

WOMEN'S UNIVERSITY IN AFRICA



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

**HUMAN RESOURCES
POLICY AND
PROCEDURES**

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HUMAN RESOURCES POLICY

1.0 Preamble

The Women's University in Africa (WUA) is a private University established in terms of the 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. The University's staff complement comprises academic (full time and part-time) and administrative members.

2.0 Purpose of the Policy and Procedures

To guide the University on the application of fair labour practices in relation to management of human resources processes and procedures. This Policy shall apply to all University staff members.

3.0 Scope of the Policy and Procedures

The policy and procedures apply to:

- a) All staff members of the Women's University in Africa on permanent or contract basis;
- b) Individuals on secondment; and
- c) Students on internship at the Women's University in Africa.

4.0 Policy Statement

The University endeavors to engage and retain high quality staff and optimally use their services to provide quality tuition, research and service to the community to empower students, particularly women, for leadership and developmental roles.

5.0 Principles

The guiding principles of this policy are to:

- a) Support gender responsive, diversity and inclusive work practices;
- b) Provide a safe and healthy work environment;
- c) Create transparency and accountability in human resources management practices;
- d) Promote fairness; and
- e) Ensure corporate governance best practices

6.0 Reference Policy Documents

This policy makes reference to the following policy documents:

- a) Women's University in Africa Charter (Statutory Instrument 130 of 2004);
- b) Labour Act Chapter 28:01 as amended;
- c) Women's University in Africa Employment Code of Conduct;
- d) Staff Development Policy;
- e) Sexual Harassment Policy;
- f) Remuneration Policy for General Staff;
- g) Bereavement Policy and Procedures;
- h) Academic Staff Grading, Tenure and Promotions Ordinance 4;
- i) Gender and Diversity Policy;
- j) Guidance on Work from Home Policy;
- k) Vehicle Policy; and
- l) WUA Occupational Safety and Health Policy.

7.0 Gender and Diversity

The University is committed to supporting best practice in relation to achieving a gender-diverse workforce. As such, gender equality and diversity are central to WUA's Human Resources Policy. The University will proactively advance equality, equity and inclusive practice in its staff recruitment and staff development processes as guided by the WUA Gender and Diversity Policy. Recruitment of staff, consultants and interns shall be done in a gender sensitive manner. Gender training shall be incorporated in the orientation of new staff to ensure awareness on gender issues in the workplace. In addition, every new employee should submit a certificate confirming their completion of a free online 'I Know Gender 1, 2, 3' Module offered by UN Women accessed on <https://portal.trainingcentre@unwomen.org>.

8.0 Definition of Terms

Term	Definition
Recruitment	The process of defining a job and attracting applicants for a vacant post.
Selection	The process of choosing the most appropriate candidate to fill the post from among all those who would have applied.
Placement	Deployment of individuals to jobs that match their abilities training and experience.
Head of Department	Designated senior member of staff who is in charge of a department.
Head of Section	An individual in charge of a section within a department.
Staff Member	A person employed by the Women's University in Africa.
Academic Staff	All persons employed whether full-time or part-time by the University who are Professors, Lecturers of any class, or persons engaged in research or holders of posts declared by the Senate to be academic posts
Administrative Staff	All persons employed, whether full-time or part-time by the University who are not members of the Academic Staff or are holders of posts declared by the Registrar to be administrative posts.
Supervisor	An individual responsible for day to day performance of a small group or unit and also tasked with the responsibility of delegating, assigning and supervising the work of fellow junior subordinate staff.
Working environment	Any premises or place with its surrounding where a person performs or is likely to perform work in the course of her/his employment as a worker.
Transfer	The movement of an employee from one position to another of equal or changed status within the University and can be between and or within the Department/Section/Faculty.
Acting appointment	Appointment of staff members to temporarily perform the functions and responsibilities of higher posts for which they qualify when the post is vacant or when the usual incumbent is on leave or taking up official duties elsewhere.

9.0 Employment Policy

- 9.1 All appointments are made on behalf of the University Council.
- 9.2 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.

10.0 Recruitment, Selection and Placement

10.1 Need for recruitment

The University shall recruit in accordance with the approved organisational structure. The Planning Committee has authority to establish new posts and to determine the staff compliments for each Department/Section. No post may therefore be advertised or filled, unless it has been authorised on the University's staff establishment. Posts may also be established through the Chairperson's action, provided that sufficient justification is provided by the Head of the requesting Department.

There must be an existing vacancy within the University's staff establishment to enable recruitment of a new employee.

10.2 Steps in the Recruitment of full time staff

- 10.2.1 The Department/Section with a vacant post shall generate a written request providing the necessary justification for the post to be filled. This shall be done by completion of a staff requisition form. The form shall pass through the relevant Head of Department, Deputy Registrar, Human Resources and Administration, Registrar and Bursar for their recommendations and shall be approved by the Vice Chancellor.
- 10.2.2 Once the staff requisition form is approved, the Human Resources Section shall prepare an internal or external job advertisement as appropriate in liaison with the respective hiring department.
- 10.2.3 The draft job advertisement shall be published through the Marketing, Communications and Public Relations Department (for external job advertisements) and University notice boards (for internal job advertisements).
- 10.2.4 A minimum of seven (7) days and a maximum of twenty-one (21) days shall be provided for interested applicants to submit their applications to the University.
- 10.2.5 For administrative posts, after the job advertisement is closed, the Human Resources and Administration Section shall come up with a spreadsheet detailing the name, age, educational/professional qualifications and work experience of all the applicants for each advertised post. The spreadsheet is for shortlisting purposes only.
- 10.2.6 For Academic staff, soon after the closing date for receipt of applications, the Human Resources and Administration Section, shall forward applications to the Chairperson of the relevant Department in the Faculty who will arrange for their capturing into a spreadsheet and consideration by the Departmental Board. The Departmental Board shall come up with a preliminary shortlist of suitable candidates for interviews. The minutes, set of applications and summary table of applicants are submitted back to the Human Resources and Administration Section which will arrange for an Academic Appointment Board meeting to come up with the final shortlist of candidates for interviews.
- 10.2.7 The Human Resources and Administration Section shall set up the Selection Board as provided for by this policy or the appropriate Ordinance. That is the WUA Charter, Administrative and Support Staff Appointment, Grading and Promotion Ordinance/Grading and Advancement Procedures for Administrative Staff or Academic Staff Appointment, Grading, Tenure and Promotion Ordinance. Care shall be taken to ensure that there is gender balance in the constitution of Selection Boards.

- 10.2.8 The Selection Board members are then invited to the first meeting to shortlist qualified and experienced candidates who could be interviewed. Where possible, there should be an equal number of applicants from women and men shortlisted for interviews.
- 10.2.9 The Human Resources and Administration Section shall conduct reference checks to assess the suitability of the recommended candidates before the interviews.
- 10.2.10 The shortlisted candidates are then invited for an interview by a gender balanced interview panel. The Selection Board members are required to declare their conflict of interest if any.
- 10.2.11 Minutes for both the shortlisting and interview meetings are compiled and submitted to the Chairperson of the Selection Board meeting for signing.
- 10.2.10 All applicants, including those that failed the interviews are advised of the outcome of the interview.
- 10.2.11 Appointment letters, contracts, assumption of duty and payroll details forms are issued out to the successful applicants prior to the member assuming duty.
- 10.2.12 At this stage the unsuccessful applicants should be rejected unless the 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.

10.3 Grading and Notching on Initial Appointment

- 10.3.1 The successful candidate should be graded and notched in accordance with the provisions of the appropriate ordinance. For academic staff, the Academic Staff Grading, Tenure and Promotions Ordinance 4 is applicable while for administrative staff the Administrative Staff Grading and Promotions Ordinance 5 is applicable.
- 10.3.2 In addition, the Academic Appointments Board will, in certain circumstances, make recommendations with regard to tenure for academic staff.

10.4 Recruitment of Expatriate Staff

The University may at times recruit expatriate staff. It is a requirement by the Department of Immigration of Zimbabwe for an organisation to produce evidence which shows that there were no Zimbabweans who qualified for the post, before approval for granting Temporary Employment Permit.

10.4.1 Procedure for Processing of Applications

- a) The procedure for the recruitment of expatriate staff is similar to that of Zimbabwean citizens. However, the University would have to produce justification for approving the appointment of an expatriate.
- b) 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 the University.
- c) Contracts of employment for expatriate staff shall be aligned to the length of their TEP.

10.5 Visiting Appointments

- a) The University may engage visiting scholars from time to time. These can be; Research Associates, Visiting Lecturers on contract or sabbatical leave, External Examiners and Visitors covered by formal link agreements or exchange programmes.
- b) Applications for such appointment shall be approved by the Vice Chancellor upon recommendation by the relevant Department and the Human Resources and Administration Section.

10.6 Recruitment of short-term contract employees

- a) The University may at times, require the services of short-term Contract Workers on fixed term basis.
- b) The recruitment of such employees shall be made either through a registered employment agent such as the Ministry of Public Service, Labour and Social Welfare or a job advertisement posted on the University's notice boards, website or social media sites.
- c) In the case of an employment agent, names of suitably qualified and experienced candidates shall be sourced and the candidates may be interviewed by the appropriate Selection Board to select the most suitable candidates. In some cases there may not be need of any interview process.

10.7 Recruitment of Student Interns

- a) The University promotes human capital development by engaging students on work related learning from its own academic Faculties as well as those from other institutions of higher learning in the country and beyond. Through work related learning, students get the chance to apply theory into practice.
- b) **Procedure for recruitment of Student Interns**
 - i) The recruitment of Student Interns shall normally follow the steps laid out in section 10.2, above.
 - ii) However, in cases of urgent need, Departments/Sections may identify potential candidates and refer their applications to the Human Resources and Administration Section with a request for the engagement of the Student Intern(s).
 - iii) Upon receipt of such a request, the Human Resources and Administration Section shall assess suitability of the referred applicants and proceed to seek approval for engagement by the Vice Chancellor through the Registrar and Bursar.

10.8 Headhunting

10.8.1 Headhunting is one of the most effective methods of proactively recruiting top performers who might not have been willing to join the University. Therefore, it is a process of approaching people who are suitably qualified for a vacant post intended to be filled. However, this recruitment strategy shall be used as a last resort after failing to attract suitable candidates from job advertisements in the national press/University website or when there is need to recruit staff with special skills, qualifications or experience. When the Selection Board meets to consider the responses from the advertisements, and they are satisfied that the job advertisement could not attract suitable candidates, they then recommend that a head-hunt be conducted.

10.8.2 A Department/Section that needs to recruit a staff member with special skills, qualifications or experience may also seek approval from the Vice Chancellor through the Human Resources and Administration Section to appoint such a person. The affected Department/Section shall identify the candidate(s) and advise them to submit applications which shall be forwarded to the Human Resources and Administration Section together with the relevant minutes. On receipt of application(s) from the headhunted candidate(s), the Human Resources and Administration Section shall proceed to seek authority from the Vice Chancellor through the Registrar to

proceed to interview such candidate(s). Interviews will be made through the appropriate selection committee.

10.9 Basis of employment

Successful candidates will be engaged by the University on condition of provision of:

- a) proof of qualifications;
- b) proof of age;
- c) medical report of fitness for University service conducted by a registered medical practitioner,
- d) police clearance;
- e) Favourable references.

Applicants are expected to submit these documents before the appointment date

10.10 Composition of Selection/Appointment Boards for various job levels

- a) The Women's University in Africa Charter (S.I. 130 of 2004) provides for the establishment of Selection Boards to which the University Council is required to delegate its duty of appointing staff.
- b) The composition of these Boards shall be as set out as shown below. Care shall be taken to ensure that the selection boards are gender balanced.

Table 2: Composition of Selection Boards

JOB GRADE	SELECTION BOARD	SERVICING OFFICER
1. Vice Chancellor	The Vice Chancellor shall be appointed by the Chancellor upon recommendation of the Board of Trustees in consultation with Council [Section 12. (1) of WUA Charter S.I. 130 of 2004].	Registrar
2. Pro Vice Chancellor	<ol style="list-style-type: none"> a) Chairperson of Council (Chairperson) b) Vice Chairperson of Council c) Vice Chancellor d) Two (2) persons appointed by the Council from among its members who are not members of Senate and e) Three (3) persons appointed by the Senate from among its members 	Registrar
3. Registrar, Bursar, Librarian and Information Technologist	<ol style="list-style-type: none"> a) Chairperson of Council (Chairperson) b) Vice Chairperson of Council c) Two (2) Council members who are not members of Senate d) Vice Chancellor 	Registrar/Deputy Registrar, Human Resources and Administration

	<p>e) Pro Vice Chancellors</p> <p>f) Three (3) persons appointed by Senate from among its members</p>	
4. Dean of Faculty	<p>There shall be an Executive Dean for each Faculty, who shall be on a contract basis appointed by the Vice Chancellor in consultation with the Council.</p> <p>Or alternatively a Selection Board comprising of the following;</p> <p>a) Vice Chancellor (Chairperson)</p> <p>b) Council Members x 2</p> <p>c) Pro Vice Chancellors</p> <p>d) Registrar</p> <p>e) Bursar</p> <p>f) Librarian</p> <p>g) Information Technologist</p> <p>h) 1 x Dean Representative</p> <p>i) Director, Quality Assurance</p>	Deputy Registrar, Human Resources and Administration
5. Director	<p>a) Vice Chancellor (Chairperson)</p> <p>b) Pro Vice Chancellors</p> <p>c) Council Members x 1</p> <p>d) Registrar</p> <p>e) Bursar</p> <p>f) Information Technologist</p> <p>g) Librarian</p> <p>h)</p> <p>i) 1 x Director Representative</p> <p>j) Director, Quality Assurance</p>	Deputy Registrar, Human Resources and Administration
6. Teaching Assistant Lecturer/Senior Lecturer/Associate Professor/Full Professor	<p>a) Quality Assurance</p> <p>b) Vice Chancellor or his/her nominee who shall be Chairperson</p> <p>c) Two (2) Members appointed by Council from amongst those of its members who are not members of staff of the University.</p> <p>d) Pro Vice Chancellor (Academic Affairs)</p> <p>e) Dean of Faculty to which</p>	Faculty Administrator

	<p>appointment is to be made.</p> <p>f) The Chairperson of the Department to which appointment is to be made.</p> <p>g) The chairperson of a Department approved by Council as being related to the Department referred to v) above.</p> <p>h) One other member approved by the Vice Chancellor, of the Department to which the appointment is to be made.</p> <p>i) Chairperson of a Department approved by the Council as being related to the Department referred to in paragraph (v) above</p>	
7. Manager	<p>i) Vice Chancellor or his/her nominee who shall be Chairperson</p> <p>ii) Pro Vice Chancellor</p> <p>iii) Registrar</p> <p>iv) Bursar</p> <p>v) Deputy Registrar, Human Resources and Administration</p> <p>vi) 1 x Manager Representative</p> <p>vii) Director, Quality Assurance</p>	Senior Assistant Registrar, Human Resources and Administration
8. Senior Registrar/Assistant Registrar/Administrative Assistant	<p>a) Registrar (Chairperson)</p> <p>b) Deputy Registrar, Human Resources and Administration</p> <p>c) Manager</p> <p>d) Head of Department/Section</p> <p>e) Senior Assistant Registrar</p> <p>f) 1 x Employee Representation</p> <p>g) Manager, Quality Assurance</p>	Administrative Assistant, Human Resources
9. Chief Clerk, Chief Secretary, Secretary /Technician/Clerk/Data Capture/Driver/Groundsman/Cleaner/Messenger	<p>a) Head of Department/Section (Chairperson)</p> <p>b) Two members from the Section holding senior positions to the post</p>	Administrative Assistant, Human Resources

	c) Deputy Registrar, Human Resources and Administration d) Senior Assistant Registrar, Human Resources and Administration e) Employee Representation at the level of the post f) Manager, Quality Assurance	
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10.10.1 The representatives of the Workers' Committee, shall be fully involved in the staff selection process and shall normally be incorporated into Selection Boards for staff members.

11.0 Types of Appointments

11.1 Temporary Full-Time/ Short-Term Contract

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

11.2 Temporary Short-Term (casual and seasonal)

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

11.3 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.

11.4 Permanent/Full time/Open ended/Indefinite

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

11.5 Fixed contract

This is a contract with a fixed time limit for example three (3) or five (5) years depending on the grade of appointee.

12.0 Reversion to Previous Contract

An academic staff member appointed to a higher position on fixed-term contract shall at the expiry of the fixed-term contract, based on a clean record of service, revert to previous position, if they were with the University prior to their appointment. For example, someone appointed to the position of Dean of Faculty will revert to her/his previous position in the Faculty prior to being appointed as Dean of Faculty. Those that were not members of the University prior to their appointment shall be offered an opportunity to take up a suitable position within the University that is commensurate with the level of their qualifications and experience.

13.0 Probationary Period

13.1 All employees who are employed on a contract without limit of time (open-ended) are required to successfully serve a probationary period of three (3) months in accordance with Section 12(5) of the Labour Act Chapter 28:01 as amended before being confirmed as permanent members of

staff. However, employees who are offered short term contracts as casual workers or seasonal workers are required to serve a probationary period of not more than one (1) week.

- 13.2 If at any time during the probationary period, the University considers that a member does not meet the required standard of performance, the University shall discharge/dismiss the member giving the appropriate notice.

14.0 Induction

New employees will undergo induction, during which they will be oriented in their jobs, the functions, systems, policies and procedures of the University within one month of appointment. The induction will be facilitated by the Human Resources and Administration Section and new employee's respective Head of Department/Section. Induction for academic staff shall be spearheaded by the Quality Assurance Directorate

15.0 Conflict of Interest

If an employee or their spouse:

- a) 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
- b) 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.

16.0 Confidentiality

No employee shall:

- a) 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;
- b) 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;
- c) 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; and
- d) on appointment a staff member shall complete the declaration of secrecy/oath of confidentiality form and a copy shall be placed in one's personal file for future reference.

17.0 Change of Circumstances

An employee shall keep the University informed of any changes in their personal details as relates to residential address, telephone number, cellphone number, personal email address, next of kin, marital status, number of dependents and, in the case of women, pregnancy to facilitate the re-organisation of work.

18.0 Working Environment

18.1 The University shall endeavor to provide a safe and secure working environment for all its employees. The University has a Workplace Occupational Safety and Health Policy that provides guidance on the provision of a safe and healthy work environment. The policy assures insofar as practicable that no worker shall suffer diminished health, functional capacity, or life expectancy as a result of her/his work activities and that in the event of such occupational diseases having been contracted, is suitably treated, rehabilitated and compensated. To this end:

18.1.1 The University shall:

- a) treat all workers with respect regardless of gender, disability, language, race, culture, religion, age, sexual orientation or literacy;
- b) adopt a risk management approach to managing workplace safety and health;
- c) ensure the safe use, handling, storage and transportation of equipment and hazardous substances including chemicals; and
- d) ensure the proper use by workers of occupational safety and health protection systems including personal protective equipment and clothing.

18.1.2 The employees shall:

- a) take reasonable care of the safety and health of themselves and others;
- b) cooperate with the University authorities in their effort to comply with the health and safety policy;
- c) follow procedure in the performance of any task(s) at work;
- d) be cautious not to leave any electric gadgets switched on when leaving the office. Office lights, computers, printers, the office TV, electric heaters and all electric appliances shall be switched off when leaving office; and
- e) report any accidents, incidents or near misses that may occur at the workplace to supervisors.

18.2 General Occupational Safety and Health (OSH) Worker Rights

18.2.1 Every employee shall have a right to:

- a) fair and safe labour practices;
- b) an environment that is not harmful to their health and wellbeing;
- c) know the occupational safety and health risks and their effects, she/he is or likely to be exposed to;
- d) be consulted in the development of mitigatory mechanisms for identified occupational safety and health risks; and
- e) refuse to undertake any work that has not been rendered safe.

18.3 Personal Protective Equipment (PPE)

18.3.1 The University shall provide Personal Protective Equipment free of charge to those members of staff whose work necessitates such protection and such members shall be required to wear protective clothing during the execution of duties. The following staff members shall be provided with PPE as indicated:

Position	Type of clothing	Frequency of issuance
Cleaner/Messenger/Domestic Worker/Maid	Dust coats, safety shoes, gumboots, skirt and blouses, winter jacket, work suit, gloves, aprons	Once every 6 months
Grounds man	Work suits, gumboots, goggles, sun hats, helmets	Once every 6 months
General Hand	Work suits, gumboots, goggles, sun hats, helmets	Once every 6 months
Drivers	Suits, work suit, shirts, trousers, formal shoes, safety shoes, winter jackets	Once every year
Receptionist	Suit, shirts/blouses	Twice every year
Security Guard	Security Guard Uniforms, safety shoes	Twice every year
ICT staff	Dust coats, work suits, safety shoes	Once every year
Library Staff	Dust coats	Once every year
Stores Clerk	Dust coats, work suits	Once every year

Further guideline on PPE shall be in line with the Health and Safety Policy.

18.4 Compensation for Injury of Duty

18.4.1 Care shall be taken to limit or completely avoid occupational incidents or accidents that may lead to injury on duty. In the unfortunate event of injury on duty, staff members shall be compensated in line with provisions of the Workers Compensation Insurance Fund (WCIF) administered by the National Social Security Authority (NSSA).

19.0 Sexual Harassment in the Workplace

- a) The University does not condone sexual harassment in the workplace, as detailed in the Anti-Sexual Harassment Policy document.
- b) The University commits itself to create a workplace environment that is free from sexual harassment, exploitation and abuse with a view to ensuring maximum work productivity to achieve efficient and effective service delivery.
- c) Sexual exploitation and abuse will not be tolerated. Violation of the Anti-Sexual Harassment Policy will be considered as serious disciplinary breaches that will be thoroughly investigated and concluded within a reasonable time.
- d) No member shall be subjected to retaliation for any sexual harassment report made in good faith or participating in such investigation.
- e) WUA's sexual harassment policy, with procedures for confidentially managing sexual harassment cases, shall be well disseminated and steps taken to create a conducive environment for women and men to report incidences of sexual harassment.
- f) Staff shall be trained on Sexual Harassment.

20.1 Standard of Dress

All members of staff are expected to be clean, neatly and professionally dressed at all times when at the workplace or when representing the institution outside of the usual work environment.

21.0 Conditions of Service

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

21.1 Appointment

21.1.1 Unless otherwise stated in the letter of appointment, all appointments shall be open ended/without limit of time.

21.1.2 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.

21.2 Duties and responsibilities

21.2.1 The duties and responsibilities of every employee shall be as stipulated on her/his employment contract and/or copy of job description issued on appointment.

21.3 Hours of Work for Administrative Staff

21.3.1 The hours of work shall normally be from 0800 hours to 1600 hours from Monday to Friday. Lunch break shall be from 1300 hours to 1400 hours. The hours of work notwithstanding, an employee may be required to work after the normal working hours depending on the exigencies of prevailing departmental workload. To that end, an employee may be required by the Head of Department/Section/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. In the event that extra hours having been worked, they can only be liquidated by taking time off in lieu of extra time worked.

21.3.2 During the normal hours of work, an employee shall solely be devoted to the discharge of official duties.

21.3.3 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.

21.4 Hours of Work for Academic Staff

21.4.1 There are no specified hours of work for members of the Academic Staff but the appointment of such members are full-time unless otherwise stated in the letter of appointment. Their hours of work shall be guided by their teaching timetable. It is the duty of members of the academic staff:

- a) to engage in the teaching of prescribed courses and the supervisory and tutorial work assigned to them;
- b) to engage in research towards the advancement of their subject;
- c) to engage in community service, innovation and industrialisation in line with Education 5.0 doctrine;
- d) to carry out such examining duties and such administrative duties as are required of them;
- e) to be present for all Faculty Conferences, orientation, periods of student advising and during all scheduled class days;

- f) although not required to be present at campus during University holidays, attendance would be expected under emergency conditions, or upon mutual consent between the faculty member and the appropriate Dean or Programme Director;
- g) all academic staff have an obligation to work with students outside the classroom to help them in planning their courses of study;
- h) academic staff are expected to serve as academic advisors to students;
- i) all faculties must be reasonably accessible to students and will keep regular, posted office hours as part of this requirement; and
- j) prior authorisation for absence from any required duty must be obtained from the appropriate Dean or Program Director.

21.5 Guidelines on Working Overtime

21.5.1 Working extra hours, outside the normal working hours, can only be done when it is absolutely necessary. Employees shall not embark on overtime without prior approval by the Head of Department/Section. Over-time worked shall be compensated using time-off. However, time off should be arranged at mutually convenient times at the discretion of the immediate Line Manager.

21.5.2 Heads of Department/Section are expected to plan the workload and staffing requirements to avoid working outside the official working hours.

21.5.3 All over-time worked shall be recorded and authenticated by the Head of Department/Section.

21.5.4 When a staff member proceeds for time-off in-lieu of extra hours worked, the staff member shall complete a leave application form which shall be authorised by the Head of Department after recommendation by the immediate supervisor before proceeding on time-off.

21.6 Working during Weekends and Public Holidays

A member of staff who is required to work on Saturdays shall be compensated at a rate of one and half (1.5) times the normal rate while members who work on Sundays and Public Holidays shall be compensated at a rate of two (2) times the normal rate.

21.6.1 Guidelines on Working from Home

Working from home shall be in line with the Working from Home Policy.

21.7 Transfer of employees

21.7.1 Definition of Transfer

A transfer is the movement of an employee from one position to another of equal or changed status within the University and can be between and or within the Department/Section/Faculty. It could also be movement from one geographical location to another while on equal or changed status.

21.7.2 Objectives of transfer

Employee transfers are done in order to:

- a) provide opportunities for new and broadened experience;
- b) provide opportunities for advancement/promotion;
- c) place employees in jobs for which they are best suited both in relation to their qualifications and capabilities;
- d) provide an effective means of meeting the Institution's changing personnel needs;

- e) provide continuity of employment;
- f) allow staff members to join their families where applicable; and
- g) rationalise the staffing levels within the University.

21.7.3 General Regulations for Transfer

- 21.7.3.1 A member may at any time without his/her consent be transferred by the University from the post which he/she occupies to any other post in the University provided the member shall not suffer a salary reduction.
- 21.7.3.2 A member may be transferred either permanently or for a temporary period not exceeding one (1) year.
- 21.7.3.3 Every transfer shall:
- a. be planned to minimize discomfort on the part of the member concerned and her/his family; and
 - b. be notified timeously to the member concerned, who shall be provided with all necessary information relating to the transfer.
- 21.7.3.4 No transfer shall be used as a punitive measure except pursuant to the disciplinary procedures provided for in the WUA Employment Code of Conduct.
- 21.7.3.5 Failure of a member to obey a lawful instruction regarding transfer shall be treated as an act of misconduct.

21.7.4 Conditions for an employee to request for a transfer

- a) Members who have a history of satisfactory performance, and have successfully completed their probationary period are eligible to apply for transfer to other positions within their own station or other Departments/Sections/Faculties.
- b) In the event that a member is being considered for transfer to a position in a different Department/Section/Faculty, consultation between the respective Department/Section Heads must be done through the Human Resources and Administration Section before the transfer is effected

21.7.5 Procedure to follow on transfer

The following procedure shall be followed on transfer:

- a) A member of staff interested in moving from his/her position of appointment must first lodge his/her application with his/her Department/Section Head in writing justifying why he/she needs to transfer. If need be, the applicant may indicate where he/she wants to be transferred to;
- b) The Department/Section Head shall make an appropriate recommendation to the Human Resources and Administration Section with regard to the intended transfer;
- c) The Human Resources and Administration Section will liaise with the Head of the Department/Section/Faculty to which the applicant wishes to be transferred to;
- d) If the receiving Department/Section/Faculty is agreeable to the intended transfer, the Human Resources and Administration Section will seek the Vice Chancellor's approval through the Registrar;
- e) The Human Resources and Administration Section shall officially communicate with the applicant on the outcome of the application. The information shall also be sent to the

- following current and receiving Department/Section Head as well as the Payroll Administrator;
- f) If the request for transfer is unsuccessful the Human Resources and Administration Section shall advise the applicant accordingly;
 - g) The immediate Department/Section Head shall ensure that the necessary hand-over/take over process is done within a given period depending on the level of the member who will be transferring.

The recommended periods for handover for the various levels are shown below.

Table 3: Periods of Handover/Takeover

Position	Period for hand over take over
Lecturer, Senior Assistant Registrar and above	1 month
Personal Assistant, Chief Secretary, Assistant Registrar, Administrative Assistant	2 weeks
Clerk and below	1 week

The receiving Department/Section/Faculty will need to be given enough notice of the intended transfer in order to prepare for such pertinent issues as office accommodation and equipment.

21.7.6 Cost of transfer

21.7.6.1 There are two scenarios on the transfer of employees from one station to another.

a) Member initiated transfer:

In instances where a member initiates a transfer from her/his current station to a different one, her/his shall be responsible for all expenses related to that transfer.

b) Employer initiated transfer:

If the University initiates the transfer, it shall be responsible for the relocation costs for the staff member, her/his dependents and her/his household goods and effects.

The University shall be responsible for the provision of accommodation and food for the member, for a period of thirty (30) days.

21.7.6.2 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.

21.8 Secondment

- a) A member may at any time, be seconded to another Department/Section for a period not exceeding three (3) years.
- b) The terms and conditions of service of a member while on secondment shall be governed by the signed contract between the member and the University.
- c) A member who resigns, retires or is discharged while on secondment, shall be deemed to have resigned, retired or been discharged from the University in similar circumstances with

effect from the date that her/his resigned or was discharged from service unless the University reinstates that person with effect from the day following the said date.

21.9 Performance Management

Performance reviews shall be conducted bi-annually every year. The University will use the Results Based Management System.

21.9.1 The procedure for performance appraisal shall be as follows:

- a) In January of each year, Department/Section Heads/Supervisors shall agree with their subordinates on performance targets. Department/Section Heads/Supervisors shall carry-out performance review and appraisal in June and December of each year respectively.
- b) All performance appraisal reports, together with the Department/Section Head's summary performance report for the Department/Section, shall be sent to the Human Resources and Administration Section for analysis.
- c) The Human Resources and Administration Section shall analyse the appraisal reports identifying performance gaps.
- d) After analysing each performance appraisal, the University shall decide on what action, if any, is to be taken on the basis of the appraisal, including:
 - i) Advancement or promotion;
 - ii) Transfer to a post more in keeping with the competence of the member;
 - iii) Participation in a skills development course to enhance the efficiency and effectiveness of the member concerned;
 - iv) The granting or withholding of any performance award;
 - v) Demotion or discharge subject to and in accordance with the disciplinary procedures in terms of the WUA Employment Code of Conduct.

21.9.2 Renewal of contracts based on Performance Appraisal Reports

- a) Performance appraisal reports shall also be used for the purposes of employment contract renewal. There are instances when some employees are engaged on fixed term contract basis. At the expiry of such a contract and if the University still requires the services of the employee concerned, performance appraisal reports shall be the basis for the renewal of such contract. The performance appraisal reports shall be completed and submitted to the Human Resources and Administration Section at least two (2) weeks before the expiry date of any fixed term employment contract.
- b) The University may issue circulars or notices governing the content and conduct of performance appraisals.

21.10 Pension Contribution

21.10.1 WUA Pension Fund

An employee who has successfully completed the first three (3) months of their employment shall be eligible for Membership of the University Pension Scheme. Both the University and employee shall make agreed contributions in line with the WUA Pension Fund rules.

21.10.2 National Social Security Authority (NSSA) Pension Scheme
It is a legal requirement that the institution and employee contribute towards the NSSA Pension Scheme a percentage of an employee's salary as determined by the Government of Zimbabwe from time to time.

21.11 Medical Aid

Every employee shall have the option to apply for membership of a medical aid society amongst those which the University has agreements with. The University shall make a contribution of 80% while the employee will contribute 20%. This benefit only covers the immediate family i.e. the employee, one spouse and three dependent children. Any other costs for additional members shall be met by the employee.

21.12 Funeral Cover

Funeral Assistance shall be provided in terms of the Bereavement Policy of the University.

21.13 Acting Appointments

- a) The University shall appoint staff members to temporarily perform the functions and responsibilities of higher posts for which they qualify when the post is vacant or when the usual incumbent is on leave or taking up official duties elsewhere. This assists in ensuring that there is continuity of institutional business. Only a substantive employee, i.e. one who is employed in a substantive capacity, can perform the role of "acting".
- b) A staff member shall act for a maximum period of one hundred and eighty (180) days or six (6) months. For vacant posts, the Human Resources and Administration Section shall ensure that the vacant post is filled substantively during this period.

21.13.1 Procedure to be followed on Acting Appointment

- a) Suitable individuals in terms of grade, skills, experience and qualifications shall be appointed to act. The selection process must be systematic and objective.
- b) Consideration should initially be given to eligible staff members within the Department/Section/Unit.
- c) The Head of Department/Section shall recommend to the Human Resources and Administration Section the appointment of a suitable candidate based on competency and a clean disciplinary record.
- d) Upon receipt of such recommendation, the Human Resources and Administration Section shall seek the Registrar's recommendation and Vice Chancellor's approval.
- e) Upon approval, the Human Resources and Administration Section will advise the member concerned through an appointment letter copied to the relevant offices such as the Registrar, Head of Department/Section and Payroll Administrator.

21.13.2 Payment of Acting Allowance

- a) Acting allowance means the additional remuneration payable to a member appointed to act on a position where the incumbent is on leave or the post is vacant.
- b) Acting allowance shall be paid to a member who acts for a continuous period of 30 days.
- c) No member who acts for a period less than 30 days shall be paid acting allowance. However, a member may be appointed to act for less than 30 days.
- d) Acting allowance shall be paid based on the minimum of the higher grade (the difference between the current salary of the person acting and the salary for the position her/his will be acting for).

- e) Any staff member who acts on a vacant post shall be entitled to receive both the acting allowance and all the allowances applicable to the grade being acted on.

21.13.3 **Responsibility Allowance**

- a) A staff member may be assigned duties of responsibility in grades higher than her/his post. In the event that a member is appointed to act in a position which requires a qualification other than the one she/he possesses or where there is an overlap in grades to which one is appointed to act, that member is regarded as responsible to the post.
- b) Such member shall be paid a responsibility allowance which is a formal means of recognition and remuneration for temporary changes in the level of duties and responsibilities that employees agree to undertake when business needs dictate.
- c) A staff member shall not normally be allowed to be responsible where she/he would overlap more than one grade.
- d) A responsibility allowance of 20% of one's basic salary shall be paid to an employee who is appointed to be responsible to a position.
- e) A member will only get paid a responsibility allowance after being responsible for a minimum period of 30 days.

21.14 **Leave Conditions**

21.14.1 **Types of Leave**

The following types of leave shall apply to employees of the University:

- a) Vacation
- b) Sick
- c) Special
- d) Duty
- e) Maternity
- f) Paternity
- g) Study
- h) Sabbatical
- i) Contact

21.14.1.1 **Vacation Leave**

- a) Vacation leave shall accrue at the rate of 2.5 days per month. Maximum accrual of vacation leave is 90 days after which no further leave days will accrue and therefore remain static at 90. Any accumulated leave in excess of ninety (90) days and not taken shall be forfeited.
- b) Critical staff that sometimes fail to proceed on leave due to the nature of their duties may be allowed to apply for cash in lieu of leave, subject to approval by the Vice Chancellor.
- c) All requests for leave should be made in writing using the appropriate University leave form and submitted for approval to the Head of Department after a recommendation by the Head of Section/Supervisor.
- d) Leave in excess of seven (7) days must be applied for at least one week in advance.
- e) All Saturdays, Sundays and gazetted public holidays falling within a period of vacation leave shall be counted as part of vacation leave.
- f) Vacation leave shall not accrue during any period of unpaid leave, sick leave on half pay or leave without pay.
- g) If an employee falls sick while on vacation leave, the period of sickness may be converted to Sick Leave provided a medical certificate for the full period of illness

- whilst on vacation leave is provided. (*The University has a right to send the concerned member of staff to another medical practitioner for verification at its discretion*).
- h) The University may grant unpaid vacation leave to an employee who has no vacation leave to her/his credit. However, this is subject to the Vice Chancellor's approval after provision of sufficient justification.
 - i) 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 department during the time that the leave is required.
 - j) Vacation leave may not be granted if there are pressing work commitments during the period the staff member is applying for leave. Arrangements should be made for the member to proceed on leave at the most appropriate time. In cases where there are pressing commitments, members may take short blocks of leave to ensure that work assignments do not suffer.
 - k) In special circumstances staff members may be granted approval by the Vice Chancellor to apply for cash in lieu of vacation leave. Such circumstances may be where a member is required to meet own medical bills. Supporting evidence to justify need shall be attached to the application for cash in lieu of vacation leave.

21.14.1.2 Sick Leave

- a) An employee who is prevented by illness from attending work must make all efforts to inform the University of her/his absence.
- b) A medical certificate shall be required for absence from work through illness or injury for a period exceeding three (3) days.
- c) Uncertified sick leave may be granted up to a maximum of three (3) days.
- d) An additional medical certificate shall be required on the expiration of the period stated in the previous certificate.
- e) Paid sick leave shall be granted to employees, but shall not exceed, in aggregate, 90 days in any one (1) year period.
- f) 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.
- g) 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.
- h) In the case of a staff member who is ill in a manner that could endanger the safety of other staff members or/and stakeholders, or the illness is affecting performance to below expected standards, the University shall send such a staff member for medical examination. If, in the opinion expressed by the medical examination report, it is not safe to continue having the member in the employ of the University, a Medical Board shall be convened to determine the fate of the member.
- i) A member who so wishes may be granted accrued vacation leave or annual leave instead of sick leave on half pay or without pay.
- j) The approval procedure for sick leave shall be the same as for vacation leave.

21.14.1.3 Special Leave

- a) The University shall grant special leave on full pay not exceeding twelve (12) days in a calendar year to an employee for the following purposes:
 - i. on the instructions of a medical practitioner because of contact with an infectious disease;

- ii. subpoenaed to attend any court of law in Zimbabwe as witness;
 - iii. detained for questioning by police;
 - iv. on the death of a spouse, parent, child or legal dependant;
 - v. on any justifiable compassionate grounds; and
 - vi. any other circumstances as the Head of Department may deem fit.
- b) Special leave is non-accumulative, hence if not utilised it is forfeited at the end of the year.
 - c) The approval procedure for special leave is the same as for vacation leave.

21.14.1.4 **Duty Leave**

- a) This type of leave shall be granted only to a member of staff;
 - i. who will be going away on University business;
 - ii. to carry out duties of a public office/duty to which the employee is appointed or elected;
 - iii. to attend approved training locally or externally; and
 - iv. to attend as a delegate or office bearer at any meeting of a registered trade union representing employees;
- b) The member is expected to provide her/his supervisors with official notification attaching the necessary documentation for the leave so that arrangements can be made for work coverage during their absence.
- c) The Head of Department/Section shall recommend the leave for subsequent approval by the Vice Chancellor.
- d) Duty leave provides for an absence from work without loss of salary. No leave days are deducted. The record is kept in the member's file. A member will continue to accrue vacation days while on duty leave.
- e) The member will not suffer any loss of benefits throughout the approved duty leave period.

21.14.1.5 **Maternity Leave**

- a) Female employees are entitled to ninety-eight (98) days Maternity Leave on full pay.
- b) Paid maternity leave shall be granted to members of staff in terms of Section 18 of the Labour Act, Chapter 28:01 of 2016 as amended.
- c) The expectant mother is required to proceed on leave not less than 21 days before the expected date of delivery and not earlier than 45 days before the expected date of delivery.
- d) However, the University shall require the employee to produce a certificate signed by a registered medical practitioner or State Registered Nurse certifying that she is pregnant.
- e) A female employee shall be entitled to be granted a maximum of three (3) periods of paid maternity leave with respect to her total service to the University. Any maternity leave exceeding the three (3) periods shall not be paid.
- f) 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.
- g) A female employee shall be entitled to all her normal benefits and entitlements during the period of maternity leave.

- h) A female employee shall be entitled to the benefits under g) above, for the period during which she actually nurses her child or six (6) months, whichever is lesser.
- i) WUA shall endeavour to provide child care support of up to 6 months to female employees with new born infants whilst traveling on official trips.

21.14.1.6 Paternity Leave

- a) Paid paternity leave shall be granted to male members of staff. The leave shall be for 14 days from the child's date of birth.
- b) 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.
- c) Paternity leave should be applied for at least two (2) weeks before the expected due date.
- d) 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.
- e) Paternity leave can only be taken within 24 months intervals.

21.14.1.7 Study Leave

- a) 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 study leave are detailed in the Staff Development Policy.

21.14.1.8 Sabbatical Leave (applicable to academics only)

- a) After completing six (6) 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.
- b) A member may begin sabbatical leave in the calendar year in which they would retire if that leave has fallen due.
- c) A member who gives notice to resign thereby forfeits any sabbatical leave due to them.
- d) 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.
- e) A member who wishes to take sabbatical leave must obtain the approval of the Vice Chancellor through the Head of the Department.
- f) A member who proceeds on sabbatical leave must undertake to return to the University for a minimum period of eight (8) months.
- g) A member on sabbatical leave who fails to return to the service of the University shall be required to reimburse the University the total costs incurred in funding her/him during sabbatical leave.
- h) 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.
- i) Any remuneration earned by the member whilst on sabbatical leave may be retained by the member without reference to the University.
- j) Within two weeks of returning from sabbatical leave, a member shall submit to the Head of Department, the Head of Human Resources and Administration as well as the Vice Chancellor a report detailing the work undertaken during the leave.

21.14.1.9 Contact Leave

- a) This type of leave is only applicable to Academic and Senior Administrative Staff.
- b) 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.

- c) Applications to proceed on Contact Leave must include an outline of the intended programme 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.
- d) Within two weeks of returning from contact leave, a member shall submit to the Head of Department, the Head of Human Resources and Administration as well as the Vice Chancellor a report detailing the work undertaken during the leave.

21.14.1.8.1 Entitlement to Contact Leave

- a) All contact visits for academics must be made during the long vacation.
- b) A Professor shall be entitled to contact leave after serving the University for two (2) continuous years.
- c) 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.
- d) Senior administrative members of staff shall be entitled to contact leave after serving the University for two (2) continuous years.
- e) If a member does not proceed on contact leave when it falls due, the right to the leave shall lapse within six (6) months unless the Vice Chancellor agrees otherwise.
- f) A member who submits a notice to resign from the University forfeits her/his contact leave entitlement.
- g) Contact visits shall be 42 days for the Vice Chancellor, 35 days for Professors, Pro – Vice Chancellor, Registrar, Information Technologist, Librarian, Bursar and 28 days for their Deputies, Academic members of staff and other equivalent grades.
- h) When a member is proceeding on contact leave, the University shall pay travel expenses for the member to the intended destination within Zimbabwe and the SADC Region.
- i) 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.
- j) A member is expected to serve the University for at least three (3) months after contact leave before any resignation is accepted.

21.15 Termination of Employment

The following are the guidelines for termination of service with the University through various ways such as resignation, dismissal, retirement and death.

21.15.1 Resignation

- a) A member may resign from service upon giving appropriate notice in writing to the Head of Department/Section. The Head of Department/Section shall write comments and forward the resignation letter to the Human Resources and Administration Section.
- b) Unless the University waives all or part of such notice, the period of notice for:
 - (i) A member serving a probationary period shall be twenty-four (24) hours; and
 - (ii) A confirmed member shall be three (3) calendar months.
- c) The University, during the period of notice, may allow a member to withdraw her/his notice of resignation.
- d) A member who leaves the University without having given the appropriate period of notice in terms of this section shall, in respect of her/his failure to do so, pay to the University such sum, not exceeding three (3) months' salary, as the University may determine.

- e) The Human Resources and Administration Section shall conduct an exit interview with a member leaving the University. The member shall complete an exit interview form to be used for decision making by the University and kept in the member's personal file.
- f) The resigning member shall be cleared by the University using a staff clearance form to be completed by all Department/Section Heads before terminal benefits are processed.
- g) After being cleared, the staff member will complete a Pension withdrawal form. The form will be forwarded to the administrator of the WUA Pension fund to facilitate payment of pension.
- h) Other terminal benefits due to the member which may include outstanding allowances and cash in lieu of leave shall be calculated by the Human Resources and Administration Section and paid to the member within three (3) months after the member has been cleared.

21.15.1.1 Waiver of Notice to Resign

- a) An employee who is resigning from University service may apply for waiver of notice.
- b) Part or the whole notice period may be waived depending on circumstances. However, such waiver shall be granted only at the discretion of the Vice Chancellor upon recommendation by the Head of Department/Section and the Human Resources and Administration Section.
- c) Waiver of notice may be granted in circumstances where one is resigning to join another institution of higher learning within the country but after having served the University for a period of five (5) or more years.

21.15.2 Retirement

- a) The Human Resources and Administration Section shall advise in writing all staff members due to reach the legal retirement age of 65 every year. Such notification will assist the retiring member to prepare for retirement.
- b) All members who reach the legal retirement age at any date in a given year will be retired on 31 December of that year.
- c) The Human Resources and Administration Section shall write to notify staff members due to retire at least three (3) years before their retirement dates. This will enable the members to prepare for their retirement.
- d) When the time comes for the member to finally leave employment, he/she shall clear with all relevant Departments/Sections of the University before processing payment of terminal benefits.
- e) After being cleared by the relevant Departments/Sections of the University as indicated on the staff clearance form, the retiring member completes pension claim forms which will be forwarded to the administrator of the WUA Pension Fund to facilitate payment of pension benefits.
- f) The retiring member will also complete NSSA pension claim forms to facilitate the payment of NSSA pension.
- g) The Human Resources and Administration Section will calculate all terminal benefits due to the retiring member which may include gratuity, allowances and cash in lieu of leave. Such terminal benefits shall be paid to the member within a period of three (3) months after submission of a fully completed clearance form.

- h) The retiring member shall be advised in writing to utilise her/his accrued vacation leave days as the University may be unable to pay cash in lieu of leave.

21.15.3 Early Retirement

- a) Early retirement age at the Women's University in Africa shall be 55 years. In the event that a member wishes to have an early retirement, she/he must notify the Human Resources and Administration Section at least three (3) months before the expected date of retirement. Steps as indicated in 21.15.2 above, shall apply in the processing of early retirement benefits.

21.15.4 Retirement on Medical Grounds

- a) In any twelve-month period reckoned from the date of appointment, a member may be granted up to a maximum of ninety (90) days sick leave with full pay and ninety (90) days on half pay.
- b) If the member is unable to assume duty at the expiry of one hundred and eighty (180) days, the appointment may be terminated on medical grounds only on the recommendation of a medical board.

21.15.5 Death of a staff member in service

- a) Termination of service may also be as a result of the death of a staff member. All cases of the death of a staff member whilst in service shall be handled in terms of the University's Bereavement Policy.

21.15.6 Discharge/dismissal from service on disciplinary grounds

- a) A staff member may be dismissed from the University following an outcome of disciplinary proceedings. Such dismissal from service is handled in terms of the Women's University in Africa Employment Code of Conduct or in its absence the National Employment Code of Conduct Statutory Instrument 15 of 2006.

21.15.7 Retrenchment

- a) There are circumstances which may include financial incapacity or reorganisation of work that may result to the University taking a decision to retrench employees. Retrenchment of employees at the University shall be handled in line with the provisions of the Labour Act Chapter 28:01 as amended.
- b) Unless better terms are agreed between the University and employees concerned or their representatives, a package (hereinafter called "the minimum retrenchment package") of not less than one month's salary or wages for every two years of service as an employee (or the equivalent lesser proportion of one month's salary or wages for a lesser period of service) shall be paid by the University as compensation for loss of employment no later than the date when the notice of termination of employment takes effect.

21.16 Staff Development

- a) The University has a Staff Development Policy that allows employees to enhance their on the job skills as well as develop themselves professionally.
- b) An employee, their spouse and three (3) dependents shall be eligible to benefit from the payment of tuition fees exemption scheme in order to pursue academic programmes at the Women's University in Africa.
- c) Guidelines on staff development and fees exemption are contained in the WUA Staff Development Policy document.

- d) The University commits to having more female employees benefiting from the Staff Development Policy.

21.16 Salaries and Allowances

- a) Salaries and salary scales shall be as determined by the University Council from time to time.
- b) Consultants and staff employed on short contracts and part-time basis shall be engaged on terms and conditions advised to them at entry in written contracts between them and the University.
- c) Salaries shall be paid at the rate applicable to the employee's job grade.
- d) The pay day shall normally be the 25th of each month for full-time staff and the 15th of every month for part-time staff.
- e) All salaries for staff shall be paid into a bank or building society account.
- f) Every employee shall, be entitled to a printed/soft copy pay slip detailing the gross salary paid, the nature and amount of any deductions and the net amount paid prior to the pay day.
- g) Nothing shall be construed as authorising a reduction on the fixed salary or scale applicable to any member except where the member has consented to such reduction or where he/she has been found guilty of misconduct in terms of the WUA Employment Code of Conduct or in its absence the National Employment Code of Conduct Statutory Instrument 15 of 2006.

21.17 Travel Allowance

21.17.1 Local and Foreign Trips

- a) An employee who is required to travel on University 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 Allowance Policy.
- b) Upon return, vouchers and receipts where necessary should be signed by and submitted to the Bursary.

21.17.2 Overnight Allowances

- a) 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.

21.17.3 Business Expenses

- a) Permission for expenditure must be granted first for expenses incurred by members of staff in the course of carrying out University business. Any expense may be claimed by completing the appropriate Expense Report form, assessed in the Bursar's Office and, if approved, a refund to the employee will be made.

21.18 University Vehicles

- a) 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 the University Vehicle Policy Document. Authority to drive University vehicles shall be guided by the Vehicle Policy.
- b) 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 using Automobile Association of Zimbabwe (AAZ) rates or an allowance per kilometre at a rate determined by the University Management from time to time.

22.0 Consultancies and Commercial Exploitation of Academic Work

- a) 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 are contained in the University Consultancy Policy document).

23.0 Intellectual Property

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

24.0 Staff Promotion

24.1 Grading and Advancement Procedures for Administrative Staff

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

24.2 Accelerated Advancement

- a) 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.
- b) 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.
 - iii. 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.

24.3 Academic Staff Promotion

Academic staff promotion shall be implemented in line with the Academic Staff Appointment Grading and Promotion Ordinance 4.

25.0 Maintenance of Employee Personal files

The University shall maintain an official personal file for each staff member. The file is the only official University record of interactions between the University and the individual staff

member regarding their employment. Data contained in this file may be used to establish the factual basis of the employment relationship between the individual staff member and the University. Personal files shall be audited at least once in every year. Staff members should submit to the Human Resources and Administration Section any pertinent documents which shall be filed in their personal files at the discretion of the Deputy Registrar, Human Resources and Administration.

25.1 Contents of the Personal File

Any event concerning any significant relationship between a staff member and the University is to be contained in personal files. The following documents shall form the contents of a staff member's personal file:

- a) Employee personal documents which include a copy of birth certificate, identity card, marriage certificate/affidavit, children's birth certificates;
- b) Recruitment documentation, including application letter and curriculum vitae;
- c) Certified copies of academic and professional qualifications;
- d) Evidence of change of personal details (for example, marriage certificate);
- e) Appointment letter(s);
- f) Leave application forms;
- g) Pay and allowances detail form(s)
- h) Loan forms;
- i) Redeployment/transfer letters;
- j) Promotion letters;
- k) Disciplinary letters;
- l) Staff welfare detail documents;
- m) Completed performance appraisals forms;
- n) Resignation letter and exit interview forms; and
- o) Pension claim forms.

25.2 Confidentiality and Privacy

- a) The official personal file is a University management document. The University recognises that access to the file must be constrained because of the need to preserve the individual's privacy.
- b) Personal files are kept in password protected electronic and or hard copy form securely within the Human Resources and Administration Section of the University.
- c) Access to staff personal files will only be granted upon completion of a request form where:
 - i) The day to day duties of the requesting officer requires that they use the files; and
 - ii) The requesting Officer can demonstrate that the information is needed for legitimate purposes and that privacy will be maintained.
- d) Any staff member obtaining information from an official's personal file for University purposes is required to maintain the confidentiality of the information.
- e) The information is to be used only for the purpose permitted. Staff personal information will not be left in public view or where it can be easily accessed by unauthorised individuals.

25.3 Storage

- a) All physical personnel files shall be kept in lockable cabinets and arranged in alphabetical order. The file cabinets will be sorted in a separate room accessible to Human Resources and Administration staff or authorised persons only.
- b) Only Authorised Human Resources and Administration staff will be permitted access to the file cabinets:

25.4 Accessibility and Retrieval of Files

- a) The movement of staff files shall be controlled through the use of a register by the issuing officer.
- b) Personnel files will be made available to the following Officers with respect to their staff upon request:
 - i) Vice Chancellor
 - ii) Executive Management
 - iii) Deans of Faculties
 - iv) Chairpersons of Departments
 - v) Department/Section Heads
- c) Internal Audit Unit staff shall be allowed free access to all staff files upon request.

26.0 University Human Resources Committee and Sub-Committees

There shall be various Committee in place to ensure the functionality of this policy. The Committees and their composition are shown below.

Committee	Composition	Secretariat
d) Human Resources Committee of Council	Three Council Members Vice Chancellor Pro Vice Chancellor Registrar Bursar	Deputy Registrar, Human Resources and Administration
e) Academic Staff Promotions Committee	Vice Chancellor or her/his nominee shall be the chairperson. Pro Vice Chancellor Four members of Council All Deans of Faculties. At least three Professors of the University appointed by Senate	Senior Assistant Registrar, Human Resources
f) Administrative Staff Promotions Committee	Pro Vice Chancellor Registrar Bursar Librarian Two members of Council who are not members of staff of the University	Assistant Registrar, Human Resources
g) Senior Administrative Staff Promotion	Pro Vice Chancellor Registrar Deputy Registrar One council member One senior representative from	Assistant Registrar, Human Resources

	the Faculty or department where the person to be promoted works	
h) Junior Administrative Staff Promotion	Registrar Deputy Registrar One senior representative from the faculty or department where the person to be promoted works.	Faculty Administrator if it is a Faculty post or Administrative Assistant, Human Resources.
i) Gradings, Salaries and Conditions of Service Committee	Vice Chancellor Pro Vice Chancellor Registrar Bursar Deans of Faculties A representative from the academics, administrative members Workers Committee representative Secretary:	Senior Assistant Registrar, Human Resources
h) Staff Development Committee	Pro Vice Chancellor (Chairperson) Registrar 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	Faculty Administrator
i) Staff Disciplinary Committee	The composition and the terms of reference shall be as spelt in the University Charter/ Employment Code of Conduct	Senior Assistant Registrar, Human Resources/ Administrative Assistant
j) Works Council	The composition shall be as agreed between workers and management and governed by the Works Council constitution.	Senior Assistant Registrar, Human Resources

27.0 Accountability

The Deputy Registrar, Human Resources and Administration shall be responsible in the implementation of this policy.

28.0 Amendments

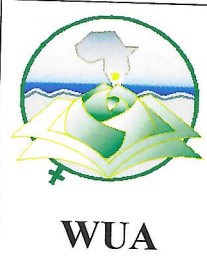
The University may, from time to time, and at its sole discretion and with or without retrospective effect, amend, alter, add to, or cancel any provision(s) contained in this policy, provided that no such amendment(s), alteration(s), addition(s) or cancellation(s) shall result in the terms or conditions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

29.0 Policy Renewal

This policy will be reviewed after every five (5) years or whenever there are changes in legislation/statutes.

30.0 Commencement

This amended Human Resources Policy shall become effective to all staff members at Women's University in Africa from the date of approval.

Document Name	Human Resources Policy	
Version Reference	1.0	
Document Owner	Deputy Registrar, Human Resources and Administration	
Council Chairperson's Name	<i>Rachel Chibaya</i>	
Date of Approval		
Signature	<i>R Chibaya</i>	
Review Date		