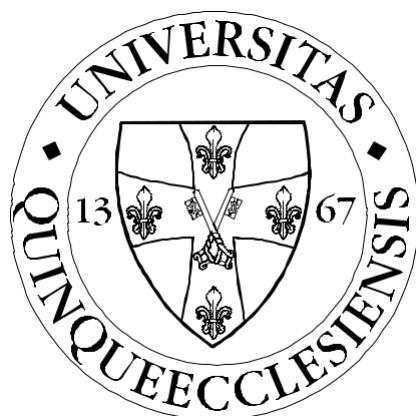


University of Pécs

Communication and Conduct Manual



Pécs, 2 October 2014
effective from 1 October 2015

Please note that this document is solely a translation of the official Hungarian text.

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1 OBJECTIVES, PRINCIPLES

On 1 January 2000 the unified University of Pécs was established. The organisational, economic and image transformation of our institution also called for the introduction of a new organisational culture. The management of our University defined the mission of the institution and developed a unified image. These standards cover the accepted norms for all citizens of the University. In parallel with the above-mentioned processes, we also feel the need to define communication and behavioural standards and set them forth in a manual.

The University of Pécs and its predecessors have developed a specific and unique set of values, that needs to be revitalised. The Communication and Conduct Manual is not a local implementing instruction for laws and regulations, but a set of specific, special communication, behavioural, moral, and ethical expectations and proposals resulting from the institutional environment.

Employees of the University shall have a clear understanding of the expectations because only then can they meet them. Our aim is to ensure that individual staff members not only know what is expected of them but also what is expected of all those involved.

We hope that the dissemination of the Manual will contribute to a **better image** of the University of Pécs on one hand, and to the establishment and sustainability of a **better workplace** atmosphere on the other.

Principles and structure of the manual

The basis of this Manual is that all employees of our University are obliged to comply with the legislation and the rules and regulations of the institution in force, and to comply with them consistently and with the utmost care in the course of their activities.

In addition to complying with the University regulations, the management of the institution set out mandatory and recommended communication and conduct principles and practical guidelines in the Manual.

In addition to the mandatory principles, we have also set out recommended standards that are consistent with the objectives and core values of our University. We encourage all colleagues to strive to comply with them and managers to help them to do so. We have also included a few sections on practical and protocol skills to help new employees in particular, to learn the basics of office behaviour.

The Manual does not intend to restrict the freedom of our employees. By adhering to the principles and standards, we strengthen the unity of the institution and project a unified image both internally and externally. Anyone who adopts the principles set out in this document shows

by their behaviour that the employees of the UP form a team, and that they belong together, thus increasing the efficiency and effectiveness of the institutional work, and therefore increasing the results and recognition of the employee.

The Manual, therefore, serves as a guide for the organisational units and employees of the institution in order to present themselves in their internal and external relations according to uniform values, communication, and behavioural norms.

The Manual does not include the ethical rules issued by the professional chambers, but the citizens of the University of Pécs are obliged to comply with the ethical standards issued by the professional chambers and to act in accordance with the professional and ethical rules of their profession. The Manual sets out general ethical standards and contains the procedure to be followed in the event of their violation.

Information

The manual is distributed in printed form to the heads of the main organisational units and is available electronically on the intranet at www.pte.hu/arculat or in CD format on request from the Marketing Department.

If you have any questions about the practical use of the Manual, please contact the Marketing Department at arculat@pte.hu.

Scope

The rules set out in the Code apply to all public servants, and to any employee of the University employed under an engagement contract or other employment relationship, irrespective of the unit or the position in which they work at.

All employees of our institution share a common interest in the efficient operation of the institution and are therefore obliged to know and comply with the written and unwritten rules of the institution and the employee community, as well as to support the service activities of the institution through their actions.

Familiarity with the Communication and Conduct Manual is a compulsory employment condition for new employees. For employees who are already public servants, access to the manual and awareness of the rules and the changes to them must be guaranteed.

Regarding the leaders or employees of the University of Pécs, only the Senate shall have the right to modify or deviate from the provisions of the Code, and the modifications shall be published without delay. If the amendment of the Manual results solely from a change in legislation or university regulations, the Senate authorises the Rector to adapt the Manual to the applicable legislation or university regulations, to inform the Senate thereof, and to publish the amendments.

Sanctions

Compliance with the provisions of this Manual is the obligation of all public servants of the University. For damages caused by the violation of the provisions of this manual, the public servants are liable to the provisions of Act XXXIII of 1992 on the Legal Status of Public Servants (Kjt.), and the Employment Standards Code.

2 REFERENCES, REGULATIONS

The legal background governing the conduct and behaviour of public servants of the University of Pécs is defined below.

The basic rules of conduct and behaviour of public servants are determined not only by the socially accepted norms of social interaction but also by the legal provisions and fundamental rights protected by the law.

The conduct and behaviour of public servants in a higher education institution are regulated by the obligations set forth in Act CCIV of 2011 on National Higher Education (Nftv.) and the obligations of employees in employment relationships. In addition to the above, the conduct of every person is governed by the fundamental human and civil rights enshrined in the Fundamental Law.

- Rules of conduct deriving from the Act on National Higher Education

The rights and obligations of employees performing academic teaching tasks are laid down in Article 35 of the Nftv.

- Rules laid down in the Labour Code

The basic rules concerning public servants' rights are laid down in the Labour Code. The main obligation of public servants is to work. Obligation to work includes:

- the obligation to appear for the start of working hours,
- the employee must be in a condition fit for work,
- to work during working hours,
- work in accordance with the regulations,
- the obligation to cooperate,
- the obligation of confidentiality,
- diligent work, consistent with skills and qualifications.

- Obligations laid down in the Organisational and Operational Rules (hereinafter referred to as "SZMSZ")

The obligations of the citizens of the University are regulated by the SZMSZ.

According to Article 20, it is the duty of every citizen of the University to comply with the law and regulations and to perform his/her duties to the best of his/her ability, as defined in his/her job description.

The rights and obligations of lecturers and researchers are set out in Articles 22 and 23 of the SZMSZ.

According to Article 24, the provisions of Article 23 shall apply accordingly to lecturers.

The rights and obligations set out in the Employment Standards Code (Fkr.) lay down the obligations arising from the public servant status:

According to Article 35 of Fkr. a public servant is obliged to:

- a) appear at the place and time specified by the employer, in a condition fit for work,
- b) be at the employer's disposal in a condition fit for work during their working time for the purpose of performing work, perform work,
- c) perform work in person, with the level of professional expertise and workmanship that can be reasonably expected, in accordance with the relevant regulations, requirements, instructions, and customs;
- d) perform work in such a way that demonstrates the trust vested in him/her for the job in question;
- e) cooperate with his/her co-workers
- f) carry out his/her work and conduct himself/herself in such a way that it does not endanger the health and physical safety of others, does not interfere with their work or cause damage to property,
- g) keep confidential any professional secret obtained in the course of his/her work and to keep confidential any information of fundamental importance to the University or its activities,
- h) during his/her employment as a public servant, except when authorised by law, refrain from any conduct which could jeopardise the legitimate economic interests of his/her employer,
- i) refrain, outside working hours from any conduct which is likely to jeopardise directly and effectively the reputation, legitimate economic interests, or objectives of his/her employer, in particular with regard to the nature of his/her duties or his/her position in the employer's organisation. The conduct of the public servant may be restricted in accordance with Article 9 (2) of the Labour Code. The public servant must be informed of the restriction in advance in writing,
- j) exercise his/her right to express his/her opinion in a manner that does not seriously damage or endanger the employer's reputation or legitimate economic and organisational interests,
- k) is obliged to keep confidential business secrets that he/she learns in the course of his/her work. In addition, he/she must not disclose to any unauthorised person any information which he/she has learned in the course of his/her employment and which if disclosed could be detrimental to the employer or any other person. Confidentiality shall not extend to the obligation set forth by the law to provide and disclose information relating to data of public interest and to the data accessible on a public interest grounds

The respect for human and civil rights, which are protected at the highest legislative level by the Fundamental Law, establishes a basic code of conduct for all public servants.

Full respect for the following fundamental rights is essential:

- right to human dignity,

- prohibition of degrading, inhuman treatment or torture (in the field of health care),
- presumption of innocence,
- right to freedom of conscience, expression and religion,
- right to freedom of assembly and association,
- right to seek legal remedy,
- right to equality, and non-discrimination.

In accordance with the Fundamental Law and the sectoral legislation on higher education and the regulations of the University based on them, the employees of the University are obliged to always perform their work with respect for human dignity and equality.

The University is politically and religiously neutral, and it is the duty of all public servants to ensure this.

3. MAIN INSTITUTIONAL VALUES

After the millennium, the University of Pécs became a leading institute of higher education and medicine in Hungary. It employs highly qualified personnel committed to the University of Pécs to carry out its tasks.

All employees of the University of Pécs, individually and collectively, share the values defined by the organisation and accepted by all its members. Thus, they are also responsible for the communication and representation of these organisational values. All employees of our University also contribute, through their work and communication, to the perception of the University as a unified organisation. This organisational culture and tradition encompass the knowledge, professional experience, norms, values, ethics, and specific behaviours that characterise our University and give it its specific character, and which each employee, both as a whole and individually considers worth preserving and passing on. All our employees must strive to constantly renew and develop this organisational culture.

Therefore, our objective is to ensure that the communication and conduct of the employees who represent the University reflect the **University's fundamental characteristics and values:**

- tradition, respect for tradition,
- firmness,
- outward and committed unity,
- employee cooperation, mutual respect,
- innovation,
- emphasising the positive,
- helping others,
- strengthening the collective interest of the University

The central units, faculties, and other organisational units of the University of Pécs and its employees are obliged to cooperate in order to achieve the objectives of the institution, maintain and strengthen unity and perform common tasks in the interests of our institution.

MANDATORY ELEMENTS

In the following chapter, we set out principles that are mandatory to follow. The principles cover standards of communication and conduct.

PRINCIPLES OF COMMUNICATION

In this chapter, we go through the principles of internal and external relations.

3.1 General principles of communication

The communication of all employees of the University of Pécs, irrespective of their professional title and position in the organisational hierarchy, should express the specific **collective identity** that is also formulated in the mission statement of the University. The values inherent in the university's past and present should provide the basis for this method of communication. **Professional decency** and **mutual consideration for others should** be reflected in **precise, professional, expressive, yet courteous expressions** that effectively serve the combined work of educational, research, healing, and other organizational activities.

There should be no apparent distinction between the university employees' internal (intra-institutional) and external (inter-institutional or with non-University personnel) verbal and written communication. The principles set out in other chapters of this Manual characterise both internal and external communication.

Collegiality is a fundamental element of these forms of communication, which is the basis for effective professional cooperation on a daily basis and characterises both horizontal and vertical (hierarchical) organisational relationships. Firm and targeted management instructions ultimately reach their final form through this filter of collegiality as well, and the choice of the appropriate tools can help not only to improve work efficiency but also to ensure mutual respect and appreciation in manager-subordinate relations.

The unity of internal and external communication

In **internal organisational communication**, it is less important for the employee to emphasise the specific character of our university at all times, as we assume that our partners are aware of this, but it is incorrect to have a significant difference in form and style between internal and external communication. However, in external communication, the assumption should always be that in addition to the specific communication message to external partners on the subject in question, the specific characteristics of our University should be highlighted as well.

This manual is intended to provide the employees of the University of Pécs with guidance on how to avoid workplace conflicts that are arising from inadequate communication.

3.2 Principles of internal communication

The internal communication system of our University is composed of direct and indirect forms - and the corresponding technical means. This section of the Manual approaches the issues of regulation through the specifics of the various types of media (image, speech/audio, writing)

Customer centricity

A basic type of direct communication is speech-based. All employees of our university must choose a form of communication in the spoken word that expresses the speaker's responsiveness to the other party, and his/her willingness to cooperate (in certain situations this is called client-centredness) and must always strive for professional accuracy and integrity.

Professionalism, problem-solving skills

Statements must be professional, problem-solving, and correct. Obviously, the same principles should apply to all indirect communication of the employees, whether it is verbal or written.

Cooperative attitude, conflict management

In internal communication, it is important to ensure that there are no conflicts between employees - and therefore between organisational units- as a result of communication. Therefore, the interaction between two employees who do not belong to the same organisational unit must always demonstrate a sense of collegiality and a willingness to cooperate.

Avoiding hierarchy

Excessive expressions of hierarchy should be avoided. Unwarranted displays of authority, whether verbal (e.g. use the word "please" more often instead of "I order you to...") or non-verbal (e.g. watch your tone), can be offensive.

Showing common courtesy and respect

In the case of hierarchical differences arising from organisational functioning (i.e. supervisor-subordinate relationships), or in the case of communication between an employee of a unit at a higher organisational level and an employee of a unit at a lower level (e.g. in the case of a rectorate-faculty relationship), one should use a form that complies with common courtesy and is in no way offensive to the lower hierarchical level. Obviously, vica versa, the behaviour of the subordinate should always represent **respect** for the leader as well. On the other hand, it is also important to avoid an overly familiar tone.

Maintaining collegial relations

In the day-to-day working relationship, there is room for holding people accountable, for questioning, and even for disciplining them (not meaning disciplinary action). Even if the actual

relationship between two employees is of this nature, these should not happen in such a way that it becomes seriously unpleasant for the person who is being held accountable. The aim should be to maintain a collegial relationship despite the necessarily unequal situation, as the professional relationship between the two is likely to continue.

3.3 Principles of external communication

In the previous sub-chapter, we wanted to draw attention to some of the general principles of internal communication. Based on this, we will now give an overview of the additional characteristics of the direct and indirect forms of communication when the other communicating party is not an employee or a student of our university.

Expressing university identity

The aforementioned customer-centricity, professionalism, etc. is complemented by the expressed unified university identity which supports the legitimacy of the respective speaker (or the author of the text or letter) that the University of Pécs as an organisation appears in the given communication, regardless of his/her position and place in the organisation.

Responsible representation of the University

Responsible representation of the University is expected of all employees, in other words: all employees represent the University in all types of communication at all times. Regardless of the nature of the communication in which he/she is involved, the University is represented through him/her. In particular, a great responsibility falls on the customer relations, switchboard and reception employees who at all times form the first impression on external, outside communicators.

Because of its specific nature, the Manual does not deal with media communication and the university's mass media presence, which have become particularly important in the field of external communication: these issues are covered by the Media Code of the University. Likewise, we do not address here elements that play an important role in the ongoing development of the university's image and external presentation, such as the functioning of the university media (traditional paper, electronic and digital media). Nowadays, these are integral and prominent elements of the university's relations, which is why they are managed by a dedicated team of professionals. It is enough here to clarify how and to what extent individual employees are responsible for the functioning of these traditional and online media (e.g. by providing data).

4 PRINCIPLES OF CONDUCT

The management of the University of Pécs considers it important that the employees of the University of Pécs comply with the expected standards of conduct and principles in their daily activities, which have been developed on the basis of the values of an institution of higher education and medicine that recognises its social responsibility.

We are aware that it is difficult to describe in a single set of standards of conduct the work of our employees in the wide range of scientific research, education, basic health care activities, and related administrative and operational areas essential to the maintenance of operations, as well as of our managers who manage these activities. Nevertheless, we believe that there are principles that can be established, which, if taken into account, can convey in our everyday work the values of the University of Pécs to our employees, students, users of our health services and the wider society.

5.1 Principles of conduct for employees

In this section, we have compiled a set of the most important principles of conduct for employees who represent the UP and work at our University. Knowing them is essential for all UP public servants or other persons with an employment contract to perform their tasks in the interests of the University.

The following principles of conduct are common to all our employees:

Tradition and innovation

The University of Pécs is the first university in Hungary. The employees of the University are aware of the legacy that the history of this institution of higher education carries, which was founded by King Louis the Great in 1367, was destroyed at the battle of Mohács, relocated from Pozsony to Pécs, and by the 21st century, it has 10 faculties. Our employees' conduct should be worthy of this legacy and should reflect the best practices traditionally established in the fields of education, science, and medicine and the ambition to constantly renew these activities.

Quality and performance

The University of Pécs is and intends to remain the first university in Hungary. All of our employees work at the University to provide the best performance in their respective fields, and we expect the highest quality of professional work in accordance with the University's traditions, regardless of their job title. Our employees have a legitimate need for objective and regular feedback on their performance, and to ensure this, the University develops and implements a performance appraisal system for all employees.

Trust and integrity

The University of Pécs strives to build trust and confidence in its operations among its employees, the users of its services, and the wider community. This trust is based on a fair and ethical conduct, which must be expressed not only in words but also in deeds. Our employees

must not, in the course of and in connection with their university duties, solicit or offer dishonest payments; or accept or offer gifts or favours.

Respect for the law and responsible use of public assets

The University of Pécs shall operate within the framework of the legislation in force and with responsible use of the public assets. The University strives to provide its employees with all the necessary means to perform their work effectively. The University's immovable property, physical assets, intellectual property, and information shall be carefully managed to prevent damage, loss, theft, and deterioration.

Private interests and private activities

In the course of their daily work, employees of the University of Pécs must be able to distinguish between activities that are in line with the University's objectives and interests and those that are in their private interests and activities. Our employees shall not misuse the reputation of the University and shall not, in the course of their private practice related to their professional activities at the University - performed within the legal framework - give the impression that they are performing these activities within the framework of the University of Pécs, in the name of or on behalf of the University of Pécs. The very limited personal use of the public assets managed by the University of Pécs is permitted only if it does not conflict with the laws and regulations in force, the interests of the University or the provisions of this Manual of Conduct.

Diversity and equal opportunities

The University of Pécs regards human diversity as a valuable asset and equal opportunities as a special value. Our students, patients, and some of our employees come from all over the world. They are warmly welcomed and welcomed without prejudice; we take advantage of this diversity wherever possible to develop creativity and to learn about and understand different cultures. The University supports people with disabilities so that they can access the widest possible range of educational and health services and meet their requirements as employees to the fullest extent. The managers of the University of Pécs, as employers, reject all forms of discrimination in their personnel decisions.

IT systems and management of confidential information

The IT systems of the University of Pécs support efficient and professional work; therefore, these systems and equipment should normally only be used in the context of and for the purposes of University activities. Unauthorised or prohibited programs should not be installed on University IT equipment; nor should unauthorised content be stored on it. University employees are responsible for the orderly maintenance of their electronic files and archives. In establishing the archiving policy, particular attention shall be paid to meet both financial and health legal control requirements and regulations.

5.2 Principles of conduct for managers

The role and responsibility of our employees in managerial positions at the University of Pécs are above average, as they must set an example for other employees in developing and maintaining the standards of conduct that are in line with the values of the University of Pécs.

Through their leadership, they represent values in the management of their colleagues that define our University as an employer that is responsible, provides equal opportunities, and is committed to society. They have the additional responsibility that in their work they are usually the ones who represent the University to the external environment (public and local authorities, business partners, and social organisations).

Our standards of conduct for managers, beyond those, generally set out in the principles of conduct, are as follows:

Cooperation with officials

When interacting with governmental and local authorities, our managers are responsible for knowing, observing, and enforcing the relevant laws and regulations. University leaders have a responsibility to provide correct and accurate information in these interactions and to maintain the highest ethical standards in their relations with public officials.

Management of public funds and public affairs

The University of Pécs uses public funds in the course of its activities and occasionally manages public affairs. In these activities, our managers must be aware of the requirement of transparent and responsible operation and shall avoid any behaviour that would give the impression of an unfairly influenced objective decision-making.

Conflict of interest

A conflict of interest is defined as a conflict between the interests or obligations of an individual or his/her family and the interests or obligations of the university. The management of the University of Pécs avoids situations in which such conflicts of interest may arise, either in appearance or in reality.

Mutual respect and respect for privacy

In their working relationships, university leaders value and appreciate the work of their colleagues and partners and expect the same in relation to their own work. When making employment decisions, our leaders respect the privacy of their employees and seek to promote a harmonious work-life balance whenever possible.

Protection against harassment

Harassment is a degrading, sexual, or other-natured behaviour that is related to the personal situation, attributes, or characteristics of a co-worker, and intended to intimidate or create a hostile, degrading humiliating or offensive environment. The management of the University of Pécs will not tolerate harassment in the workplace and will provide help and protection to its employees against any form of harassment.

Occupational health and safety

The University of Pécs wishes to act responsibly towards both its employees and their families in its duty to protect the health and safety of its employees at work. We require our managers to observe and enforce the highest standards in this area, with particular regard to the experimental, medical, and technical employees.

Promoting sustainability

We believe that the University's socially responsible behaviour is based on the concept of sustainable development. Our managers must consider economic, social, and environmental aspects in their decisions; they must comply with environmental regulations; they must respect the environment and contribute to its preservation, regardless of the area in which they operate.

Active social/community involvement

The University of Pécs strives to be an active and responsible member of its wider and narrower social environment and encourages its employees to do the same. It is the responsibility of our leaders to ensure that our employees' voluntary involvement in public affairs and the operation of our University are well separated, in compliance with the relevant legal and ethical standards; social/community involvement should not be a factor in the employer's decisions.

5.2 Principles for lecturers

The lecturers of the University of Pécs are aware of their task and responsibility in the education of the intellectuals of the Hungarian society, in all fields of the academic disciplines they teach.

To be able to fulfil this role, in addition to the general principles that apply to all our employees, our lecturers are required to uphold the following standards of conduct:

Health and safety of the students

In the day-to-day life of the university and in the design of the educational process, it is essential that the health and safety of our students are not compromised in any way. Our lecturers shall not require students to carry out tasks that endanger their health or safety; they have a responsibility to take action whenever in the course of any activity related to university life, they become aware of a threat to the health or safety of the students.

Objective and fair assessment

The students of the University of Pécs have a valid expectation of receiving an objective and regular feedback on their studies. In order to ensure this, the assessment systems developed by the university's lecturers must meet the professional requirements of objectivity, fairness, and non-discrimination.

Protection of student data

Our lecturers are not allowed to misuse student data that has come to their knowledge in any form, that can be obtained from the registration systems, and are obliged to treat such data

confidentially and use it only for purposes related to their educational activities. The requirement for the protection of student data also applies to the lecturer evaluation systems.

Respect for and protection of intellectual property

The lecturers of the University of Pécs shall respect the regulations on intellectual property in their academic and scientific work and shall reject all forms of plagiarism. They shall not tolerate or turn a blind eye to students who violate the rules on intellectual property.

Commitment to professional development

Without a commitment to professional development, high-quality teaching in higher education cannot be achieved. The University of Pécs supports the professional development of its employees and provides a predictable career path for them in its operations and internal regulations.

Active social/community involvement

The University of Pécs strives to be an active and responsible member of its wider and narrower social environment; it encourages its lecturers and students to do so. It is the responsibility of our lecturers to ensure that the voluntary involvement of lecturers and students in public affairs and social/community involvement is not a factor in the educational process.

5.3 Principles for front-line personnel

The main goal of the entire organisational system of the University of Pécs is to provide the best quality of education to our students in the most efficient way possible. Every single detail of our operations, every single subtask that we carry out as employees of the University, is part of this mission. Consequently, it is in the best interest of all university citizens that we carry out our administrative activities as efficiently as possible, with the least possible demands on time and resources.

Customer centricity

Therefore, the employees of the non-educational student contact points should adopt a simple, clear service philosophy: the students of the University of Pécs are the customers of the University. Expectations are based on the core values of the University and the customer-centric philosophy that has been articulated. By adhering to these principles, all our employees directly contribute to the success and reputation of the University and to the education of future intellectuals.

It is the common responsibility and interest of all University employees to ensure that students experience our customer-centred approach so that they all understand and feel that they are the focus of the University's operations.

Service function

The university administration is a service function that is in complementarity with education, which assists students in completing their studies, supports access to necessary academic information, and supports access to the University's academic and extra-curricular services.

RECOMMENDED ELEMENTS

In the following chapters, we provide practical suggestions and advice to help our employees to comply with the principles set out in the previous chapters.

6 METHODS OF COMMUNICATION IN PRACTICE

Given that internal and external communication within the university largely use the same tools and practices, they are discussed in a joint sub-chapter.

6.1 Direct face-to-face communication, communication in the spoken word

The most common way of communicating is through the spoken word; therefore this is treated as a priority and is examined from several different angles.

6.1.1 Rules for communication between university employees (including lecturers, researchers, clerical assistants, office workers, and manual workers)

- All communication is influenced by the level of the professional hierarchy the employees that communicate are working at, whether it's a one-to-one situation or a group setting. It is important to ensure that the **form** and tone of the conversation are not unpleasant. **The tone should not be overly familiar.**

- When **introducing yourself**, it is generally accepted to shake hands as a form of greeting: shake hands firmly, with a smile, and look each other in the eye. At this point -if necessary- you can introduce yourself. In any case, it is the host - the organiser of the meeting - who should extend his/her hand and it is his/her responsibility to introduce the other participants and colleagues to the guests. All relevant information should be stated, not only the names and titles of his/her colleagues. The first names of the ladies who are officially referred to by their husbands' names should also be stated at the time of introduction. If you have not heard someone's name well, feel free to ask back. This is much less uncomfortable than trying to address the person later but not knowing how to or addressing them incorrectly.

- At the workplace or in an office, it is appropriate for the parties to use a slightly more distant and impersonal **formal language** (more formal language). When addressing a colleague, use their title or position as well.

- If the nature and permanence of the working relationship between employees allow it, a more **informal language may be used**. Using informal language should be mutual (cf. "one-way use of formal language" as a negative pattern) and non-coercive on both sides. Both parties must agree to use it. Do not use any of the traditional rituals for introducing the use of informal language simply agree on using it, and a handshake is sufficient.

- The general rules of courtesy and decency should govern the manner of the use and introduction of informal language: in the case of people of the same sex, the older person should offer the gesture, and in the case of men and women, the woman should offer the gesture, regardless of age or rank. It is offensive to refuse the gesture. If the next time the person who

has been previously addressed informally speaks in a formal manner, the use of formal language must be resumed (he/she was disturbed by the informal language).

- Be mindful of possible sensitivities and if you suspect that a colleague is reluctant to use informal language, stop it.

Also, when addressing a person informally, clarify the exact form of addressing. Ask how the other person would like to be addressed and do not use the first name (or, more importantly, the nickname) of the colleague without prior agreement. Preferably, when addressing them, their title should also be included (e.g. "please, Dean /surname/", "Welcome, Professor").

- In a group situation, confusion may arise if the use of **formal-informal speech** (addressing each other in a formal-informal manner) is not homogeneous. This is common when not everyone knows everyone in a group. In this case, make it clear what language usage rule is being followed (to avoid possible misunderstandings). It is best if the person leading the meeting, or the most senior or respected member of the team does this at the beginning of the meeting. At this stage, mutual introductions can take place. It is also possible to make a general offer of using informal language, but use this with caution. Be sure to state that when addressing participant X, he/she has been addressed informally because of a long-standing relationship (if using formal language is otherwise common). Do not demonstrate your familiarity with any member of the group, especially the leader, by addressing him/her informally if he/she has chosen to use formal language as a default.

- Whatever form of communication we choose, we must always bear in mind that it must be for the sake of **cooperation and information sharing** - even when, for example, a conflict is being revealed and discussed - in which there is no room for symbolic struggles through language.

6.1.2 Communication between university employees and students

Another important area of communication at the university is the verbal interaction of the students with the employees of the University, in particular, the academic employees and the clerical personnel dealing with students' administrative matters (front-line staff). The apparently unequal - and somewhat dependent - nature of this communication situation does not necessarily have to be reflected in the interaction. It should be softened by a helpful and, in a good sense, service-oriented attitude towards students.

- As a result of the age-specificity, the **formal code** is more common in this context, and this Manual does not encourage changing this, in other words, we recommend using a formal language with students.
- However, we can also point to long-standing collegial traditions in higher education, and therefore we do not wish to impose this as an absolute norm. If a university employee, considering his/her particular situation, deems it appropriate to address students informally, he/she has the right to opt for it and offer it to them. However, we must point out that this should in no way be selective. The classroom work may be negatively affected if there is someone (are some people) in the group of students who may interact with the lecturer in other ways.

It is also inappropriate to use "one-way formal language" in this situation, i.e. the academic employee or lecturer is addressing the student in an informal manner, but the student has to address them in a formal manner.

The same principles apply in office interactions, which are also largely perceived by others in public situations. Your correct professional work, which applies equal standards to all, may be judged negatively and unfairly if you do not apply these rules of communication properly.

- It is also important that the occasionally necessary **warning, reproof, and disciplinary communication** should be appropriate to the university atmosphere. The university employee should refer, in a polite and calm tone, to the everyday rules of cooperation and behaviour, or to the university's organisational and operational rules, etc., rather than using direct punitive and disciplinary means (even symbolic ones) which do not help but may escalate and exacerbate the problem.
- In more serious cases, the employee has the option of seeking assistance from our University's Safety and Security Department. If he/she believes it is reasonable, he/she should immediately do so, including by suspending the communication (e.g. class) in progress.

6.1.3 University employee's contact with a person outside the University

The communication relationship that arises when an employee of our University interacts with a person who does not have any kind of dependent (employee) relationship with our University has a specific role.

- One of the basic forms of this is when the external party is an official representative of another academic or research institution or of a(n) (main)office or organisation (e.g. a government administration). In dealing with them - in addition to the already established cooperation principles - we must also strive to **maintain a sense of formality**, expressed through the so-called **official style**. This should be the hallmark of both face-to-face and telephone communications. Informal communication is also acceptable if there is a pre-existing personal relationship between the parties.
- If the contact is of a formal nature, we must take into account that the **information provided to the other party** may at all times affect the interests of our university, and we must handle any data and information we hold with the expected loyalty. If we are not authorised to handle the information in question, we should reject the inquiry, but at the same time, we should make arrangements to ensure that the person concerned can be directed to the competent university manager or person in charge. Provide public contact details (office telephone number, e-mail address). Do not give the mobile phone number to anyone unless the holder of the number has given permission to do so for the

relevant group (e.g. it is often possible to give it to colleagues, but not to students or non-professional enquirers).

- In many external contacts, we find that there is a **certain degree of similarity between the communicating parties**. For example, people with similar positions, qualifications, etc. come into contact with one another, even if they are unfamiliar with each other. This allows the formal rules of contact to be less 'official', but we should always be careful not to seem too familiar.
- The University has many economic, financial, administrative, and other relationships with other organisations. Within this context, there are many occasions when it is necessary to **interact with officials at a personal level**. Fundamentally, there is no significant difference between these organisations and the educational sector mentioned previously, neither in principle nor in practice, although certain solidarity is more evident with higher education institutions, despite the sometimes fierce competition.
- As university employees, we often have to interact with external, non-university individuals with whom **we have no prior private or institutional relationship of any kind**, and these individuals (or the organisations they represent) are not clients of our university. Typically, this would include inquiries from contact persons, enquiries, or possibly enquiries with some kind of (business) offer. In such cases, we should consider whether we are the competent person for the matter in question. Clearly, there is a significant difference between a general enquiry and a specific cooperation or business offer. In the latter case, we should always consult with our supervisor.
- It is important to highlight the role of the **customer relations personnel** in this context, as they are perhaps the ones who have the most responsibility in this area. This includes front office employees, receptionists, and call centre operators (as well as those who receive incoming calls or face-to-face enquiries at a particular organisational unit). One cannot emphasise enough the importance of this work, as the way in which we treat those who come to us with a problem or who come to us for guidance or help on a particular matter, is a key factor in the perception of the University as a whole. We must remember that in these cases, it is not the individual employee who is judged first and foremost - although he/she is judged as well - but the university as a whole, the university itself. The work of many can be destroyed by a poorly chosen form of communication.
- Sometimes, if the regulations require us to do so, **we may have to contradict someone, refuse to comply with their request, or even refuse to cooperate with them**. This may provoke disagreement or even anger in the other party. Even in this case, we should still maintain basic courtesy and argue firmly in a calm tone, knowing that our arguments are professional and correct. Try to reassure and advise (e.g. offer alternative options) the other party, but be careful not to give the impression of "shutting them

down" instead of a cooperative gesture. If we are genuinely helpful and approachable, this will be perceived by the other person as well, even if our response is negative.

We should avoid stating our views on the internal functioning and situation of the university in our private conversations. We should always carefully consider what information is appropriate to share with an external interested party. We should use the available internal forums to improve the functioning of the University and we should convey our suggestions to our colleagues and organisational leaders.

6.2 Telephone communication

It is impossible to imagine efficient administration without using a telephone. There are several, technically separate systems available to our employees.

The University's landline telephone system and mobile network are intended for internal and external professional and administrative communication.

6.2.1 General rules

- The landline telephone system may be used for **private calls** to a **limited extent** and for a fee. We ask and expect our employees to exercise self-restraint in private calls, mainly because of the negative impact on work efficiency.
- Using a mobile phone nowadays is a natural part of communication and in many cases unavoidable. **It is allowed to use a landline or mobile phone if, in a given situation, it helps you to do your job.**
- Whichever type of phone you use, **be considerate of your surroundings**. Avoid unnecessarily talking too loudly, as this may unintentionally disturb others.
- **Keep the conversation to the point, be constructive**, but also consider the needs of the other party, and do not try to end the conversation before the problem is solved.
- **Do not make long phone calls** or abuse the patience of others. Remember that you may have interrupted the other party's work (if you have called someone whose job involves handling telephone calls, do not abuse their time either.)
- If someone **interferes with our work** by a lengthy telephone conversation, politely ask to continue the conversation at another time, if necessary. In these cases, it is appropriate to give a brief reason for our request. We should ask them to let us call them back and be sure to do so on the same day. We can also agree on a later date if that day is not convenient for us.

- **Under no circumstances should we abruptly end the conversation**, no matter what tone the other party may use. The same cooperative and helpful attitude applies to telephone calls as to direct face-to-face verbal contacts.
- If we **receive so many calls** that they are seriously interfering with our work, we should report this to our supervisor, who can take the burden off of us by internal reorganisation and by rerouting our calls. A good solution may be to set up a voice message that informs and instructs the caller. Under no circumstances should you choose the "solution" of simply not answering the phone for a long period of time. This will discourage those who wish to contact us and will also have a negative impact on the image of the university.
- If you are having a **direct verbal discussion**, keep all mobile phones switched off, or at least switched to silent mode (even a vibrating function can be distracting). A phone ringing disrupts the flow of the conversation and answering the phone suggests that the discussion is not important to us. In informal meetings, senior participants may pick up their phones, but it is also appropriate for them to do so after an apology. Employees at lower levels of the hierarchy should switch off their phones for the duration of the meeting.
- **We do not have to leave our own office when we receive an incoming call**, in this case, it is appropriate for the other party to ask whether they should leave the room. (We should also bear this in mind when we experience this situation in other people's offices. Even if you are allowed to stay in the office, you cannot join in the conversation or react to anything said there.)
- If you are **expecting an important call**, you should communicate this fact to your partner at the beginning of the meeting, and if the call comes, you should refrain from talking at length. If necessary, ask the caller to continue the conversation later. Offer to call them back at a time convenient for them.
- Lecturers are **not allowed to use their mobile phones during lessons or practical courses**.
- **If making a phone call poses a risk to another person or to the quality of the work** (e.g. in a medical, patient examination, or experimental situation), **it is also not allowed**.
- It is also not appropriate in a customer service position to give excessive "preference" to telephone calls over dealing with **people that are managing their affairs in person**. When you do take a call, you should apologise to the service user before answering and pay particular attention to ending the call quickly.
- If the phone line is **disconnected**, the caller should initiate the call again.

- **Private conversations** - by telephone or in-person - should never be obstructive to the office and professional work.
- It is also possible to use an **internet-based telephone service**, under certain technical conditions. The rules for using this service are essentially the same as for the others, even if in this case the verbal communication is supplemented by a visual channel.

6.2.2 The specific procedure for telephone conversations can be summarised as follows

- Try to answer the phone **after the 3rd ring**.
- After picking up the phone, start the conversation by **stating the unit and your name**, it is not enough to just say "hello". (The caller should then greet you and introduce themselves - remember this when you are the caller.) If you are looking for the person who has received the call, continue the conversation.
- If the caller is looking for a colleague from our own unit, after introducing ourselves, we should **transfer the call to the colleague** the caller is looking for by entering the flash and extension numbers, or by entering transfer-extension-transfer with a central telephone. We should follow up on the call, if the requested colleague does not answer the phone, we should indicate their extension number to the caller and/or ask if we can help; in case of an emergency, we should connect the supervisor of the requested colleague or the administrator of our unit.
- If the caller is looking for a colleague from another unit or a colleague we do not know, we should use the **internal telephone directory** to give the contact details of the person they are looking for or we should help the caller by giving the central number of the unit that they are trying to reach.
- When we **receive a telephone call**, we should introduce ourselves and keep a record of the caller's name, contact details, and the time of the call. We should take a note of the message and then keep it in the place and manner established within the unit.
- For outgoing telephone calls, we should start the communication by **stating our name and the name of our institution**, and then ask the other party to put the requested person on the phone or ask to be transferred.

6.3 Traditional, paper-based, written, official correspondence

The professional (educational and research) and office work conducted at the University requires that our employees - depending on their position- use the various forms of written communication at a high level. They are expected to be able to express their arguments and professional positions on a given issue in a logical, coherent, and understandable manner, in accordance with the standards of the Hungarian language. The style of your writing should be

tailored to the ideas you are expressing and should follow the grammatical rules of the Hungarian language.

This Manual - obviously - is not about professional publications in the strict sense of the term, which have their own strict set of rules for each field of study. Nor does it regulate private correspondence between employees, which, under the current regulations, cannot be sent via the university postal service.

Regarding the forms of written communication used at the university, paper-based official correspondence is still of central importance.

6.3.1 Formal requirements

From a formal point of view, the **Public Appearance Guidelines of the University** precisely and clearly regulates the physical components and the material carriers of correspondence, from the letterhead to the envelopes and the various types of stationery. We use this uniform university design in our correspondence. A version of this has also been produced for each unit (faculty, institute, etc.) which should be available to all employees of the unit.

- For **internal university correspondence, one colour letterhead**, reproduced on a printer or photocopier, may be used. In all cases, the provisions of the Public Appearance Guidelines must be followed, but it is enough to indicate the unit, the name, and the title of the addressee in the address.
- For internal correspondence, the **envelope** may also be black and white, and it is sufficient to indicate the unit, the name, and the title of the addressee and the sender's identification number in the stamped form.
- In all correspondence to external institutions, letters must be written on a two-colour - in black and white if not available - letterhead paper as described in the Public Appearance Guidelines and sent in a two-coloured envelope with a header. You must use a printed envelope or a label.
- Use an envelope that fits the size of the item (some forms should not be folded or folded twice).
- The official letters must be filed in accordance with the rules on filing in all cases.

6.3.2 Content requirements

- The author of the letter should consider a) what is the purpose of the letter, i.e. what is the subject of the letter, b) who is the addressee of the letter and what is the relationship between the author and the addressee (one should think of the actual signatory of the

letter, but someone else may also draft the letter). These will essentially determine the style of the letter.

- Always be precise, clear, and firm in the form of unambiguous statements. If possible, do this in short sentences.
- Your letter should be clear, and easy to read and understand. Always make it clear what you want the addressee to do and what kind of action you expect him/her to take. If you want a specific response, please indicate this in a polite and not too direct way.
- Any negative message to the addressee - a reprimand, a punishment, etc. - should also be communicated in a polite way, with the respect which is due to the addressee.
- Before writing a letter, always consider and clarify whether you are the person responsible for the matter in question and whether you should be the one to write it. We should never overstep our own competence. If the situation is not clear, you should contact your supervisor. (Of course, this does not apply to writing a letter that was instructed by a supervisor.)
- The form of the official letter should be in the font and typeface specified in the Public Appearance Guidelines. Do not use headed paper from the second page of the letter.
- The letter should contain the following information in the appropriate format: addressee (with title, position); reference number/file number; telephone, fax, and e-mail address of the administrator (who is specifically dealing with the case); the subject of the letter. After the salutation, the body of the letter follows. Where appropriate, an exact salutation may be replaced with 'Dear Addressee'. The body of the letter should end by indicating the city and the date, and then lastly with a farewell. The farewell should be neutral, but in the case of a previous good relationship, it can be more intimate and cordial. Sign the letter with your name, printed in the format indicated in the Public Appearance Guidelines, your title and position, and your signature in blue ink. The last element of the letter should indicate any attachments (if none, omitted).

6.3.3 Letters of greetings and cards

- **Greeting letters - postcards -, and cards** are important elements of internal and external communication, they are mainly sent as a courtesy gesture on the occasion of a holiday (most commonly Christmas and New Year) or to greet someone collectively or individually (e.g. professional recognition, a new title, or an institutional or private anniversary). The Public Appearance Guidelines also provides formal guidelines for these.

- However, individual units may produce such greeting cards themselves, in a different style to the one specified in the Public Appearance Guidelines, but they must ensure that certain elements (e.g. the name of the university, its logo) are clearly visible.
- The unit managers decide on the occasions and the recipients of the greeting cards.
- The formal requirements for official invitations to various University events (conferences, official events, celebrations) are set out in the Public Appearance Guidelines.
- If the individual organisational unit wishes to give its own, independent image to such printed materials (conference invitations in particular), they should also contain some textual or visual reference to the University of Pécs.

6.4 Written forms of the electronic information exchange

It is impossible to imagine how the university sector would function today without the various forms of electronic information exchange (e-mail, chat, etc.). The extent of their use may vary greatly from one field to another, but there is one that is present in almost all areas of education, research, and administration, and that is the e-mail, the electronic letter.

6.4.1 General rules

- At the University of Pécs, the primary means of internal communication not requiring filing is the electronic mail system. Only in justified cases may paper correspondence be forwarded.
- The Exchange-Outlook mail system owned by the University of Pécs **may only be used for work purposes**. It may not be used for private purposes or for purposes that are in conflict with the provisions of the University's Communication and Conduct Manual.
- As the essence of electronic mail is **promptness**, do not make your partner wait too long for a reply. If you are unable to reply quickly, inform the sender of the expected time for your reply.
- **Do not send (large amounts of) unsolicited information**. Send mail only to those who are really concerned.
- As the **inboxes of senior managers** are usually overloaded, you should also pay attention to respect the chain of command when sending e-mails. Only send particularly important messages directly to senior managers with the approval of your manager and indicate that you are sending them with the agreement of your manager and on his/her behalf.
- If you are unable to check your mailbox for an extended period, set an '**out of office**' status so that the sender is aware that you will not be replying to his/her message personally in the near future. At the same time, you should provide the name and contact details of the colleague who will be substituting for you, so that they have someone to

contact in case of an emergency during your absence or redirect your incoming mail to the substitute colleague.

- A core element of the university's educational-organisational operations is the **Unified Education System (ETR)** and its associated support systems (e.g. CooSpace). These also have communication and messaging functions. These systems can be used without any restrictions within the framework conditions they provide. The rules of their use are described in the system description and administrative assistance can be requested.
- In network communications, the Internet offers a **wide range of messaging and communication systems**, chat, talk, and mailing list systems (e.g. msn, icq, various Google-based services, etc.). These can be used by employees freely in the course of their work, with the condition that their use must not jeopardise work efficiency and network security (e.g. for unauthorised data access). Their use in education and research shall not be in conflict either in form or content with the university's official network channels' information exchange. When installing programs, seek the opinion and permission of the system administrator and take his/her advice.

6.4.2 Rules on the content of e-mails

- Considering the daily high e-mail traffic, always **include the most important information at the beginning of the message** (e.g. reason for sending the information, what is expected from the recipient, deadline), otherwise the recipient may overlook it.
- Always fill in the **'subject' section of the letter** as informatively and briefly as possible, so that it is indicative of the content of the letter, and is an attention-grabbing, 'telling' message. If you are sending a message on behalf of another person, please include in the "subject" field the name of the person on whose behalf you are sending the message.
- Only mark messages as "**Important**" if it is really necessary.
- When using the **automatic reply function** to reply to a letter, quote only as much of the original material as is necessary to make your reply clear. Don't repeat the whole message, but rather delete it, leaving only the lines that trigger a response, and then paste your reply.
- If your message exceeds one typed page, send it as an **attachment**.
- When sending a **large attachment**, consider compressing the attachment or uploading it to a shared site accessible to the people concerned, e.g. SharePoint or a shared network storage site that supports teamwork.
- Only with the prior written consent of the partner use e-mail to transmit **confidential information**.
- Be cautious when providing **credit card numbers and other sensitive information** by electronic mail. During transmission, electronic messages may end up in unauthorised hands.
- Always keep in mind that electronic messages are tools for communicating and keeping in touch with other people. If you write an e-mail, **read it before you send it**. Ask yourself what your reaction would be if you were the one to receive it. No matter how much time you spend on clarifying your e-mail, it is time well spent, so don't regret it.

6.4.3 Rules on the form and style of e-mails

- Do not compromise politeness and respectfulness for the sake of promptness, therefore use the same **polite formulas** as you would use for writing a paper letter (salutation, farewell, etc.)
- Bear in mind that, in particular when **communicating with managers**, using both informal and formal language may be impolite if it deviates from the established norms.
- Keep the message **short, and logically structured**, break it into paragraphs, and highlight the important parts.
- Use sarcasm and humour in your emails with caution, as without facial expressions and tone, the message can be easily misunderstood.
- Use the **automatic addition of a pre-written signature** to your letters - <http://www.pte.hu/arculat>
- **AVOID CAPITAL LETTERS**, as they come across as aggressive and are harder to read than lowercase.
- Before sending your letter, **spell-check** it, as an inaccurate and incorrect message full of mistakes can negatively affect its comprehensibility and the expected response from the recipient.

7 MAIN SITUATIONS AND AREAS OF COMMUNICATION AND CONDUCT

The following chapter outlines basic protocol rules for negotiations, meetings, gift-giving, dress code, and hospitality.

Following the rules described in this section, can have a significant impact on the outcome of negotiations and the perception of our institution.

7.1 Negotiations, meetings

Employees working at the UP may often find themselves in a situation where they need to **resolve a problem or issue by consulting with others**. This is when a negotiation or a more informal form of negotiation, a meeting, takes place. The following is a summary of the rules that apply mainly to negotiations, when it comes to informal meetings, we may deviate from them to a certain extent.

We can have negotiations with colleagues from our own organisational unit, with colleagues from another organisational unit - faculty, or with external parties (e.g. representatives of other universities, companies, etc.). It is very important that we are all aware of the **basic protocol rules** for negotiations and meetings so that we can represent our immediate and broader workplace in a dignified way.

In a negotiation situation, we can play one of two roles: either we are the host, or we arrive for a negotiation. Here are some of the key elements to bear in mind in each of these situations.

7.1.1 Negotiation as a host

Location, receiving, and prior informing the negotiating parties

It is not only necessary to prepare for the negotiations professionally, but also to choose the location carefully. If possible, ensure that the venue is spacious, welcoming, and bright, where you can talk without people entering, telephone ringing, and other distractions. Don't forget to keep the room ventilated and at the right temperature. Show the importance of the other party by creating a pleasant environment.

Organise the arrival and reception of the other parties. If he/she is visiting us for the first time, be sure to tell him/her in advance exactly where the building and its entrance are, how to get there, where and under what conditions he/she can park (e.g. whether the area is a pay zone, whether he/she should make sure to bring change for the parking machine). It is recommended to send a map to help him/her find his/her way around. If it's a high-priority client, make sure he/she has a parking space, go ahead - or send someone ahead - and guide him/her through the building. Otherwise, tell him/her exactly what the meeting room number is, and the receptionist will inform them of the exact location.

When he/she arrives, offer him/her refreshments (see Hospitality section) and, if he/she has traveled a long way and/or is expected to stay for a long time, show him/her where the toilets are.

Punctuality

Being late, and making people wait is inappropriate for both parties. This is especially important when we are the host party. When we invite a partner, we should always try to arrive at our workplace at least 10 minutes early, and not be caught by the client with a coat and bag in hand. If we do arrive late, we should make sure that someone is aware of the guest's arrival, greets them, and exchanges friendly words until we arrive.

If our meeting partner is late, be friendly and forgiving, in principle he/she is uncomfortable enough even without us making him/her feel this way.

Seating arrangements, seating etiquette

According to the recommendations in protocol books, it is recommended that the following rules are followed when it comes to seating the negotiating parties:

Always indicate to the guest where to sit, as the seating arrangements should be decided by the host.

Ideally, the meeting should take place at a conference table. In this case, one delegation should sit on one side of the table and the other delegation on the other side. The host should sit opposite to the door.

Many people prefer the sofa and coffee table solution but only insist on this if the furniture is not too soft. Even then, make sure that only two people sit on the sofa (as it has only two armrests). It is not a good idea to bring in spare chairs, as the people sitting on them are higher than the others, they have to hold their documents in their laps, and they have nowhere to put their glasses. The armchair opposite the door is usually the host's. The coffee table should always be empty, with no tablecloths, vases, or other ornaments taking up space.

It is not recommended to hold meetings at a desk. The person sitting behind the desk is always in a superior role, and the other person feels semi-subordinate. The protection afforded by the desk, especially if the person sitting behind it is leaning on it with both elbows, suggests a position of dominance. If we have no other option, we can defuse the situation by pulling the chair out to the edge of the desk, pushing the papers away from us, and thereby letting the person sitting opposite us know that we regard them as equals.

Greetings, introductions, business card, addressing

Handshake is generally accepted as a form of greeting: shake hands firmly, with a smile, and look each other in the eye. At this point -if necessary- you can introduce yourself. In any case, it is the host - the organiser of the meeting - who should extend his/her hand and it is his/her responsibility to introduce the other participants and colleagues to the guests. All relevant information should be stated, not only the names and titles of his/her colleagues. The first names of the ladies who are officially referred to by their husbands' names should also be stated at the time of introduction. If you have not heard someone's name well, feel free to ask back. This is much less uncomfortable than trying to address the person later but not knowing how to or addressing them incorrectly.

It is recommended to hand over business cards at the beginning of the meeting, again, the host should take the first step. You can leave the business cards you have received at the first meeting in front of you, checking the names as you go, but this is considered inappropriate for subsequent meetings.

In formal negotiations, the form of addressing each other is also formal: for men, " Mr" or "Sir" should be added to the surname (e.g. Mr. Kovács). For women, the situation is more complicated. The most common is 'madam', 'Mrs.', 'miss', but 'Mrs. Kovács', similar to 'Mr. Kovács', is not recommended. In formal negotiations, it is now increasingly common for parties to address each other by their first names.

Hospitality

It is both appropriate and recommended to offer refreshments to the participants of the negotiation. If it is a short meeting, it is sufficient to ask the guest on arrival if he/she would like some refreshment and to pour it into a glass and place it on the table to the right of him/her. For longer meetings, it is a good idea to (also) place drinks on the table so that the conversation is not interrupted by constant offerings. Alcohol should not be served, but you can serve coffee, tea, mineral water, and soft drinks. It is not recommended to place a sandwich tray on the table, as you cannot talk while eating. If the meeting is long, it is recommended to provide time for

eating during the meeting, in which case sandwiches are a convenient and quick solution. Don't forget that vegetarians may also be present!

Mobile phone

For formal negotiations, keep all mobile phones switched off, or at least switched to silent mode (even the vibrating function can be distracting). A phone ringing disrupts the flow of the conversation and answering the phone suggests that the discussion is not important to us. In informal meetings, senior participants may pick up their phones, but it is also appropriate for them to do so after an apology. Employees at lower levels of the hierarchy should switch off their phones for the duration of the meeting.

Language skills, interpreter

At the UP, negotiation-level language skills are now essential for certain positions. This is not contradicted by the fact that there may be situations where an interpreter is required. The interpreter always stands or sits to the left of the number one person of the team of the party employing him/her, whether it be the host or the guest.

7.1.2 Negotiations as a guest

Entry, greeting, introduction

When you arrive somewhere, you usually have to go through the secretariat first. After a firm knock on the door, enter the room with a smile, exchange greetings, and quickly assess the situation. If there are several people in the room, approach the person behind the desk (presumably the secretary, who is already aware of your arrival). If there are several desks in the room, go to the one that is "best positioned". After a repeated greeting, introduce yourself and briefly explain why you are there.

Enter with a smile after knocking firmly on the door of the meeting room, unless the secretary escorts you in. The same rules apply to greetings, introductions, business cards, and addressing each other as previously mentioned.

Arriving late

As employees of the UP, it is essential that we are always punctual and arrive on time for negotiations and meetings. Leave on time, and leave enough room for traffic difficulties, parking problems, and (if you are a first-time visitor) exploring the site.

If you do arrive late, apologise for taking up the other party's valuable time and try to make sure that the meeting does not take longer than planned. If we are traveling long distances, delays may be acceptable, but we should also let the host know when we are expected to arrive.

Taking a seat

Sit only when the host has offered you a seat and only to the seat he/she shows you to. If we can choose our own seat, we should never sit opposite to the door, as that is always the host's

seat. If our host fails to offer us a seat, politely ask if we can sit down and, if so, where. Follow the etiquette of the seating arrangements.

Presentation

As an employee of the UP, it is often necessary to give a presentation during a meeting. Prepare thoroughly for the presentation and think about what you want to say and how you want to say it so that you don't have to search for the right words. Ask if it is possible to project a PowerPoint presentation and if so, prepare a high-quality slide presentation, using the slide templates of the UP and following the rules of creating a slide presentation. Remember to always check how many minutes you have for the presentation and manage your time well.

In summary, whether we are expecting negotiators or going to a meeting, remember that we are not only representing ourselves but also our workplace. Let us try to conduct ourselves in a manner **befitting of the university**.

7.1.3 Conference

In all workplaces, there are internal conferences and meetings with many participants. In order to make these conferences effective, it is recommended to follow some basic rules.

Starting time

Choose the starting time carefully and try to avoid the later afternoon hours when everyone is getting ready to go home. The date of the meeting should be communicated well in advance (two weeks in advance for internal participants and four weeks for external participants) so that the participants can coordinate it with their work and other meetings. It is also recommended that you specify in advance how long you expect the meeting to last.

Location

Choose the location of the meeting carefully. Book the room in advance, preferably a spacious, welcoming room where you can talk without distractions and noises. Don't forget to keep the room ventilated and at the right temperature.

Programme

It can increase the efficiency of the meeting and save time for the participants if they know the programme in advance and have the necessary materials.

Break

If the conference is longer, it is appropriate to take a break after 45-60 minutes and it's recommended to provide refreshments, possibly sandwiches at mealtimes.

Leader of the conference

The conference should always be initiated and chaired by the head of the organisational unit or project in question. Start the meeting with a welcome, introduce unfamiliar participants and

outline the agenda. Designate a person to keep a record of the meeting. End the conference by thanking the participants for their participation, presentations, and contributions.

Behaviour during a meeting:

Make sure that you do not start late or be late for a meeting. Not even the convener of the meeting should keep others waiting.

- Follow the rules of **sitting etiquette**.
- Dress in a way that expresses your commitment and **appreciation** for your profession, your job, your position, and your workplace.
- Do not hum, do not play with your pen, do not doodle, and do not look at your watch in an obvious way.
- **Do not take your mobile phone with you** or switch it off.
- As speakers, we should try to be **brief, concise**, and direct, so that we do not waste each other's time.
- If you are invited to give a presentation, **find out** the objective of the presentation and the time frame. Make sure that you are well prepared.
- If you do not understand something, feel free to ask questions.
- Always remember who is **chairing** the meeting, even if they are in a lower position than you. He is the "boss" of the meeting.
- Sometimes it's necessary to forward a message to someone in a meeting. The secretary can do this **without disturbing** the meeting by quietly entering the room without making eye contact with the participants, walking up to the person concerned, and whispering the message in his/her ear.
- If you have to leave the meeting, excuse yourself quietly and return just as quietly.
- When leaving a meeting, thank the chairperson for his/her work.

Record

Always keep a record of the conferences and send it to the participants 2-3 days after the conference, as well as to those who could not attend for some reason. Only the most important topics and decisions should be included in the record, which should not be longer than two typed pages because nobody has the time or patience to read through anything longer.

7.2 Gifting

Extreme caution should be exercised when offering or accepting gifts and business favours. In many countries, including our own, there are regulations governing the formal gifting process.

7.2.1 Business gifts

Choosing a gift requires tact, taste, and attention.

- **As a starting point, the gift should be** personal, so it is important to know the interests, tastes, and memories of the person receiving the gift, therefore choose items that are specific to our country, its culture, or specific to the activities of the institution, and is unique, meaning that it should not be mass-produced.
- **The following are excluded from the official gifts:** money and securities, lingerie, underwear, and food products, with the exception of certain specific national products (paprika, local wines), poor quality and tacky items, items that cannot be exported or sent abroad or that require special authorisation, or items that exceed the stipulated value limits.
- In each case, there are also **individual factors**, such as we need to consider our gifting history, in particular the value of the gift our partner has given us in the past, and we need to think about the appropriate reciprocation.
- Be careful not to give a **gift of high value** when negotiating with a partner, because it is only appropriate to reciprocate it and it can be uncomfortable to the partner who accepts a too-valuable gift.
- The **wrapping of the gift** should always be unique. Remove the price mark from the gift unless this is not possible by removing the price tag.
- **Flowers** are not considered official gifts.
- **Promotional gifts** are usually placed on the table at the beginning of a business meeting, and distributed to journalists at a press conference as a courtesy. Function: advertising tool
- A **thoughtful gift** is a symbol that indicates the pleasant and beneficial nature of a relationship, it is a reminder of and it conveys the philosophy of the organisation, it is not too expensive and it is useful. However, a promotional item is not a gift!

7.2.2 Gifting

- When it comes to **negotiations and official visits**, we should always pay attention to the fact that the guest is the one who presents a gift. The host party will only reciprocate the gift if it has closer ties with its partner than a business relationship or if diplomatic interest requires it. In addition, rank also plays a role, in some cases only senior delegation leaders receive a gift, and in other cases all members of the delegation, but the value of the gift is always proportional to the rank of the person receiving it.
- **No gift** or other compensation should ever be accepted if there is a reasonable presumption that it is intended to influence business decisions. When in doubt, always seek the opinion of your supervisor.
- It is inappropriate to give a gift **after** the event; if you are unsure about whether a gift should be reciprocated, you should bring one along.

- When it comes to **sending** a gift, include the gift giver's business card, and thank them, by sending a card back or verbally in the case of a close encounter. When sending a gift abroad, be sure to check the cultural, tax, and customs rules of the country in question.
- If the gift is **handed over in person**, the gift-giver says a few words, and the recipient thanks the gift in the same way. If circumstances allow, the recipient opens the gift, takes a look at it, and expresses his/her pleasure and appreciation. If it is not possible to open the gift, the gift-giver explains what the gift is.
- It is also common practice to give gifts to business partners at the **end of the year**. It is important to ensure that your gift, including your best wishes, arrives before the last day of the year. These gifts should not be of high value either. As the holidays approach, business partners should be spared from promotional gifts and Christmas presents should not be seen as an opportunity for advertising. On the other hand, employees can receive items bearing the logo of our institution.

7.2.3 Unique gifts of the University of Pécs

- The items of the **University of Pécs** are suitable as gifts as well. Some examples: books, albums, CDs, porcelain, drinks, items of clothing, accessories
- **Gift levels**
 - Conventional gift items: a selection of simple, mainly promotional items with the University logo.
 - Archaic items: more exclusive items with the UNIV PÉCS logo.
 - Items that can only be gifted by the Rector of our university to a person who is worthy or recommended by the units - (items: Founding Charter of the UP, pocket watch, Zsolnay vase, and table decoration)
- Our units can also have gift items made **individually**. In this case, regarding using the emblem and/or logo the rules of the Public Appearance Guidelines should always be followed.

7.3 Dress code

Please remember at all times that you are a representative of the University of Pécs and try to reflect this in the way you dress.

7.3.1 Office dress code - general rules

- There is **no mandatory dress code**, but please always keep the following in mind: dress for the occasion, your age, body type, and the weather, dress discreetly so as not to offend public taste and the good taste of your colleagues, dress appropriately for your job and your daily duties.
- Dress in accordance with your **professional role and daily duties**, but for negotiations, receiving guests, and exhibitions, a skirt suit/pantsuit is recommended for ladies, and a suit and tie for gentlemen (similar to the section on formal wear).

- Avoid wearing sheer fabrics, tops that end above the waist, and slippers when dressing for the office (exception: slippers for elegant streetwear).

For ladies

- For everyday wear, a mid-thigh length skirt is adequate, but for negotiations, opt for a longer skirt that ends above the knee. A truly elegant skirt that meets all requirements hides the knees.
- Wearing white shoes for business meetings is not recommended unless you have a white accessory (blouse, handkerchief). Always keep your shoes clean. In the summer heat, elegant sandals are acceptable, closed at the front and open at the back.
- It is appropriate to wear tights in meetings even in the hottest weather unless the university community has a policy not to do so.

For men

- Men should avoid wearing white socks. Socks should be dark in colour and should cover the shin.
- It is not acceptable to wear sports shoes with a suit in the office.
- In the summer heat, elegant sandals are acceptable, closed in the front with an open back.
- Wearing a suit at the office is not mandatory, wearing a shirt and jacket is adequate. For a jacket, it is not mandatory, but for a suit, a tie in a neutral colour, possibly with a small pattern, in harmony with the colour of the shirt is essential. Our university identity is emphasised by the tie with the Univ Pécs logo, which can also be found among the university souvenirs.

7.3.2 Formal wear

The starting time, location, purpose, form and guests of the event will help you to decide on the dress code.

- Annex 14 of the Organizational and Operational Regulations of the UP regulates the order of university celebrations and commemorations. It applies to all lecturers, researchers, other employees, and students of the UP.
- For ladies, the **dress code** for these events is a skirt suit, pantsuit, always with tights, dark-coloured formal shoes closed at the front and back, with a solid, darker colour scheme. Shoulders should be covered, and under no circumstances should a top show the navel. Formal wear for men is a dark suit, dark tie, dark laced leather shoes with dark socks. Wearing jeans and turtlenecks is not allowed and the sporty elegant style should be avoided.
- For certain events, wearing an **academic gown and its accessories** are mandatory. Under the gown, wearing formal attire is mandatory, for ladies, a skirt suit with solid colours, always with tights, and dark-coloured formal shoes closed at the front and back. For the university head representing the rector and the head of the faculty and other members of the inaugural committee: it is expected that they wear a lecturer's academic gown - chain and white gloves. The gloves are not required if the participants, with whom the leaders shake hands, are not wearing gloves.

- For **balls and late-night events** and receptions, the invitation may require the guests to wear tuxedos and evening dresses. Even if the invitation does not specify a dress code, we recommend that you inquire with the organizers about the dress code.

Dress codes on invitations:

- **White tie (formal)** - tailcoat, ball gown (long formal dress with gloves covering the elbows) - at ceremonies, any time of day
- **Black tie (semiformal)** - tuxedo, long evening dress - after 6 PM, evening and night occasions.
- **Informal - dark suit**, formal or cocktail dress - anytime for a ceremony, or for an event starting after 6 PM
- **Business/casual** - business suit, business dress - for an event before 6 PM
- **Slacks** - casual
- **Coat-no-tie** - suit with turtleneck, etc. pants suit, etc.

Note: "Dress for the occasion" is not a clear indication

7.3.3 Make-up and accessories

- In the office, especially for ladies, it is recommended to opt for **discreet daytime make-up**. There are very few occasions at the university where it is acceptable to wear ostentatious make-up or bolder accessories.
- It is not allowed to have **piercings or tattoos** visible to others.
- **Accessories and jewelry** should be modest. As an accessory - at official university events - you may wear the " UNIV PÉCS " pin; for ladies the UP scarf, for gentlemen the UP tie is recommended, obviously if it fits the colour scheme. When using accessories, please pay attention to the **harmony of colours and fabrics**.

8 HEALTH, SAFETY AND ENVIRONMENTAL AWARENESS AT WORK

Protecting the health and safety of employees is a prerequisite for a peaceful and productive working environment.

Our University strives to ensure that all our university citizens enjoy the highest standards of health and safety for their work. This chapter contains the relevant guidelines and rules.

8.1 Health-conscious behaviour at work

Health is defined by the WHO as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

The right to physical and mental health is also enshrined in the Fundamental Law of Hungary.

The University of Pécs considers it extremely important to protect the health of its employees at work. The University contributes to the preservation of the health of its employees by

providing appropriate working conditions, but at the same time, it expects health-conscious behaviour at work from its university citizens. Creating a healthy work environment is a common goal of the University of Pécs and the citizens of the University, and it is essential to cooperate in its realisation, as it is in the common interest of all of us to create a pleasant workplace.

Our aim is to contribute to and support the health and well-being of the university citizens in all dimensions of health - intellectual, emotional, social, environmental, mental (spiritual), and physical well-being.

Attendance at work

The basic requirement for a health-conscious attitude is that the employees of the University of Pécs should be in a fit state for work during their working hours. This includes both physical and mental fitness, i.e. a well-groomed, tidy appearance and mental freshness. It is expected of the University employee to arrive at work in a fit state for work, free from the influence of any mind-altering substances (alcohol, drugs), fresh and well-rested, enabling him/her to work actively and effectively.

Expectations regarding the danger to the life, bodily integrity, and health of others and oneself

In the course of their work, employees of the University of Pécs are obliged to avoid any conduct that endangers their own or others' health and safety and to act in accordance with the relevant rules. As a basic principle, employees who engage in dangerous behaviour shall be asked by their colleagues to suspend the harmful behaviour, and if this is unsuccessful, they shall notify their workplace supervisor or, depending on the severity of the situation, the relevant authorities.

Compliance with occupational safety and health regulations

Employees of the University are required to help to ensure compliance with the limits and, if they observe any irregularities, to inform their supervisor immediately.

Personal protective equipment must be provided - for a fixed period - to workers who perform work involving a risk or hazard which cannot be eliminated by technical means. An employee to whom the University provides protective equipment as a result of his/her job duties may be obliged to use the protective equipment in accordance with the regulations.

Workplace training

Employees of the University are required to attend occupational safety and health training on certain occasions. Such occasions may include the start of employment, change of a position, a change of work equipment, or the introduction of new technology. In the training organised within the University, employees receive information on the following subjects: general rights and obligations relating to occupational safety and health as provided by the legislation, internal workplace regulations, instructions for healthy and safe working (technology, machine operation, maintenance, etc.), hazards and harms arising from local conditions, behaviour in

emergency situations, the correct use of applied tools, materials, and protective equipment, and knowledge of road safety, fire protection and first aid.

Fitness for employment

To determine fitness for the job, the occupational physician must be familiar with the nature of the job and the employee's state of health and capacity for work, which he/she will determine by his/her own examination and by means of specialised tests. Medical examinations and additional specialised examinations must be carried out during working hours. On the day of the medical examination, the employee who is required to undergo the examination must be present at the time and place specified. If the employee fails to attend the medical examination through personal fault, he/she may not be allowed to return to work. An employee may request an out-of-schedule fitness for-work examination if he/she is unable to perform his/her work safely because of ill-health, if his/her current ill-health may be related to his/her occupation or work, or for a change of position due to illness or pregnancy.

The limits and standards apply to the healthy population. For vulnerable groups, it is necessary to introduce and enforce stricter rules and more frequent monitoring, and increased vigilance, with the support of all employees.

Specific health-conscious areas

For employees who work continuously in front of a **computer screen**, it is required that they take a minimum of ten minutes break per hour, which cannot be combined, and that the total actual time spent in front of a screen does not exceed six hours per day. The occupational physician shall conduct an eye and vision examination of the employee before he/she starts working in a screen-based position. Thereafter, the examination shall be repeated every two years or in the case of visual complaints related to screen work.

Everyone has the right to a **smoke-free** environment, which derives from the right to the enjoyment of the highest attainable standard of physical and mental health as a fundamental human right.

At the workplaces of the University of Pécs, smoking is permitted only in the designated smoking areas, taking into account the interests of non-smokers.

When dealing with **stress in the workplace**, work-life balance, peer support, and a sense of security are of utmost importance. Workplace communities, interpersonal relationships, and empathy can help to overcome everyday stress and create and maintain emotional health and a positive workplace atmosphere. Listen to each other and communicate with your colleagues. The following principles are essential to managing stress at work: respect for each other, appropriate workload, 'diversity as an asset', the duality of autonomy and participation, managing changes appropriately, and balance between different responsibilities in life (e.g. mothers with children).

Creating a healthy workplace

Creating a healthy workplace is a team effort: it requires an active, proactive approach from both the employee and the employer. It is therefore vital that university citizens play an active role in creating a healthy workplace, contributing to the establishment and maintenance of a safe and pleasant environment.

8.2 Safety

In order to protect the health of employees and other affected parties and to avoid any adverse effects on their health, the University of Pécs strives to provide safe and healthy working conditions. For this purpose, all professions have their own health and safety regulations and the University has a Health and Safety Policy. All employees are obliged to comply with health and safety regulations. The UP makes every effort to prevent occupational accidents to employees and subcontractors.

- Furthermore, the UP also strives to **organise work in a way that is suited to the skills and physical and mental health of its employees**. At all times, care and support must be a part of the treatment of university citizens with disabilities or chronic illnesses.
- We place great emphasis on raising **safety awareness** at all levels of the organisation, from managers to users. This can be supported by workshops or campaigns on the topic, where the importance of safety and conduct is highlighted.
- The requirements of safety and the institutional protection of persons, property, and health must go hand in hand with the strict respect for **democratic rights and the protection of individual (civil) rights**.
- In **unsafe** or political situations, or in the event of other threats to public security (e.g. terrorist attacks), the Rector's leadership shall decide on the necessary actions, restrictions, and/or measures to be taken to ensure the safety of the employees and students (e.g. implementing a disaster management plan). The institution's leadership shall inform the heads of the units and the students of such restrictions and/or measures. These managers are responsible for further informing and implementing the measures within the organisations of the UP.
- The UP recognizes the importance of **further training** and places emphasis on occupational safety, health, fire, and IT security awareness. It is important that all employees know, understand, and apply the relevant regulations and not treat them as an unnecessary burden. Being familiar with security regulations is also an obligation for all university citizens.
- **Enforcing and monitoring security rules**
 - Managers should promote the enforcement of the safety rules as much as possible. In their dialogue with the institution, they regularly monitor and evaluate the implementation of the rules. For this purpose, it is essential that the

monitoring and preliminary evaluation take place both at the organisational unit level and top management level.

- The security risks and considerations arising from the relationship between the community and the individual should also be mentioned here. The circumstances affecting the well-being of the individual and the importance of collective attention to individual responses and prevention cannot be overlooked. Overall, the most critical risk factors for psychological well-being and subsequent ill health are: hostility, rivalry, work, and existential insecurity, poor working atmosphere, family conflicts and lack of recreation, and weekend work. Protective factors: trust, strong interpersonal relationships, sense of belonging to a group, and belief in the meaningful use of time. The risk can be reduced by strengthening community ties, looking out for each other, and developing prevention programmes.

8.3 Environmental sustainability

Climate change is one of the most significant problems facing mankind today. Our University is committed to reducing its environmental impact and therefore we are constantly reducing the resources we use and striving to operate sustainably.

With this in mind, in our administrative work:

- we strive to introduce the selective waste collection,
- we avoid printing whenever possible,
- in office operations, we minimise the use of paper,
- we aim to communicate primarily by electronic means,
- we do not leave our office equipment switched on overnight or at weekends
- we always turn off the lights and switch off the machines when we leave the office for an extended period of time.

9. Ethical rules

9.1. General ethical requirements

1. The University is committed to respecting the right to human dignity, equal treatment, non-discrimination, non-racism, and freedom of expression, learning, education, and research.
2. The University prohibits the use of the public domain of the faculty and the use of the faculty infrastructure for partisan political purposes and political-religious persuasion.

9.2. Educational ethical requirements

The University expects all of its citizens to be loyal to the institution and to respect human dignity in their relations with academic and non-academic colleagues. The University rejects any behaviour that is offensive to students and ensures the fairness of the examinations.

9.3. Scientific ethical requirements

1. The University expects a clear representation of individual achievements in the case of joint academic work and research; the same applies to joint research involving students and doctoral students. When publishing research results that were achieved at the University, using University facilities or resources, the name of the University shall be included. The evaluator

shall comply with the requirements of conflict of interest and confidentiality when reviewing publications and proposals.

2. The University firmly prohibits the adoption and appropriation of the scientific results and publications of others.

3. The University firmly prohibits any abuse of a managerial position, abuse of membership in a management body, or seeking any personal or organisational gain.

4. The University expects in the process of decision-making the respect for the rules of conflict of interest, with particular regard to (party) political activities, and family and economic relations. The University shall set clear standards and expectations for its subordinate employees and shall evaluate their work consistently and impartially. It shall support the professional activities, academic careers, training, and further training of employees in its organisational units.

9.4. General ethical requirements for persons performing educational tasks

1. Contracted lecturers and public servants (hereinafter referred to as "lecturer") performing educational and teaching duties shall carry out their duties with a commitment to their profession and in accordance with the rules of the organisation. Lecturers shall make every effort to ensure that their students acquire modern competences in the relevant subjects.

2. The lecturer shall monitor the development of the discipline he/she teaches and contribute to the successful practice of the competency requirements.

3. The lecturer shall also promote the professional and personal development of the students. In order to achieve this, he/she takes action against any behaviour or incidents that disrupt teaching and learning.

4. Lecturers make their decisions objectively. They shall avoid (e.g. in admissions, and examinations) preferential or unfavourable treatment based on a personal relationship, as well as discrimination on grounds of gender, ethnicity, religion, politics, and other grounds.

5. Lecturers should be open, supportive, and ready to help students with professional or other education-related questions.

6. Lecturers shall provide guidance to students only on academic or university matters.

7. Lecturers shall not abuse the dependent relationship between a lecturer-student.

8. Any changes shall be communicated to the students in a timely and appropriate manner.

9. Lectures and practical courses shall be conducted in a way that is comprehensible and accessible to the students.

10. The lecturer shall at all times designate professional material which is available to the students and inform them of the mandatory and recommended literature.

11. The lecturer may publish publications resulting from the student's work only with the student's agreement (naming the student as co-author).

12. The lecturer shall provide students with disabilities with the benefits they are entitled to.

9.5. Ethical standards for the assessment and evaluation of studies

1. The lecturer shall:

- clearly inform the student of his/her professional and academic expectations,
- prepare the students for examinations/assessments,
- explain to students the requirements and type of the assessments,

- inform students of the conditions, dates, and locations of the examinations,
- apply the above-mentioned requirements uniformly and consistently,
- ensure that students do not acquire the examination questions without authorisation before the examination date,
- set the level of assessment requirements in such a way that completing the course is achievable for students after taking the course,
- provide students with an appropriate number of evenly distributed examination/assessment opportunities,
- organise oral examinations in a way that avoids a one-to-one situation,
- verify the identity of the student before the exam,
- warn students of the consequences of using unauthorised means and methods during the examination,
- protect the interests of the students who demonstrate correct behaviour by preventing the use of unauthorised means,
- check that students are working independently when assessing their homework,
- assess the student's performance in an impartial manner, on the basis of public and uniform criteria,
- in the event of a full or partial failure of an exam, inform the student of the reasons for the assessment, at the student's request,
- comply with the rules for processing student data
- express the dignity of the oral examinations in the way he/she dresses and presents himself/herself.

9.6. General ethical requirements for those who assist in educational tasks

1. Public servants who carry out administrative tasks shall do their work with accuracy and integrity. They shall assist both lecturers and students, providing them with up-to-date information.
2. Public servants who carry out administrative tasks shall use the available IT and office infrastructure to ensure the high quality of their work.
3. Public servants who carry out administrative tasks shall take action against any behaviour or incidents that disturb the educational and learning environment.
4. Public servants who carry out administrative tasks shall be open, supportive, and ready to help lecturers and students with their questions and requests.
5. Public servants who carry out administrative tasks shall respect the privacy of lecturers and students and prevent any disclosure of confidential information.
6. In all activities they do, public servants who carry out administrative tasks shall be loyal to their Faculty and shall show goodwill towards their colleagues.

9.7. Ethical requirements for students

1. A student who violates the standards of professional conduct and/or who takes unfair advantage over his/her peers commits an ethical misconduct.
2. A student commits an ethical misconduct if, when taking a written or oral exam, he/she uses or attempts to use aids that have not been authorised by the lecturer; receives the

correct answer from another person, either in person or through a contact device (e.g. mobile phone); when taking a written or oral test, assigns someone else to do the task instead of him/herself or attempts to do it instead of someone else.

3. The student shall not use, give, or accept unauthorised assistance from others when taking an exam.
4. A student shall not claim any material collected by another student or other person as his/her own. He/she shall not list, display, or submit the research, work, or summary of the work of another as an independent work. The same requirements apply to term papers and theses.
5. It is ethical misconduct to present a joint work with another person or persons as one's own independent work or to falsify the extent of participation in a joint work.
6. A student commits ethical misconduct if he/she submits the same data collection, research, and/or written summary of these to more than one lecturer at the same time, regardless of the student's motivation, which may be academic advancement, credit, or other gains.
7. The student shall not use what he/she has learned at the University for malicious purposes or against the University. It is considered misconduct to write computer viruses, to hack into other people's computers without permission, and to use solutions that are not considered professionally secure.
8. The student shall confirm his/her identity at the examination.
9. The student shall reflect the seriousness and dignity of the oral examination and the solemnity of the University's events by the way in which he/she is dressed.
10. The student shall comply with both legal and academic requirements when publishing the results of his/her own research.
11. The student shall assist his/her peers in their work and professional development by decent and permissible means.
12. When providing personal data (e.g. applications), the student shall provide accurate information.
13. When expressing their opinions, students shall respond to the questions raised in a correct, responsible, and objective manner, and shall pay particular attention to the above requirements when they assess their lecturers.

9.8. Reporting a violation of the Code

1. A violation of the ethical norms, or a suspected violation may be reported within 30 days of the day on which the victim concerned became aware of the fact, or by anyone who has credible knowledge of the fact. Such reports shall be assessed on their content.
2. It is not possible to conduct ethics disciplinary proceedings if more than 3 months have elapsed since the date on which the act complained of occurred. In the case of a continuous ethics violation, the date of the most recent act shall be relevant for determining the deadline, but any related or similar acts committed previously shall also be taken into account.
3. The report must be specific: it must state the name of the person who has violated the ethical norm, the place and date of the act, and the evidence available to prove that it happened. The complainant should aim to provide a detailed account of the

circumstances, together with all available evidence. On the basis of the evidence, the Rector or an Ad Hoc Committee appointed by the head of the faculty or autonomous body shall initiate an investigation if it is necessary to assess the situation objectively.

4. Reports can be made orally or in writing addressed to the Rector, the Dean, the heads of the organisational units, and the student representative bodies.
5. A record of the oral report shall be drawn up and shall be signed by the reporter, the person who received the report, and the keeper of the record.
6. The submitted report and the evidence shall be forwarded to the Dean without delay - at the latest within 3 working days - who shall appoint an Ad Hoc Committee within 3 working days. During the selection process, the members of the Ad Hoc Committee shall declare any personal involvement or their independence regarding the situation under investigation.
7. The Chairman of the Ad Hoc Committee will inform the reporter of the receipt of the report within 3 working days of the time of receipt.

9.9. General rules of procedure for ethical misconduct

1. If the suspicion is not supported by the necessary evidence, no action or legal consequence may be taken which would be detrimental to the complainee.
2. The complainee shall be interviewed in all cases unless it is clear from all the circumstances of the case that the complaint is unfounded.
3. The reporter shall not face any disadvantage as a result of the submission of the report. However, it is ethical misconduct for the same person to submit verifiably unfounded reports on several occasions
4. The Ad Hoc Committee may adopt the following decisions:
 - establish the violation of the provisions of the Code of Ethics,
 - If the situation identified goes beyond the definition of ethical misconduct, the Ad Hoc Committee shall inform the Dean, who shall report it to the Rector, who is the UP's Officer responsible for dealing with irregularities (according to the regulations in force), for further action.
5. The decision shall be communicated verbally to the reporter, the complainant, and the complainee, if they are present at the meeting of the Ad Hoc Committee, and shall be recorded in writing within 8 days and delivered to the interested parties by any verifiable means (personal delivery, registered letter). If the resolution of the Ad Hoc Committee is acknowledged by the parties concerned, the sanctions shall be enforced.
6. If any of the concerned parties announces its intention to appeal against the Ad Hoc Committee's decision or lodges an appeal, the appeal shall have a suspensory effect on the enforcement.

9.11. Legal remedy

An appeal against the decision of the Ad Hoc Committee may be submitted in writing to the Rector within 8 days.

10. Enacting provisions

The Communication and Conduct Manual of the University of Pécs was adopted by the Senate of the University of Pécs at its meeting held on 2nd October 2014 under resolution 187/2014 (10.02.). The Manual shall enter into force on the date of its adoption by the Senate.

Pécs, 2 October 2014.

Dr. József Bódis
Rector

Clause:

Amendments to the Communication and Conduct Manual were adopted by the Senate at its meeting held on 01 October 2015 under resolution 186/2015 (10.01.). The amendments shall enter into force on the date of their adoption by the Senate.

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