

**WOMEN'S UNIVERSITY IN AFRICA**



**ADDRESSING GENDER DISPARITY AND FOSTERING EQUITY IN UNIVERSITY EDUCATION**

# **HUMAN RESOURCES**

# **MANUAL**

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## **HUMAN RESOURCES MANUAL**

### **1. INTRODUCTION**

The Women's University in Africa (WUA) is a private University established in terms of Zimbabwe Government Statutory Instrument 130 of 2004. The Women's University in Africa, by virtue of the Charter, is a body corporate with perpetual succession and is capable of suing and being sued in its corporate name and performing all acts that bodies corporate may by law perform.

### **2. PURPOSE OF THE MANUAL**

To guide the University and employees on the Human Resources policies and procedures to ensure an equitable fair and transparent system. The guidelines are consistent with the Women's University Charter and where applicable with the Women's University Code of Conduct and the Labour Act.

### **3. VISION**

To be the best University in Africa in the promotion of gender equity in tertiary education.

### **4. MISSION STATEMENT.**

Providing quality tuition, research and service to the community to empower students, particularly women, for leadership and developmental roles.

### **5. CORE VALUES**

- Gender sensitivity
- Equity and diversity
- Academic freedom
- Creativity and innovation
- Integrity and honesty
- Social responsibility
- Transparency and accountability

### **6. MAJOR AREAS ADMINISTERED BY HUMAN RESOURCES**

- Recruiting and staffing
- Organizational planning
- Performance management and systems improvement
- Organizational development
- Employee orientation, development and training
- Policy development and documentation
- Industrial relations
- Servicing of Committees
- Compensation and benefits administration
- Employee welfare

## **7 APPLICATION**

- 7.1 This manual shall apply to every full time employee of Women's University in Africa.
- 7.2 Any reference to the 'University' applies to Women's University in Africa.
- 7.3 The Vice Chancellor or her nominee shall authorise the issue of instructions consistent with this manual as necessary.

## **8 EMPLOYMENT POLICY**

- 8.1 All appointments are made on behalf of the University Council.
- 8.2 While the University will give preference to women, no test of religious or political belief, race, ethnic origin, nationality or gender shall be imposed upon or required of any person to entitle him/her to be admitted as a member of staff. Nothing in this statement shall be construed as preventing the University from giving preference to women when making appointments or promotions.

### **8.3 Recruitment process**

#### **8.3.1 Need for recruitment**

The University shall recruit in accordance with the organizational structure.

#### **8.3.2 Advertising of vacant posts**

Normally all vacant posts shall be advertised externally and internally through relevant media.

#### **8.3.3 Job interviews**

Interviews shall be held for short listed applicants and proceedings shall be minuted.

#### **8.3.4 Basis of employment**

- i. Successful candidates will be engaged by the university on condition of proof of qualifications, proof of age, medical report of fitness for University service, police clearance and favourable references.
- ii. A new employee shall be required to serve a probation period which shall be as stated in the contract of employment.
- iii. Termination of employment on either side shall be as spelt in the contract.
- iv. All communication regarding performance of the employees as well as termination (where necessary) shall therefore be concluded within the probation period.
- v. It shall be a condition of employment that prospective employees undergo and meet the requirements of a standard medical examination conducted by a registered medical practitioner.

### **8.3.5 Types of Appointments**

#### **i Temporary Full-Time/ Short-Term Contract**

This type of contract is temporary and for short duration, usually not exceeding one (1) year.

#### **ii Temporary Short-Term (casual and seasonal)**

This type of contract is temporary and for a short duration, usually not exceeding three (3) months.

#### **iii Temporary Part-Time**

#### **iii Temporary Part-Time**

This type of contract is on fixed short term contract on a part-time basis, usually for the duration of one (1) or two (2) semesters.

#### **iv Permanent Full time**

This type of contract is usually a contract without limit of time once an employee has satisfactorily completed her or his probationary period.

#### **V Fixed contract**

This type of contract is usually a contract with a fixed time limit of saying three (3) or five (5) years depending on the grade of appointees.

### **9.0 INDUCTION**

New employees will undergo induction, during which they will be oriented in their jobs, the functions, systems and procedures of the University.

#### **9.1 Standard of Dress**

All members of staff are expected to be clean, neatly and professionally dressed at all times. Protective clothing shall be supplied to those members of staff whose work necessitates such protection and such members shall be required to wear the protective clothing during the execution of their duties.

#### **9.2 Conflict of Interest**

If an employee or the spouse:

- i. acquires or holds a direct or indirect financial interest in the University, or an entity applying for or negotiating a contract with the University; or
- ii. has any business interests that conflict with or are of a similar nature to the University's interests; the employee shall forthwith disclose, in writing, the fact to the University and thereafter comply with any direction in connection therewith, as the University may from time to time give her/him.

### **9.2.1 Confidentiality**

No employee shall:

- i. seek to benefit, financially or otherwise by making use, either directly or indirectly, of information acquired in the course of carrying out her/his normal duties;
- ii allow any outside individual(s) or University(ies) to have access to documents belonging to the University or provide extracts thereof, or give information of any kind relating to the University's business, except by the express direction from management;
- iii give information of any kind concerning the internal arrangements of the University nor take part in any public discussion, either in the Press or otherwise, on the affairs or policy of the University without first obtaining the written approval of the Vice Chancellor.

### **9.3 Change of Circumstances**

An employee shall keep the University informed of any changes in their personal details as relates to residential address, telephone number, cell number, email address and next of kin; marital status; number of dependants and, in the case of women, pregnancy to facilitate the reorganisation of work.

### **9.4 Security**

It shall be the responsibility of every employee to safeguard the University assets. The University will also endeavor to provide a safe working environment. Employees entrusted with the responsibilities for keeping keys and alarm codes should keep them secure.

### **9.5 Sexual Harassment In The Workplace**

The University does not condone sexual harassment in the workplace, as detailed in the HIV- Aids and anti-sexual harassment policy document.

## **9 CONDITIONS OF SERVICE FOR ACADEMIC AND ADMINISTRATIVE STAFF**

These conditions shall apply to all Academic and Administrative staff as they may be determined by the University from time to time in terms of the University's Job Evaluation or other appropriate University Policies. It is important to note that some conditions are peculiar to academic staff and others to administration staff.

### **10.1 General Conditions**

All employees shall perform their duties in line with their Job Descriptions and as per instructions by the University.

### **10.1.1 Transfer**

The University reserves the right to transfer an employee to another geographic location if so required. The University also reserves the right to rotate an employee from one post to another.

### **10.1.2 Performance Management**

Performance reviews shall be conducted quarterly every year. The University will use the Balanced Score Card and Results Based Management systems.

### **10.1.3 Hours of Work**

The ordinary hours of work are normally from 0800hrs to 1630hrs Monday to Friday. However academic members of staff shall be guided by their teaching time table. An employee may be required by the head of department/faculty or by the officer or employee who supervises her/him to work or to be on duty at times other than and in addition to the normal hours of work. During the normal hours of work, an employee shall solely be devoted to the discharge of official duties.

An employee shall ensure that she /he is not absent from her/his place of work without permission or valid excuse during the normal hours of work.

### **10.1.4 Salaries and Allowances**

- i Salaries and salary scales shall be as determined by the University Council from time to time.
- ii Consultants and staff employed on short contracts shall be engaged on terms and conditions advised to them at entry.
- iii Salaries shall be paid at the rate applicable to the employee's job grade.
- iv Pay day shall normally be the 25th of each month. All salaries for staff shall be paid into a bank or building society account.
- v Employees with no bank accounts shall have their salaries paid in cash on the last banking day of the month.
- vi Every employee shall, on every pay day, be entitled to a printed pay slip detailing the gross salary paid, the nature and amount of any deductions and the net amount paid.

### **10.1.5 Pension**

An employee who has successfully completed the first three months of their contract shall be eligible for Membership of the University Pension Scheme. Some employees on short contracts might be entitled to gratuity at the end of their contracts.

### **10.1.6 Medical Aid**

Every employee shall apply for membership of a medical aid society chosen by the University unless she/he is already fully covered.

The University makes a matching contribution (i.e. employees contribute 50% and the University 50% for each employee). This benefit only covers the immediate family i.e. the employee, one spouse and three dependant children.

#### **10.1.7 Funeral cover**

Funeral Assistance shall be provided in terms of the Funeral Fund of the University.

#### **10.1.8 Acting Allowance**

- i Staff members may be expected, as part of their normal duties, to assume the functions of posts in higher salary scales whenever required. The allowance shall be based on the minimum of the higher grade and members will only get paid an acting allowance after acting for a minimum period of 30 days.
- ii Notifications of Acting appointments will be in writing.
- iii Normally no staff member shall act in a position for a period of more than six months.

#### **10.1.9 Responsibility Allowance**

A staff member may be assigned duties of responsibility in grades higher than her/his post. In such circumstances the member shall be entitled to a responsibility allowance set by Management which can be reviewed from time to time by the University management.

#### **10.1.10 Overtime**

The University may from time to time require an employee to report for duty at times other than the normal hours of work. Such employee may be granted time off in respect of the hours worked. All overtime for employees must be authorised by immediate Supervisor and claimed within the month that they are worked.

#### **10.1.11 Rates of pay**

- i Overtime pay shall be based on gross salary and the following rates shall apply where additional remuneration is to be paid for overtime.
- ii Time and half for overtime performed on week days up to Saturday.
- iii Double for all overtime performed on Sundays and Public Holidays.

#### **10.1.12 Travel Allowance - Local and Foreign Trips**

- i. An employee who is required to travel on University's business from the normal place of work shall be paid a travelling and subsistence allowance at the rate and on conditions detailed in the Travel and Subsistence Policy document, which can be obtained from the Finance Planning Director's office.
- ii. Upon return, vouchers and receipts should be signed by and submitted to the Finance and Planning Director.

#### **10.1.13 Overnight Allowances**

Members of staff who are required to be away from their homes on business for one or more nights, shall be entitled to an overnight allowance at a standard rate as determined by management from time to time.

#### **10.1.14 Business Expenses**

Permission for expenditure must be granted first for expenses incurred by members of staff in the course of carrying out University duties. Any expense may be claimed by completing the appropriate Expense Report form, which will be assessed by the Finance and Planning Director and, if approved, a refund to the employee will be made.

#### **10.1.15 Company vehicles**

The University shall provide eligible employees with motor vehicles. The type of car shall be as stated in the employee's employment contract and/ or in the University Car Policy Document. Authority to drive University vehicles will be granted to licensed drivers.

#### **10.1.16 Use of Private motor-vehicles on Official Duty**

- i An employee may, with the prior approval of the Vice Chancellor, use her/his private motor vehicle whilst performing her/his work duties.
- ii Such an employee shall be paid an allowance per kilometre at a rate determined by the University from time to time.

#### **10.1.17 University Tuition Fee Exemption**

An employee, their spouse and three (3) dependents shall be exempted from payment of academic fees for any course they may be admitted into at WUA. Documentation of the beneficiaries must be submitted to the Human Resources office (guidelines for this exemption shall be contained in the Studying at WUA Policy Document).

### **10.2 LEAVE CONDITIONS**

#### **10.2.1 Types of Leave**

The following types of leave may be granted to an employee:

#### **10.2.2 Vacation /Annual Leave**

- i Senior members of staff (Administrative Assistant and above) accumulate thirty-six (36) days-paid leave per annum. Junior members of staff accumulate 30 days paid leave per annum. Accumulated leave shall not exceed ninety (90) days. Any accumulated leave in excess of ninety (90) days and not taken shall be forfeited.
- ii All requests for leave should be made in writing using the appropriate University leave form and submitted for approval to the head of section.
- iii Leave in excess of seven (7) days must be applied for at least one week in advance.
- iv All Saturdays, Sundays and gazetted public holidays falling within a period of vacation leave shall be counted as part of vacation leave.
- v Vacation leave shall not be accrued during any period of unpaid leave, sick leave on half pay or without pay.
- vi The University may grant unpaid vacation leave to an employee who has no vacation leave to her/his credit.

- vii. The granting of vacation leave is subject to the approval of the Head of Department with due regard to the overall staff position in the departmental during the time that the leave is required.

### **10.2.3 Sick Leave**

- i. An employee who is prevented by illness from attending work must make all efforts to inform the University of her/his absence.
- ii. A medical certificate shall be required for absence from work through illness or injury exceeding three (3) days, subject to the provision that a medical certificate may be requested for any period of sick leave.
- iii. An additional medical certificate shall be required on the expiration of the period stated in the previous certificate.
- iv. Paid sick leave shall be granted to employees, but shall not exceed, in aggregate, 90 days in any one (1) year period.
- v. If the employee is still unfit for work after the period specified above, they shall be granted up to a further ninety 90 working days sick leave on half pay, provided that a registered medical practitioner signing the medical certificate recommends that the affected employee shall be able to resume duty after such further period of sick leave.
- vi. If the employee is still unfit for work after the period specified above (180 days of full and half-pay), and if the employee does not have any accrued vacation leave days, the University shall be entitled to terminate the employment contract.

### **10.2.4 Special Leave**

The University may grant special leave to an employee for the following purposes:

- i. To attend court on service of a subpoena;
- ii. To attend a conference as a delegate or office bearer;
- iii. To attend approved training locally or externally;
- iv. Compassionate leave;
- v. Any other circumstances as the Head of Department may deem fit.

In all the above, the total amount of such leave shall not exceed twelve days in a year if the leave is not being deducted from vacation leave. Special leave is non-accumulative, hence if not utilised it is forfeited at the end of the year.

### **10.2.5 Duty Leave**

This leave shall be granted to employees required to be away on official duty.

### **10.2.6 Maternity Leave**

- i. Paid maternity leave shall be granted to members of staff in terms of Section 18 of the Labour Act: Chapter 28, 2002 and as amended.
- ii. Expectant mothers shall be granted 98 days maternity leave on full pay.
- iii. The expectant mother is required to proceed on leave not less than 21 days before the expected date of birth and not earlier than 45days before the expected date of birth.
- iv. However, the University shall require the employee to produce a certificate by a registered medical practitioner or State Registered Nurse certifying that she is pregnant.

- v. A female employee shall be entitled to be granted a maximum of three (3) periods of maternity leave with respect to her total service to the University.
- vi. A female employee who is the mother of a suckling child shall, during each working day, be granted at her request at least one hour or two half-hour periods, as she may choose during normal hours, for the purpose of nursing her child, and such employees may combine the portion or portions of time to which she is entitled with any other normal breaks so as to constitute longer periods that she may find necessary or convenient for the purpose of nursing her child.
- vii. An employee shall be entitled to the benefits for the period during which she actually nurses her child or six (6) months, whichever is the lesser.

#### **10.2.7 Paternity Leave**

- i. Paid paternity leave shall be granted to members of staff. The leave shall be for 14 days from the child's date of birth. The employee shall be required to provide paternal proof of a birth certificate or any other legal documentation within two weeks of returning from the paternal leave.
- ii. Paternity leave should be applied for at least two (2) weeks before the expected due date.
- iii. A male employee shall be entitled to a maximum of three (3) periods of paternity leave with respect to his total service to the University.
- iv. Paternity leave can only be taken within 24 months intervals.

#### **10.2.8 Study Leave**

In line with the policy of developing its human resources to their maximum capacity, the University shall approve study leave to employees wishing to develop themselves in areas that are relevant to the University's activities (guidelines for this type of leave are detailed in the Staff Development Policy).

#### **10.2.9 Sabbatical Leave (applicable to academics only)**

- i. After completing six years of continuous service with the University, a member may apply for sabbatical leave on full pay. Thereafter a member may apply for sabbatical leave every seventh year of service.
- ii. A member may begin sabbatical leave in the calendar year in which they would retire if that leave has fallen due.
- iii. A member who gives notice to resign thereby forfeits any sabbatical leave due to them.
- iv. Sabbatical leave shall be 240 continuous days and shall be taken at a time approved by the university and is subject to availability of funds.
- v. A member who wants to take sabbatical leave must obtain the approval of the Vice Chancellor through the head of the department.
- vi. A member who proceeds on sabbatical leave must undertake to return to the University for a minimum of eight (8) months.
- vii. A member on sabbatical leave who fails to return to the service of the University shall be required to reimburse the University total costs incurred.
- viii. Unless otherwise authorised by the Vice Chancellor, a member who does not proceed on sabbatical leave within two (2) years of its falling due forfeits entitlement to that leave.
- ix. Any remuneration earned by the member whilst on leave may be retained by the member without reference to the University.

#### **10.2.10 Contact Leave (applicable to Academic and Senior Administrative Staff)**

- i. The purpose of Contact Leave is to allow members to visit other academic institutions or for other academic purposes as may be approved by the University. The leave is regarded as absence on University business.
- ii. Applications to proceed on Contact Leave must include an outline of the intended program and must be submitted to a member's head of department at least a month prior to the due date. Contact leave must be approved by the Vice Chancellor.
- iii. Within two weeks of returning from contact leave, a member shall submit to the head of department, a report detailing the work undertaken during the leave.

#### **10.2.11 Entitlement for Contact Leave**

- i. All contact visits for academics must be made during the long vacation.
- ii. A Professor shall be entitled to contact leave after serving the University for two (2) continuous years.
- iii. An Academic member of staff who is not a professor shall be entitled to contact leave after serving the University for three (3) continuous years.
- iv. Senior administrative members of staff shall be entitled to contact leave after serving the University for two (2) continuous years.
- v. If a member does not proceed on Contact Leave when it falls due, the right to the leave shall lapse unless the Vice Chancellor agrees otherwise.
- vi. A member who submits a notice to resign from the University thereby forfeits their Contact Leave entitlement.
- vii. Contact visits shall be 35 days long for Professors, Vice Chancellor, Pro –Vice Chancellor, Registrar, I.T Technologist, Librarian, Finance and Planning Director and 28 days for their Deputies, Academic members of staff and other equivalent grades.
- viii. When a member is proceeding on Contact Leave, the University shall pay travel expenses for the member to the intended destination within the SADC region.
- ix. A member on Contact Leave who fails to return to the service of the University shall be required to reimburse the University the cost incurred.
- x. A member is expected to serve the University for at least 3 months after Contact Leave before any resignation is accepted.

### **11 PROCEDURES FOR ACADEMIC APPOINTMENT BOARDS**

#### **11.1 Composition of Academic Appointment Boards**

The Women's University in Africa Charter provides for the establishment of Academic Appointment Boards to which Council delegates to management its duty of making appointments.

These boards make appointments to the following grades of posts:-

- Research Fellow/Senior Research Fellow
- Teaching Assistant/Staff Development Fellow
- Lecturer/Senior Lecturer/Associate Professor
- Professor

**N.B. The Registrar receives from the secretariat all agendas as well as minutes and attends meetings for all Professorial Posts.**

## **11.2. Advertisement of Vacant Posts**

- 11.2.1 All posts mentioned above must be advertised. Extensions to contracts follow the same procedure. Posts held by expatriate incumbents on contract terms should be advertised well in advance (at least eight (8) months before expiry of contract).
- 11.2.2 It is a requirement from Immigration to produce evidence which shows that there were no Zimbabweans who qualified for the post, before approval for extending Temporary Employment Permit is granted.
- 11.2.3 The Dean of a Faculty chairs the Departmental Board in the case of extension of a contract pertaining to the Chairperson of a department.
- 11.2.4 A Human Resources Advertisement Request Form, is completed by the Chairperson of the department and submitted to the Human Resources Office. To this form should always be attached a schedule of further particulars for each vacancy.
- 11.2.5 Most posts are advertised in the local press. If an advert is to be inserted in a specific journal abroad for specialist fields, the name of the journal must be provided.

## **11.3 Filling Vacant Posts**

- 11.3.1 Normally all vacant posts must be advertised. Staff in the Human Resources Office can advise on whether the type of advertisement should be carried in local or overseas media. Quite often junior posts and some part-time posts are advertised within the University only and for this purpose an internal advertisement is used. Advertisements are getting to be very expensive and therefore departments are urged to plan their recruitment very carefully.
- 11.3.2 In order to be more cost effective, departments should try batching their advertisements so that insertions are made at given times per month. An Administrative Circular would be issued regularly to remind departments on dates for placing advertisements.
- 11.3.3 Quite often the Human Resources Department will be required to edit the advertisements which come from the departments. However, care will be taken to ensure that no distortion occurs. This process involves close liaison with departments concerned.
- 11.3.4 For administrative sections, consultations must be made with the Registrar, Finance and Planning Director and Librarian before an advert is placed in the press.
- 11.3.5 For teaching departments, approval is through the Departmental Board and for Faculty Offices, consultation must be made with the Dean of the Faculty.

## **11.4 Processing of Applications**

- 11.4.1 The advertisement instructs applicants to write to the Human Resources Department. The Human Resources records the application and sends a memorandum to the Faculty Administrator who then acknowledges receipt of the letter.

- 11.4.2 Before the closing date for receipt of applications, the Faculty Administrator fixes a date for the preliminary meeting of the Academic Appointments Board, bearing in mind the fact that applications have to be considered in the first instance by the Departmental Board. It is necessary therefore to have a firm date of the Departmental Board Meeting set before the preliminary meeting of the Academic Appointments Board is arranged.
- 11.4.3 All agendas must go out a week before the meeting and minutes circulated three (3) to four (4) days after the meeting.
- 11.4.4 Soon after the closing date for receipt of applications, the Faculty Administrator passes on the applications to the Chairperson of the Department who will arrange for their consideration by the Departmental Board.
- 11.4.5 When the Departmental Board has considered the applications, the Chairperson of the Department submits a report to the Faculty Administrator indicating the short-list of candidates recommended by the Board.
- 11.4.6 The Faculty Administrator takes references ensuring that the referee receives copies of the advertisement.
- N.B. (There is no need for taking up references where a candidate is obviously not suitable).
- 11.4.7 The preliminary meeting of the Academic Appointments Board then meets to consider the report from the Departmental Board and to draw up a short-list of candidates to be interviewed. In view of the high recruitment costs, short-lists should be as short as possible. Candidates not held in a reserve category should be sent letters of rejection soon after this meeting.

## **11.5 Interviews**

- 11.5.1 Wherever possible, candidates who are either citizens or permanent residents of Zimbabwe should be interviewed first, since non-Zimbabweans can only be appointed in the event of there being no appointable Zimbabweans. In the event of a non-Zimbabwean being recommended for appointment, the form, titled "Form to Accompany the Recommendations of the Appointment of a non-Zimbabwean", should be filled in and submitted to the Deputy Registrar, Human Resources and Administration.
- 11.5.2 Interviews of people coming from outside Zimbabwe should be arranged so that whenever possible the interviewee does not spend more than one (1) night in the country.
- 11.5.3 Purchase Orders sent to confirm telephone bookings of hotel accommodation should state quite clearly that the University only pays for accommodation and meals and not for alcoholic beverages/drinks, laundry services and other optional extras.

## **11.6 Grading and Notching on Initial Appointment**

- 11.6.1 The successful candidate should be graded and notched in accordance with the provisions of the Academic Staff Grading, Tenure and Promotions Ordinance.
- 11.6.2 In addition, the Academic Appointments Board will, in certain circumstances, make recommendations with regard to tenure.

11.6.3 After the final meeting of the Academic Appointments Board, the Faculty Administrator will submit to the Deputy Registrar (HR and Administration) the recommendation of the Board attaching the original copies of the following documents:-

(i) memorandum explaining the recommendations;

(ii) the successful candidate's application form, curriculum vitae as well as referees' reports received;

(iii) minutes of all the meetings of the Academic Appointments Board at which a candidate was considered.

11.6.4 At this stage the unsuccessful applicants should be rejected unless the Academic Appointments Board specifically states that some of the candidates be held in reserve or that one of the candidates interviewed should automatically be offered appointment in the event of the first choice candidate rejecting the offer.

#### **11.7 Filling an Upgraded Post When There is an Incumbent**

11.7.1 Where an incumbent is appointable to her/his now upgraded post, the incumbent's case will be considered by the appropriate Selection Board before the upgraded post is advertised.

11.7.2 If the Selection Board agrees that the incumbent is appointable at the higher grade, the incumbent is promoted without further ado and the post not advertised.

11.7.3 Reassignment by the University if the Selection Board finds the incumbent not appointable, and the University's interests are best served by examining a wider range of candidates.

#### **11.8 Extension of Contracts to Non-Zimbabweans**

11.8.1 The post held by the expatriate member of staff should be advertised well in advance.

11.8.2 The incumbent submits her/his application in response to the advertisement.

11.8.3 All applications are considered by the Departmental Board in the first instance. In the event that the incumbent's application is considered suitable, an extension is recommended through the appropriate Academic Appointments Board.

11.8.4 It must be noted that the Department of Immigration would want to see justification for appointing an expatriate where there is a qualified Zimbabwean.

#### **11.9 Visiting Appointments**

11.9.1 These are in various categories namely; Research Associates, Visiting Lecturers, External Examiners, Visitors covered by formal link agreements or exchange programmes.

11.9.2 In essence a non-Zimbabwean who wishes to enter Zimbabwe to work for a period in excess of six (6) weeks, whether or not directly for a Zimbabwean employer and whether or not for remuneration in Zimbabwe, requires a Temporary Employment Permit (TEP).

All applications for a TEP have to be made through the auspices of a Zimbabwean organisation. Long lead times are essential in order to obtain the necessary authority.

- 11.9.3 A standard appointment letter will be issued when the application together with a full curriculum vitae have been considered by the department and recommendations made to the Vice Chancellor through the Faculty.
- 11.9.4 For Research Associates, a research proposal of 1 000 to 3 000 words in length must be submitted as well.
- 11.9.5 Preliminary enquiries must be handled initially by the host department and when the applicant has shown sufficient interest, the relevant forms should be completed and forwarded together with supporting documents to the Vice Chancellor.
- 11.9.6 In communicating with intending visitors of any category, Chairpersons and Deans should emphasize that entry to Zimbabwe must await formal notice from the University and that the necessary authority has been received. Visitors should also be warned about airport departure taxes which must be settled.

#### **11.10 Research Associates**

- 11.10.1 Chairpersons and Deans must inform intending Research Associates that their applications are considered by the Research Council of Zimbabwe and that they are required to complete a form titled "Regulation Form to Conduct Research".
- 11.10.2 These forms will be available at the University in the case of Foreign Researchers who wish to conduct research under the auspices of Women's University in Africa.
- 11.10.3 The forms have to be completed by the Foreign Researcher whilst out of Zimbabwe and returned together with a non-refundable fee stipulated on the form. (Cheques should be made out to the Research Council of Zimbabwe).
- 11.10.4 These forms together with the other documentation referred to earlier should be submitted to the Registrar. The University will make the application on behalf of the researcher. If successful, the Immigration Office will ultimately issue to the University for onward transmission to the Foreign Researcher, a Research Registration Certificate and a Temporary Employment Permit, thus enabling the Foreign Researcher to enter Zimbabwe to conduct her/his research.
- 11.10.5 In submitting the application, the University must be in a position to demonstrate that the research is academically viable, is developmentally significant, does not necessarily duplicate work which can be done by local scholars and has the support of the Ministry(ies) concerned with the field in which the research is involved. It is therefore necessary that in submitting an application, a letter of Ministerial support be attached together with completed forms.

#### **11.11 Staff Development and Study Leave**

- 11.11.1 A distinction is made between on the one hand, those members of staff who are appointed as Full-Time Lecturers on permanent terms and hence qualify for Study Leave and on the other, those members of staff who are appointed as Teaching Assistants for periods of up to one (1) year (which can be renewed) and who are eligible for Staff Development Fellowships.

- 11.11.2 In the former case, members of staff are expected to serve their probation period before they can apply to go on Study Leave.
- 11.11.3 Applications are considered by the department, recommendations are then made to the Vice-Chancellor through the Dean and the Staff Development Committee.
- 11.11.4 If financial assistance is required in addition to the member's salary, an application is submitted to the Staff Development Committee.
- 11.11.5 In the latter case, all applicants must respond to an advertisement inserted in the press by the University. The appointments will be made against the departmental staff establishment.
- 11.11.6 The policy on staff development requires members to have served as Teaching Assistants for a minimum period of one (1) year to be eligible for consideration.
- 11.11.7 It is not guaranteed that an appointment as a Teaching Assistant will lead to future staff development as each case is treated according to its own merits.
- 11.11.8 Departments therefore will continue to have Teaching Assistants for purposes other than staff development.
- 11.11.9 The University Staff Development Programme is intended initially to create a body of qualified local staff to staff the various sections/departments of the University up to some optimum level.
- 11.11.10 Staff Development, however, is a continuing process as members need to keep abreast with the changing environment to ensure efficiency and relevance in the discharge of their responsibilities.
- 11.11.11 Lecturers intending to go on Study Leave will be expected to have served their probation and so be tenured members of staff. The application for Study Leave is made to the Vice Chancellor but through the Chairperson of the Department, Dean of the Faculty and the Staff Development Committee.
- 11.11.12 The Chairperson will indicate his comments which should summarise the Departmental Board's recommendations. The Dean will also indicate whether she/he supports the application and her justification. The application is forwarded to the Staff Development Committee for consideration.
- 11.11.13 The Staff Development Committee in turn, will make its recommendation to the Vice-Chancellor who will make the final decision.
- 11.11.14 The University will also provide detailed policy guidelines on continuing professional education for Administrative, Technical, Secretarial and Clerical Staff (details of which are obtained in the Staff Development Policy document).

## 12 GENERAL CONDITIONS OF SERVICE FOR ACADEMIC STAFF

### 12.1 Appointment

Unless otherwise stated in the letter of appointment, all appointments shall be for an initial 12 months contract which can be extended by a further 24 months based on suitability as measured by the University's guidelines.

- 12.2 With the acceptance of a full-time appointment at WUA, an individual makes a commitment to the University that is understood to be full-time in the most inclusive sense. Every staff member is expected to accord the University her/his primary professional loyalty, and to arrange outside obligations, financial interests and activities so as not to conflict with overriding commitment to WUA.

### 12.3 Duties

12.3.1 There are no specified hours of work for members of the Academic Staff but the appointments of such members are full-time unless otherwise stated in the letter of appointment.

12.3.2 It is the duty of members of the academic staff:

- (i) to engage in the teaching of prescribed courses and the supervisory and tutorial work assigned to them;
- (ii) to engage in research towards the advancement of their subject;
- (iii) to carry out such examining duties and such administrative duties as are required of them;
- (iv) to be present for all Faculty Conferences, orientation, periods of student advising and during all scheduled class days.

**N.B** Although not required to be present for University holidays and during non-contractual periods, attendance would be expected under emergency conditions, or upon mutual consent between the faculty member and the appropriate Dean or Programme Director;

12.3.3 All academic staff have an obligation to work with students outside the classroom to help them in planning their courses of study. In that regard:

- (i) academic staff are expected to serve as academic advisors to students;
- (ii) all faculties must be reasonably accessible to students and will keep regular, posted office hours as part of this requirement;
- (iii) prior authorisation for absence from any required duty must be obtained from the appropriate dean or program director.

### 12.4 Fares and Baggage Expenses

12.4.1 The University will provide a grant to cater for relocation of employees recruited outside the city.

### **12.5 Refunds Due to Resignation within two (2) years**

If a member resigns before the expiration of two (2) years from the date of appointment for reasons other than illness or incapacitation, they shall be required to refund the University such amount of the costs as is proportionate to the unexpired portion of two (2) years or whatever period is stated in their contract.

### **12.6 Consultancies and Commercial Exploitation of Academic Work**

A member of the Academic Staff may undertake outside work provided it does not conflict with the proper performance of University duties or interfere with the member of staff's University responsibilities (guidelines for consultants work shall be contained in the University consultancy policy document).

### **12.7 Intellectual Property**

12.7.1 Members of staff shall notify the University of all copyright works made, whether alone or with others in the course of employment.

12.7.2. In the case of the commercial exploitation of copyright works made in the course of employment, members of staff are required to consult with the University in order that appropriate arrangements are agreed (guidelines for Intellectual Property shall be contained in the University Intellectual Property Document).

## **13 SHORT-TERM CONTRACTS AND PART-TIME EMPLOYMENT**

The University shall from time to time engage services of short-term academic members of staff and part-time lecturers whose conditions of service shall be determined by the University.

## **14 ADMINISTRATIVE STAFF GRADING**

### **14.1 Administrative Upper E Grade Posts**

Vice Chancellor  
Pro Vice Chancellor

### **14.2 Administrative Lower E Grade Posts**

Registrar	A Masters degree plus four (4) years relevant post professional qualification
Director Finance and Planning	
Librarian	
IT Technologist	

### 14.3 Administrative Upper D Grade

Director of Works and Estates                      A relevant Masters degree plus four (4) years relevant post professional qualification experience

Dean of Students  
Director Strategic Business Development (DSBD)

Deputy Registrar  
Deputy Director Finance and Planning  
Deputy Librarian

### 14.4 Administrative Lower D Grade Posts

Public Relations Manager  
Senior Assistant Registrar  
Senior Accountant                                      A relevant first degree plus 6 years post qualification experience.

Sub-Librarian

Assistant Registrar                                      A relevant first degree plus four (4) years relevant post qualification experience

Business Development Officer  
Projects Officer (Works and Estates)  
PR Officer  
Deputy Dean of Students  
Procurement Officer  
Internal Auditor

### 14.5 Administrative Upper C Grade Posts

Assistant Librarian  
Administrative Assistant                              A relevant first degree  
Accountant  
Senior Administrative Assistant  
Senior Assistant Librarian

### 14.6 Administrative Lower C

Secretaries, Accounts Clerks and Technicians: National Diploma  
Senior Secretaries, Senior Accounts Clerk and Senior Technicians: 1-5 years experience  
Chief Secretaries, PAs, Chief Accounting Assistants: Higher National Diploma plus five (5) years experience

### 14.7 Administrative B Grade

Administration Clerk, Receptionist, Drivers, Technical Assistant      5 "O" levels plus Professional certificate

### 14.8 Administrative A Grade

General hands, cooks, messengers, security guards, groundsman, cleaners. Secondary level education and experience.

For details of the grades, see annexure A.

## **15 PROCEDURES FOR SELECTION BOARDS FOR ADMINISTRATIVE STAFF**

### **15.1 Composition of Selection Boards for Administrative Staff**

The Women's University in Africa Charter provides for the establishment of Selection Boards to which the University Council is required to delegate its duty of appointing administrative staff.

The composition of these Boards shall be as set out below :-

### **15.2 Appointment of the Upper E Band**

#### **For the Vice Chancellor and Pro Vice Chancellor**

##### **Composition**

Chairperson of the Board of Trustees (Chairperson)

Chairperson of Council

Vice-Chairperson of Council

Any other members appointed by Council and Board of Trustees.

### **15.3 Lower E Band**

#### **Appointment of Registrar, Finance and Planning Director, Librarian, Information Technologist**

##### **Composition**

Chairperson of Council (Chairperson)

Vice-Chairperson of Council

Vice-Chancellor

Pro Vice Chancellor

Any other members appointed by Council and Board of Trustees.

### **15.4 Upper D Grade**

#### **Appointment of Undesignated Directors, Deputy Registrars, Deputy Directors and Deans**

##### **Composition**

Pro Vice Chancellor - Chairperson

Registrar

Finance and Planning Director

Deputy Registrar (HR & Administration)

Any other two members nominated by the Vice Chancellor.

### **15.5 Lower D Grade**

#### **Appointment of Managers, Officers, Sub Librarians, Assistant Registrars**

##### **Composition**

Chaired by any of the Designated Officers depending on field (Registrar/Librarian/Finance and Planning Director).

Deputy Registrar (HR & Administration)

Any other three (3) members appointed by the Vice Chancellor

Secretary: Assistant Registrar, Human Resources

## **15.6 Upper C Grade**

### **Appointment of Administrative Assistants**

#### **Composition**

Registrar as Chairperson

Deputy Registrar

Head of relevant department

Dean of relevant Faculty (where applicable)

Any other two members appointed by the Vice Chancellor

Secretary: Assistant Registrar, Human Resources

For posts lower than Grade C, Grade B and Grade A, the Vice Chancellor, through the Registrar, shall recommend the Selection Boards.

**NB** The representatives of the various associations i.e. Workers' Committee, University Technicians Association and the Secretarial and Clerical Staff Association should be fully involved in the Staff selection process in instances where they are represented on the Selection Board. They should be invited to all meetings starting with preliminary short listing.

## **16 ADVERTISEMENT OF VACANT POSTS**

The majority of administrative staff posts can be filled from within Zimbabwe. These posts are normally advertised in the local press. When, however, there is a reasonably wide field of candidates within the University for a post, then it is advertised internally only and not in the National press.

To expedite the filling of these posts, all advertisements should have a reasonably short closing date (an average of two (2) weeks is normally allowed for receipt of applications).

## **17 PROCESSING OF APPLICATIONS**

The Faculty Administrators are responsible for Selection and Academic Appointment Boards for all Faculty posts while the Human Resources services the Selection Boards for all posts outside the Faculties.

### **17.1 Faculty Posts**

17.1.1 As soon as applications for these posts are received, they should be submitted to the relevant Faculty Office where the Faculty Administrator acknowledges the applications and takes up references immediately.

17.1.2 Before the closing date for receipt of applications, the Faculty Administrator fixes a date for the preliminary meeting of the selection bearing in mind the fact that the applications have to be considered in the first instance by the Departmental Board.

17.1.3 Thereafter, the procedure is the same as that applicable to academic posts:-

- (i) Consideration of applications by the Departmental Board and submission of report to the Faculty Administrator. Preliminary meeting of the Selection Board to short-list candidates for interview.
- (ii) Final meeting to interview candidates.

### **17.2 Reimbursement for Interview Costs**

17.2.1 Candidates coming from outside the city for interviews who have to travel will be reimbursed at bus fare rates for junior posts.

17.2.2 Where a candidate for a senior post prefers to use her/his own car, the maximum amount payable is the equivalent of AA rates per kilometer.

## **18 GRADING AND NOTCHING ON INITIAL APPOINTMENT**

The successful candidate should be graded and notched in accordance with the regulations and guidelines stipulated, titled "Grading and Advancement Procedures for Administrative Staff".

## **19 SUBMISSION OF RECOMMENDATIONS FOR APPOINTMENT OF THE SUCCESSFUL CANDIDATE**

19.1 After the final meeting of the Academic Appointment Board, the Faculty Administrator (for Faculty posts) will submit to Human Resources, the recommendations of the Selection Board attaching the original copies of the following documents:-

- (i) memo explaining recommendations;
- (ii) successful candidate's application, CV and referees' reports, and
- (iii) minutes of the preliminary and final meetings of the Selection and Academic Appointment Board.

19.2 At this stage the unsuccessful applicants are rejected except those specifically kept in reserve with a view to offering them appointment in the event of the best candidate declining the offer.

19.2.1 Please note that only Human Resources has the authority to send out letters of rejection.

19.2.2 When an advertisement is heavily subscribed, a note to the effect that the post has been filled will be placed in the national press and University notice boards.

## **20 GRADING AND ADVANCEMENT PROCEDURES FOR ADMINISTRATIVE STAFF**

### **20.1 Accelerated Advancement**

The main criteria for accelerated advancement are as follows:

- (i) Evidence of work of exceptional merit;
- (ii) Evidence of undertaking tasks beyond those normally assigned to the post in question.

20.2 The procedures to be followed when submitting applications for accelerated advancement will be as follows:

- (i) The Head of Department should provide a job description of the post in question, which should either demonstrate exceptional merit on the part of the applicant or additional responsibilities which, however, would not merit an increase in the establishment or the upgrading of the post.
- (ii) The applicant for advancement should use a job description, illustrating how she/he carried extra responsibilities from the norm.

20.3 For grades above Junior Administrative Staff, a Faculty representative (either the Head of Department, Chairperson or Dean) would further assess the application before submission to the Administrative Staff Promotions Committee.

#### **20.4 Promotions Committee.**

It should be noted that any accelerated advancement granted by the Administrative Staff Promotions Committee would be within the member of staff's own grade and would not be for more than three (3) notches

### **21 UNIVERSITY HUMAN RESOURCES (HR) COMMITTEE AND SUBCOMMITTEES**

In order for the policies and procedures to be functional, they should be coordinated by Committees.

#### **21.1 HR Committee Of Council**

##### **Composition**

Three council members  
Three Ex-officio members

Secretary: Deputy Registrar HR

#### **21.2 Sub-Committees**

##### **21.2.1 Academic Staff Promotions Committee**

##### **Composition**

The vice chancellor or her/his nominee shall be the chairperson.  
Pro Vice Chancellor  
One council member  
All deans of faculties.  
Chairpersons of department  
Secretary faculty administrator

##### **21.2.2 The Administrative Staff Promotions Committee**

##### **Senior Administrative Staff**

##### **Composition**

Pro Vice Chancellor  
Registrar  
Deputy Registrar  
One council member  
One senior representative from the faculty or department where the person to be promoted works

Secretary: Assistant Registrar, Human Resources

### **21.2.3 Junior Administrative Staff**

#### **Composition**

Registrar  
Deputy Registrar  
One senior representative from the faculty or department where the person to be promoted works.

Secretary: Faculty Administrator if it is a faculty post or Administrative Assistant, Human Resources.

### **21.2.4 Gradings, Salaries and Conditions of Service Committee**

#### **Composition**

Vice Chancellor  
Pro Vice Chancellor  
Registrar  
Finance and Planning Director  
Deans of faculties  
A representative from the academics, administrative members  
Workers Committee representative

Secretary: Assistant Registrar, Human Resources

### **21.2.5 Staff Development Committee**

#### **i Academic**

##### **Composition**

Pro Vice Chancellor (Chairperson)  
Deans of faculties  
Deputy Registrar, Human Resources  
Chairperson or Head of Department from which a member to be staff developed works.  
A member of similar status

Secretary: Faculty Administrator

#### **ii Senior Administrative Staff**

##### **Composition**

Pro Vice Chancellor  
Registrar  
Finance and Planning Director  
Librarian  
Deputy Registrar, Human Resources

Secretary: Administrative Assistant, Human Resources

**iii Junior Administrative Staff**

**Composition**

Registrar/Finance and Planning/Librarian  
Deputy Registrar, Human Resources  
Dean of Faculty/Chairperson/Head of Department  
Member of similar status

Secretary: Administrative Assistant, Human Resources/Faculty Administrator

**21.2.6 Staff Disciplinary Committee**

The composition and the terms of reference shall be as spelt in the University Charter

**21.2.7 The Workers Committee**

The composition and terms of reference shall be as spelt in the Workers Committee constitution.

**21.2.8 Works Council**

The composition shall be as agreed between workers and management and governed by the works council constitution.

**22 TERMINATION OF SERVICE**

**22.1 Resignation**

Employees wishing to terminate their service with the University shall give notice in writing to their immediate Supervisor and copied to Human Resources department. The period of notice given by employees shall be as defined in their employment contracts.

**22.2 Retrenchment**

If due to the reorganization or restructuring of the University for whatever reason, an employee's post becomes surplus to requirement, such employee shall be declared redundant and if such employee has completed the probationary period, she/he shall be paid: -

- (i) a severance benefit;
- (ii) any other benefits that the employee is entitled to receive in terms of the labour laws.

**22.3 Offset of Debts**

Any amounts owed by an employee to the University at the time of severance shall be offset against any terminal benefits due to the employee.

## **23 RETIREMENT**

The pensionable age for all employees shall be 65 years.

### **23.1 Early Retirement**

An employee may, with the consent of management, retire on or at any time after attaining the age of 55. However, the employee is required to give six (6) months notice of his intention in order to facilitate the re-organisation of work. The pension payable will be calculated in accordance with the Pension Fund Rules.

### **23.2 Medical Retirement**

For those employees who become incapacitated on medical grounds, the University reserves the right to let them go on early retirement subject to a medical examination by a medical doctor nominated by the University.

## **24 GRIEVANCE PROCEDURE**

The grievance procedure is available for employees to ensure that complaints and grievances can be aired, considered, discussed and speedily resolved in a pre-determined, systematic manner. Grievance procedures are as specified in the Grievance Procedure section of the University's Code of Conduct.

### **24.1 Code of Conduct**

All staff shall be subject to the University's Employment Code of Conduct. All employees are required to sign a copy of the Employment Code of Conduct to signify their acceptance of the rules and procedures enshrined in the document.

## **25 AMENDMENTS**

The University may, from time to time, and at its sole discretion and with or without retrospective effect, amend, alter, add to, or cancel any provision contained in this manual, provided that no such amendment, alteration, addition or cancellation shall result in terms or conditions which are less favorable.

## **26 COMMENCEMENT**

This manual shall become effective to all staff members at Women's University in Africa with effect from 1 August, 2012.

**W.U.A GRADING STRUCTURE**

<b>E)DESIGNATED POSTS</b>	
3	Vice Chancellor
2	P V C
1	FPD/Registrar/Librarian, I.T Technologist
<b>D5)DEANS &amp; PROFFESORS</b>	
3	
2	
1	Dean & Proffessors
<b>D4)DPTY REG ,DPTY DIRECTORS&amp; ASSOCIATE PROFS</b>	
3	Deputy Reg Academic
2	Deputy Reg H R & Admin
1	Deputy Director Research & Gender Dev/Finance & Planning. Director of Works and Estates DBSD
<b>D3)SNR LECTURERS</b>	
10	
9	Snr Lecturers
8	
7	
6	
5	
4	
3	
2	
1	
<b>D2) LECTURERS</b>	
12	Lecturers
11	
10	
9	
8	

7	
6	
5	
4	
3	
2	
1	
<b>D1)SNR ASSISTANT REG &amp; MANAGERS</b>	
9	Snr Assistant Registrars/Snr Assistant Bursars
8	Sub Librarians
7	P R & Marketing Manager
6	
5	
<b>Assistant Reg Exams</b>	
4	
3	
2	
1	
<b>C5)SNR ADMIN ASSISTANT</b>	
10	Snr Admin Assistant
9	Snr Assistant Librarian
8	
7	
6	
5	Admin Assistant, Teaching Assistant
4	Assistant Librarian
3	
2	
1	
<b>C4) P.A</b>	
5	
4	
3	
2	
1	
<b>C3)Chief Secretaries</b>	
5	Chief Secretary
4	Chief Technician
3	Chief Accounting Assistant
2	
1	
<b>C2)SENIOR SECRETARIES/ACCOUNTS/TECH</b>	

5	Senior Secretary
4	Senior Accounting Assistant
3	Senior I T Technician
2	Technician/Accounting Clerk
1	
<b>C1)SECRETARIES/ACCOUNTS/TECH</b>	
5	Secretary
4	
3	
2	
1	
<b>B)DRIVERS</b>	
10	Admin Clerk
9	Receptionist
8	Technical Assistant
7	
6	
5	Drivers messengers
4	
3	
2	
1	
<b>A)GENERAL HANDS</b>	
10	Snr General hand
9	Snr Messenger
8	Snr Cook
7	Security guards
6	
5	
4	
3	
2	G. Hand /Cleaner/messenger
1	

