Trainings Strategic Plan; clear governance and staff reporting structures; policies and procedures; annual reports, as well as every staff career path until retired.</p> <p>The major decision making bodies in UTeM are:</p> <ol style="list-style-type: none"> 1. Board of Directors; 2. Senate; 	<p>Appendix H22:</p> <ul style="list-style-type: none"> • Struktur Pengurusan UTeM 	
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		<p>3. Executive Council.</p> <p><u>The Board of Directors</u></p> <p>The Board of Directors of UTeM consists of:</p> <ul style="list-style-type: none"> a.) a Chairman; b.) the Vice Chancellor; c.) three persons or their representatives, to present the government; d.) one person to represent the community at the place where UTeM is located; e.) not more than three persons who because of their knowledge or experience would in the option of the Minister, be of assistance to the board, and at least one of whom shall be from the private sector. <p>Powers of the Board :</p> <ul style="list-style-type: none"> 1) The Board shall be the executive body of the University, and may exercise all the powers conferred on the University, save in so far as they are by this Constitution or the Statutes, rules and 		
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		<p>regulations conferred on some other Authority, body or officer of the University.</p> <p>2) No resolution shall be passed by the Board relating to any matter within the powers of the Senate, unless the Senate has first been given the opportunity of recording and transmitting to the Board its opinion thereon.</p> <p>Meetings :</p> <p>The Board shall meet in its regular meetings from time to time on the date, time and place determined by the Chairman.</p> <p>Quorum :</p> <p>The chairman and three other members of the Board shall constitute a quorum for any meeting of the Board.</p> <p>In the absence of the Chairman :</p> <p>(1) The Minister may appoint any member of the Board to exercise the functions of the Chairman</p>		
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		<p>during any period the Chairman is for any reason unable to exercise his functions or during of any vacancy in the office of the Chairman;</p> <p>(2) Subject to subsection (1), where the Chairman is unable to preside at a meeting of the Board, the members present at that meeting shall elect one of their number to preside at the meeting;</p> <p>(3) A member appointed as the Chairman under subsection (1) or elected to preside at a meeting under subsection (2) shall, during the period in which he is exercising the functions of the Chairman or presiding at the meeting, as the case may be, be deems to be the Chairman.</p> <p>Others may attend meeting :</p> <p>(1) The Executive Council may invite any person, internal or external, whom had the expertise and reasonable experience, to attend the meeting to give opinion to the Executive Council on any matters within its jurisdiction.</p>		
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		<p>(2) Notwithstanding to subsection (1), it cannot be construed as given the right to vote or to take part in the process of making decisions.</p> <p><u>Senate</u></p> <p>Membership :</p> <p>1) The Senate shall consist of-</p> <ul style="list-style-type: none">(a) the Vice-Chancellor, who shall be the Chairman;(b) all Deputy Vice-Chancellors;(c) all Deans of the Faculty and Schools and all Heads of the Centres, Academies and Institutes which organizes academic programme;(d) not more than twenty (20) professors to be determined by the Vice-Chancellor; <p>2) The Chairman may, from time to time, co-opt any other person to become members of Senate or to attend meetings of the Senate, in accordance with the Statute regulating the composition of the Senate and subject to any directions issued by the Minister.</p> <p>3) The Registrar shall be the Secretary.</p>		
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		<p>4) The membership shall not be delegated to other person.</p> <p>Appointment and Terms of membership :</p> <p>(1) The term of membership is for the whole period of the office bearer.</p> <p>(2) The term of membership of an appointed member under section 21(1)(d) and 21(2) under the UTeM constitution are for a term of two (2) years and may be re-appointed.</p> <p>(3) The Senate may, if it thinks fit, revoke the appointment of any appointed member at any time and the term of re-appointment, without assigning any reason for the revocation.</p> <p>Renunciation :</p> <p>An appointed member may choose to renunciation by giving one (1) month notice in writing to the Senate.</p> <p>Cessation from being a member :</p>		
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		<p>A member shall be ceased from being a member if he fails to attend three (3) consecutive meetings of the Senate without permission of the Chairman or if his appointment is revoked or he resigns.</p> <p>Powers :</p> <p>The powers of the Senate shall include-</p> <p>(a) the consideration of proposals for new Statute or amendments to Statutes or revocation of Statutes, pursuant to subsection 31(3) of the Constitution of the University, dealing with any of the following matters:-</p> <ol style="list-style-type: none"> i. the powers and duties of Deans of Faculty and a School, and the Head of a Centre, Academy and Institute; ii. the determination of degrees, diplomas and higher degrees to be conferred by the University; iii. the determination of conditions for conferring degrees, diplomas, certificates and other 		
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		<p>academies distinctions and also titles;</p> <p>iv. the conditions for the admission of students, conditions for registration of students and conditions for student furthering studies in University;</p> <p>v. all other matters within the jurisdiction of the Senate which, by the Constitution of the University and any Statutes, may be prescribed by Statute;</p> <p>(b) the consideration of proposals for new rules or amendments to rules or revocation of rules pursuant to section 32 of the Constitution of the University, dealing with any of the following matters-</p> <p>i. The principles governing the award of degrees, diplomas and higher degrees;</p> <p>ii. The number and scope of examinations;</p> <p>iii. The appointment, powers, duties, remuneration and condition of service of examiners and the</p>		
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		<p>conduct of examinations;</p> <p>iv. The admission of students to be examinations and degree and diploma courses of the University;</p> <p>v. The determination of conditions for recognition of certificate, diplomas, degree and other academic distinction of other institutions of higher learning for purpose of admission to the courses and examination of the University;</p> <p>vi. The management of the lecture halls, libraries, information resources, laboratories, research institutes, halls of residence, and all branches of University activity not specifically provided for in the Constitution of the University or by Statutes;</p> <p>vii. All other matters within the jurisdiction of the Senate which, by the Constitution of the University and any Statute, may be prescribed by rules;</p> <p>(c) the consideration of proposals for reference to</p>		
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		<p>the Board, dealing with any of the following matters-</p> <ol style="list-style-type: none">i. To provide courses of studies in degree, diploma, certificate and other academic distinction;ii. To confer degree, diplomas, certificate and other academic distinctions upon any persons which deems fit by the University;iii. To grant degrees upon teachers and staff of the University who have satisfied such requirements as may be prescribed by rules;iv. To confer certificates to persons who have attained proficiency in any branch or branches of knowledge;v. To confer honorary degrees and other distinctions on persons who have contributed to the advancement or dissemination of knowledge or who have rendered distinguished public service;vi. To confer the title of Royal Professors and such other titles;		
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		<p>vii. To institute the scheme of scholarships, bursaries, medals, prizes and other giving involving the finances of the University towards the advancement of studies and research;</p> <p>viii. To deprive him of any conferring been made under his power; and</p> <p>ix. To establish or dissolve Faculty, School, Centre, Academy, Institute or other academic department, after recommendation with Studies Committee.</p> <p>(d) the consideration of proposals for new Regulations, or amendments to Regulations or revocation of Regulations pursuant to section 32 of the Constitution of the University, dealing with any of the following matters :-</p> <p>i. Procedure of the Senate;</p> <p>ii. Procedure of the Selection Committee;</p> <p>iii. Procedure of a Faculty, a School, a Centre, an Academy, an Institute or of any other committee</p>		
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		<p>or body subject to the jurisdiction of the Senate; and</p> <p>iv. Prescription of courses of study and syllabus of examination.</p> <p>(e) the consideration of proposals for enhancing academic works of the University in the field of studies and research;</p> <p>(f) the approval of proposals for the selection of internal and external examiners, and visiting teachers;</p> <p>(g) the approval of the results of University examinations;</p> <p>(h) the approval of Regulations of the libraries, museums, and other teaching and research facilities of the University;</p> <p>(i) to approved any recommendation or agreement to do course of study program jointly or conduct any course of study program in collaboration with</p>		
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		<p>any association or other institution and oversees the implementation of such program for the benefit of academic excellent;</p> <p>(j) to do all such powers confers to the Senate by the Constitution of the University, Statutes, Rules, Regulations and any other written laws.</p> <p>Meeting :</p> <p>(1) The Chairman shall determine the dates, places and agendas for the meetings of the Senate and such meetings shall be summoned by the Secretary.</p> <p>(2) The Chairman may depute any one Deputy Vice-Chancellor to preside at any meeting or part of a meeting of the Senate during which the Chairman is unable to attend.</p> <p>(3) The person presiding at any meeting of the Senate shall have a deliberative vote, and in the case of an equality of votes shall have a casting</p>		
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		<p>vote.</p> <p>Quorum :</p> <p>(1) The quorum for the meetings of the Senate shall be at least two-third (2/3) of the Senate members.</p> <p>(2) (i) On any occasion during the meeting, the numbers of Senate members is less than two-third (2/3), the Chairman has a discretion to postpone or continue the meeting; and</p> <p>(ii) If the meeting is continued all decision in the meeting is counted according to all members.</p> <p>(3) The members of Senate shall not deputize themselves to other person to attend the meeting in any circumstances.</p> <p>Others may attend meeting :</p>		
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		<p>The Senate may invite any person to attend a meeting or deliberation of the Senate for the purpose of advising it on any matter under discussion but that person shall not be entitled to vote.</p> <p>Delegation of powers :</p> <p>(1) The Senate may delegate to its members or a committee consisting of its members or a Faculty, School, Centre, Academies, Institutes or any other Authority, or any officer, such of its duties, functions and responsibilities under the Constitution of the University, this Statute and any other Statutes, Rules, and Regulations as the provisions therein permit.</p> <p>(2) Notwithstanding subsection (1), the Senate may if it thinks fit, review any decisions made by any of its delegates and any confirm, revoke, vary or request such delegate to reconsider his or its</p>		
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		<p>decision.</p> <p>(3) The delegation of powers under this section, shall not affect the Senate from exercise of such powers or the performance of such duty.</p> <p>(4) The delegation of powers shall be made in writing.</p> <p><u>Executive Council</u></p> <p>Membership :</p> <p>(1) The membership of the Executive Council shall consist of :-</p> <ul style="list-style-type: none"> • Vice-Chancellor, who shall be the Chairman; • all Deputy Vice-Chancellors; • Registrar; • Bursar; and • Other officers appointed by the Vice-Chancellor. <p>(2) Principal Assistant Registrar shall be the Secretary.</p> <p>(3) The membership shall not be delegated to other person.</p>		
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		<p>Powers :</p> <p>The powers of the Executive Council shall include :-</p> <ol style="list-style-type: none">(1) To confer a person for any post other than the post of Registrar, Bursar, Chief Librarian, Chair, Senior Professors and Professors on the advice of the Selection Committee.(2) To grant powers to any officers to appoint a person for any post other than the post of a Chair.(3) To grant powers to a person to appoint a person for any post for the period of one (1) year or less.(4) Shall act as the guard of the University's strategic plan which is made from time to time and shall ensure the plan for University's activities is consistent with the strategic plan, vision and mission of the University.(5) May establish any committee that it thinks appropriate.		
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		<p>(6) Shall have the power in every aspects relating to administration and daily management including students, human resource, financial, development, legal, safety, public and international relations, and may exercise any powers given by the Constitution of the University or any Statutes, Rules and Regulations.</p> <p>(7) Notwithstanding the provision of subsection (6) above, no resolution shall be passed by the Executive Council relating to any matter within the powers of the Senate, unless the Senate has first been given the opportunity of recording and transmitting to the Executive Council its opinion on it.</p> <p>Meetings :</p> <p>(1) The Executive Council shall meet in its regular meetings from time to time on the date, time and place determined by the Chairman :</p>		
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		<p>(2) A special meeting of the Executive Council may be held at any time as determined by the Chairman or on a written request from at least two (2) of its members forwarded to the Secretary so justifying the reasons of the meeting.</p> <p>Quorum :</p> <p>(1) The quorum of the meetings of the Executive Council shall be at least one-two (1/2) of its members including the Chairman.</p> <p>(2) (i) if, on any occasion during the meeting, the numbers of members of the Executive Council become less than one-two (1/2), the Chairman has the discretion to postpone or continue the meeting; and (ii) if the meeting continues, all decisions in the meetings are counted according to all members.</p> <p>(3) In any circumstances or by any means, the</p>		
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		<p>members shall not assign any representative to attend the meeting on behalf of themselves.</p> <p>In the absence of the Chairman :</p> <p>(1) The Chairman, in his presence, shall preside the meeting.</p> <p>(2) Subject to the absence of the Chairman or the Chairman is perforce to leave at any time during the meeting, any Deputy Vice-Chancellor or any of its members, as determined by the Vice-Chancellor, during the absence, shall preside the meeting.</p> <p>Others may attend meeting :</p> <p>(1) The Executive Council may invite any person, internal or external, whom had the expertise and reasonable experience, to attend the meeting to give opinion to the Executive Council on any matters within its jurisdiction.</p> <p>(2) Notwithstanding to subsection (1), it cannot be</p>		
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		<p>construed as given the right to vote or to take part in the process of making decisions.</p> <p>Delegation of Powers :</p> <p>(1) The Executive Council may, via written testimony, delegate any of its duties, powers and responsibilities to any officers or Authorities.</p> <p>(2) Notwithstanding subsection (1), the Executive Council may, if it thinks fit, review any decisions made by any of its delegates and may confirm, revoke, vary or request such delegate to reconsider his or its decision.</p> <p>(3) The delegation of powers under this section, shall not affect the Executive Council from exercise of such powers or the performance of such duty.</p> <p>Relationship between the Board of Director (LPU) and Senate (Senat) :</p>		
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		<p>Separation of the powers is quite clear where the LPU is the main University decision-making body. LPU diverse membership, including representatives of the Ministry, representatives of the private sector, representatives of the local community , representatives of the state government and others is a method to ensure the University moved on the right track set by the Government and by the mentioned representatives as the University stakeholders.</p> <p>However, the executive powers have been limited under the Constitution where the decision-makers authorize for the University's academic functions of teaching, research and examination, and determination and granting degrees, diplomas, certificates and other academic honors located under the Senate (Refer to Section 19 (1) of the Constitution). In addition, the Constitution also provides that the PPU was responsible for the administrative, financial and development of the University. In addition, the Constitution also provides</p>		
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		<p>that the PPU is responsible for the administrative, financial and development of the University.</p> <p>Decisions of the Senate meetings to the LPU and PPU will be notified in accordance with the requirements for confirmation of the stakeholders, ie those who have invested are appropriate to be given of the progress report for the University from time to time. Any matter which extended from the PPU to the LPU for the administrative, financial and development matters of the University but under the jurisdiction of the Senate, LPU can not confirm it unless after the Senate at first is given the opportunity to record and to send its opinion to the Board regarding of the matter (See Section 19 (2) Constitution). Therefore, if there is anything about which of the PPU should be approved but affect the academic matters under the jurisdiction of the Senate, LPU can not do so if the opinion of the Senate is not obtained at first.</p> <p>Governance Structure and LPU function , the University</p>		
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		Senate and the Authority can be known by the involved parties in the University Constitution, Administrative Circular, Induction Course talks and Staff Service Examination.		
	How are these made known to all parties involved?	Through UTeM's administration circular and websites. www.utem.edu.my		
8.1.3	Describe the functions, structure, leadership, membership and reporting protocol of the major permanent decision-making bodies of the HEP.	<p>UTeM has been established under Universities And University Colleges Act 1971. The Act provides the provisions pertaining to the governing bodies of the university. The Act also requires the university to establish its Constitution with perpetual succession and with full power and authority under such name to exercise and perform, in accordance with the provision of the Constitution, Statutes, rules and regulations imposed upon the university. There are three major permanent decision-making bodies in UTeM namely; The Board of Directors, The Senate and The Management of the University.</p> <p>The Board of Directors bears the primary responsibility</p>	<p>Appendix H1:</p> <ul style="list-style-type: none"> • Perlembagaan UTeM <p>Appendix H22:</p> <ul style="list-style-type: none"> • Struktur Pengurusan UTeM 	

		<p>for ensuring that UTeM fulfils its obligations to the law, its staff, its clients, and the public at large. The Board must protect the assets of the university and provide oversight to ensure that it's financial, human, and material resources are used appropriately to further the organization's mission. The board also sets the vision, mission and establishes policies and strategic direction that enable UTeM to fulfil its objectives.</p> <p>Senate is the highest academic body that responsible for general direction of instruction, research and examination, and the determination and conferment of degrees, diplomas, certificates and other academic distinctions in UTeM. Senate stands side by side with the board of directors and have full powers in academic affairs and regulations. Senate also bears primary duties to establish the academic strategic direction for the university. Section 21 of the Constitution states the compositions and powers of the Senate.</p>		
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		The Management of the University is the highest non-academic body that has control over any administration, financial, development and staff affairs of the university.		
8.1.4	Describe how the HEP ensures the effectiveness of relationship between the institutional leadership and the departments.	<p>As to ensure the effectiveness of the relationship between the top management and the University departments / divisions at the university, some positive approaches have been taken by adding several committees, namely:</p> <p>i) Senate</p> <p>The powers of the Senate shall include-</p> <p>(a) the consideration of proposals for new Statute or amendments to Statutes or revocation of Statutes, pursuant to subsection 31(3) of the Constitution of the University, dealing with any of the following matters:-</p> <p>i. the powers and duties of Deans of Faculty and a School, and the Head of a Centre, Academy and Institute;</p> <p>ii. the determination of degrees, diplomas</p>	<p>Appendix H1:</p> <ul style="list-style-type: none"> Perlembagaan UTeM <p>Appendix 23:</p> <ul style="list-style-type: none"> Senarai pekeliling, dasar, polisi dan peraturan yang digunapakai di UTeM 	

		<p>and higher degrees to be conferred by the University;</p> <ul style="list-style-type: none">iii. the determination of conditions for conferring degrees, diplomas, certificates and other academies distinctions and also titles;iv. the conditions for the admission of students, conditions for registration of students and conditions for student furthering studies in University;v. all other matters within the jurisdiction of the Senate which, by the Constitution of the University and any Statutes, may be prescribed by Statute; <p>(b) the consideration of proposals for new rules or amendments to rules or revocation of rules pursuant to section 32 of the Constitution of the University, dealing with any of the following matters-</p>		
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		<ul style="list-style-type: none">i. The principles governing the award of degrees, diplomas and higher degrees;ii. The number and scope of examinations;iii. The appointment, powers, duties, remuneration and condition of service of examiners and the conduct of examinations;iv. The admission of students to be examinations and degree and diploma courses of the University;v. The determination of conditions for recognition of certificate, diplomas, degree and other academic distinction of other institutions of higher learning for purpose of admission to the courses and examination of the University;vi. The management of the lecture halls, libraries, information resources, laboratories, research institutes, halls of residence, and all branches of University		
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		<p>activity not specifically provided for in the Constitution of the University or by Statutes;</p> <p>vii. All other matters within the jurisdiction of the Senate which, by the Constitution of the University and any Statute, may be prescribed by rules;</p> <p>(c) the consideration of proposals for reference to the Board, dealing with any of the following matters-</p> <p>i. To provide courses of studies in degree, diploma, certificate and other academic distinction;</p> <p>ii. To confer degree, diplomas, certificate and other academic distinctions upon any persons which deems fit by the University;</p> <p>iii. To grant degrees upon teachers and staff of the University who have satisfied such requirements as may be prescribed by</p>		
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		<p>rules;</p> <p>iv. To confer certificates to persons who have attained proficiency in any branch or branches of knowledge;</p> <p>v. To confer honorary degrees and other distinctions on persons who have contributed to the advancement or dissemination of knowledge or who have rendered distinguished public service;</p> <p>vi. To confer the title of Royal Professors and such other titles;</p> <p>vii. To institute the scheme of scholarships, bursaries, medals, prizes and other giving involving the finances of the University towards the advancement of studies and research;</p> <p>viii. To deprive him of any conferring been made under his power; and</p> <p>ix. To establish or dissolve Faculty, School, Centre, Academy, Institute or other</p>		
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		<p>academic department, after recommendation with Studies Committee.</p> <p>(d) the consideration of proposals for new Regulations, or amendments to Regulations or revocation of Regulations pursuant to section 32 of the Constitution of the University, dealing with any of the following matters :-</p> <ul style="list-style-type: none"> i. Procedure of the Senate; ii. Procedure of the Selection Committee; iii. Procedure of a Faculty, a School, a Centre, an Academy, an Institute or of any other committee or body subject to the jurisdiction of the Senate; and iv. Prescription of courses of study and syllabus of examination. <p>(e) the consideration of proposals for enhancing academic works of the University in the field of studies and research;</p>		
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		<p>(f) the approval of proposals for the selection of internal and external examiners, and visiting teachers;</p> <p>(g) the approval of the results of University examinations;</p> <p>(h) the approval of Regulations of the libraries, museums, and other teaching and research facilities of the University;</p> <p>(i) to approved any recommendation or agreement to do course of study program jointly or conduct any course of study program in collaboration with any association or other institution and oversees the implementation of such program for the benefit of academic excellent;</p> <p>(j) to do all such powers confers to the Senate by the Constitution of the University, Statutes, Rules, Regulations and any other written laws.</p> <p>ii) Council With Department Purpose:</p>		
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		<p>a. To obtain UTeM cooperation fully between the officers and the staffs working in UTeM, the matters regarding to the working efficiency and the workers' welfare are concerned;</p> <p>b. To provide assistance for managing issues related to working conditions; and</p> <p>c. To collect various ideas from the employees and the UTeM official representatives.</p> <p><u>Council Field and Function</u></p> <p>Fields and functions of the Council shall focus only to the matters included in the jurisdiction of the Council which are as follows: --</p> <p>a. Discuss and suggest things about working conditions that are related to the Administration, except in respect of all matters related to individual employees;</p>		
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		<ul style="list-style-type: none"> b. Allows the staffs to take part and be more responsible in the matters of their work and comply with the conditions of the tasks which they carried out; c. Encourage staff to take part in discussions as to get more knowledge about the administration of the various Departments and d. Proposed facilities as to improve the organization movements. <p>ii) ICT Council</p> <p>Council of ICT serves as the highest main body for monitoring the implementation of ICT in all PTj. As the effort towards the development and wider use of ICT in line with the 8th objective in the University Strategic Plan 2006-2010, namely 'Implementing use of ICT as a whole and Widespread Activity in Academic and Management University' then the success is</p>		
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		<p>highly dependent on the smooth coordination and, of the rigorous and continuous monitoring.</p> <p>Terms of Reference of the ICT Council is as follows:</p> <ol style="list-style-type: none"> a. UTeM ICT policy formulation; b. Determine the direction of ICT development in UTeM; c. Act as the adviser on ICT policy-based university during the development of ICT and the development of the country; d. Development and identify strategic priority areas in the development and the use of ICT in universities; e. Evaluation of ICT in the implementation of major projects in UTeM and f. Other matters related to ICT in UTeM. <p>iii) Finance Standing Committee</p> <p>Finance Standing Committee Terms of Reference are as follows:</p>		
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		<ul style="list-style-type: none">a. Reviewing & recommending policies and financial regulations of the University;b. Monitor budget income, operating expenditure and development of the University and, recommending to the LPU;c. Receive & consider the financial statements (audited before & after) and report the financial performance of University activities as well as recommending to the LPU;d. Certify the existence and the abolition of the post for consideration from LPU;e. To propose management measures which need to change the policies relating to property management & resource & other actions that involving the financial implications andf. Approve & take note of the confirmation of the University property disposal.		
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		<p>Scope of Duties:</p> <ol style="list-style-type: none"> a. Evaluate proposals and recommending the policies and the financial administration policies laid. b. Certify the University financial statements and expenditure reports. c. Responsible to the Board of Directors on the University financial management in terms of general policy and financial implications. <p>iv) Financial Management and Accounts Committee</p> <p>Terms of Reference of the Management Committee, Finance & Accounts is as follows:</p> <ol style="list-style-type: none"> a. To supervise the use of the University property, resources and expenditures. b. Coordinate and enforce rules regarding the financial administration of the University. 		
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		<ul style="list-style-type: none"> c. Coordinate and monitor financial performance, expenses Division / Faculty and University activities. d. To study aspects of savings and strategy (optimization). e. Delimitation of the University Expenditure. f. To certify the University programs agreements. g. New Policy Endorsements, and One-off and savings given by the Division / Faculty. h. Review the proposed Budget and performance of the University. i. Responsible for providing program evaluation for every 5 years. j. Supervise the preparation of budgets and the usage, resources distribution and the requirements as well as the controls. k. To study and report from the Audit Department's Audit Action JK. l. Control the financial management from 		
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		<p>the aspects of management accounting, collection, preparation of financial statements and annual reports.</p> <p>m. Assessing the University accounting system and financial.</p> <p>Scope of Duties:</p> <p>a. Evaluate proposals and recommending the policies and the financial administration policies laid.</p> <p>b. To certify the University financial statements and expenditure reports.</p> <p>c. Responsible to the Board of Directors on financial management in terms of general University policy and financial implications.</p> <p>v) University Development Committee University Development Committee Terms of Reference are as follows:</p>		
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		<ul style="list-style-type: none">a. To certify the direction of the physical development along with University Master Plan.b. To certify for the University physical planning and development proposal.c. Receiving progress report for the physical implementation of the UTeM campus project development.d. Receiving reports from the financial point of allocation and development expenditure for UTeM As to check and balance the entity (check and balance) of the UTeM development and development progresse. Provide views and evaluate the submitted development proposalsf. Ensure continuous improvement for each of the facilities provided to the campusg. Coordinate and adjust the results of major university meetings as for instance the		
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		University's Board of Directors Meeting, Executive Council Meeting and the University Senate meeting related to the physical development of the university.		
8.1.5	Describe the representation and role of the academic staff, students and other principal stakeholders in the various institutional governance structures and committees. Indicate the type and frequency of meetings held during the past academic year.	<p>The senior management consists of the Vice-Chancellor (VC), Deputy Vice-Chancellor (Academic and Internationalization), Deputy Vice-Chancellor (Research and Innovation), Dean of Student Affair, Registrar, Bursar, Chief Librarian and all the Deans and Directors of faculties and centres. All the senior management will sit on various committees, councils and boards depend on their function and responsibilities and the committee's term of reference.</p> <p>At present, UTeM has set up 54 committees, councils/ boards which comprise all academic position including Deans, Deputy Deans, Head Of Departments. They play a major role in participating and making decision regarding strategic or policy in order to fulfil university's vision and</p>	<p>Appendix H1:</p> <ul style="list-style-type: none"> • Perlembagaan UTeM <p>Appendix H3:</p> <ul style="list-style-type: none"> • Jadual 4: Skop dan batasan Kuasa Senat <p>Appendix H22:</p> <ul style="list-style-type: none"> • Struktur Pengurusan UTeM <p>Appendix H23:</p> <ul style="list-style-type: none"> • Senarai 	

		<p>mission.</p> <p>Besides academic staff, officials from Ministry of Higher Education and Public Service Department also appointed as a member of the major committees. Their roles are more in giving ideas and input regarding government standing and regulations.</p> <p><u>The Board of Directors</u></p> <p>Meetings :</p> <p>The Board shall meet in its regular meetings from time to time on the date, time and place determined by the Chairman.</p> <p><u>Senate</u></p> <p>Delegation of academic staff in the structure and diversity of institutions in UTeM governance can be seen through Senate membership. Most members of the Senate appointed are from the University academic staff. This is consistent with the provisions contained in the</p>	<p>Jawatankuasa di UTeM</p>	
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		<p>Constitution in the University of section 21 (1) that is the Senate shall consist of:</p> <ul style="list-style-type: none">a) Vice-Chancellor who shall be Chairman;b) the Deputy Vice-Chancellor;c) the Dean of Faculty and School and the Head Center, and Academic Institute;d) not more than 20 professors shall be determined by the Vice Chancellor <p>Academic staffs in the Senate has the role to determine that the University's academic interests are guaranteed under Section 21 (5) of the Constitution, the Senate may delegate any duties, functions and responsibilities to any member or a committee consisting of its members. Accordingly, the 7 Permanent Senate Committee has established to help making the decisions for the matters under its responsibilities, namely:</p> <ul style="list-style-type: none">i. Senate Standing Committee on Academic		
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		<p>Planning;</p> <ul style="list-style-type: none"> ii. Senate standing Committee on Examination/ Examination Result; iii. Senate Standing Committee on Postgraduates; iv. Senate Standing Committee on Academic Awards; v. Senate Standing Committee on Research, Innovation and Industry Relationship; vi. Senate Standing Committee on Academic Affairs. <p>Committee membership list for the Permanent Senate Committee are as listed in Appendix. Academic staffs who join the Permanent Committees have a more challenging role which will participate into more in-depth discussions about a subject / paper that is under the jurisdiction of JKTS and certification for the Senate approval.</p> <p><u>Executive Council</u></p> <p>Meetings :</p>		
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		<ol style="list-style-type: none"> 1. The Executive Council shall meet in its regular meetings from time to time on the date, time and place determined by the Chairman : 2. A special meeting of the Executive Council may be held at any time as determined by the Chairman or on a written request from at least two (2) of its members forwarded to the Secretary so justifying the reasons of the meeting. 		
8.1.6	Show evidence that the governing board is an effective policy-making body with adequate autonomy.	<p>Powers of the Board of Director:</p> <ol style="list-style-type: none"> 1) The Board shall be the executive body of the University, and may exercise all the powers conferred on the University, save in so far as they are by this Constitution or the Statutes, rules and regulations conferred on some other Authority, body or officer of the University. 2) No resolution shall be passed by the Board relating to any matter within the powers of the Senate, unless the Senate has first been given the opportunity of recording and transmitting to the 	<p>Appendix H1:</p> <ul style="list-style-type: none"> • Perlembagaan UTeM <p>Appendix H23:</p> <ul style="list-style-type: none"> • Senarai Jawatankuasa di UTeM 	

		Board its opinion thereon.		
8.1.7	Describe the mechanisms to ensure functional integration and comparability of educational quality in campuses that are geographically separated.	<p>At the moment, UTeM held its operation in three campuses namely the Main Campus, Industry Campus and City Campus. This is due to the constraint of spaces that are still under physical development and construction at the Main Campus. As such, Industrial Campus and City Campus were built to accommodate that problem. Hence, to ensure the quality of management and learning in all the campuses is well organized and efficient, the teaching and learning as well as management facilities are provided as follows :-</p> <p>1) One Stop Centre</p> <p>One Stop Centre is formed to provide efficient facilities and services to satisfy the UTeM's student's need. Some of the main function of this One Stop Centre are:</p>	<p>Appendix H1:</p> <ul style="list-style-type: none"> • Perlembagaan UTeM <p>Appendix H23:</p> <ul style="list-style-type: none"> • Senarai Jawatankuasa di UTeM 	

		<p>a) Academic Management Services To deliver the latest information on University's progress and activities to students. Besides that, it handles the academic affairs such as subject registration, adding or dropping subjects, semester delay etc.</p> <p>b) Students Activities and Welfare Various student activities and welfare programmes are organized by the University to ensure active student involvements in healthy and motivating activities such as student sports activity, invention and writing competition, and also welfare activity through establishment of association such as SUKISIS, choir, Student Representatives Council association (MPP) and also association in faculty level.</p> <p>c) Student Facilities In line with UTeM's fast development towards a</p>		
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		<p>world class technical university, student convenience becomes one of the management's top priority. Student's facilities such as rest and recreational facilities, gazebos and place for student discussion and sport facilities has to be provided. Other facilities such as transportation, student clinic, free internet access, ATM facilities and one stop centre have been provided to create conducive and friendly environment for the students.</p> <p>2) Library</p> <p>Objective of higher learning institution to produce knowledgeable and competent graduates in respective are and capable to practice the knowledge that he gained. Therefore, existence of library as important source of reference for teaching and learning crucial. As of today, UTeM owns three libraries in industry campus, city campus and in main campus at faculty of electronic engineering of the</p>		
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		<p>university and Computer Engineering (FKEKK). However library main building still phased construction.</p> <p>3) Information Technology Services Information technology and communications development (ICT) benefited fully by UTeM in realising its vision and mission as a competent and world standard technical university together with national education aspiration and industry needs .</p> <p>Hence, to enable smart partnership and latest information within campus, various application system was developed , such as Sistem Maklumat Pelajar (SMP), Sistem Maklumat Sumber Manusia (SMSM), Bersepadu Finance's Information System (SMKB), email department and university staff and website</p> <p>4) Recreational Facility</p>		
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		Various physical development planning and implementation were made to provide conducive and friendly environment for students or staff. Recreational facilities such as gymnasium, stadium, badminton court, tennis court etc developed, even various sports activities and recreation also organized such as kayaking, bicycle, competition interdepartmental etc for student's benefits.		
8.1.8	Describe the department or unit set up to assure educational quality. Describe the internal quality assurance system and mechanism.	<p>Objective Quality Assurance & Accreditation Centre is to:</p> <ul style="list-style-type: none"> • Ensuring the Quality Management System implemented effectively; • Ensure that the programs offered must obtain the accreditation from professional bodies and government bodies; • To play an effective role as a quality culture among the University and • Taking on the role for implementing the process of Strategic Planning and UTeM National Higher Education Strategic Plan. 	<p>Appendix H17:</p> <ul style="list-style-type: none"> • Manual Prosedur UTeM(ISO)/PK/PS 06 <p>Appendix H1:</p> <ul style="list-style-type: none"> • Perlembagaan UTeM 	

		<p>Quality Assurance & Accreditation Centre is also responsible for implementing the following functions:</p> <ul style="list-style-type: none">• Obtaining and maintaining ISO 9001:2000 Certification;• Disseminate information regarding the quality as well as quality culture among the staff of the University;• Monitor the quality of services;• Coordinate the process of obtaining accreditation and recognition for academic programs;• Monitor the quality of academic programs;• Implementation of UTeM Strategic Plan;• Coordinate PTj achievement in Performance Corporate Card System (Balanced Scorecard);• Secretariat in planning and implementing the KPT Action Plan at the University;• Responsible to the public for Database Benchmarking project, the Ministry of Higher		
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		<p>Education and</p> <ul style="list-style-type: none">• Play the role as a development to the human resource management department. <p>Program implementation - The process of MS ISO 9001:2000</p> <p>Quality Management System MS ISO 9001:2000 is a universal quality system and can be adopted to manage processes to produce products or services. It can improve the efficiency and effectiveness of the organization's management system so that the customer requirements and expectations, and stakeholders can be met. Therefore UTeM is confident that ISO 9000 can further enhance the services provided primarily for teaching and learning process. So, the initiative implementation of quality management system that led to the certification of MS ISO 9001:2000 has been implemented in UTeM.</p> <p>The University has established a Steering Committee that</p>		
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		<p>serves to:</p> <ul style="list-style-type: none">• Monitor status and progress of the initiative implementation for MS ISO 9000: 2000• Identify, coordinate and allocate resources needed in the implementation of quality systems• Ensure quality system is understood and adhered to by all in every work process• Assist and support as to facilitate the acceptance and compliance for the quality system• Identifying those who are responsible for providing quality manual, procedures and work instructions <p>To get the awareness and participation of all citizens, System ISO 9000 UTeM has been launched on October 7, 2003 at the Auditorium Seri Negeri, Ayer Keroh Melaka UTeM by the Chairman of the Board of Directors, The Honorable Tan Sri Dato 'Seri (Dr.) Mohd Saleh Sulong. In</p>		
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		<p>this ceremony, the Honorable Datuk Rector also has to submit the policy as a sign of commitment to quality UTeM staff in universities that cultivate quality. In an effort to give understanding to the standard requirements, then Guidebook Towards Recognition of MS ISO 9001:2000 was published and distributed.</p> <p>In addition, the Working Committee on Campaigns and Promotions has been intensifying efforts to disseminate the information. The Committee has been drafting several approaches that can enhance the quality awareness related to UTeM staff. Among the business that is conducted are the development Website Info Q, badge ISO, Bunting, Poster Policy & Quality Objectives and the publication of a guidebook to MS ISO 9001:2000.</p> <p>As for the effort to provide the documents ISO, UTeM has taken a unique approach by creating group process owners. This approach involves as many people as possible from the University in making the effort successfully towards MS ISO 9001:2000 certifications.</p>		
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		<p>A total of 9 Process Owner group was formed to move the effort of writing the document ISO UTeM. Group process owners involved are:</p> <ol style="list-style-type: none">1. Teaching and Learning2. Academic Affairs3. Assessment of Teaching and Learning Services4. Managing Student Affairs5. Human Resource Management6. Affairs Office of the Treasurer7. Facilities Physical Infrastructure8. Managing Library9. Management System <p>As a results of this approach, the writing phase of the ISO documents usually requires a long time to complete, was within four months starting in January 2004 and expired at the end of April 2004. UTeM ISO documents that have been successfully produced is composed of 1 Quality</p>		
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		<p>Manual, 62 Procedures and 4 Guidelines.</p> <p>Next, the implementation of ISO 9001:2000 system in an experiment in UTeM scope for Teaching and Learning Degree and Diploma that has been initiated on May 5, 2004 and officially began implementation from June 1, 2004. Adequacy audit or 'Adequacy Audit' are implemented by SIRIM QAS on July 30, 2004. The aim is to assess and to ensure that the document provided is sufficiently standard as to meet the needs and scope of certification "Teaching and Learning Services"</p>		
8.1.9	Highlight the major community engagement activities of members of the HEP.	<p>UTeM is a public IPTA that is always concern about public welfare. UTeM often conducts welfare activities with the public through welfare bodies or societies in UTeM i.e BAKUTKM, Puspanita and othe societies at PTj level.</p> <p>Among the activities conducted are:</p> <ul style="list-style-type: none"> i) Providing ICT awareness and counseling to the public around UTeM. UTeM has its ICT specialist from the Faculty of Information and Communication Technology. Besides that, UTeM 	Appendix H4: List of MOUs and MOAs between UTeM and Industries	

		<p>often does public services through programs such as computer training for school students and public nearby, e-mosque and give explanation about the importance of ICT to the public.</p> <p>ii) Sports</p> <p>UTeM has sports facilities such as football pitch, hoki pitch, stadium (track and field), badminton hall, and etc. It also carries out other activities such as abceiling, kayaking, <i>and flying fox</i> and <i>mountain bike</i>. Malacca has been choosen to host the 13th SUKMA games on 2010. Thus, UTeM has been given the privilege to host few events such as wushu, archery and ping pong. This can give opportunity for UTeM staffs to become volunteers.</p> <p>iii) Council Service</p> <p>UTeM has expert from engineering and entrepreneurship field that can boost economy and household income through council service and training. Some of the council</p>		
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		services given are from the aspect of business strategic, finance, ways to start business and to become a successful entrepreneur.		
	How is staff involvement in such activities recognised?			
8.1.10	Describe the committee system responsible for academic programmes in the HEP and how it utilises consultation and feedback, and considers market needs analysis and employability projections.	<p>Senate</p> <p>Membership :</p> <p>The Senate shall consist of-</p> <p>(a) the Vice-Chancellor, who shall be the Chairman;</p> <p>(b) all Deputy Vice-Chancellors;</p> <p>all Deans of the Faculty and Schools and all Heads of the Centres, Academies and Institutes which organizes academic programme;</p> <p>not more than twenty (20) professors to be determined by the Vice-Chancellor;</p> <p>The Chairman may, from time to time, co-opt any other person to become members of Senate or to attend meetings of the Senate, in accordance with the Statute regulating the composition of the Senate and subject to any directions issued by the Minister.</p>	<p>Appendix H1:</p> <ul style="list-style-type: none"> Perlembagaan UTeM <p>Appendix H11:</p> <ul style="list-style-type: none"> Proses Kerja dan Carta alir pengambilan staf <p>Appendix H22:</p> <ul style="list-style-type: none"> Struktur Pengurusan UTeM 	

		<p>The Registrar shall be the Secretary.</p> <p>The membership shall not be delegated to other person.</p> <p>Appointment and Terms of membership :</p> <p>The term of membership is for the whole period of the office bearer.</p> <p>The term of membership of an appointed member under section 21(1)(d) and 21(2) under the UTeM constitution are for a term of two (2) years and may be re-appointed.</p> <p>The Senate may, if it thinks fit, revoke the appointment of any appointed member at any time and the term of re-appointment, without assigning any reason for the revocation.</p> <p>Renunciation :</p> <p>An appointed member may choose to renunciation by giving one (1) month notice in writing to the Senate.</p> <p>Cessation from being a member :</p> <p>A member shall be ceased from being a member if he</p>		
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		<p>fails to attend three (3) consecutive meetings of the Senate without permission of the Chairman or if his appointment is revoked or he resigns.</p> <p>Powers :</p> <p>The powers of the Senate shall include-</p> <p>the consideration of proposals for new Statute or amendments to Statutes or revocation of Statutes, pursuant to subsection 31(3) of the Constitution of the University, dealing with any of the following matters:-</p> <p>the powers and duties of Deans of Faculty and a School, and the Head of a Centre, Academy and Institute;</p> <p>the determination of degrees, diplomas and higher degrees to be conferred by the University;</p> <p>the determination of conditions for conferring degrees, diplomas, certificates and other academies distinctions and also titles;</p> <p>the conditions for the admission of students, conditions for registration of students and conditions for student</p>		
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		<p>furthering studies in University;</p> <p>all other matters within the jurisdiction of the Senate which, by the Constitution of the University and any Statutes, may be prescribed by Statute;</p> <p>the consideration of proposals for new rules or amendments to rules or revocation of rules pursuant to section 32 of the Constitution of the University, dealing with any of the following matters-</p> <p>The principles governing the award of degrees, diplomas and higher degrees;</p> <p>The number and scope of examinations;</p> <p>The appointment, powers, duties, remuneration and condition of service of examiners and the conduct of examinations;</p> <p>The admission of students to be examinations and degree and diploma courses of the University;</p> <p>The determination of conditions for recognition of certificate, diplomas, degree and other academic distinction of other institutions of higher learning for</p>		
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		<p>purpose of admission to the courses and examination of the University;</p> <p>The management of the lecture halls, libraries, information resources, laboratories, research institutes, halls of residence, and all branches of University activity not specifically provided for in the Constitution of the University or by Statutes;</p> <p>All other matters within the jurisdiction of the Senate which, by the Constitution of the University and any Statute, may be prescribed by rules;</p> <p>the consideration of proposals for reference to the Board, dealing with any of the following matters-</p> <p>To provide courses of studies in degree, diploma, certificate and other academic distinction;</p> <p>To confer degree, diplomas, certificate and other academic distinctions upon any persons which deems fit by the University;</p> <p>To grant degrees upon teachers and staff of the University who have satisfied such requirements as may</p>		
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		<p>be prescribed by rules;</p> <p>To confer certificates to persons who have attained proficiency in any branch or branches of knowledge;</p> <p>To confer honorary degrees and other distinctions on persons who have contributed to the advancement or dissemination of knowledge or who have rendered distinguished public service;</p> <p>To confer the title of Royal Professors and such other titles;</p> <p>To institute the scheme of scholarships, bursaries, medals, prizes and other giving involving the finances of the University towards the advancement of studies and research;</p> <p>To deprive him of any conferring been made under his power; and</p> <p>To establish or dissolve Faculty, School, Centre, Academy, Institute or other academic department, after recommendation with Studies Committee.</p> <p>the consideration of proposals for new Regulations, or</p>		
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		<p>amendments to Regulations or revocation of Regulations pursuant to section 32 of the Constitution of the University, dealing with any of the following matters :-</p> <p>Procedure of the Senate;</p> <p>Procedure of the Selection Committee;</p> <p>Procedure of a Faculty, a School, a Centre, an Academy, an Institute or of any other committee or body subject to the jurisdiction of the Senate; and</p> <p>Prescription of courses of study and syllabus of examination.</p> <p>(e) the consideration of proposals for enhancing academic works of the University in the field of studies and research;</p> <p>the approval of proposals for the selection of internal and external examiners, and visiting teachers;</p> <p>the approval of the results of University examinations;</p> <p>the approval of Regulations of the libraries, museums, and other teaching and research facilities of the</p>		
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		<p>University;</p> <p>to approved any recommendation or agreement to do course of study program jointly or conduct any course of study program in collaboration with any association or other institution and oversees the implementation of such program for the benefit of academic excellent;</p> <p>to do all such powers confers to the Senate by the Constitution of the University, Statutes, Rules, Regulations and any other written laws.</p> <p>Meeting :</p> <p>The Chairman shall determine the dates, places and agendas for the meetings of the Senate and such meetings shall be summoned by the Secretary.</p> <p>The Chairman may depute any one Deputy Vice-Chancellor to preside at any meeting or part of a meeting of the Senate during which the Chairman is unable to attend.</p> <p>The person presiding at any meeting of the Senate shall</p>		
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		<p>have a deliberative vote, and in the case of an equality of votes shall have a casting vote.</p> <p>Quorum :</p> <p>The quorum for the meetings of the Senate shall be at least two-third (2/3) of the Senate members.</p> <p>(i) On any occasion during the meeting, the numbers of Senate members is less than two-third (2/3), the Chairman has a discretion to postpone or continue the meeting; and</p> <p>(ii) If the meeting is continued all decision in the meeting is counted according to all members.</p> <p>The members of Senate shall not deputize themselves to other person to attend the meeting in any circumstances.</p> <p>Others may attend meeting :</p>		
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		<p>The Senate may invite any person to attend a meeting or deliberation of the Senate for the purpose of advising it on any matter under discussion but that person shall not be entitled to vote.</p> <p>Delegation of powers :</p> <p>The Senate may delegate to its members or a committee consisting of its members or a Faculty, School, Centre, Academies, Institutes or any other Authority, or any officer, such of its duties, functions and responsibilities under the Constitution of the University, this Statute and any other Statutes, Rules, and Regulations as the provisions therein permit.</p> <p>Notwithstanding subsection (1), the Senate may if it thinks fit, review any decisions made by any of its delegates and any confirm, revoke, vary or request such delegate to reconsider his or its decision.</p> <p>The delegation of powers under this section, shall not affect the Senate from exercise of such powers or the</p>		
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		<p>performance of such duty.</p> <p>The delegation of powers shall be made in writing.</p>		
8.1.11	Describe the representation and role of the academic staff, students and other stakeholders in the various governance structures and committees of the HEP.	<p>The senior management consists of the Vice-Chancellor (VC), Deputy Vice-Chancellor (Academic and Internationalization), Deputy Vice-Chancellor (Research and Innovation), Dean of Student Affair, Registrar, Bursar, Chief Librarian and all the Deans and Directors of faculties and centres. All the senior management will sit on various committees, councils and boards depend on their function and responsibilities and the committee's term of reference.</p> <p>At present, UTeM has set up 54 committees, councils/ boards which comprise all academic position including Deans, Deputy Deans, Head Of Departments. They play a major role in participating and making decision regarding strategic or policy in order to fulfill university's vision and mission.</p>	<p>Appendix H1:</p> <ul style="list-style-type: none"> • Perlembagaan UTeM <p>Appendix H22:</p> <ul style="list-style-type: none"> • Struktur Pengurusan UTeM 	

		Besides academic staff, officials from Ministry of Higher Education and Public Service Department also appointed as a member of the major committees. Their roles are more in giving ideas and input regarding government standing and regulations.		
8.1.12	Describe the role and function of the Chair of the governing board	<p>The board of directors is chaired by The Hon. Datuk Dr. Mohd Taib Bin Hashim, ex- Deputy Secretary General of Ministry of Higher Education.</p> <p>Roles, Functions and Responsibilities as Chairman of the board:</p> <ol style="list-style-type: none"> 1. Support and be faithful to the mission and goals of the organization. 2. When acting on behalf of the organization, give priority to its interests, mission and values. 3. Adhere to the Code of Ethics, Conflict of Interest policies, and all other applicable organizational policies. 4. Exercise reasonable care in the decision-making 	<p>Appendix H1:</p> <ul style="list-style-type: none"> • Perlembagaan UTeM <p>Appendix H22:</p> <ul style="list-style-type: none"> • Struktur Pengurusan UTeM 	

		<p>process.</p> <ol style="list-style-type: none"> 5. Attend meetings faithfully and serve on committees effectively. 6. Participate in activities and events by the organization, and encourage participation by others. 7. Initiate, develop and monitor a long-range strategic plan as well as annual work plans 8. Providing active leadership regarding important issues facing the organisation. 		
8.1.13	Describe how free the governing board from undue external pressures is.	<p>The Board of Directors of UTeM consists of:</p> <ol style="list-style-type: none"> a.) a Chairman; b.) the Vice Chancellor; <p>three persons or their representatives, to present the government;</p> <p>one person to represent the community at the place where UTeM is located;</p> <p>not more than three persons who because of their knowledge or experience would in the option of the</p>	<p>Appendix H1:</p> <ul style="list-style-type: none"> • Perlembagaan UTeM <p>Appendix H22:</p> <ul style="list-style-type: none"> • Struktur Pengurusan UTeM 	

		<p>Minister, be of assistance to the board, and at least one of whom shall be from the private sector.</p> <p>Powers of the Board :</p> <p>The Board shall be the executive body of the University, and may exercise all the powers conferred on the University, save in so far as they are by this Constitution or the Statutes, rules and regulations conferred on some other Authority, body or officer of the University.</p> <p>No resolution shall be passed by the Board relating to any matter within the powers of the Senate, unless the Senate has first been given the opportunity of recording and transmitting to the Board its opinion thereon.</p>		
8.1.14	Describe the policy pertaining to conflict of interest, particularly in relation to private practice and part-time employment of its employees.	<p>Statutory Bodies (Discipline And Surcharge) Act 2000 provides provisions pertaining to conflict of interest and part time of employment of UTeM employees. Sub-Rule 3(1) of Second Schedule of the Act detailed out <i>inter alia</i>:-</p> <p>An officer shall at all times give his undivided loyalty to</p>	<p>Appendix H1:</p> <ul style="list-style-type: none"> • Perlembagaan UTeM <p>Appendix H22:</p> <ul style="list-style-type: none"> • Struktur 	

		<p>the Yang di-Pertuan Agong, the country, the Government and the statutory body.</p> <p>officer shall not—</p> <p>subordinate his duty to the statutory body to his private interests;</p> <p>conduct himself in such a manner as is likely to bring his private interests into conflict with his duty to the statutory body;</p> <p>conduct himself in any manner likely to cause a reasonable suspicion that—</p> <p>he has allowed his private interests to come into conflict with his duty to the statutory body so as to impair his usefulness as an officer of the statutory body; or</p> <p>he has used his position as an officer of the statutory body for his personal advantage;</p> <p>conduct himself in such a manner as to bring the statutory body into disrepute or to bring discredit to the statutory body;</p> <p>lack efficiency or industry;</p> <p>be dishonest or untrustworthy;</p>	Pengurusan UTeM	
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		<p>be irresponsible; bring or attempt to bring any form of outside influence or pressure to support or advance any claim relating to or against the statutory body, whether the claim is his own claim or that of any other officer of the statutory body; be insubordinate or conduct himself in any manner which can be reasonably construed as being insubordinate; and be negligent in performing his duties.</p> <p>Outside employment</p> <p>Unless and to the extent that he is required or authorized to do so in the course of his duties as an officer of a statutory body, an officer shall not—</p> <ul style="list-style-type: none"> take part, either directly or indirectly, in the management or dealings of any commercial, agricultural or industrial undertaking; undertake for reward any work with any institution, company, firm or private individual; as an expert, furnish any report or give any evidence, whether gratuitously or for reward. 		
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		<p>Notwithstanding subregulation (1), an officer may, with the prior written permission of his Head of Department, carry on any of the activities or perform any of the services specified in that subregulation, either for his benefit or for the benefit of his close relatives or any non-profit-making body of which he is an office-bearer.</p> <p>In considering whether or not permission should be granted to any officer under subregulation (2), the Head of Department shall have regard to the code of conduct as laid down in regulation 3 and shall ensure that the activity or service—</p> <ul style="list-style-type: none">) does not take place during office hours and during such time when the officer is required to perform his official duties;) does not in any way tend to impair the officer's usefulness as an officer of the statutory body; and) does not in any way tend to conflict with the interests of the statutory body, or be inconsistent with the officer's position as an officer of the statutory body.		
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		Except as may otherwise be determined by the statutory body, all sums of money received by an officer as remuneration for carrying on any of the activities or performing any of the services mentioned in subregulation (1) shall be deposited with the statutory body pending the decision of the Director General as to the amount, if any, which may be retained by the officer personally and by any other officer who assists such officer in carrying on the activity or performing the service.		
8.1.15	Describe the HEP's participation in the socio-economic activities of the community in which it is located.	Refer to the list MoU and Moa in the Appendix	Appendix H4: <ul style="list-style-type: none"> List of MOUs and MOAs between UTeM and Industries 	
8.2 Institutional and Academic Leadership				
Benchmarked Standards				
8.2.1	Describe the selection criteria, selection process,	Vice Chancellor Process		

	<p>job description, and the qualification and experience required of members of the institutional executive management team of the HEP.</p>	<p>The Ministry of Higher Education (MoHE) responsible of selecting and processing the candidacy of Vice Chancellor. According to the constitution of UTeM, Part II, Subsection 12 (1)</p> <p><i>'There shall be a Vice Chancellor who shall be appointed by the Minister after consultation with the Board'</i></p> <p>Subsection 5 also indicates that</p> <p><i>'The term of office and other condition of service of the Vice Chancellor shall be determined by the Minister, after consultation with the board and shall be binding on the University'</i></p> <p>In addition, Subsection 7 explains that if for any substantial period, the Vice Chancellor is unable by reason for illness, leaves or absence or any other cause to exercise any of the duties, powers and functions of his</p>		
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		<p>office, the Deputy Vice Chancellor or, if there is more than one Deputy Vice Chancellor, any one of them as may be nominated by the Minister shall exercise such duties, powers and functions ; and in the event of the absence or disability of the Deputy Vice Chancellor or all the Deputy Vice Chancellors (if there be more than one), the Minister shall make such temporary arrangements as he may think fit for the exercise of such duties, powers and functions.</p> <p>Criteria</p> <p>The criteria of selecting a Vice Chancellor are not listed for it is within the power of the Ministry of Higher Education.</p> <p>Deputy Vice Chancellor</p> <p>Process</p> <p>According to constitution of UTeM, Part II Subsection 6</p> <p><i>'There shall be at least one Deputy Vice Chancellor; the</i></p>		
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		<p><i>Deputy Vice Chancellor or Deputy Vice Chancellors, as the case may be, shall be appointed by the Minister, after consultation with the Vice Chancellor, and any fit and proper person may be so appointed either from within or outside the University; and the term of office and other conditions of service of a Deputy Vice Chancellor shall be determined by the Minister after consultation with the Vice Chancellor and shall be binding in the University'</i></p> <p>Therefore, UTeM has created a selecting process as follow:</p> <p>Normally, the Ministry will send the reminding letter for the University to start selecting candidates (as to be nominated to Ministry for appointment). Therefore, the University will advertise the opening internally and by a formal letter to other universities.</p> <p>As directed by Ministry in their letter, an ad-hoc Selection Committee has to be appointed by the</p>		
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		<p>University. The panel of the committee is as follows;</p> <p>Chairman of the Board of Directors - Committee's Chairman;</p> <p>MoHE's Chief of Secretary or Chief Director of Department of Management for Institution of Higher Learning ;</p> <p>Vice Chancellor ;</p> <p>3 senior academic staffs of high esteem, calibre and capable, in which one of them represent the University Senate ; and</p> <p>Registrar as the Secretary</p> <p>Below are the guidelines given by MoHE for the selection process:</p> <p>The university could dominate any vacancy with those who fulfils the requirement and necessities in order to have the Selection Committee's consideration</p> <p>The selection process should be opened to everyone, and not only those selected by the Vice Chancellor. The applicants who are entitled to the position and have the</p>		
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		<p>interest to contribute to the University, they are welcome to apply</p> <p>The vacancies should be advertised by the University as to let the interested applicants in applying</p> <p>The process of notifying, nomination, submission of application and selection should be done at least four (4) months earlier before the position is to be filled or else the period of servicing of the incumbent is extended</p> <p>The Selection Committee's result has to be presented to Ministry for the consideration and approval of the Minister of Higher Education at least one (1) month before the position is to be filled or else the period of servicing of the incumbent is extended</p> <p>Therefore the University will arrange for an interview accordingly in order to assist the committee to decide and nominate the best candidate for the post to the Ministry. Only the successful applicant (s) profile and Curriculum Vitae will be sent to the Ministry for further action.</p>		
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		<p>The Ministry will appoint the most suitable candidate (if more than one) from the list suggested by the committee or other candidate not nominated by the committee as they see fit. The Minister will sign the letter of appointment as Deputy Vice Chancellor.</p> <p>Criteria</p> <p>The criteria of selecting Deputy Vice Chancellor have been stated in the official letter from the Ministry of Higher Education. The most important criteria are to have an excellent academic background, brilliant philosophy and have the admirable leadership skills. Besides that, good positive thinking, ultimately proactive and capable in managing task in any situation played an extremely vital role for a leader in order to be a dynamic person, to have the responsibility and particularly committed to the task given based on positive values. Another significant criterion is to be able to identify the conflict and competent in handling the problem</p>		
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		<p>occurred. Last but not least, to have the potential in contributing effectively towards the development of the University and higher national education as a whole.</p> <p>Simultaneously, the university has also come up with a selection guideline. However, there are no marks given as it is just a guideline that can help the panel to assess and observe how candidates respond to issues raised by the panels. After the interview, the panels will discuss the most suitable candidate that can benefit the university. The panels can nominate more than one name to the Ministry with priority or without priority.</p> <p>Line of Authority</p> <p>In UTeM, Deputy Vice Chancellor(s) is/are responsible directly to the Vice Chancellor. In the absence of the Vice Chancellor, The Deputy Vice Chancellor or The Deputy Vice Chancellor (if more than one) nominated by the Minister shall exercise duties, power and functions of a Vice Chancellor.</p>		
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8.2.2	<p>Describe the current leaders of academic programmes and departments (i.e., the academic leadership) in terms of their qualifications, experience and expertise on issues of curriculum design, delivery and review.</p> <p>Describe the procedures and criteria for their selection, appointment and evaluation.</p>	<p>Process</p> <p>According to constitution of UTeM, Part III Subsection 4,</p> <p><i>The Vice Chancellor shall appoint a Dean in respect of each Faculty and School and at least one Deputy Dean. The Dean shall be the Chairman of the Faculty and School and shall exercise such other functions as may be vested in him by Statute, rules and regulations and such other functions as may be imposed on him from time to time; and if owing to his absence or leave or for any other reason a Dean is unable to perform the duties of his office, it shall be lawful for the Deputy Dean, or if there be more than one Deputy Dean then the Deputy Dean nominated by the Vice Chancellor, or any other teacher of the Faculty or School nominated by the ice Chancellor, to perform such duties of the Dean for such time as such</i></p>	<p>Appendix H11:</p> <ul style="list-style-type: none"> • Proses Kerja dan Carta alir pengambilan staf 	

		<p><i>disability may continue.</i></p> <p>And Subsection 5,</p> <p><i>The Vice Chancellor shall appoint a Head and at least one Deputy Head in respect of each Centre, Academy and Institute. Such head and Deputy Head shall be styled by such title as may be prescribed by statute. The Head shall be the Chairman of Centre, Academy or Institute and shall exercise such other functions as may be imposed on him from time to time and if owing to his absence or leave or for any other reason a Head is unable to perform the duties of his office, it shall be lawful for the Deputy Head, or if there be more than one Deputy Head then the Deputy Head nominated by the Vice Chancellor, or any teacher of the Centre, Academy or institute nominated by the Vice Chancellor, to perform such duties of the Head for such time as such disability shall continue.</i></p>		
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		<p>In addition to that, Subsection 6 explain that the appointment of Deans, Deputy Deans, Heads and Deputy Heads shall be appointed for a period not exceeding four years but shall be eligible for re-appointment. However, Subsection 7 gives every right as he deems fit, revoke any appointment made under subsection 4 at any time during the term of such appointment.</p> <p>Referring to the Constitution, the power of appointing and terminating Dean belongs to the Vice Chancellor.</p> <p>The Registrar Office as the centre of Governance in the University maintains a list of leadership appointments for all Faculties/Centre/Institutes. Therefore, the Registrar office is able to track leadership designations that will expire according to the exact date and duration of appointment. As a result, the registrar office is able to report to the Vice Chancellor about any designation of Deans/Directors for any Faculties/Centre/Institutes that</p>		
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		<p>will or has already expire that require new or renewal of appointment.</p> <p>The Vice Chancellor as the decision maker can appoint any member of the University that he/she see fit for the designation of Dean with or without consultation with the Vice Chancellor(s) and Registrar.</p> <p>After decision has been made by the Vice Chancellor, the Registrar will issue the letter of appointment.</p> <p>Line of Authority Deans are responsible to report directly to the Deputy Vice Chancellor(s) according to the designation of the Deputy Vice Chancellor.</p> <p>Deputy Deans / Head of Departments</p> <p>Process The selection process of Deputy Dean/Deputy Head and</p>		
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		<p>Head of Department(s) of a Faculty/Institute/Centre usually starts either by the Faculty/Institute/Centre or the Registrar Office. Since the Registrar Office maintain the listing of leadership in the faculty, therefore normally the Registrar Office will remind the Faculty to suggest new or renewal appointment for the post of Deputy Dean and/or Head of Department(s).</p> <p>In UTeM, even though the selection power of Head of Department is not as clearly stated as Dean/Head and Deputy Dean/Deputy Head in the constitution, selection power for the Head of Department still owns by the Vice Chancellor but with the recommendation by the Dean/Head of the Faculty/Institute/Centre.</p> <p>Therefore, the Deans/Heads will respond to the registrar by nominating profile(s) together with their Curriculum Vitae for Vice Chancellor consideration. The Registrar Office will then come up with a proposal letter to the Vice Chancellor for his/her consideration and approval.</p>		
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		<p>The Vice Chancellor may or may agree with the proposal but at the same time if he sees any other lecturer that fits the profile as a /Deputy Dean or Head of Department, therefore he/she has the right to decide otherwise. In the same case, the Vice Chancellor can request the Dean/Head to provide a wider range of selection for the post.</p> <p>Line of Authority</p> <p>In UTeM, the Deputy Deans and Head of Departments report directly to the dean. For some instances, the Head of Departments will also report to the Deputy Deans concerning matters related to the designation of the Deputy Deans.</p> <p>In the Faculties, normally there are two Deputy Deans (Academic Matters; Research and Postgraduate). While the Head of Departments will be in charge of the</p>		
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		<p>respective programs offered in the faculties. Therefore, the Head of Departments are responsible to report to both of the Deputy Deans as they cover academic matters as well as research and postgraduates.</p>		
8.2.3	<p>Describe the relationship between the HEP leadership and the academic leadership in matters such as recruitment and training, Student admission and allocation of resources and decision making processes.</p>	<p>i. Recruitment</p> <p>In regard to staff recruitment and human resource management, top management will seek advice and views from the Dean of Faculty before a decision is made. Typically, they will use the platform of Selection Committee as one of the forums to discuss regarding staffing issues, recruitment and human resources for the committee to allow representatives of the chief faculties / centres / institutes as members of the invitation.</p> <p>Apart from that, every application whether for staff promotion, transfer and appointment of others which also involve the relationship between top management and head of administration at the Faculty / Centre / Institute will be used for decision making.</p> <p>ii. Training</p>		

		<p>Relations between academic leadership and the HEP leadership can be shown in the objectives of the training policy:-</p> <ul style="list-style-type: none"> • To provide staff qualified, capable and competent. • To form and stabilize efficient and effective working group in achieving quality and deluxe work. • To increase competency and productivity. • To form values and positive attitudes. • To spawn value invent and added value among staff. • To provide career advancement direction • To mould lifelong learning culture. <p>iii. Student admission</p> <p>Top Management relationship and Academic administration UTeM in managing the student intake is from the aspect of approve matters as follows;</p>		
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		<ul style="list-style-type: none"> • Determining the projection number of vacancy Faculty will determine place of vacancy projection to baccalaureate program and diploma. That vacancy projection would be addressed to the meeting "Mesyuarat Jawatankuasa Tetap Kemasukan Pelajar" chaired by Vice Chancellor. "Mesyuarat Jawatankuasa Tetap Kemasukan Pelajar" decision would be brought to Senate meeting for approval and confirmation. Criteria that taken into account for determining the vacancy projection <ul style="list-style-type: none"> - Number of lecturers in one faculty - Number of Lecture room in one faculty - Number of in one faculty - Number of Laboratory equipment • Determine Entry Requirement to programme offered. Faculty will propose entry requirement to baccalaureate program and diploma. That entry requirement would be addressed to "Mesyuarat Jawatankuasa Tetap 		
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		<i>Kemasukan Pelajar</i> ” chaired by Vice Chancellor for certification. <i>Mesyuarat Jawatankuasa Tetap Kemasukan Pelajar</i> would be brought to Senate meeting for approval and confirmation.		
8.2.4	Describe how the performance of the academic leadership of the departments and programmes is periodically evaluated	Annual Performance Target staff has been practiced in accordance with time period that is fixed to be sure that every targeted plan will be able to achieved according to decision. There are 3 key components namely “SKT AWALAN, SKT PERTENGAHAN and SKT AKHIR”. Whole processes were made by accessing <i>Sistem Maklumat Sumber Manusia</i> (SMSM). Each PTj will appoint an Officer to monitor the status annual performance target whether implemented or not.		
Enhanced Standards				
8.2.5	Show how the HEP leadership and the academic leadership create a conducive environment to generate innovation and creativity in the institution.	Conducive work environment can be achieved through: <ul style="list-style-type: none"> • Team spirit is important in achieving UTeM objective by creating conducive working environment and mutual respect. • Resolutely in ensuring excellent work culture continuity, high determination and dedication. 		

		<ul style="list-style-type: none"> • Devoted to society, student and organization must be practised by University citizen to increase UTeM image. • Civilizing quality traverses of research output, teaching and learning and quality management and service can enhance UTeM image at local level, national and international. • Friendly environment as an effort to distinctive image in keeping with technological development liveliness, effort continuum and master the technology. 		
8.2.6	Describe the policies to enhance the leadership capabilities of the HEP leadership and the academic leadership. List the programmes that the HEP and the academic leadership have undergone for this purpose in the last five years.	<p>Leadership Development Policy</p> <p>Leadership formations in the university through three form namely as intellectual leadership which comprises of professors which will lead in development activity and research. Beside that also, university provide leadership backing to fill management's leadership from now on for future especially for administrator post academic such as faculty dean and excellence centre by creating training</p>	<p>Appendix H7 :</p> <ul style="list-style-type: none"> • Kalendar Latihan <p>Appendix H6:</p> <ul style="list-style-type: none"> • Polisi Latihan Pembangunan Sumber Manusia 	

		<p>programme internally through UTeM Leadership Development Programme (ULDP).</p> <p>To provide academic staff with authorized and intellectual leadership, institution management's leadership and leadership powerful ones, other than creating ULDP, university is going to cooperate with "Akademik Kepimpinan Pengajian Tinggi (AKEPT)" in order to cater the academic training needs and staff development. Parallel to Strategic Plan 2009-2010 UTeM in objective 5 which stresses need to strengthen effective leadership and administration.</p> <p>Initially, university is having leadership development training by cooperation referred to Universiti Sains Malaysia module namely " LEAD " but has adapted with UTeM requirement and "Program Intergrasi Insan Terbilang" name or " SMART ". Among that programme objective is to gain confidence level in leadership development, identify personality in helping direction</p>	<p>Appendix H8 :</p> <ul style="list-style-type: none"> • Senarai Staf Akademik Membentang Kertas Kerja Dalam dan Luar Negara <p>Appendix H9 :</p> <ul style="list-style-type: none"> • Senarai Staf Akademik dan Bukan Akademik Menghadiri Seminar/ Kursus/ Bengkel <p>Appendix H10 :</p> <ul style="list-style-type: none"> • Senarai Staf Akademik Membentang 	
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		<p>change by proactive, increase team work spirit through teamwork value appreciation and principle and main to coordinate all objectives direction vision, mission and direction of the university.</p> <p>Referring to the Training Policy of Human Resource, states every staff should attend training at least 40 hours a year. A few course categories and training also are formed in encouraging this staff development, based on the following is training before service, short courses, course which exceeded three months. .</p> <p>Leadership Development Policy and courses are funded by foreign bodies. To ensure this policy implementation well-oiled, Human Resource Development is responsible to study, approve, evaluate and monitor entire programme staff development. University each year provide allocation to educate academic and non-academic staff beside encouraging academic staff to whether attend or present working paper in local and also abroad with the UTeM sponsor or external agency.</p>	<p>Kertas Kerja Tajaan UTeM/ Agensi Luar</p>	
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		Over the past 5 years no restriction by the university to allow whoever academic and non-academic staffs who wants to attend any seminars like in the list attached. Besides, university also providing internal courses organized by internal bodies output from the training needs analysis which could be referred in the yearly calendar attached for 5 years. The courses include with the elements like skill improvement, knowledge improvement and change of attitude.		
8.3 Administrative and Management Staff				
Benchmarked Standards				
8.3.1	Describe the structure of the administrative staff which supports the educational programmes.	In order to support the implementation of the educational programmes and for other activities to be effective and efficient, the management of the university has provided and increased the number of comprehensive personnel according to the current needs, in terms of planning and implementation of the management system in order to assist the daily process of learning and teaching.	Appendix H11: <ul style="list-style-type: none"> Proses Kerja dan Carta alir pengambilan staf Appendix H22: <ul style="list-style-type: none"> Struktur Pengurusan 	

		<p>i) Centre for Graduate Studies</p> <p>UTeM also offers various areas of the first graduate study for the Doctor of Philosophy (PhD) and Masters level (MSc and MBA). All matters of registration and recruitment will be conducted by the centre.</p> <p>ii) Teaching and Learning Centre</p> <p>In order to support and further enhance key aspects of teaching and learning capabilities to all academic staff in UTeM, Centre for Teaching and Learning is committed to encourage change and innovation in the development and delivery of instruction in alternative formats such as using Problem-Based Learning, Outcome Based Education and Practice and Application Oriented teaching and learning method, including empowering the students to learn through self-direction, collaboration and peer-teaching learning.</p> <p>The academic staffs have to learn about teaching by reflecting on their practice and becoming self-directed</p>	<p>UTeM</p> <p>Appendix 23:</p> <ul style="list-style-type: none"> • Senarai Jawatankuasa UTeM 	
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		and acts as active agents in their own development. At the same time encourage them to address the dynamics of diversity in the teaching and learning process by exploring the impact of diversity on pedagogy, teaching and work closely pertaining issues of particular concern in a disciplinary context.		
8.3.2	Explain how the number of the administrative staff is determined in accordance to the needs of the programmes and other activities.	<p>There are several factors that influence the number of administrative staff due to the need for programs and other activities. In terms of supply for particular academic programs, increasing workload as to provide support services is increased with the increasing number of students.</p> <p>In this scenario, recruitment approach based on the ratio also applies to some non-academic staffing in particular positions that directly support teaching and learning process such as the position of Laboratory Assistant, Technical Assistants and Technicians. Positions are created to help instructors in the preparation, maintenance and inspection equipment as to ensure consumer safety (Occupational Safety and Health) and</p>	<p>Appendix H11:</p> <ul style="list-style-type: none"> • Proses Kerja dan Carta alir pengambilan staf 	

		<p>the smooth process of knowledge delivery. This is in line with the implementation of methods R & D University based on "Outcome Based Education" and the concept of "teaching factory" that can lead to "problem centered learning and action" and "experiential learning".</p> <p>For the positions mentioned, an area the size of a laboratory / workshop / studio and the number of tools / machines will determine the staffing requirements. Used a ratio of staff (Technician / Laboratory Assistant / Computer Technician) to a laboratory / workshop / studio. Until December 31, 2008, there were 187 persons Laboratory Assistant, Computer Technician, Technical Assistants and Technicians assigned to maintain and provide equipment in 186 laboratories / workshop / studio in various faculties.</p> <p>Location or position of an office also provides staffing implications in terms of administration and distribution that needs to be in one location placement. Distance factor in providing services led the University to provide</p>		
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	<p>Describe the recruitment processes and procedures.</p> <p>State the terms and conditions of service.</p>	<p>'One-Stop Centers' or 'branch office' in the campus. For example, the Library has a branch office in Town Campus and Main Campus . Similarly, the due to the safety aspect and because with 3 separate campuses, it creates a wider number of areas to be monitored.</p> <p>Terms and conditions of the related services that are:</p> <ul style="list-style-type: none"> i. All appointments to the civil service scheme in UTeM shall follow the conditions specified in the scheme of service which are in force at the time of appointment is made. ii. Subject to the conditions of appointment as above (i) if there are any conditions specified in any scheme of service should be amended, person in charge from UTeM shall first obtain approval of the Director of Public Service. iii. Every candidate who wishes to be appointed at least 18 years old at the time of the ad or made at the time application is made. iv. All candidates for appointment to the civil 		
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		<p>service must be Malaysian citizens.</p> <p>v. Appointing Authority (PBM) UTeM may, on the national interests, allowing the appointment of a non-citizen contract and the appointment of such provisions shall apply to these officers.</p> <p>vi. Movement officer annual salary will be considered in such regulations are also valid under the Malaysian Remuneration System. It will be considered by one (1) of two (2) how the movement of wages, ie whether the movement or shift pay regular salaries. Salary increment date is specified either in January, April, July and October.</p> <p>vii. During the trial period the officer is only eligible for normal salary increment based on performance or excellence in service and when the officer has been endorsed by the Head of Department.</p> <p>viii. Bid for the position is still subject to conditions as follows:</p>		
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		<p>a.) Officers are required to serve in the trial period for one (1) to three (3) years. Before the officer could be considered to be confirmed in the service officers are required to:</p> <ul style="list-style-type: none">• attend the induction course successfully;• pass the required examinations as stipulated in the scheme of service (if applicable);• certified by the Head of Department, and;• other requirements prescribed by UTeM from time to time. <p>b.) Before the officer considered to be confirmed in service, officers are required to agree to choose the option whether the Employees Provident Fund (EPF). Officers also are subject to terms and conditions associated with these options set from time to time.</p> <p>c.) Service officer may be terminated in accordance with conditions as follows: --</p>		
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		<p><u>During the Trial Period</u></p> <p>Service officers can be terminated with thirty (30) days notice or pay one (1) month's salary in lieu of notice.</p> <p><u>If verified In-Service Failure</u></p> <p>If officers fail to be confirmed in the service because it does not qualify under paragraph (ix) above, the service officer can be terminated with thirty (30) days or a paid one (1) month's salary in lieu of notice, or if officers considered for the trial period extended , it shall be a fine or a fine not subject to the decision UTeM.</p> <ul style="list-style-type: none">• <u>Once verified In-Service</u> Once confirmed in service, the service officer can be terminated by disciplinary action or pursuant to the conditions provided under the pension laws.• <u>False testimonial</u> UTeM party may cancel this offer or terminate service officer immediately if		
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		<p>in any details or information that officers submit when making application for this service or Health Inspection Form or in the Oath letter is untrue, false and so forth.</p> <p>d. Officers may resign by giving written notice thirty (30) days before the resignation take effect, if the officer has not been confirmed in service, or pay back one month's salary in lieu of notice. Once confirmed in service officer may resign by giving written notice ninety (90) days before the resignation of force or pay one month's salary in lieu of notice. Prior to force resignation, all officers are required to complete the payment with breach of contract action by UTeM and the existing debt with the UTeM. Resignation which was effective can not withdrawn.</p> <p>e. Officers must be healthy enough, the officer holding the post will be accepted subject to the results of this medical examination by a</p>		
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		<p>registered medical practitioner who provides a certificate of health officials.</p> <p>f. Officers and officers liability eligible for medical treatment facilities and whether the clinic or UTeM Panel Hospital / Clinic Government (including the University Hospital) subject to the conditions prescribed from time to time. Medical benefits are also provided to parents who only valid for treatment in government hospitals including University Hospital only.</p> <p>g. Officers are subject to the direction UTeM Registrar's Office to be served in any Section, Faculty Center and the Institute and also subject to the direction of the exchange will be determined by the Registrar's Office UTeM from time to time.</p> <p>h. Officers at all times be subject to the Universities and University Colleges Act 1971, UTeM Constitution, Statutes, Rules, Regulations, General Orders, Circulars, other regulations and</p>		
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		<p>the Act in force.</p> <ul style="list-style-type: none">i. Officers shall comply with and be subject to the Statutory Bodies (Discipline and Surcharge) Act 2000 (Act 605) and any instructions issued and enforced by UTeM from time to time during the service with UTeM.j. Officers are entitled to annual leave in accordance with regulations prescribed by UTeM.k. Officers are required to free from any binding agreement regarding the scholarship or the like with the other party, other than UTeM, and if any matter arising thereon to the managing officer shall not engage UTeM.l. For the purpose of improving the performance of services required to undergo officer training courses from time to time be prescribed by the authorities UTeM.m. Officers service along with UTeM required tasks, duties and responsibilities prescribed from time to time and can be ordered on duty in any		
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		<p>Section, Faculty Center and Institute in UTeM.</p> <ul style="list-style-type: none">n. Officers must retire on reaching the prescribed age.o. Officers are not drug addicts and has not been convicted on charges and found guilty by the Court for abusing drugs under the Dangerous Drugs Act, 1952.p. Officers never convicted of crimes and never detained under emergency regulations.q. Officers never dismissed or suspended work or leave the position declared and published in the Government Gazette or in any government service.r. Officers shall be free from serious financial as defined under the Act Statutory Bodies (Discipline and Surcharge) Act 2000 (Act 605) and Regulations Statutory Bodies Discipline and no liability whatsoever or any debt agreement whether as borrower or guarantor unless the extent permitted under the Act and Regulations		
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		<p>are the same.</p> <p>s. Officers are also subject to other conditions not included in this offer and the conditions to be adopted or amended from time to time.</p>		
8.3.3	Describe the effectiveness and efficiency of the administrative support for academic programmes.			
8.3.4	State the mechanisms for training and career advancement for administrative and management staff of the HEP. Describe the achievements of this training and career advancement activity in the last five years.	In general, the promotion is a mechanism to award staff who have achieved outstanding performance. It is necessary to complete the hierarchy order of authority, especially to lead Division / Unit in the tasks at the planning and supervision. With a higher grade positions to provide career opportunities to increase staff-staff who are serving. In addition to the promotion, provision of University Special Training Scheme (SLKU) is also one activity that helps to increase career shaped sponsoring studies to non-academic staff for further study. Through SLKU can consolidate and strengthen the knowledge of	<p>Appendix H13</p> <ul style="list-style-type: none"> Pek. Bil. 6 Tahun 2006 dasar Latihan Sumber Manusia <p>Appendix H16</p> <ul style="list-style-type: none"> Polisi Latihan Pembangunan Sumber Manusia 	

		<p>human resources in the areas of specialization and expertise in the field. At this time, the KPT has been extending the bid Prize Scheme Training Federal Non-Academic Staff IPTA Year 2009 Master Level staff to Universities.</p> <p>According to the Policy Training Human Resource Development (Appendix U) Policy and Public Sector Human Resource Training (Appendix T) is encouraging university academic staff and non-academic staff to either attend courses / seminars / workshops or table the paper in the country and also outside with the state sponsored by or agencies outside UTeM. Since 5 years ago the university there is no objection to allow any staff who wish to attend seminars or courses or workshops in the country or abroad such as in the attached list Exercise promotion as one of the tools / career enhancement activities undertaken within five years back (2004 - 2008) is shown in Table 2 and Graph 1.</p>	<p>Appendix H8</p> <ul style="list-style-type: none"> • Senarai Staf Akademik Membentang Kertas Kerja Dalam dan Luar Negara <p>Appendix H9 :</p> <ul style="list-style-type: none"> • Senarai Staf Akademik dan Bukan Akademik Menghadiri Seminar/ Kursus/ Bengkel <p>Appendix H10 : Senarai Staf Akademik Membentang Kertas</p>	
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			Kerja Tajaan UTeM/ Agensi Luar Jadual 2 : Bilangan Staf Naik Pangkat &	
8.3.5	Describe how the HEP conducts regular performance review of its administrative and management staff.	<p>Target Annual Work staff have been implemented in accordance with the prescribed period of time to ensure that each matter can be made according to target. SKT in the context UTeM divided into 3 major components, namely prefix SKT, SKT and SKT Middle End. SKT has made the entire process online (online) access through Human Resource Information System (smsg). Each PTj appointed an Officer Performance Coordinator to monitor the status of SKT PYD whether implemented or not.</p> <ul style="list-style-type: none"> • SKT prefix <p>Launched in January ~ March Given the SKT department in time, each PYD shall set list of projects, activities and duration of completion and the level set by measurement of work based on quantity, quality, cost and time. Each project or activity that must be discussed</p>	Appendix H14: Pekeliling Perkhidmatan bil.2/2002-Lampiran C:Panduan Pelaksanaan SKT	

		<p>together with the prescribed officer assessors respectively.</p> <ul style="list-style-type: none"> • SKT MID Launched in June ~ July. Involve review of mid to view the actual job performance compared to the target working set. Shall be guided by SKT prefix. Each activity should be added or dropped discussed with officials assessors respectively. • SKT END Launched in August ~ December. Problem detection and implementation of work in realizing the programs, projects and activities based on job target set. PYD must make a formula related to SKT overall in the current year. 		
8.3.6	State the mechanisms and procedures for monitoring and appraising staff	Annual Work Target (SKT) is important elements in the System Performance Evaluation of Public Service officers. SKT important activities involving the preparation of the	Appendix H14: Pekeliling Perkhidmatan bil.2/2002-Lampiran	

	<p>performance, for ensuring equitable distribution of duties and responsibilities among the staff, and for determining the distribution of rewards.</p>	<p>Annual Planning Department, Settings Working Plan Division, and Performance Indicators for each officer. SKT is seen as one of the components of a KPI measuring the effectiveness of wood things. SKT involvement in the implementation of duties and responsibilities of each staff level of PYD, PPP and PPK plays a significant role in determining the SKT. SKT is also one of the features of system performance evaluation. After evaluation, Human Resource Development Panel (PPSM) will make the verification and synchronization points all staff. If there is reasonable doubt that the assessment of value received by an officer, PPSM must obtain assurances from officials assessors. PPSM also responsible for recommending guidance and counselling to officers that low achievers.</p> <p>POLICIES AND METHODS OF EXCELLENT SERVICE AWARD</p> <p>Referring to the Development Administration Circular Bil. 2 / 2002, new policies and methods related to grant Excellent Service Award stated simply as follows: --</p> <ul style="list-style-type: none"> • Qualifications 	<p>C: Panduan Pelaksanaan SKT</p>	
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		<ul style="list-style-type: none"> ✓ Staff appointed to serve the public agency either permanent, temporary or contract ✓ Qualifications include staff who are on salary scale and conditions of service under the Cabinet Committee Report 1976, the New Remuneration System (SSB) and the Malaysian Remuneration System ✓ Staff have served for a period of complete full year on the date of last year assessment <ul style="list-style-type: none"> • Basic Evaluation Assessment of staff for the purpose of providing Excellent Service Award is appropriate from among those who score Annual Performance Evaluation Report and 85 percent more. • Number of Recipients Quota number of recipients for this award each agency cannot exceed 8 percent of members who are serving on December 31 in the 		
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		assessment. APC has been given to each group according to the number of service staff who are represented in each PTj.		
8.3.7	Describe the processes and procedures in managing the discipline of the staff.	UTeM is subject to Akta Badan-Badan Berkanun (Tatatertib & Surcaj) 2000 which detailed out the processes and procedures in handling disciplinary cases involving any staff including academic staff. The processes flow and procedures are explained in Appendix H15.	Appendix H15: Carta Alir Laporan Tindakan Tatatertib	
	Enhanced Standards			
8.3.8	Describe the training scheme for the administrative and management staff to fulfil the needs of the educational programmes.	Training Policy Human Resource Development in the training has been given particular emphasis by governments of all public sector and statutory bodies in developing the skills, knowledge and personality of human capital within an organization. Hence Training Policy Human Resources, University Technical Malaysia Malacca formed by applying Circular number 6 in 2005 to state the Public	Appendix H17 : Manual Prosedur MS ISO Latihan Appendix : Analisa Keperluan Latihan	

		<p>Sector Training Policy who wish to equip themselves with skills, knowledge and attitudes through appropriate resource development program human development that is planned based on competency and continued learning. Training policy also includes objectives to provide qualified staff, capable and competent. Apart from producing high quality work to increase productivity and competencies, values and positive attitudes are also given priority. Several categories of training courses and also formed in promoting the development of this staff, between the following training before the service, short courses, courses in excess of three months and courses funded by foreign bodies. To ensure smooth implementation of this policy, Human Resource Development Panel is possible for reviewing, approving, evaluating and monitoring the overall staff development program. Emphasis on training policy also requires that each staff must attend training at least 40 hours in a year with fully sponsored by outside agencies or universities.</p>		
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		<p><u>TNA through the Annual Performance Assessment</u></p> <p>In order to provide a training plan or annual training, the university will conduct training needs analysis, either by distributing questionnaires boring training needs or to obtain information directly from those in the Annual Performance Evaluation Report or feedback from the centers as a source of responsibility for identifying training needs staff. This is clearly stated through the ISO Procedures Manual - Training UTeM (ISO) / PS/PK06 (Appendix V). Training Needs Analysis (Appendix E) is the next process will be to identify training needs and consider the real and the assessment was based on the strategic university. Statistik for academic staff training needs will be identified in areas such as management and administrative, technical, information technology development of excellence, safety & health and productivity and quality. In conclusion, This analysis will form the annual calendar.</p> <p>Human Resource Development Division has prepared the</p>		
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		Master Plan for Training Scheme in the University, especially to administrators. Training Master Plan describes a career path with the specific training needs of staff that will pass along in their services according to the scheme respectively.		
8.4 Academic Records				
Benchmarked Standards				
8.4.1	State the policies on the secure retention, retrieval and disposal of student and academic staff records.	Student records are created and maintained electronically and there are no physical files utilised by the University. It is kept in one integrated database and can only be accessed using " <i>Sistem Maklumat Pelajar (SMP)</i> ". Access to the files can only be made by authorised users who are categorised according to their position e.g. Academic Administrator, Faculty Administrator, Dean, Lecturer, Student and Parent. This categorisation of users will enable them to access only certain features of the system. A student record will be kept in the database for ten (10) years before they are transferred to 'archive file'.		

		<p>To access SMP, the person would have to apply for a user ID with the System Administrator. A password is required and the user level is defined and set according to the person's position. All login data and changes to the system and database is monitored and kept in an "auditlog file". Therefore any changes can be traced back to the user and when the changes are made.</p> <p>All academic records are kept in a database placed in Data Centre. The Data Centre is also protected by firewalls to deter intruders from meddling with the database or system.</p>		
8.4.2	<p>Describe how the HEP ensures the rights of individual privacy and the confidentiality of records.</p> <p>How are these made known?</p>	<p>All UTeM's staff is subject to Official Secrets Act 1972.</p> <p>User Safety</p> <p>Each user needs to apply to use the system and system administrator will do permission process and active the user. Each user will have appropriate user ID and password to use the system.</p> <p>All information access and activity upon that system or</p>		

		<p>record will be kept in auditlog system. That auditlog file will be used to detect any change of data that doubted about it validity, detect changes of data by user and to guide user to aware in data management.</p> <p>Network System Safety</p> <p>Academic record saved in a single database on the storage space in Data Centre. Each access to that database need to go through firewall which is in Data Centre where if there occur any attempt to attack to that database, it can be detected by System Administrator immediately to prevent that attempt.</p>		
Enhanced Standards				
8.4.3	Describe the HEP's review policies on security of records and its plans for improvements.	File and records management system was implemented at the university since the early establishment UTeM. No policy or Standard Operating Procedure is intended to provide specific implementation of file management system is more systematic. However, the university refers to the Civil Service and Treasury Department as	Appendix H19: <ul style="list-style-type: none"> Pekeliling Perkhidmatan Bil. 5 Tahun 2007 : Panduan Pengurusan 	

		<p>the National Archives guidelines.</p> <p>1) Circular No. 5 Year 2007: User Management Office The UTeM adopted this circular as a guide in implementing the administrative offices with more efficient, orderly and effective. In the context of file management and record, UTeM adopted Service Circular 5, year 2007 part VII and VIII as the main reference file system in this university.</p> <p>2) Advisory services from the Department of Civil Service The university also constantly refer and obtain advice from the Public Service Department regarding questions that arise regarding the management of System Files in this university. Besides, also, the university is sensitive and the latest and last update circulars related to file management issued by the JPA.</p> <p>3) Advisory services from the State Archives Malacca</p>	Pejabat	
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		<p>As a public university that is still in early stages of its inception, the advisory from the National Archives especially Malacca State Archives has always been a source of reference in the process of improving and updating the file system management and disposal of files in this university by circulars and regulations and National Archives Act.</p> <p>4) Others IPTA</p> <p>UTeM always established the cooperation with the other more experienced universities in the file management system of universities as an effort to improve UTeM and make improvements by taking a sample of file management system and other public records of reference and guidelines as a basic to file management in the university system in order to ensure the management of file is a more efficient and systematic.</p> <p>Management files and records UTeM are divided into 2</p>		
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		<p>types:</p> <p>i) Manage file records manually /physical. Overall, the current use of file management system and records of UTeM still by manual(paper) files to be classified as matters (housekeeping files) and file business functional (Functional files) in their respective departments. While the files which are closed must be submitted to the section responsible for records and storage.</p> <p>ii) Retention of electronic records / database at present, keeping records electronically at UTeM only implemented on keeping academic record.</p>		
8.5 Interaction with External Sectors				
Benchmarked Standards				
8.5.1	Describe the mechanisms to ensure that the HEP interacts constructively with the external sectors, including its external stakeholders.	<p>Industrial Attachment</p> <p>Industrial Attachment was approved by the University in 2007 together with sabbatical facilities. Through this facility approval, some staff was sent to undergo industrial attachment in and outside the country (Table 5).</p>	<p>Appendix H13</p> <ul style="list-style-type: none"> • Pek. Bil. 6 Tahun 2006 dasar Latihan Sumber Manusia 	

			<p>Appendix H16</p> <ul style="list-style-type: none">• Polisi Latihan Pembangunan Sumber Manusia <p>Appendix H8</p> <ul style="list-style-type: none">• Senarai Staf Akademik Membentang Kertas Kerja Dalam dan Luar Negara <p>Appendix H9 :</p> <ul style="list-style-type: none">• Senarai Staf Akademik dan Bukan Akademik Menghadiri Seminar/	
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			<p>Kursus/ Bengkel</p> <p>Appendix H10 :</p> <ul style="list-style-type: none"> Senarai Staf Akademik Membentang Kertas Kerja Tajaan UTeM/ Agensi Luar 	
8.5.2	Describe the effectiveness of the relationships between the HEP and the external sectors.	<p>Among the main strategic in the Strategic Plan is the generating of UTeM income in order to help meet the cost of university operating expenditure . Accordingly, UTeM has made "... Smart University-Industry ... "; between the main feature in the mission. This is consistent with the vision of UTeM "Becoming a Technical University leading the creative and innovative in the world".</p> <p>To achieve this aspiration Consultation in various forms and can be implemented with the cooperation of industry, private, statutory bodies or government bodies.</p>	<p>Appendix H21:</p> <ul style="list-style-type: none"> Polisi dan Garis Panduan Perundingan UTeM <p>Appendix H4:</p> <ul style="list-style-type: none"> List of MOUs and MOAs between UTeM and Industries 	

		<p>Smart partnerships with various sectors indirectly will invite various forms of consultancy services that will impact the development UTeM.</p> <p>Consultation service is divided to 4 types:</p> <ol style="list-style-type: none">a. Academic and Technical Training Services<ul style="list-style-type: none">• Course• Workshop• Seminarb. Facilities Management Services<ul style="list-style-type: none">• Equipment rentals• Testing worksc. Expert Advice Services<ul style="list-style-type: none">• Analysis• Design• reportd. Research Contract <p>In order to make sure the consultation services could be done in a proper and ethical way, together with the monitoring by the permanent Senate of Research, consultation and innovation committee to help in</p>		
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		determining the path and consultation services secular. This is to provide the university with a quality, clear and effective policy and guideline.		
8.5.3	Describe any type of shared responsibility between the HEP and the external sectors.	The university always hold joint venture agreement in various fields especially which involves student exchange, information sharing, consultative activity, attached industry, seminar and other of activities involves teaching and learning. Those activities which involve external parties are such as in attachment.	Appendix H4: <ul style="list-style-type: none"> List of MOUs and MOAs between UTeM and Industries 	
Enhanced Standards				
8.5.4	Describe the formal agreements between the HEP and its external sectors.	The International Office seeks to build, expand and improve relations with the international counterparts of the University with the hope of exploring collaborative pursuits in research, academia and cultural exchange. The Office has also built strong ties with international corporations, which have led to improvements in research collaborations and consultations, internships and knowledge, expertise, and technology transfer. Thus far, UTeM has linked up and signed Memorandums of Understanding with several renowned universities in	Appendix H4: <ul style="list-style-type: none"> List of MOUs and MOAs between UTeM and Industries 	

		<p>the world, including the Coventry University and the University of Sheffield (UK), the Technical University of Berlin (Germany), RIMT University and the University of South Australia (Australia), Osaka Prefecture University and Kyoto University (Japan) and Institut Teknologi Bandung (Indonesia). The focus of collaborations is mainly in the following areas:</p> <ol style="list-style-type: none">a. Exchange of staff and students for academic development to address problems of scientific progress.b. Exchange of scientific materials made available by both parties.c. Collaborate in the teaching and research areas (may include students) which are of mutual interest.d. Sponsor seminars, workshops and other scientific meetings, which are of mutual interest and benefit.e. Develop training programmes, including degree and non-degree programmes.		
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		<p>well as in other related fields.</p> <ul style="list-style-type: none">• Conduct joint R & D programmes.• Organise joint seminars, conferences, workshops or courses, which are mutually beneficial.• Exchange of personnel for the purpose of education as well as research and development.• Provide, upon mutual written agreement, appropriate facilities to accommodate the educational needs of both parties.		
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