



**All American Institute of Medical Sciences**



**FACULTY  
HANDBOOK**

**2017**

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# INTRODUCTION

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The purpose of the AAIMS FACULTY HANDBOOK is to provide a comprehensive and convenient access to the policies, procedures and practices which apply to the School's Faculty. These policies as contained herein also cover the employment arrangement between the AAIMS Medical School and its Faculty.

Administrators are to be guided by the policies and procedures presented in the handbook, which is available on the School's website.

The handbook is a work in progress and will be continuously updated as necessary. Any and all updates will be shared on the school's Google Drive with an email alert to all the relevant Faculty and general staff.

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## **I. ORGANIZATION**

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### **A. History & Charter**

The institution was incorporated in Jamaica as a limited liability entity in Jamaica, West Indies, in 2006. For acquiring a CHARTER to operate as an Offshore Medical Institute and confer degree in the field of Medicine.

On 01 May 2009, By His Excellency, The Most Honorable Governor General of Jamaica issued a CHARTER to AAIMS to establish and operate a School of Medical Sciences.

On 10th January 2011, AAIMS opened its doors to its Charter class.

### **B. Officers of AAIMS**

The officers of the Medical School are appointed by the Advisory Board of Management. They include the President, Executive Director, the Deans, Administrators, the Registrar and Director of Student Services and Community Relations. A description of the authority vested in these positions and the responsibilities of each are outlined in the Appendix along with the School's Organogram..

### **C. Schools of AAIMS**

AAIMS has two schools: The Pre Medical and the Medical Degree Program with the authority provided to grant Degrees respectively, through the AAIMS Charter.

Acting through various committees including the Faculty Board, Admissions, Curriculum and Examinations Board, faculty has the responsibility to recommend and amend policies subject to the authority of Advisory Board of Management. The Schools also have the authority to recommend to the Advisory Board of Management the appointment of faculty on the recommendation of the Faculty Board chaired by the Dean.

The Advisory Board of Management constitutes the Permanent Standing Board of Officers which meets at least once each Semester as the principal advisory body in the Institute. Its responsibilities include advising on the educational character and purpose of the Institute, oversight of its activities and its financial solvency.

## II. FACULTY RANKS AND APPOINTMENTS

### A. PREAMBLE

AAIMS does not discriminate in employment practices on grounds of race, religion, gender or political affiliation. There shall be no discrimination in conditions of services between men and women. All Staff members are expected to uphold the Vision and Mission of the Institute.

### B. SALARY RULES

#### Basis of Calculation

The salary of a member of Staff is calculated on the basis of the date of the member of staff obtaining the minimum qualifications for the post and relevant experience. Normally only experience obtained after the qualifications is considered - one increment being awarded for each year of relevant experience - but the Institute will not be precluded from taking earlier experience into account.

#### 1. Assistant Lecturers (non-Medical)

- a) For the purpose of determining salary only, an Assistant Lecturer is deemed to be appointable at the minimum of the appropriate salary scale one (1) year after receiving an Honours degree or its equivalent or two (2) years after receiving a General or its equivalent from an approved institution
- b) Every Assistant Lecturer shall remain in that grade whatever his or her salary for at least three years, unless:
  - I. he or she has had previous experience either in a teaching or research appointment in a Institute or in approved service which the Appointments Committee equates with the experience of an Assistant Lecturer; or
  - II. he or she holds a recognized Masters Degree from an approved Institute in which case he or she will normally be promoted to Lecturer after two (2) years' satisfactory service; or
  - III. he or she holds a recognized Doctorate degree from an approved Institute in which case he or she will normally be promoted to Lecturer after one year's satisfactory service; or
  - IV. he or she has served in the Institute for at least one year and the Appointments Committee is persuaded that he or she has exceptional merit.
- c) Full-time study for a postgraduate degree below the level of PhD is not considered as experience equivalent to that of an Assistant Lecturer.
- d) In special instances and on the decision of Appointments Committee an Assistant Lecturer may receive salary at a special point in the Assistant Lecturer scale.

#### 2. Lecturers (Non-Medical)

- a) A Lecturer appointed below the Merit Bar is deemed to be appointable at the minimum of the appropriate salary scale four (4) years after receiving an Honours Degree or its equivalent or five (5) years after receiving a General Degree or its equivalent.
- b) A Lecturer appointed below the Merit Bar shall not receive salary above that Bar except on the decision of the Appointments Committee.

## **Basic Medical Sciences Staff who are Medically Qualified**

### **1. Assistant Lecturers**

- a) For the purpose of determining salary only, an Assistant Lecturer is deemed to be appointable at the minimum of the appropriate scale one (1) year after receiving the first degree;
- b) Every Assistant Lecturer shall remain in that grade whatever his or her salary for at least three (3) years unless
  - I. he or she has previous experience either in a teaching or research appointment in a Institute or in approved service which the Appointments Committee equates with the experience of an Assistant Lecturer; or
  - II. he or she has served in the Institute for at least one (1) year and the Appointments Committee is persuaded that he or she has exceptional merit.

### **2. Lecturers**

- a) A Lecturer is deemed to be appointable at the minimum of the appropriate scale four (4) years after receiving a first Medical degree or equivalent degree.
- b) A Lecturer shall not receive salary in excess of the Merit Bar salary unless he or she has served at least five (5) years in an approved Institute in the grade of Lecturer.

NOTE: On appointment to a Basic Medical Sciences post, medical graduates who have successfully undertaken a Degree Course in Physiology, Anatomy, Microbiology, Pharmacology, Pathology or Biochemistry during the medical course will be credited with the year in which they took the additional course, the year to be assessed as relevant experience after graduation.

Additional credit in the form of extra increments may also be given for exceptional merit, e.g. having obtained specialist qualifications in minimum time for a PhD or MD, etc.

### **3. Senior Lecturers**

On first appointment

- a) Persons deemed by the Appointments Committee to be appointable to the Institute at the level of Senior Lecturer are paid salary in that scale commensurate with their qualifications and experience. The salary point in the Senior Lecturer's scale is to be determined by an assessment which applies the salary rules for Lecturers as set out and takes the appointee through the Lecturer's scale into the Senior Lecturer's scale.
- b) A staff member would normally be appointed above the Merit Bar, only on the approval of Appointments Committee. The Committee would normally be satisfied that:
  - I. the appointee at his or her previous institution has reached a corresponding level of seniority and /or
  - II. the appointee has met the applicable criteria and would have been a good candidate for promotion above the bar, had he or she been a member of the Institute.

#### **4. Professors**

- a) Professors shall normally be appointed at the bottom of the salary range for this staff category.
- b) Where the appointee is already a member of the Institute's staff, and is at a salary level which overlaps with the professorial salary range, he or she shall be appointed at the point in the salary range equivalent to one biennial increment above his or her current salary.
- c) Where new appointees have been for some time at the professorial level in another institution, the Executive Director shall take into consideration the experience and academic status of the appointee and shall determine the point within the salary range at which the Professor shall be appointed.

#### **5. Teaching Assistants (Medical and Non-Medical)**

- a) Teaching Assistants are paid in a salary range, the actual salary to be fixed by the Executive Director or Dean in consultation with the Head of Department.
- b) Save in exceptional circumstances passages shall not be paid to Teaching Assistants.
- c) For allowances and other benefits may be paid.

#### **6. Appointments of Staff at the Junior Academic Level**

In the appointment of temporary staff at the Junior Academic Level, (e.g. temporary staff below Assistant Lecturer level) the following distinctions shall be observed:

- a) Where the appointee is carrying a partial teaching load and is being encouraged to undertake postgraduate work with a view to permanent appointment, the appointment should be made at the level of Teaching Assistant.
- b) Where a full load of teaching is involved and the appointee is suitable for appointment to the permanent post eventually, the appointment should be made at the level of Assistant Lecturer.

#### **7. Part-Time Staff**

Procedure for appointment

- a) Recommendations for the appointment of part-time Lecturers should be submitted by Heads of Departments on the appropriate forms, with full curriculum vitae attached, to the Dean well in advance of the time of appointment.

Fees for Part-time Lecturing

- b) Lecturers will be paid in accordance with the classification given below and at the rates set out in the schedule.
  - I. Single Specialist Lectures
  - II. Regular Part-time Teaching
    - Category A - Professorial Level
    - Category B - Senior Lecturer Level
    - Category C - Level of Lecturer
    - Category D - Assistant Lecturer Level
    - Category E - Tutor level
    - Category F - Demonstrator level



## **8. Duties**

- c) The duties of part-time lecturers may include all teaching and examining duties. Details of duties and responsibilities should be provided in a contract.
- d) In determining hours worked Heads of Departments may take into account reasonable periods of activity associated with actual lecture time.

## **9. Rates of Pay**

- e) Rates to be paid will be determined through consultation between the Head of the Department and the Dean and will be subject to the approval of the Executive Director  
The decision shall be based on the following criteria:
  - I. Standing of academic qualification and length of time held.
  - II. Professional qualifications (as related to the subject which the part-time Lecturers teach).

## **Professional Library Staff**

### **10. Senior Library Assistants**

- a) Graduates in librarianship and other disciplines are eligible for appointment as Senior Library Assistants.

### **Salary Rules on appointment are as follows:**

- a) with degree in Librarianship – bottom of scale
- b) with Honours Degree in Librarianship – bottom of scale plus two increments
- c) increments above starting point are awarded for the relevant experience
- d) normally only relevant experience obtained after basic qualification is taken into consideration in determining salary for appointment but the Institute is not precluded from taking into account experience gained before qualification.

### **NOTE:**

- (a) The Senior Library Assistant rates as a professional Librarian but is not eligible for promotion to the grade of Librarian I unless this person possesses the minimum qualifications for the Librarian I grade. The Institute is under no obligation to offer the further training required to achieve this additional qualification.
- (b) Where a Senior Library Assistant had attained the agreed minimum qualification and had therefore become eligible for promotion to the grade of Librarian I, a recommendation should be submitted by the Campus Librarian, through the Library Advisory Committee, for consideration by the relevant Appointments Committee.

### **11. Librarian**

- a) The title of “Librarian I” is given to those persons holding the academic qualifications for appointment as Librarian II but not having the required post-qualification experience. The salary scale is that of Assistant Lecturer.



- b) Appointment at the bottom of the scale will be normal for a person having the academic qualifications, and increments will be awarded for relevant experience gained after that. However, increments can also be awarded for relevant experience obtained after a degree or the Librarianship qualification, but before both were obtained, but normally such experience will not carry the same weight.
- c) Promotion to Librarian II shall be as for Assistant Lecturer to Lecturer, and evidence of professional competence and ability will be expected.
- d) Assistant Librarians who had on appointment been given incremental credit for library experience gained prior to obtaining the degree and professional qualification should not be required to serve the full three years before promotion to Librarian II. In such cases, promotion to Librarian II should be possible not less than one year after appointment at the lower level.

## **12. Librarian II**

- a) The qualifications for appointment as Librarian II at the minimum of the Lecturer scale are:
  - I. A Institute degree;
  - II. Relevant professional qualification, e.g. ALA, Dip. Lib., MLS, BLS;
  - III. 3 years post-qualification professional experience or its equivalent.

NOTE: (a) The qualification of FLA will be accepted in place of (i) and (ii) above and, in general, it would be expected that a person holding this qualification would also satisfy the requirements in (iii).

- b) Increments above the starting point are awarded for relevant library experience.

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### **III. POLICY – RECRUITMENT, SELECTION AND APPOINTMENT OF FACULTY PERSONNEL**

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#### **Overview**

The policy set out here refers to the requirements and procedures for Faculty recruitment and appointment. It is the policy of the All American Institute of Medical Sciences not to discriminate against any employee or applicant for employment because of race, color, age, marital status, sex, national origin, ancestry, religion, veteran's status, handicap, or other factors that cannot lawfully form the basis for an employment decision. This policy includes:

- Recruitment and employment of applicants who possess the necessary qualification and/or experience for appointment to the Faculty.

#### **Faculty Composition**

Faculty includes employees who are appointed to Faculty positions and perform academic, tutoring and research duties.

#### **Responsibility**

Human Resource Department (HRD) facilitates the recruitment and search procedures for Faculty personnel.

HRD maintains the online recruitment site on the AAIMS web site, provides training and guidance, and assists the Dean in the recruiting process.

The HRD is also responsible for ensuring that each Applicant receives and completes the AAIMS Application Form.

#### **Appointing Authority**

The Office of the Dean, as delegated by the Advisory Board of Management, has overall responsibility for the recruitment, search, and selection processes for Faculty.

**All appointments of Faculty are made by the Advisory Board of Management upon the recommendation of the Dean.**

All initial appointments are “probationary” and are for one year unless explicitly stated to the contrary in the Contract. The Advisory Board of Management will offer a contract to the candidate that will include the terms and conditions of appointment, including credit for academic service at other institutions. Partial-year contracts do not count toward “permanent” position or promotion unless explicitly stated in the letter of appointment.

#### **Final Approval**

All Faculty appointments, including tenure and tenure-track Faculty searches and appointments, require final approval from the Office of the Executive Director.

## **Position Control**

The creation of new positions (permanent or temporary) and change in appointments must be notified to and have prior approval of the Advisory Board of Management.

## **Expenses**

Expenses associated with searches for Faculty personnel and the relocation reimbursement for these new employees is supported by Faculty / Department budget.

## **Prior to Search**

The Dean is responsible for ensuring that the recruitment and selection process for Faculty follows Institute policies.

Prior to requesting recruitment for a Faculty position, the Department considers and approves the following position criteria:

- Need for position
- Position allocation
- Staffing level implications, and
- Salary
- Budget

Prior to submitting a recruitment request, the competencies and requirements of the particular Faculty position should be considered and be available in written form for the Interview process.

## **Search/Recruitment Strategy**

The Advisory Board of Management and/or search committee determines the recruitment strategy and screening methods. HRD and the Office of the Dean are available to assist with the search process.

- Search Firm

When appropriate, a Search Firm may be utilized to assist with the recruitment and screening of candidates.

- Search Committees

Departments may utilize search committees to recruit for Faculty positions.

- National Searches

Positions may be advertised on the web and in publications with readership nation-wide and broader. The position is open to candidates from within AAIMS) or external to the Institute, both national and international.

- Local or Regional area.

Positions may be advertised within the local or regional area and posted on the website and appear in local or regional newspapers and other appropriate limited-area venues. While the concentration of advertising is focused locally or regionally, candidates both internal and external to the Institute and from any location may be considered.

- Institute Community Only

Where there is evidence that a sufficient number of Institute employees have the education, skills, and experience to perform successfully in a position, the HRD may choose to advertise the position within the Institute community first, to see if qualified candidate(s) emerge. Lack of a qualified, diverse applicant pool from within the Institute or other considerations such as the need for community support, may suggest that a local or regional search may prove to be most appropriate.

Positions with a recruitment scope of “Institute only” are posted on the website or Notice Boards with the statement, “This Position is Open to Current AAIMS Staff Only” displayed at the top of the posting.

- International Recruitment

The Office of the Associate Dean, Administration will advise and assist the Dean as follows:

- Participates in the review of notice of vacancies and advertising to international hires;
- Assists with visa and work permit applications for foreign academic staff;
- Assists with the exchange of staff and visitor program.
- Ensures approval from Office of Finance for travel and per diem expenses.

## **Recruitment**

Departments are required to submit Requests for Recruitment to vacant positions through the Office of the Dean, at least three (3) Semesters prior to the vacancy occurring.

- Posting

HRD will post the faculty position on the AAIMS website.

- Advertising

HRD will request the Department to submit the advertisement copy and identify the recruitment sources to be used.

- Referral of Applicants to Search/Interview Committee

The HRD, in coordination with the Search/Interview Committee Chair, will determine how and when the Search Committee receives applications. Search/Interview Committees may receive the application materials when submitted, when the position closes, or as coordinated with HRD.

- Disqualification

HRD, in consultation with the Office of the Dean, may disqualify an individual from consideration for employment at any time for good and sufficient reasons. If authorized by the Office of the Dean, HRD removes the individual’s name from an applicant and/or candidate pool.

HRD notifies the applicant or candidate in writing if she or he is disqualified from an applicant or candidate pool. The written notice specifies the reason for the removal and the right to request a review of the removal.

- Review of Removal

An applicant or candidate may request a review of the removal. The applicant or candidate must submit such a request in writing to HRD within 20 calendar days following the date of the notice of the action for which the review is requested.

The Dean, or his or her designee, conducts the review. The representative provides the review decision in writing to the applicant or candidate. Review decisions are final and not subject to further review or appeal.

### **Verification and References**

The Search Committee is responsible for investigating or verifying the following information provided by the candidate:

- Application Form
- Work history
- Education
- Qualifications
- Experience
- References

The Search Committee may examine personnel files of top applicant finalists who work or have worked at AAIMS. These personnel files will be provided by the HRD.

### **Letters of Recommendation**

The Interview Committees should obtain at least three letters of recommendation for each Faculty candidate. The department may obtain the letters of recommendation electronically.

Interviewers should follow the advisory guidelines for conducting reference checks provided by the HRD.

### **Background Check**

The Department should determine whether or not the position requires a pre-employment background check. HRD is available to provide assistance.

If a background check is required, the Department must notify HRD prior to recruitment and when a candidate or candidates are identified.

Background check information is to be used for the purpose of evaluating applicants for employment only and is not to be used in a manner contrary to law or Institute policy.

HRD is responsible for:

- Initiating and processing the background checks. An offer of employment should not be extended until the background check process is completed. The Dean's Office must contact HRD prior to extending any offer that may be contingent upon satisfactory results of a background check.
- Advising the Office of the Dean regarding the applicability of background check components and the background check process.
- Obtaining, reporting, and maintaining background check information

- Receiving written consent from the applicant prior to conducting the background check. (NOTE: For certain positions by law and for any position for which a background check is a condition of employment, failure to consent to a background check results in removal of the applicant from consideration for the position.)
- Notifying applicants of their right to obtain a copy of the background check and to challenge the accuracy contained therein.
- Determining, in consultation with the Dean's Office, whether the results of the background check disqualify the applicant from consideration.

## **INTERVIEW**

HRD recommends for interview to the Chair of the Interview/Search Committee those candidates considered most qualified for the position. The Interview Committee reviews and considers the applicants for the position. The Advisory Board of Management is responsible for ensuring that the hiring process is fair and objective

- Interview Guidelines

The Search / Interview Committee should review the pre-employment inquiry guidelines which contain questions for candidate interviews. Interviews may be conducted in person, by telephone, or via Skype.

## **SELECTION**

The Interview Committee will make a recommendation for appointment to the Dean for submission to the Advisory Board of Management, who will approve a candidate to fill the vacancy.

The Advisory Board of Management communicates with the Office of the Dean regarding the selection of the candidate. HRD and the Office of the Dean receive an advice regarding the selected candidate from the Secretary to the Advisory Board of Management.

Standard procedures as followed regarding Faculty appointments as outlined in HRD Manual on Initial Appointments.

## **OFFICIAL OFFER**

### **Tenure-Track and Non-Tenure Track Faculty Positions**

The Dean makes the Institute's official offer for all Faculty positions.

The offer is typically sent by letter. Letter templates are provided from the HRD Office to Dean's Office.

### **Records Retention**

A copy of the signed offer letter, a copy of the contract (if applicable) and the candidate's letter of acceptance is retained by the HRD in the employee's personnel file in accordance with Institute records retention requirements.

### **Notification to Applicants**

It is recommended that the Search Committee Chair send notification of applicant status to those finalists who were invited to interview for the position or to all applicants.

Sample letters are available from the HRD.

## **EXCEPTIONS TO OPEN RECRUITMENT**

### **Approval from the Office of the Dean Required**

The Dean may approve a direct appointment without a search under the exceptional circumstances described below.

### **Exceptional Circumstances**

Departments may request a direct appointment without a search under any of the following limited circumstances:

- When a position requires a high level of expertise in a specialty area and the department has a unique opportunity to hire a highly-qualified individual with the expertise to fill the position.
- When changing a “Temporary” one- or two-year position appointment to “Permanent” would best meet the needs of the organization. Prior to the end of a temporary appointment, the Department may submit a request to the Dean’s Office to change the appointment from temporary to permanent without a search. The request must include a clear, written justification for the exception to the recruitment process. The justification must demonstrate to the satisfaction of the Dean that exceptional circumstances exist that clearly outweigh the need for a search to fill the position. (For example, an open recruitment failed during the temporary appointment period.)
- When reclassifying or promoting a permanent employee in her or his current position and/or reassigning the employee to a new position with different duties/responsibilities would ensure that the necessary work of the department is not interrupted due to a reorganization or operational need. The employee must meet the position requirements.
- When placing a permanent employee in a temporary/interim appointment would meet the needs of the organization. The employee must meet the position requirements. The appointing authority may later request that the employee be permanently appointed to the position without a search. The request must be accompanied by a written explanation of why an open competitive search is not feasible or appropriate for the appointment.

### **Submitting Request for Direct Appointment**

To request direct appointment of a candidate to a position, the appointing authority submits the following to the Office of the Dean:

- Faculty position responsibility
- Proposed salary
- Employee/applicant curriculum vitae (resume)
- Justification to appoint without a formal search
- Diversity implications

The Dean reviews the request and notifies the Advisory Board of Management and HRD of approval or denial of the request.





### **Executive Appointment**

The President or the Dean may make a direct appointment without a search when he or she finds such an appointment to be in the best interests of the Institute.

The President or the Dean must submit justification for this decision to HRD for retention in the appointed individual's personnel folder.

### **ORIENTATION AND TRAINING**

#### **New Faculty Orientation**

An orientation/training schedule shall be prepared for each new Faculty appointed.

The representative from the appropriate department to which the new Faculty is being employed should notify him/her of details of the schedule, but new Faculty may also obtain information from the HRD.

The Institute strongly requests new faculty to attend the scheduled Orientation.

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## **IV. TERMS AND CONDITIONS OF SERVICE**

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### **1. Probationary Period**

Employees recruited for part-time or permanent positions are required to serve a three-month probationary period. During this period, performance will be monitored and a final assessment completed at the end. Upon satisfactory completion of this probationary period, an employee gains permanent employment status and as such would be eligible for certain benefits and privileges, some of which are described below.

The new employee should be given periodic feedback on his/her performance and given an opportunity to correct errors before the expiration period. If the necessity arises for extension of the probationary period this should be communicated to the employee before expiration. The Human Resource Office initiates the request for a report on the employee's probationary period.

### **2. Promotion**

A promotion would be possible when a post at a higher level becomes vacant or when an existing post has been upgraded because the duties and responsibilities attached thereto have changed. In either case, the employee being considered for promotion should possess the required qualifications for appointment to the post.

### **3. Training and Development**

Training and Development of staff is an important function of the Human Resource Office. This is usually carried out in collaboration with the Head of Department/Supervisor, through interviews or discussions. Employees may also make recommendations for their training.

### **4. Performance Appraisal**

The Institute has an Employee Performance Appraisal System for all Academic, Administrative, and Support Services employees. This is designed to improve communication among managers, supervisors you the employee, and to give you a better understanding of what is expected of you in your job.

In our system, supervisors observe employees' performance, continually talk with employees about their performance and appraise employees' work based on what the job requires. It is believed that the performance of each of you is key to the overall success of the Institute.

### **5. Career Development and Education**

Your growth and development is important and the Institute has various programmes and other forms of assistance, which provide the opportunity for you to enhance your personal growth and development. Details are available from the Human Resource Office or through your Department Head.

We have a number of in-house training programmes mounted through the Human Resource Office year round. You are urged to participate fully in these when selected to attend since it will greatly enhance your opportunities for career growth at the Institute.

## **6. Personal File**

The Human Resource Office maintains a Personal file for you. This file contains documents such as your application, copies of Certificates, personal data, references, performance appraisals, changes in work or personal status, letters, salary increases, benefits administration and any other information relevant to your employment with us. Since this file is used to deal with most matters of interest to you such as promotion, training and increased remuneration, it is important that you help us to ensure that it is up-to-date. Please let us know of any changes in your name, status, dependants, address and telephone number from the time you joined us. If you complete any training program or increase your education level, please let us know.

## **7. Guidelines for Conduct**

We expect good personal behaviour from all members of staff since this reflects thoughtful consideration of the rights of others. It is very important to our Institute since your actions represent our Institute to the public. Any action or behaviour, which is considered inappropriate, offensive or reflective of certain job deficiencies, will be dealt with in accordance with procedures set out in our Disciplinary Code. Following is a list of some actions, which we feel, must be avoided since they could result in disciplinary action that ranges from a verbal warning to termination depending on the findings of the relevant enquiry / hearing.

- ✓ Assault/fighting
- ✓ Horseplay
- ✓ Theft or stealing
- ✓ Leaving work/duty assignment without permission
- ✓ Sleeping on duty
- ✓ Unauthorized use of Institute property or equipment
- ✓ Unsatisfactory attendance or punctuality

## **8. Working Hours**

AAIMS' regular schedule is a five (5) day forty (40) hours per week. The normal working hours are as follows:

### **Mondays – Fridays**

#### **Administrative and Clerical Staff**

**8:30 a.m. to 4:30 p.m.**

#### **Faculty**

**8:00 am – 4:00 pm**

In some areas and on some occasions, employees may be required to work on a shift system or on a different or extended schedule.

## **9. Lunchtime**

If you are working on regular schedule you are permitted one hour for lunch, normally between 12 noon and 2 p.m. This hour will vary depending on the particular work area and as agreed at the date of employment.

## **10. Attendance**

This is an area, which the Institute considers to be of great importance. If you are not here, something important does not get done. Someone else may help out in an emergency, but this is not ideal. You are therefore required to be at work for the required hours of work. If you must be unavoidable absent from your job (that is, other than planned vacations or times that have been approved in advance), let your supervisor know as soon as possible by telephone or message on the first day the reason for your absence and when you expect to return. Upon return, you should complete the required Leave Forms for the record. If you anticipate return date changes, please keep your supervisor informed. Unapproved absences disrupt work and will not be tolerated

## **11. Pay**

You will normally receive your first pay cheque on the next pay period after joining us. Pay stubs or statements are normally distributed in the Bursary or at a location near to your workstation. Your Supervisor will tell you exactly where to pick up your cheque or whether it would be brought to you.

Monthly paid employees are usually paid on the twenty-fifth (25th) day of each month. Where the twenty-fifth (25th) day of the month is a Saturday or Sunday, salary shall be payable on the Friday immediately preceding.

For fortnightly paid employees, salary payment is usually made every other Thursday. Payroll matters are handled by the Bursary, which is situated in the administrative building. If you have a serious problem that cannot be sorted out through your Department, you should contact the relevant person in the Bursary.

## **12. Leave**

It is the policy of AAIMS to grant a leave of absence (medical, compassionate, personal, study/training, vacation) and according to the labour laws of Jamaica to regular full - time employees in good standing for reasons acceptable to AAIMS. Please consult the Leave of Absence Policy available in the HR Department

## **13. Identification**

The identification card issued to each employee at the time of employment must be in possession of the employee at all times, while on the Institute Campus. The production and issuance of identification cards is the responsibility of the Human Resources Office, and hence the loss of, or damage to identification cards must be reported to that office for replacement at a cost to the employee. New employees however, should endeavour to obtain an identification card by the first working day. On termination of employment, employees are required to return their identification cards to the Human Resource Office.

## **14. Abandonment of Posts**

A post is deemed abandoned by its holder if the holder is absent from duty for three consecutive working days, without approved leave or notice. Heads of department are required to report to the Human Resource Office immediately an employee fails to report for duty.

## 15. Behaviour

Employees at all levels are required to observe appropriate behaviour at the workplace at all times. Extremes in behavioural tendencies may be subject to counselling and /or other interventions, which may be deemed necessary.

## 16. Office Etiquette

Your personal qualities can mean the difference between success and failure in your department. Certain kinds of behaviour are essential when you are in close contact with customers and fellow workers. The observance of good office decorum is a requirement of the Institute.

## 17. Job Descriptions

Benchmark descriptions are available for all jobs. Heads of Departments are asked to construct individual job descriptions using the benchmarks as guidelines. Any significant changes in duties should be drawn to the attention of the Human Resource Office for review.

## 18. Sick

If you are absent from work as a result of being medically unfit to carry out your duties, on submission of a medical certificate you would be granted sick leave up to the agreed limit.

## 19. Additional Conditions Applicable to Faculty

- a. **Course Assignments:** Faculty members are required to submit a schedule of Course Assignments/Tests (before the end of the first five weeks of the semester and final examination questions by mid-semester) along with their due dates to the Program Manager /Academic Dean. Please discuss any extensions on submission times with Dean / Program Manager;
- b. **Training courses:** You are required to attend mandatory training designed to facilitate enhanced classroom teaching-learning experiences.
- c. **Academic Advisors:** Faculty members are required to participate in academic meetings (at least one per semester) and are invited to become Academic Advisors for students, relevant & related to their area of practice
- d. **Attendance:** Members should inform the Program Manager / Academic Dean in the event of any emergency that will lead to them being late for class (notice to be given at least two (2) hours in advance) and if you are going to be absent, at least forty eight (48) hours in advance. Persistent failure to do so may constitute grounds to terminate this contract.
- e. **Evaluation:** The Institute will audit courses, conduct oral or written evaluations at any time during a semester, if deemed appropriate. Students are required to complete an evaluation form at mid-semester and at the end of the semester using our Lecturer / Faculty Evaluation Form. Results from these evaluations will be shared with the faculty member concerned. Persistent complaints by students that have been investigated and found to be valid to the satisfaction of AAIMS may constitute grounds for the termination of this contract. AAIMS expects at least 80% evaluations favorable from the students for any Faculty Member at all times.
- f. **Re-scheduling:** AAIMS reserves the right to set the schedule and venue of classes and to make any necessary changes in the event of any unplanned or unexpected events, and will advise Faculty of these changes at least 48 hours in advance.

No alteration should be made to class schedules without prior consultation with and approval

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of, the Program Manager/Academic Dean. Any class missed must be made up by the Faculty member, in consultation with the Program Manager/Academic Dean, and at a time convenient to the members of the class. The Faculty member is not permitted to employ any other person (voluntary or paid) as guest/co- presenter without prior consultation with and approval of the Program Manager/Academic Dean.

- g. **Course Material:** Copies of course material and/ or slides must be presented to the Library after each session for further use by students and for the Library record of class material. All materials used as handouts must be accurately cited/referenced. Material must not be copied directly from the text of books or websites (to avoid AAIMS being liable).

## **20. Institute Property**

Employees are expected to exercise due care in the use of Institute property and to utilize such property only for authorized purposes. Negligence in the care and use of Institute property may be considered cause for disciplinary action. At the time of termination of employment an employee must return to the Head of Department or nominee any Institute Property which was issued to him/ her for the performance of his/her duties.

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# POLICY ON RELATIONS BETWEEN FACULTY, STAFF AND STUDENTS

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## Purpose

The purpose of this policy is to ensure that the learning environment of the All American Institute of Medical Sciences (AAIMS) promotes the development of appropriate professional attitudes, behaviours, and values in medical students and other learners.

AAIMS desires to foster a campus community where people can work and learn with respect, dignity, and freedom from discrimination. Individuals deserve to be free from the threat of or actual physical violence or verbal abuse.

To accomplish this goal, it is necessary to define the standards of conduct that must guide a teacher's treatment of learners, and to provide a mechanism to address alleged violations of the standards.

All learners and employees must be provided with procedures to report violations without fear of retaliation and to have those violations investigated and acted upon. In addition, this policy aims to ensure that ongoing education concerning the issues dealt with in this policy is provided on a regular basis to the entire AAIMS community.

## Definition

**“Abusive conduct”** or **“Mistreatment”** arises when behaviour shows disrespect for the dignity of others; it creates an intimidating environment and is likely to interfere with an individual's work or education. Abusive conduct can be verbal, visual, physical, or communicated in writing or electronically. Such conduct is typically directed against a particular individual or individuals

**“Exclusion”**, when deliberate and/or repetitive, also interferes with a student's opportunity to learn. Disrespectful behaviours, including abuse, harassment, and discrimination, are inherently destructive to the student/teacher relationship.

Examples of discriminatory, unfair, arbitrary or capricious treatment include, but are not limited to:

- Physical threats
- Verbal attacks
- Insults or unjustifiably harsh language in speaking to or about a person
- Public belittling or humiliation, threats and intimidation, removal of privileges
- Physical attacks (e.g., hitting, slapping, or kicking a person)
- Requiring performance of personal services (e.g., shopping,)
- Intentional neglect, ignoring or lack of communication
- Disregard for student safety
- Denigrating comments about a student's field of choice
- Exclusion of a student from any usual and reasonable expected educational opportunity for any reason other than as a reasonable response to that student's performance
- Grading used to punish a student, rather than evaluate objective performance



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- Assigning tasks “for punishment”, rather than to evaluate objective performance
  - Forcing the student to adhere to inappropriate work schedules
  - Discrimination based on race, colour, creed, religion, national origin, gender, age, marital status, disability
  - Other behaviours which are contrary to the spirit of learning and/or violate the trust between the teacher and learner.

**The Institute strongly discourages sexual relationships between individuals in positions of authority** (such as faculty, instructional staff, managers or supervisors), and the students or employees whose performance they are responsible for grading, supervising or evaluating. These relationships may lead to significant problems including allegations or charges of sexual harassment, abuse of power, and conflict of interest.

If a complaint is made by a student or employee about the relationship with the staff member, the staff member immediately becomes liable to disciplinary action.

## **Prevention and Dissemination of Information**

AAIMS is committed to preventing and remedying mistreatment of medical students and all employees. To that end, this policy and related procedures will be disseminated among the School’s community.

In addition, the School will periodically sponsor programs to inform medical students, faculty, administrators, and other staff about medical student mistreatment and its resulting problems; advise members of the School community of their rights and responsibilities under this policy and related procedures and train personnel in the administration of the policy and procedures.

Methods of communicating to specific groups include but are not limited to the following:

### **To Medical Students:**

- inclusion of a section on “Medical Student Mistreatment” in the Student Handbook,
- inclusion as topic for discussion by the Student Services and Guild of Students.

### **To Faculty:**

- Annual transmittal, by the Dean, of a copy of the policy and procedures to the MD Faculty and to the Academic Manager, Pre-Med Program with instructions to distribute and explain the policy and procedures to faculty participating in the teaching and training of medical students,
- inclusion as an agenda item for faculty orientation.

### **To Administrative and Support Staff**

- A copy of the policy and procedures should be given to each new staff member during orientation exercise.

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## **Procedures for the Reporting and Handling of Alleged Sexual Harassment or Mistreatment:**

Students or Staff who believe that they have been mistreated or Sexually Harassed, as defined in this Policy, have the following options for making their initial report:

1. To the **Counselor, Office of Student Services and/or the Director, Student Services as appropriate.** Students or staff are encouraged- but not required- to try to resolve the matter by involving the School Counselor and the Director of Student Services.
2. If a student wants the issue to be formally pursued, the matter can be reported to the **Ad-hoc Committee on Student Mistreatment.** The Ad-hoc Committee can be drawn from the following persons:
  - Associate Dean, Administration, Chair
  - Registrar & Director Student Services
  - Counselor
  - Manager, Support Services
  - Manager, Human Resources
  - Member, Guild of Students

If the Committee agrees that mistreatment has occurred, a report will be forwarded to the Dean. If the Committee does not believe the event constitutes mistreatment, but the student does, the student may still file a grievance using the AAIMS grievance procedures.

3. **A central file of all student complaints will be maintained in the Student Affairs Office.** Complaints will be dated, but student names will be optional. Files will be organized so that repeat offenders can be brought to the attention of the Dean and Associate Dean, Administration, by the Student Affairs staff.

## **No Retaliation**

**Retaliation is strictly prohibited against persons who in good faith report, complain of, or provide information in a mistreatment investigation proceeding.**

Retaliation includes any vengeful behaviour on the part of the accused or the accuser and other related persons, including, but not limited to, acquaintances, friends and family members.

Individuals who believe that they are experiencing retaliation should immediately contact the Director of Student Services or the Counselor so that prompt remedial action can be taken.

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## **APPENDICES**

1. **Leave Rules**
2. **Benefits And Allowances**
3. **Absences From Duties**
4. **Duties And Responsibilities**