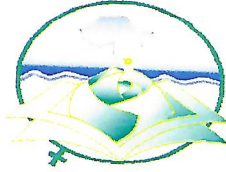


WOMEN'S UNIVERSITY IN AFRICA



Addressing gender disparity and fostering equity in University Education

REMUNERATION POLICY FOR GENERAL STAFF

PREAMBLE

This Remuneration Policy is guided by the Women's University in Africa core values (crystallised from employee personal values) of:

- **HONESTY** – The virtue of transparency;
- **INTEGRITY** – Trustworthiness underpinned by dependability, communication, and excellence;
- **PROFESSIONALISM** – Fairness in gender-responsiveness through punctuality;
- **RELIABILITY** – Commitment to resourcefulness premised on confidentiality upholding respect;
- **ACCOUNTABILITY** – Diligence nurtured by teamwork epitomised by cooperation for transformation.
- **EFFICIENCY** - Skillfulness in avoiding wasted time and effort.

Essentially, the policy anchors Women's University in Africa's Vision and Mission as stated in the Charter.

Vision

The Women's University in Africa seeks to be the best University in Africa in relation to the promotion of equity and equal opportunities in tertiary education.

Mission

The Women's University in Africa is dedicated to reducing gender disparity by providing a gender sensitive and socially responsible educational training and research institution.

1. Purpose

- 1.1 To enable the University to attract, retain and motivate employees.
- 1.2 To ensure that the reward is competitive, based on merit and that remuneration practices are fair, consistent and transparent.

2. Scope

This policy shall cover all Women's University in Africa employees and its subsidiaries excluding members occupying designated posts.

3. Roles and Responsibility

The Human Resources and Administration Section shall be responsible for implementation of this policy.

4. Salary Determination

4.1 Remuneration at Appointment

When employees are appointed, their remuneration is determined by the level of the position they hold. Women's University in Africa will reward employees based on agreed performance criterion, market trends and University affordability.

4.2 Minimum and Maximum Remuneration Ranges

Each grade has a minimum and maximum remuneration range. In applying the remuneration model, the following factors are to be considered:

- 3.2.1 Starting remuneration is often set having given consideration to its relationship with the market benchmark and to those of existing employees of the same level to avoid anomalies.
- 3.2.2 Consideration is given to external equity as measured by regular remuneration surveys carried out by the Human Resources Team.
- 3.2.4 Remuneration is updated regularly to keep abreast of market trends.

4.3 Remuneration Structure

The University remuneration structure is based on the following:

a) Basic pay

Basic pay as agreed between the University and the employee.

b) Statutory Benefits

Payments which employees receive as a result of application of the Zimbabwean laws such as National Social Security Authority (NSSA) Act.

c) Temporary employment rates

Remuneration awarded to part-time employees.

d) Discretionary Benefits

The terms and conditions on payment of the discretionary benefits (which include allowances) is determined by the Board of Trustees and revised from time to time. The

benefits are discussed first by the University Salaries and Conditions of Service Committee, Works Council, taken to the Senior Management Committee, through to Human Resources Committee of Council, Finance Committee of Council, and then Council and finally the Board of Trustees for finalisation. The University reserves the right to amend, withdraw or replace any such discretionary benefits through the same committees without giving rise to any claim for damages or compensation as a result. The Board of Trustees will take into consideration the University's financial performance and individual's performance in processing the discretionary benefits.

e) Performance related bonus

A performance related bonus will be paid to employees whose work is considered to have reached a required standard above average in respect of Key Result Areas.

4.4 Taxation

All income payable to staff members shall be subject to Pay as You Earn (PAYE) and/or any other requisite statutory deductions.

4.5 Remuneration Payment

- 4.5.1 Employees are required to complete the "Personal Details Form" available from Human Resources and Administration Section upon joining the University. Any changes to these details during tenure with the University shall be confirmed by the employee in writing.
- 4.5.2 Remuneration shall normally be paid in arrears by the 25th of every month.
- 4.5.3 Remuneration shall normally be paid by direct deposit to a bank account of the employee. Employees are required to advise the Human Resources and Administration Section before the 15th of the month when changing bank accounts. This is for the purposes of facilitating the correct remittance of payments.

4.6 Allowances

4.6.1 Acting Allowance

An acting allowance shall be paid to an employee who temporarily performs the functions and responsibilities of a higher post for which they qualify when the post is vacant or the usual incumbent is on leave or taking up official duties elsewhere. Only a substantive employee, i.e. one who is employed in a substantive capacity, can perform the role of "acting".

- a) 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.

- (b) Notification of acting appointments will be in writing specifying the periods. Acting appointments for periods of 30 or more days shall be approved by the Vice Chancellor upon recommendation by the Head of Department.
- (c) Members will only get paid responsibility allowance after serving for a minimum period of thirty (30) days.
- (d) No staff member shall act in a position for a period of more than six (6) months.

4.6.2 Responsibility Allowance

- (a) A responsibility allowance 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. The responsibility allowance shall normally be up to a maximum of 20% of one's basic salary.
- (b) Notification of responsibility appointments will be in writing specifying the periods and the responsibility allowance to be paid. Appointments for periods of 30 or more days shall normally be approved by the Vice Chancellor upon recommendation by the Head of Department.

5. Retirement

The University believes that a clear policy on retirement assists both the staff members and the institution to plan for the impending retirement in terms of activity planning and succession. The University values the contributions of all its employees. However, some level of staff turnover, especially through retirement, cannot be avoided. In such instances, the University will have an opportunity to replace the outgoing employees. This may require the introduction of new skills and approaches or a re-focus of the activities to ensure efficiency and effectiveness. The main objective being to ensure that the institutional development strategy is adhered to.

5.1 Retirement Planning

The University shall endeavour to empower its staff to prepare for retirement through counselling and training in entrepreneurial skills and other projects that will sustain them beyond the legal retirement age. Retirement shall take effect at the end of the year (that is 31 December) in which an employee turns sixty-five (65) years. Employees who have been employed in arduous employment may, on production of a medical report, be entitled to retire at the age of fifty (50).

5.2 Early Retirement

The early retirement age is fifty-five (55) years. For an employee to be eligible for a pension at the early retirement age, he/she must have been working in one of a number of specified categories of

employment considered arduous and have been employed in one of those categories of work for seven (7) of the ten (10) years prior to turning fifty-five (55). The University policy states that when one wants to have an early retirement an employee must notify the Human Resources and Administration Section six (6) months before retirement.

5.3 Employment beyond Retirement

- (a) Contracts of employment for all employees, including academic staff shall automatically terminate at the end of the year in which the staff member attains the age of sixty-five (65). The Human Resources and Administration Section should notify the employee four (4) months before the pending retirement. Employees may elect to retire at the end of the month in which they reach sixty-five (65) years. However, written communication should be sent to the Human Resources and Administration Section to that effect, three (3) months before the retirement date.
- (b) Staff members who wish to serve beyond the age of sixty-five (65) years shall apply for such consideration by a sub-committee of the Salaries and Conditions of Service in the name of the Committee on Continuation of Employment beyond Retirement Age. A five (5) year extension of service may be allowed after the attainment of the retirement age of sixty-five (65) years, but this extension shall be subject to yearly reviews up to seventy (70) years on the basis of good health and satisfaction that one can still deliver their duties efficiently and effectively. The sub-committee may consider a further extension of service on a yearly basis up to seventy-five (75) years on special grounds.

5.4 Resignation on Medical Grounds

An employee may be resigned or requested to resign on grounds of his/her continued ill-health or on grounds that he/she has become incapable of efficiently performing his/her duties due to mental or physical deficiencies or infirmity, on production of a medical report. The University shall set out a Medical Board to resign the employee. The University shall have a medical doctor within its establishment, it shall be the institution's responsibility to take the affected staff member for medical Examination by the University doctor who shall recommend the action to be taken on the member. The expenses for such medical examination shall be met by the University.

5.5 Appeal against decisions made by the Medical Board

There shall be no appeal with respect to decisions of the Medical Board or Committee on Continuation of Employment beyond Retirement Age. Reviews shall be based solely on procedural irregularities.

6.0 Retirement Benefits

At retirement, a member shall receive one (1) month's salary for every year served paid as a lump sum from the University.

7.0 Long Service Awards

In recognition of long service, the University shall present long service awards to its employees. These awards will be processed through payroll in the month of the anniversary the long service awards shall be awarded as stipulated below.

7.1 5 years' Service Award

- An amount equivalent to one (1) month's salary
- Plaque of long service

7.2 10 years' Service Award

- An amount equivalent to two (2) months' salary
- Plaque of long service

7.3 15 years' Service Award

- An amount equivalent to four (4) months' salary
- Plaque of long service

7.4 20 years' Service Award

- An amount equivalent to six (6) months' salary
- Plaque of long service

Any income tax associated with the payment of long service award will be borne by the employee (as applicable).

The long service premium shall be used as a retirement aid tool in assisting the employees to get ready for life after employment with the University.

8.0 Policy Renewal

This policy will be reviewed after every two (2) years or whenever there are changes in legislation/statutes.

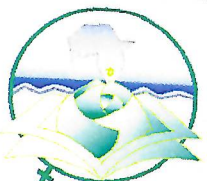
9.0 Amendments

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.

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10.0 Commencement

This policy shall become effective to all staff members at Women's University in Africa from the approval date.

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