

HOSTING INTERNATIONAL DELEGATIONS GUIDELINE



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1 PURPOSE

- 1.2 This guideline establishes a consistent approach, response and level of service when hosting international representatives (delegates).

2 SCOPE

- 2.1 This guideline applies to short duration visits to CQUniversity from international delegates for the purpose of exploring collaborative opportunities, promoting joint activities, courtesy calls, signing ceremonies or other approved events.
- 2.2 This guideline does not apply to visits and meetings with individual Schools or business areas. Whilst these meetings are the responsibility of the School or business area, the International Directorate should be advised of these meetings and will be involved where appropriate or where requested.

3 GUIDELINES

- 3.1 The University values its many partnerships with higher education institutions around the world. Building and sustaining these international linkages is critical to achieving the University's vision of being a leading global university.
- 3.2 The University will ensure international visits are well planned, strategically aligned, achieve the intended outcome, and leaves visitors favourably impressed and committed to their relationship with the University.

Criteria

- 3.3 The following questions should be considered before requesting approval to host a delegation:
- Is the delegation from one of the University's established partner institutions?

- Is there an existing or previous relationship with the institution? e.g. alumni, visiting academics, joint research projects, student recruitment, existing agreements, etc.
- What is the strategic importance of the relationship?
- Are the potential outcomes aligned to the University's [Strategic Plan](#)?
- What is the purpose/goal/objective of the visit?
- To what extent are areas for collaboration already identified?
- Is there a willingness/availability of key employees to meet the delegation?
- What is the ranking of the university in question?
- What is the reciprocal interest from the University?
- Is there capacity to be involved?
- Are there any other issues to be aware of?

Approval

- 3.4 To propose an international delegation, a completed [International Delegation Request Form](#) must be endorsed by the relevant Deputy Vice-President, Dean of School or Director and submitted to the Vice-President (Global Development) for approval.
- 3.5 The International Directorate will provide support and assistance depending on the strategic importance of the delegation and as capacity allows.

Resourcing

- 3.6 Budget allocation for the visit must be identified, unless there is an identifiable strategic value to the visit, which is agreed by the Vice-President (Global Development).
- 3.7 For visits that involve multiple Schools, an agreement may need to be reached about sharing the costs by the relevant Deans of Schools, or assignment of costs to the Global Development Division.
- 3.8 A single point of contact, responsible for all communication between the University and the delegation must be agreed.
- 3.9 Any special requests, such as interpreters and transport, should be considered at this stage of the process.

Schedule (run sheet)

- 3.10 A run sheet for all activities will include:
- names and titles of delegates
 - identification of most senior/lead delegate
 - names and titles of hosting employees
 - the chairperson for meetings, and
 - activities with their durations and running sequence.
- 3.11 The run sheet will be available to both the delegation and the host party prior to the event.
- 3.12 Where it is appropriate to exchange gifts with the visiting international delegations, the hosting area will be responsible for acquiring appropriate gifts and coordinating presentation arrangements, in alignment with the [Gifts and Benefits Policy and Procedure](#). The Global Development Division Office can assist with gift giving and protocols.
- 3.13 Where delegations will be signing an agreement or other formal documents, a signing ceremony will be arranged. These ceremonies will be performed with a degree of formality and conducted in accordance with a fully prepared run sheet and properly instructed guests and invitees. Where formal agreements or other documents will be signed, these must be approved in advance through University processes and the [Authorities and Delegation Register](#).

Delegation database

- 3.14 All delegations will be entered in the Delegation Database, which is managed by the Global Development Division Coordinator.
- 3.15 The Database will act as a shared point of knowledge for stakeholders within the University and can be used for reporting to the Vice-Chancellor and President and others as appropriate.

Briefing

- 3.16 Appropriate background information must be provided to relevant stakeholders prior to the visit including:
- purpose of the visit
 - expected outcomes
 - any previous history or agreements with the visiting delegation or institution
 - any cultural protocol or sensitivities, and
 - any other background required to prepare for the meeting.
- 3.17 The [International Delegation Briefing Template](#) may be useful in preparing a background briefing.

Follow-up

- 3.18 The following activities will take place after a delegation visit:
- letter/email of thanks to all delegates
 - list of agreed actions distributed, where appropriate
 - monitoring agreed actions as required
 - lodgement of Memorandum of Understanding (MoU), if appropriate
 - update University information management systems such as the University's customer relationship management system, Sugar CRM, with visit and outcomes, and
 - internal assessment of the success of the visit as part of continuing business improvement processes.
- 3.19 Follow-up activities will be undertaken by the lead contact for the delegation and will be circulated to University participants and Director International.

4 RESPONSIBILITIES

Compliance, monitoring and review

- 4.1 The Director International and Global Development Division Office are responsible for implementing, monitoring, reviewing and ensuring compliance with this guideline.

Reporting

- 4.2 No additional reporting is required.

Records management

- 4.3 Employees must manage records in accordance with the [Records Management Policy and Procedure](#). This includes retaining these records in a recognised University recordkeeping information system.
- 4.4 University records must be retained for the minimum periods specified in the University Sector Retention and Disposal Schedule on the [Queensland State Archives website](#). Before disposing of any records, approval must be sought through the Records Management Office (email records@cqu.edu.au).

5 DEFINITIONS

5.1 Terms not defined in this document may be in the University [glossary](#).

6 RELATED LEGISLATION AND DOCUMENTS

[Authorities and Delegations Register](#)

[Gifts and Benefits Policy and Procedure](#)

[International Delegation Briefing Template](#)

[International Delegation Request Form](#)

[Travel Policy and Procedure](#)

7 FEEDBACK

7.1 Feedback about this document can be emailed to policy@cqu.edu.au.

8 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Vice-Chancellor and President
Delegated Approval Authority	Vice-President (Global Development)
Advisory Committee	N/A
Administrator	Director International
Next Review Date	15/01/2024

Approval and Amendment History	Details
Original Approval Authority and Date	Vice-Chancellor and President 08/06/2016
Amendment Authority and Date	Vice-President (Global Development) 15/01/2021.
Notes	

9 APPENDIX – KEY CONSIDERATIONS WHEN HOSTING AN INTERNATIONAL DELEGATION

- 9.1 It is important to show that the University values the relationship with the delegation by appropriate hospitality. Social interaction is very important in many cultures and is often the context in which business occurs.
- 9.2 There are a number of things to keep in mind when organising an international delegation. The tips below may assist in your arrangements.

Business cards

- Always be prepared with an adequate supply of business cards to exchange with guests.

Cultural and religious considerations

- Be aware of the cultural practices and protocols for greeting the delegates e.g. handshakes, bowing, catering.
- It may be necessary to consult a religious calendar on holidays, celebrations etc.
- Ensure sufficient time is in the agenda for any religious observances throughout the day or at mealtimes.

Decorations

- Be aware of availability and protocols around the use of flags when decorating a dais or other venue for an official or formal part of a delegation.
- Many nationalities have particular affiliations with certain flowers and allergies to certain blooms may need to be considered.
- Place cards are recommended for meals of more than six people.

Dietary requirements

- Food choices may be influenced by the culture and religion of delegates so be aware of restrictions and ensure there is a range of options available.
- Ask for any dietary requirements when finalising details of the delegation with the visiting institution.

Gifts

- It is important that gifts are culturally appropriate and should be researched.
- The hosting business area is responsible for acquiring gifts.
- International visitors usually present high-quality gifts, and this should be kept in mind when selecting appropriate corporate gifts, as well as suitability to pack in luggage for return trip.
- Ensure giving and receiving gifts is in accordance with the University's [Gifts and Benefits Policy and Procedure](#).

Local attractions

- Have a suggested list of local attractions, places to eat, etc for the delegation who may wish to visit some of these places during down time or after the official proceedings.

Meetings

- Generally, meetings should begin with general concepts and progress to specific or complex matters.
- Meeting rooms should be well ventilated and have adequate lighting.

Precedence

- Be aware of the order of precedence (seniority) to ensure proper respect, introduction sequence and seating arrangements are always done correctly and in a culturally sensitive manner.

Schedule

- Do not over program guests, always allow for some down time.
- Ensure time is built-in to cover jet lag.
- Allow ample time – be aware that translating or interpretation often requires additional time.

Site visits

- Consider whether there are requirements around clothing or footwear when arranging site visits (e.g., closed in shoes for construction sites, coats or other equipment in labs, etc.).

Smoking

- In some countries, smoking is still common and therefore visitors will need to be advised of the University campus smoke free policy.

Thank you letters

- Letters of thanks are extremely important as it is possible reciprocal visits will be held in the future.

Translation and special services

- Establish and ensure translation services for visitors whose language preference is other than English.
- Additional special services such as sign language or other disability services should also be planned for as necessary.