



# PHOENICIA UNIVERSITY

**Faculty and Staff**

**Nondiscrimination, Discriminatory  
Harassment, and Retaliation Policy**

# Faculty and Staff Nondiscrimination, Discriminatory Harassment, and Retaliation Policy

## Overview

Phoenicia University (PU) is committed to providing an inclusive, respectful, equitable, and supportive learning environment in which every student is treated with dignity, fairness, and respect. The University recognizes that academic excellence is achieved within a learning community that values diversity, promotes equal opportunity, and protects students from discrimination, harassment, bullying, sexual misconduct, retaliation, and other conduct inconsistent with the University's values.

The University is committed not only to responding promptly and fairly to allegations of prohibited conduct but also to preventing such conduct through equitable policies, inclusive educational practices, awareness initiatives, and the promotion of a respectful campus culture.

Every member of the University community shares responsibility for maintaining an environment in which students can pursue their education free from unlawful discrimination, intimidation, harassment, or retaliation.

## Part I

### *General Provisions, Principles, and Responsibilities*

#### 1. Purpose

The purpose of this Policy is to:

- affirm PU's commitment to equality of opportunity and a workplace free from discrimination, discriminatory harassment, bullying, sexual misconduct, and retaliation;
- establish the University's standards of professional conduct and respectful workplace behavior;
- define conduct that constitutes discrimination, harassment, retaliation, and other prohibited behaviors;
- promote fair, transparent, and equitable employment practices throughout the employee lifecycle;
- establish clear procedures for reporting, reviewing, investigating, and resolving complaints;
- protect individuals who report concerns or participate in investigations in good faith from retaliation;
- encourage the early resolution of workplace concerns whenever appropriate; and
- support compliance with applicable Lebanese legislation, University regulations, and internationally recognized principles relating to equality, dignity, fairness, and human rights.

#### 2. Scope

This Policy applies to all members of the University's workforce, including:

- full-time and part-time faculty;
- adjunct, visiting faculty;
- administrative and professional staff;
- researchers and research assistants;

- consultants and contractors engaged by the University;
- interns, trainees, and volunteers performing duties on behalf of the University; and
- applicants for employment, where applicable.

This Policy applies to conduct occurring:

- on any University campus or premises;
- during employment-related activities;
- through University-owned or University-managed electronic systems, including email, learning management systems, messaging platforms, and virtual meeting technologies;
- in any other setting where the conduct is reasonably connected to employment or University activities.

This Policy also applies where the alleged respondent or complainant is a third party, including students, visitors, contractors, consultants, suppliers, collaborators, alumni, or representatives of partner institutions interacting with university personnel.

Nothing in this Policy limits the University's authority to address conduct that may not fall strictly within the scope of this Policy but nevertheless adversely affects the safety, wellbeing, integrity, or proper functioning of the University.

### 3. Accountability and Responsibility

| Accountable/Responsible Officer | Accountable Officer                        |
|---------------------------------|--------------------------------------------|
| Accountable Office              | Quality Assurance and Accreditation Office |
| Responsible Offices             | Human Resource Office                      |

### 4. Guiding Principles

The implementation of this Policy shall be guided by the following principles:

#### 4.1 Equality of Opportunity

Employment decisions shall be based upon merit, qualifications, competence, performance, and legitimate institutional requirements. No individual shall be disadvantaged on the basis of a protected characteristic.

#### 4.2 Respect and Human Dignity

Every employee has the right to work in an environment that promotes dignity, civility, professionalism, and mutual respect.

#### 4.3 Diversity and Inclusion

The University values diversity as an institutional strength and is committed to fostering an inclusive workplace in which individuals from different backgrounds can participate fully and contribute meaningfully to the University's academic and administrative mission.

#### **4.4 Procedural Fairness**

All reports made under this Policy shall be assessed objectively, impartially, consistently, and without prejudice.

Neither the complainant nor the respondent shall be presumed responsible or not responsible before an appropriate review or investigation has been completed.

#### **4.5 Confidentiality**

The University shall make reasonable efforts to maintain confidentiality throughout the complaint process by limiting disclosure to individuals with a legitimate need to know.

Confidentiality cannot be guaranteed where disclosure is necessary to ensure procedural fairness, protect individuals from harm, comply with legal obligations, or implement appropriate institutional action.

#### **4.6 Timeliness**

The University shall seek to address concerns promptly while ensuring that all parties are provided with a fair opportunity to present relevant information.

#### **4.7 Protection Against Retaliation**

Individuals who report concerns, participate in investigations, provide information, or otherwise exercise rights under this Policy in good faith shall be protected from retaliation.

#### **4.8 Proportionality**

Any actions taken under this Policy shall be proportionate to the seriousness of the conduct, the available evidence, and the circumstances of each case.

### **5. Definitions**

For the purposes of this Policy:

**Applicant** means any individual applying for employment with the University.

**Bullying** means repeated unreasonable behaviour directed toward an individual or group that creates a risk to health, safety, dignity, or professional wellbeing, regardless of whether the behaviour relates to a protected characteristic.

**Complainant** means an individual who reports or files a complaint alleging conduct prohibited under this Policy.

**Discrimination** means any unjustified distinction, exclusion, restriction, disadvantage, or less favourable treatment imposed upon an individual because of a protected characteristic that adversely affects employment opportunities, working conditions, professional advancement, or participation in University activities.

**Discriminatory Harassment** means unwelcome conduct related to a protected characteristic that has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading,

humiliating, or offensive working environment.

**Employee** includes all faculty members, administrative staff, researchers, temporary employees, interns, and any other individual performing work under the authority of the University.

**Protected Characteristics** include race, colour, religion, nationality, ethnic origin, citizenship status, sex, gender, pregnancy, maternity, marital status, family status, age, disability, or any other characteristic protected under applicable law.

**Reasonable Accommodation** means appropriate and necessary modifications or adjustments that enable an individual with a protected need, including disability, pregnancy, or sincerely held religious observance, to perform the essential functions of their role or participate fully in employment, provided that such measures do not impose an undue hardship on the University.

**Respondent** means the individual against whom allegations have been made.

**Retaliation** means any adverse action, threat, intimidation, coercion, discrimination, or disadvantage imposed upon an individual because they have, in good faith, reported a concern, participated in an investigation, provided information, or exercised rights under this Policy.

**Sexual Misconduct** means any unwelcome conduct of a sexual nature, including sexual harassment, sexual assault, unwanted sexual contact, sexual exploitation, stalking of a sexual nature, or any other behavior that violates an individual's dignity, bodily autonomy, or personal integrity.

## **6. Accountability and Responsibilities**

### **6.1 The University**

PU shall:

- promote a workplace founded upon equality, dignity, diversity, inclusion, and mutual respect;
- maintain fair and transparent procedures for addressing complaints under this Policy;
- ensure reports are assessed promptly, impartially, and consistently;
- implement appropriate measures to prevent discrimination, harassment, and retaliation;
- provide periodic awareness and training initiatives relating to respectful workplace conduct;
- protect individuals participating in proceedings under this Policy from retaliation; and
- review this Policy periodically to ensure its continued effectiveness and alignment with applicable legal and institutional requirements.

### **6.2 Human Resources Office**

The Human Resources Office shall serve as the Responsible Office for administering this Policy and shall:

- receive complaints and reports;
- conduct or coordinate preliminary assessments;
- facilitate informal resolution where appropriate;
- coordinate formal investigations;
- recommend interim protective measures where necessary;
- maintain confidential records relating to complaints;

- advise University leadership regarding the implementation of this Policy; and
- monitor trends and recommend improvements to promote an equitable workplace.

### **6.3 Diversity, Equity and Inclusion (DEI) Committee**

- The DEI shall oversee matters relating to diversity, equity, inclusion, and non-discrimination under this Policy and shall:
- monitor complaints related to discrimination, unequal treatment, or violations of inclusive practices,
- directly handle cases involving gender-based or sexual harassment, ensuring that such matters are handled through appropriate procedures that are confidential, impartial, timely, and trauma-informed;
- maintain a specialized reporting pathway for gender-based harassment complaints, separate from general discrimination complaint processes, to ensure sensitive and effective handling of such cases;
- oversee the University's efforts to prevent and address discrimination, harassment, and exclusionary practices;
- directly oversee the Minorities Center, ensuring that its programs, initiatives, and services align with the University's broader diversity, equity, and inclusion strategy;
- provide guidance and recommendations to University leadership on matters related to equality, inclusion, and respectful campus practices; and
- support awareness-raising and educational initiatives promoting a safe, respectful, and inclusive University environment.

### **6.4 Managers, Deans, Directors, and Supervisors**

Individuals with managerial or supervisory responsibilities shall:

- model respectful and professional behavior.
- promote compliance with this Policy.
- respond appropriately to concerns brought to their attention.
- cooperate fully with investigations.
- take reasonable steps to prevent retaliation; and
- foster an inclusive workplace culture within their respective areas of responsibility.

### **6.5 Faculty and Staff**

Every member of the University's workforce is expected to:

- treat colleagues, students, and visitors with dignity and respect.
- refrain from conduct prohibited under this Policy.
- cooperate honestly and fully in investigations conducted under this Policy.
- report concerns in good faith where appropriate; and
- contribute to maintaining a safe, respectful, and inclusive workplace.

## **7. Equal Employment Opportunity**

PU is committed to providing equal employment opportunities throughout the entire employment lifecycle. Employment decisions shall be based exclusively on merit, qualifications, competence, performance, professional conduct, and legitimate institutional requirements.

The University prohibits discrimination in all employment-related decisions, including but not limited to:

- recruitment and selection;
- appointment and confirmation of employment;
- allocation of duties and workload;
- promotion and career progression;
- performance evaluation;
- professional development and training opportunities;
- leadership appointments;
- research opportunities and academic participation;
- leave entitlements and workplace flexibility;
- disciplinary action; and
- termination of employment.

Employment practices shall be conducted fairly, consistently, transparently, and without unlawful discrimination.

The University further affirms its commitment to gender equality through the implementation of its **Women's Access and Participation Policy**, which complements this Policy and forms part of the University's institutional equality framework.

## 8. Reasonable Accommodation

PU recognizes that equal opportunity may require reasonable adjustments to ensure that employees are able to participate fully and perform the essential requirements of their roles.

Subject to operational requirements and applicable law, the University shall consider reasonable accommodation for employees or applicants in circumstances including, but not limited to:

- disability;
- pregnancy and maternity;
- temporary medical conditions;
- sincerely held religious observance; and
- other circumstances protected under applicable law.

Accommodation measures may include, where appropriate:

- temporary workplace adjustments;
- adaptive equipment or technology;
- temporary adjustment of duties;
- other reasonable workplace modifications.

Requests shall be assessed individually, taking into account the employee's needs, operational requirements, and whether the requested accommodation would impose an undue hardship upon the University.

Nothing in this Policy requires the University to implement accommodations that fundamentally alter the essential requirements of a position or impose disproportionate operational or financial burdens.

## 9. Prohibited Conduct

The University prohibits any conduct that is inconsistent with the principles established by this Policy.

Prohibited conduct includes, but is not limited to:

- discrimination;
- discriminatory harassment;
- workplace bullying;
- sexual misconduct;
- victimization and retaliation;
- abuse of authority involving discriminatory treatment; and
- directing, encouraging, assisting, or knowingly permitting another individual to engage in prohibited conduct.

Conduct may constitute a violation of this Policy regardless of whether it occurs intentionally, recklessly, or through repeated inappropriate behavior that a reasonable person would recognize as creating an intimidating, hostile, humiliating, degrading, or offensive work environment.

## **10. Discrimination**

Discrimination occurs where an individual is treated less favorably, excluded, disadvantaged, or denied equal employment opportunities because of a protected characteristic.

Discrimination may occur directly or indirectly.

Direct discrimination occurs when an individual is treated less favorably than another person in comparable circumstances because of a protected characteristic.

Indirect discrimination occurs where a policy, practice, criterion, or requirement appears neutral but disproportionately disadvantages individuals possessing a protected characteristic and cannot be objectively justified by a legitimate institutional purpose.

Examples may include, but are not limited to:

- refusing to recruit or promote an individual because of a protected characteristic;
- allocating less favorable duties based upon assumptions regarding age, gender, disability, religion,
- denying access to training or professional development opportunities on discriminatory grounds;
- imposing employment conditions that disproportionately disadvantage particular groups without legitimate justification;

## **11. Workplace Harassment**

PU prohibits all forms of workplace harassment.

Harassment consists of unwelcome conduct related to a protected characteristic that has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating, or offensive working environment.

Harassment may occur through a single serious incident or through repeated behavior.

Examples include, but are not limited to:

- racial, ethnic, religious, or sexist remarks;
- offensive jokes or ridicule;
- humiliating comments;
- insulting gestures;
- displaying offensive material;
- repeated exclusion from legitimate workplace activities because of a protected characteristic;
- discriminatory electronic communications; and
- offensive content distributed through University communication systems.

The absence of an intention to offend does not prevent conduct from constituting harassment where its effect is objectively unreasonable.

## **12. Workplace Bullying**

Bullying is distinct from discrimination and may occur regardless of whether a protected characteristic is involved.

Bullying refers to repeated unreasonable behavior directed toward an individual or group that creates a risk to health, safety, dignity, or professional wellbeing.

Examples include:

- intimidation;
- spreading malicious rumors;
- deliberately withholding information necessary to perform assigned duties;
- unreasonable work demands intended to undermine an employee;
- persistent belittling;
- abuse of supervisory authority; and
- repeated conduct intended to isolate or intimidate an employee.

Reasonable management action undertaken in a fair, respectful, and lawful manner, including performance management, disciplinary action, constructive feedback, workload allocation, or operational decisions, does not constitute bullying merely because an employee disagrees with the decision.

## **13. Sexual Misconduct**

PU maintains zero tolerance for sexual misconduct.

Sexual misconduct includes any unwelcome conduct of a sexual nature that violates an individual's dignity, autonomy, or bodily integrity, including but not limited to:

- sexual harassment;
- sexual assault;
- unwanted sexual contact;
- sexual exploitation;
- coercive sexual behavior;

Consent must be freely given, informed, voluntary, and capable of being withdrawn at any time.

Consent cannot be inferred from silence, previous relationships, passivity, intimidation, coercion, manipulation, or abuse of authority.

#### **14. Retaliation**

PU strictly prohibits retaliation against any individual who, in good faith:

- reports a concern under this Policy;
- files a complaint;
- participates in an investigation;
- provides information or evidence;
- supports another individual exercising rights under this Policy; or
- refuses to participate in conduct prohibited by this Policy.

Retaliation constitutes an independent violation of this Policy regardless of whether the underlying complaint is ultimately substantiated.

Examples include:

- threats or intimidation;
- unjustified negative performance evaluations;
- denial of promotion or professional development;
- reassignment intended to disadvantage an employee;
- exclusion from meetings or professional opportunities;
- unwarranted disciplinary action;
- hostile treatment following a complaint; or
- encouraging others to isolate or disadvantage an individual.

### **PART III**

#### *Reporting, Resolution, Investigation and Appeals*

#### **15. Reporting Concerns**

PU encourages the prompt reporting of any conduct that may constitute a violation of this Policy. Timely reporting enables the University to respond appropriately, preserve relevant information, protect members of the University community, and maintain a safe, respectful, and inclusive learning environment.

##### **15.1 General Complaint Reporting**

Any student, prospective student, faculty member, staff member, contractor, visitor, volunteer, or other individual who believes they have experienced, witnessed, or become aware of conduct prohibited under this Policy is encouraged to report the matter without unreasonable delay.

Reports may be submitted:

- by the affected individual;
- by a witness acting in good faith;
- by a faculty member, academic advisor, or member of staff;
- to either of the Responsible Offices designated under this Policy; or

- through any official reporting mechanism established by the University.

The identity, academic standing, position, or relationship of the alleged respondent shall not discourage the reporting of concerns.

Anonymous reports may be considered where sufficient information is available to permit appropriate follow-up. However, the University's ability to investigate or take action may be limited where insufficient information is provided.

## **15.2 Gender-Based and Sexual Harassment Complaints**

Complaints involving gender-based or sexual harassment shall be directed through a dedicated intake pathway, distinct from the University's general discrimination complaints process. This pathway shall be staffed by personnel specifically trained in the confidential and trauma-informed handling of gender-based harassment complaints. The University Diversity Officer (UDO) shall oversee this pathway to ensure timely, confidential, and appropriately resolved outcomes, in accordance with this Policy and the University's Grievance Procedures.

# **PART III**

## *Reporting, Resolution, Investigation and Appeals*

### **15. Reporting Concerns**

PU encourages the prompt reporting of any conduct that may constitute a violation of this Policy. Timely reporting enables the University to respond appropriately, preserve relevant information, protect members of the University community, and maintain a safe, respectful, and inclusive learning environment.

#### **15.1 General Complaint Reporting**

Any student, prospective student, faculty member, staff member, contractor, visitor, volunteer, or other individual who believes they have experienced, witnessed, or become aware of conduct prohibited under this Policy is encouraged to report the matter without unreasonable delay.

Reports may be submitted:

- by the affected individual;
- by a witness acting in good faith;
- by a faculty member, academic advisor, or member of staff;
- to either of the Responsible Offices designated under this Policy; or
- through any official reporting mechanism established by the University.

The identity, academic standing, position, or relationship of the alleged respondent shall not discourage the reporting of concerns.

Anonymous reports may be considered where sufficient information is available to permit appropriate follow-up. However, the University's ability to investigate or take action may be limited where insufficient information is provided.

## **15.2 Gender-Based and Sexual Harassment Complaints**

Complaints involving gender-based or sexual harassment shall be directed through a dedicated intake pathway, distinct from the University's general discrimination complaints process. This pathway shall be staffed by personnel specifically trained in the confidential and trauma-informed handling of gender-based harassment complaints. The University Diversity Officer (UDO) shall oversee this pathway to ensure timely, confidential, and appropriately resolved outcomes, in accordance with this Policy and the University's Grievance Procedures.

## **16. Initial Assessment**

Upon receipt of a report, the Human Resources Office shall conduct a preliminary assessment to determine the appropriate course of action.

The purpose of the preliminary assessment is to assess:

- whether the reported conduct falls within the scope of this Policy;
- whether immediate protective measures are necessary;
- whether another University policy or procedure is more appropriately applicable;
- whether informal resolution may be appropriate; and
- whether a formal investigation should be initiated.

The Human Resources Office may seek clarification from the complainant before determining the appropriate process.

## **17. Informal Resolution**

Where appropriate and where the alleged conduct is not of a serious nature, the University may facilitate an informal resolution process.

Informal resolution may include:

- facilitated discussion;
- voluntary mediation;
- clarification of misunderstandings;
- agreed behavioral expectations;
- supervisory intervention; or
- other appropriate workplace resolution measures.

Informal resolution shall not be required where:

- the allegations involve sexual misconduct;
- there are allegations of violence or threats;
- there is a significant imbalance of authority;
- either party declines informal resolution; or
- the University determines that a formal investigation is necessary to protect the workplace.

Participation in informal resolution shall be voluntary and shall not prejudice the right of either party to

request a formal investigation where appropriate.

## **18. Formal Complaint**

Where informal resolution is inappropriate, unsuccessful, or declined, a formal complaint may be initiated.

A formal complaint should include, where reasonably available:

- a description of the alleged conduct;
- relevant dates and locations;
- the identity of the respondent;
- names of potential witnesses; and
- any supporting documentation or evidence.

The absence of documentary evidence shall not prevent the University from reviewing a complaint where sufficient information exists to warrant further consideration.

## **19. Interim Protective Measures**

Where necessary to protect individuals or preserve the integrity of the process, the University may implement interim protective measures before the conclusion of an investigation.

Such measures are precautionary and do not constitute disciplinary action or imply responsibility.

Depending upon the circumstances, interim measures may include:

- temporary reporting line adjustments;
- restrictions on workplace contact;
- temporary reassignment of duties;
- adjustments to meeting arrangements; or
- other measures reasonably necessary to protect the parties or the investigation.

Interim measures shall remain in place only for as long as reasonably necessary.

## **20. Formal Investigation**

Where a formal investigation is initiated, the University shall conduct the investigation promptly, impartially, and in accordance with the principles of procedural fairness.

Investigations may be conducted by:

- the Human Resources Office;
- an appointed internal investigator; or
- an appropriately qualified external investigator where considered necessary.

Investigations may include:

- interviews with the complainant;
- interviews with the respondent;

- interviews with relevant witnesses;
- review of documents;
- review of electronic communications;
- review of University records;
- review of photographs, audio recordings, video recordings, or other relevant evidence; and
- any additional enquiries considered reasonably necessary.

All parties are expected to cooperate honestly and fully throughout the investigation.

## **21. Rights of the Parties**

Throughout the investigation process, both the complainant and respondent shall be treated fairly and respectfully.

Each party shall have the opportunity to:

- present relevant information;
- identify witnesses;
- respond to relevant allegations;
- submit supporting evidence; and
- be informed of the outcome of the investigation, subject to confidentiality and privacy obligations.

Neither party shall be subjected to prejudgment or assumptions regarding responsibility before the conclusion of the investigation.

## **22. Standard of Decision-Making**

The University shall determine findings under this Policy based upon the balance of probabilities, namely whether it is more likely than not that the alleged conduct occurred.

The University may consider:

- credibility of witnesses;
- consistency of evidence;
- documentary evidence;
- surrounding circumstances; and
- any other information reasonably considered relevant.

## **23. Confidentiality**

The University shall make reasonable efforts to protect the confidentiality of all individuals participating in proceedings under this Policy.

Information shall be disclosed only to individuals with a legitimate need to know for the purpose of:

- assessing the complaint;
- conducting the investigation;
- implementing protective measures;
- determining outcomes; or

- complying with legal obligations.

Confidentiality cannot be guaranteed where disclosure is required to ensure procedural fairness, protect individuals from harm, or comply with applicable law.

Individuals participating in proceedings under this Policy are expected to respect the confidentiality of the process.

## **24. Findings and Outcome**

Upon completion of the investigation, the investigator shall prepare a written report summarizing:

- the allegations;
- the information considered;
- the investigation undertaken;
- findings of fact;
- conclusions reached under this Policy; and
- recommendations, where appropriate.

The appropriate University authority shall determine any corrective or disciplinary action following consideration of the investigation report.

## **25. Appeals**

A complainant or respondent may submit a written appeal where they reasonably believe that:

- there was a significant procedural irregularity;
- relevant new evidence has become available that could not reasonably have been presented during the investigation;
- the findings were manifestly unreasonable based upon the available evidence; or
- the disciplinary outcome was clearly disproportionate.

Appeals shall not constitute a rehearing of the original complaint and shall ordinarily be limited to the grounds identified by the appellant.

The appeal shall be reviewed by an appropriate University authority not previously involved in the investigation or original decision.

The decision on appeal shall be final within the University's internal procedures.

# **PART IV**

*Outcomes, Protection, Policy Administration and Governance*

## **26. Corrective and Disciplinary Action**

Where a violation of this Policy is established, the University shall take appropriate corrective and, where necessary, disciplinary action proportionate to the nature, seriousness, and circumstances of the conduct.

Corrective measures may include, where appropriate:

- education or mandatory training;
- coaching or counselling;
- mediation where appropriate;
- written warnings;
- workplace management interventions;
- reassignment of duties;
- restrictions on supervisory responsibilities;
- performance management measures; or
- other corrective actions considered appropriate.

Where misconduct is sufficiently serious, disciplinary action may include suspension, demotion, termination of employment, or any other sanction permitted under the University's employment regulations and applicable law.

The University may also implement organizational measures to prevent similar conduct from recurring.

## **27. Protection Against Retaliation**

No individual shall suffer retaliation for:

- reporting a concern in good faith;
- making a complaint;
- participating in an investigation;
- providing information;
- acting as a witness;
- supporting another individual exercising rights under this Policy; or
- refusing to participate in conduct prohibited by this Policy.

Retaliation constitutes an independent violation of this Policy and may result in disciplinary action regardless of the outcome of the underlying complaint.

Individuals who believe they have experienced retaliation may report the matter through the procedures established under this Policy.

## **28. Knowingly False or Malicious Complaints**

The University recognizes that allegations made in good faith may ultimately not be substantiated following investigation.

The absence of sufficient evidence to establish a violation of this Policy shall not, in itself, constitute a false complaint.

However, any individual who knowingly and intentionally makes a false, fabricated, or malicious allegation, or who deliberately provides false information during an investigation, may be subject to disciplinary action in accordance with applicable University policies and procedures.

This provision shall not discourage or deter individuals from reporting genuine concerns in good faith.

## **29. Records Management**

The Human Resources Office shall maintain appropriate records relating to complaints, investigations, outcomes, and corrective measures in accordance with applicable legal requirements and the University's records management and confidentiality procedures.

Access to such records shall be restricted to authorized individuals with a legitimate institutional need to know.

The University shall maintain statistical information, where appropriate, to monitor trends, identify systemic issues, and support continuous improvement while protecting individual privacy.

## **30. Education, Awareness and Prevention**

PU recognizes that preventing discrimination, harassment, bullying, and retaliation is a shared institutional responsibility.

Accordingly, the University may implement initiatives including:

- orientation programs for new employees;
- periodic awareness campaigns;
- professional development activities;
- leadership training;
- policy communication initiatives; and
- other educational measures designed to promote respectful workplace behaviour.

Managers and supervisors are expected to promote awareness of this Policy within their respective areas of responsibility.

## **31. Monitoring and Review**

The Human Resources Office shall periodically review the implementation and effectiveness of this Policy and may recommend amendments where appropriate to ensure continued alignment with:

- applicable legislation;
- developments in higher education;
- institutional priorities;
- recognized good practice; and
- the University's strategic objectives.

The Policy shall normally be reviewed every three years, or earlier where required by legislative, regulatory, or institutional developments.

## **32. Related Policies**

This Policy shall be read in conjunction with, and where appropriate supplemented by, the following University policies and procedures:

- Staff Code of Conduct;

- Faculty Handbook;
- Staff Grievance Policy and Procedure;
- Student Code of Conduct (where applicable);
- Women's Access and Participation Policy;
- Equal Opportunity and Diversity initiatives adopted by the University; and
- any other relevant University regulations.

Where another University policy specifically governs particular conduct, that policy shall prevail to the extent of any inconsistency.



Main Campus, District Zahrani,  
Saida-Tyre Highway, South Lebanon  
+ 961 7 420 720



Phoeniciauni



Phoeniciauni



Phoenicia University



Phoenicia University