



# Human Resources Policies and Procedures



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## Introduction

The University of Seychelles (UniSey) is a young university that is still fine-tuning its policies and procedures. Central to the future success of the university is the quality of our staff. As part of the process of achieving high standards, and in order to create a supportive environment, a robust and comprehensive set of HR policies and procedures is essential.

This manual provides a full record of current HR policies and procedures. It is reproduced on the website and is also available in hard copy from the Human Resources Office. As these policies and procedures are regularly reviewed, please ensure that you have the most up-to-date version (from one of the above sources).

If you have any comments and/or suggested corrections, please direct these to the Human Resources Office at Anse Royale.

Ms Marie-Andrée Sally  
HR Manager

## 1 Joining the University

### **POLICY**

**Attracting new staff of the right caliber is essential to the continuing success of the University. Our policies are designed to be fair, comprehensive and transparent.**

First impressions count, and we want to attract good-quality applicants for all of our vacant posts. For the successful candidates, joining the university community should be a supportive and seamless process. Timely feedback should be provided to unsuccessful candidates and the experience of applying for a job at UniSey should be a positive one.

In relation to the process of joining the university, there are two policies and associated sets of procedures. These are:

- **Recruitment**
- **Induction**

### 1.1 Recruitment

### **POLICY**

**To ensure that, while the process of selection is rigorous, all applicants are treated fairly and their impression of the university as a progressive employer is positive.**

The basic aim of this recruitment policy is to match the right people to the right positions. The university's intention is to be effective, fair and equitable in the treatment of all candidates, with the aim of:

- attracting the right people to meet the changing needs of the university;
- providing all applicants with a positive experience of the process;
- easing the way into the workings of the university.

Recruitment and selection policy and procedures are regulated by legislation frameworks in the Seychelles, with the aim of protecting people against discrimination and unfairness while looking for a job. Recruitment and selection is a critical activity for the University of Seychelles to ensure that it has the right people in the right place and at the right time. It is based on an understanding of the organisation's needs, and of how the recruitment strategy can help to meet these.

UniSey wishes to present an attractive employment proposition to a broad, but relevant, target market. Its selection processes will maximise opportunities for success in finding the best fit between a new recruit and the job in question, in the short and longer term.

#### **(a) Roles and Responsibilities**

The Vice-Chancellor has overall responsibility for ensuring that the organisation's Recruitment and Selection Policy is implemented properly and fairly.

The Registrar has the responsibility to make decisions in relation to the recruitment and selection of candidates, and to ensure that all Deans/Heads of Section comply with the policy and procedures.

The Human Resources Manager ensures that policies and procedures continue to be developed (and reviewed as necessary) for the effective recruitment and selection of staff. Support and advice is provided to Deans/Heads of Section during the recruitment process. A further responsibility is to ensure that records of the recruitment process are documented, kept on file and provided as required.

Deans/ Head of Section may request assistance from the Human Resources Office at any stage of the recruitment process.

#### **(b) Scope**

This policy and associated procedures cover all activities that form part of the recruitment and selection process. They apply to all UniSey staff recruitment, irrespective of the type of recruitment (full-time or part-time) or the nature of employment. Staff involved in any aspect of the recruitment and/or selection process will be made aware of this document. Ultimately, it is the responsibility of the senior management of UniSey, in collaboration with Human Resources personnel, to ensure that this is the case.

#### **(c) Principles**

The University of Seychelles aims to attract and recruit the most appropriate people available. Decisions will be based on consideration of the required attributes for effective performance. Fair recruitment is good practice and UniSey is committed to achieving equality of opportunity in the recruitment and selection of staff. Management and staff of this university, involved in the recruitment process, will be made aware of this policy.

The following are core principles:

- the university will seek to attract the best candidate for the job based on merit and will appoint the person who is best suited for the position;
- the university will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation;
- the university will ensure that the recruitment and selection of staff is conducted with fairness and that equal opportunity is offered to all applicants;
- recruitment and selection is an important activity that should contribute towards enhancement of the university's image. It is the intention of UniSey to treat all

candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate's experience is positive, irrespective of the outcome;

- the university will promote best practice in recruitment and selection. It will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated; and
- the university will ensure that its recruitment and selection process is cost effective

#### **(d) Monitoring and Review**

This policy and associated procedures will be kept under constant review. In addition, periodic reviews will be initiated by the Registrar and/or the Human Resources Manager. Where changes in employment legislation occur that directly affect this policy and procedures, these will be brought to the attention of the Registrar by the HR Manager.

#### **(e) Stages in the Process**

##### **(i) Vacancy Arises**

The Registrar and Deans will prepare an annual plan for proposed new recruitment during the coming financial year. This plan must be submitted to, and agreed by, the Executive, in consultation with the HR Manager and the Financial Controller, prior to proceeding with recruitment for particular vacancies. The proposed expenditure must at all times be consistent with allocated budgets.

When a vacancy first arises, whether a result of an internal or external move of the current post holder, or following the creation of a new position with new roles, it is important to evaluate carefully the need for such a position and whether it is in line with the university's strategic plan. Consideration should be given to the purpose and content of the role, as well as to its place in the structure of the university.

Account should be taken of whether the incumbent will be recruited locally or whether it will be an expatriate. For the latter (which is likely to be restricted to faculty appointments), ongoing recruitment is normally required. By identifying potential appointments in advance, vacancies can more readily be filled without undue delay.

HR will also advise whether the post can be advertised internally only. Situations where this might apply are in the case of internal restructuring, where existing post holders should have priority to apply. In those cases where, following an internal selection process, there is not a suitable candidate, then the post will be advertised externally.

##### **(ii) Analysis of Needs**

When a position becomes vacant, the HR Manager should review the position and consider whether:

- there is a need to fill the vacancy at this point in time;
- the job description is relevant to the post;
- the duties and responsibilities of the post have changed;
- the salary grade according to the salary structure has changed;
- there are any changes in the organisation structure that affects the post;
- there are any changes in working hours; and
- there are any relevant budgetary implications in filling the post.

(iii) Job Description

The HR Manager should ensure that for every vacancy that needs to be filled an updated Job Description should be provided prior to the recruitment process. The job description should be precise and must reflect all elements related to the post. It should include:

- the Faculty/Section where the post will be located;
- the post title;
- the person(s) to whom the incumbent will be directly responsible;
- duties and responsibilities of the post.

(iv) Person Specification

The person specification should state both the essential and desirable criteria in terms of skills, aptitudes, personality, knowledge and experience that are required for the job, all of which should be directly related to the job and should apply equally to all applicants.

The HR Manager will ensure that care is taken when drawing up the person specification to avoid discrimination and bias in the recruitment process.

(v) Funding Authorisation

The Registrar, in collaboration with the Financial Controller, will have the responsibility to ensure that funding is made available before advertising. The Registrar will convey his/her approval for any position prior to being advertised.

(vi) Advertising

Vacancy advertisements should clearly indicate the duties and responsibilities, and position requirements, so that the widest possible pool of applicants will be attracted to the job.

Vacancies will normally be advertised within the university (internally) prior to advertising externally, so as to provide an opportunity for career development for existing staff.

Staff who have been acting in a position that subsequently becomes vacant, or any other staff interested in the job, will have to apply for the position when it is advertised. In such cases, the position is likely to be advertised in the first instance on an internal basis only.

The university may advertise through one or more newspapers, through UniSey's website and, in special cases, through the SBC television job vacancies service. The vacancy will be advertised in the newspaper(s) for 3 days maximum and will remain open to applicants for one week. In the case of overseas advertising, use will be made of online recruitment sites and appropriate newspapers.

Priority to fill full-time positions within the university shall go to existing staff (both full-time and part-timers), subject to meeting the requirements of the position. External recruitment to such posts shall only be considered in cases where internal appointments are not possible.

Enquiries in all cases will be directed to the UniSey HR Manager, who will provide potential applicants with supplementary information which will include:



- general information about the position and the university;
- a job description, including to whom the post holder will report;
- person specification; and
- advice on the format of an application and the closing date for applications.

#### (vii) Application Process

The university makes available within the HR office and on the website an Employment Application Form that must be completed by all applicants, together with the submission of the *Curriculum Vitae*.

The applicant will ensure that all sections of the Employment Application Form are completed and that the form is duly signed by the applicant. The following details must be included:

- name and residential address;
- telephone/contact number;
- employment history;
- educational background;
- two referees (not including a relative or member of the family).

Once completed, the form should be returned to the HR office before the closing date of the vacancy, along with a copy of their CV, certificates and references, plus copies of any form of identification documents e.g. NIN, passport etc.

The university has the right not to accept any application that is incomplete. Application forms that are not complete will be returned to the applicant or may be disregarded.

#### (viii) Shortlisting

The HR Manager will pass copies of the applications to the appropriate manager who, in consultation with relevant colleagues, will draw up a shortlist for interview. This shortlist will be based on the extent to which the qualities of candidates most closely match the job requirements.

Shortlisting should be carried out by a minimum of two people to reduce any possibility of bias, one of whom should normally be the Dean/Head of Service.

All applicants should be assessed against the job specification and person specification where applicable. Applicants being shortlisted should meet the minimum position requirements.

Shortlisting will be completed within two weeks at most after the closing date of the application. Applicants who have not been shortlisted will be informed immediately after the shortlisting is completed, and this will be through a letter indicating the reason for non-selection.

Any member of staff involved in a selection process who has a personal or family relationship with an applicant must bring this to the attention of the HR Office. In such a situation, this staff member is not allowed to be part of the recruitment and selection process.

#### (ix) References

Shortlisted candidates should produce written references from past employers. The university may carry out its own background search and may request further reference(s) to gather information on general behavior and attitude of the candidate.

The university may, at any given time, request a candidate to produce a Police Character Certificate.

Referees can be contacted with or without the consent of the applicant.

The information provided should be treated as confidential and should be used only to verify information collected through the selection process.

#### (x) Interview

The HR Manager will be responsible for organizing the panel for interview. Shortlisted applicants will be invited for interview, normally within a period of two weeks following the closing date.

The interview panel will normally be chaired by the Registrar or Dean with responsibility for the area in question, with at least one other colleague in that area, together with the HR Manager who will keep a record of the proceedings. A panel should not convene without at least three members present. Members of the panel will be issued with copies of the applications in good time to prepare for the scheduled interviews.

The interview panel should meet at least half an hour before the interview starts to discuss the interview questions and the interview structure. This will allow the panel to assess the candidate in relation to the established requirements for the position and in relation to other candidates. Questions and interview assessment processes should be consistent for all candidates.

The panel should agree the order of questions to be asked during each interview and ensure that each member gets an opportunity to ask at least one of these. The following points should be considered during the interview:

- the chair of the panel should inform the candidate that the panel members will be taking notes;
- probing questions should be asked with a view to ensuring that sufficient information is obtained to effectively evaluate the candidate;
- the chair of the panel should ensure that the candidate understands the question;
- specific examples should always be asked for, and the candidate should be invited to elaborate in specific instances;
- it should be ensured that it is the candidate who does most of the talking; and
- the candidate should be given the opportunity to ask his/her own questions (generally at the end of the interview);

It should be remembered that, while the panel is assessing the candidate, the candidate is also assessing the university. Therefore, how the interviews are conducted will affect the way the institution is perceived.

#### (xi) Selection

There should be a debrief by the panel at the conclusion of all interviews. Members should discuss each candidate's performance and the attribute-relevant ratings. Panel members should share their reasoning for their rating of each candidate. Each member of the panel has an equal say in evaluating and recommending candidates.

The panel should attempt to reach a consensus about its recommendation of the selected candidate. In cases where disagreement arises between panel members, the majority view shall prevail.

The interview panel will identify the best choice candidate and may also identify second and third choices. This is necessary in case the first choice withdraws their application after the interview.

The HR officer will ensure that an Interview Record Form will be completed for each applicant. The panel's recommendation should be included on the Interview Record Form. Members of the panel will be required to sign the form, which will then be returned to the HR Office for further processing.

Candidates who are not successful will be dealt with courteously and sensitively, and will be given a letter indicating the outcome of the interview, as soon as possible after the interview.

(xii) Appointment

Once the interview and selection process is completed, a Recommendation for Full-Time Appointment form is prepared in respect of the successful candidate, and is submitted to the designated line manager for approval.

Prior to appointment, the university has the right to seek further references and obtain police clearance as appropriate. References provided by the candidate will be subject to additional checks. At the same time that the certificates are verified, the referees will be contacted either by telephone, email or letter.

In the event of a prior conviction, consideration will be given to the relationship between the nature of the conviction and the responsibilities of the position that is or will be held. A relevant job-related conviction provides grounds for termination of employment or non-selection of an applicant. Conviction is defined as including all criminal offences, except for minor traffic offences in relation to any position that does not require driving. For positions that require operation of a motor vehicle the term 'conviction' should include minor traffic offences. Falsification of application materials, including failure to disclose criminal convictions, provides grounds for termination of employment or non-selection of an applicant.

Subject to the line manager's approval, the candidate is issued with a letter of offer which will indicate the salary and the conditions of employment. A Job Description of the position will be appended.

The candidate will be asked for a written response within seven days, and to complete a detailed HR profile form. The latter will be processed by the HR Office and submitted for the approval of the Vice-Chancellor.

Acceptance will be followed by the issue of a staff contract, which is a legally binding document. The contract will specify whether the employment is full-time or part-time and whether it is for a limited period. A starting date will be agreed and if the candidate is a foreigner, the formalities for the Gainful Occupation Permit (GOP) will commence.

Within one week of completion of the selection process, the HR office will prepare copies of qualification certificates (which must include the highest qualification) in respect of selected candidates, especially for faculty positions. This will apply for both local and foreign candidates. These documents will be sent to the Seychelles Qualifications Authority (SQA) with a request for the verification of their authenticity and that of the university/institution awarding body.

Original copies of certificates of qualification must be produced no later than the first day of employment. The HR office will compare the original qualification with copies submitted to ascertain that they have been evidenced as confirmed copies.

Once the candidate has accepted the offer, the arrangement for a starting date is determined for the approved candidate to join the university.

(xiii) Part-Time and Temporary Workers

Recruitment for part-time employment will, as far as possible, follow the same procedures as for full-time employment.

Any temporary or casual workers shall be eligible to terms, conditions and remuneration as stipulated by the Employment Act.

(xiv) Recruitment of Non-Seychellois

Priority for recruitment/appointment to any post in the organisation shall be given to Seychellois nationals.

Recruitment of Non-Seychellois shall only be considered where there are no suitably qualified Seychellois for the position. All procedures for recruitment will be the same as for local recruitment, except that the interview will be conducted through Skype or by telephone.

Upon approval to recruit a Non-Seychellois, the appointed candidate will need to provide the following:

- medical test results and a completed and signed Health Examination Form for the appointed candidate;
- X-Ray films for the appointed candidate;
- a passport-size photo;
- copies of passports for the appointed candidate and dependants (spouse and up to 2 children below 18 years old).

The university will process the medical documents of the candidate and pass to the Ministry of Health (Occupational Health Department) for endorsement, along with a processing fee for a fitness certificate.

The university will then forward a Request for Employment form to the Ministry of Labour, with a copy of the CV and press adverts (3 published copies), to request for permission to employ the Non-Seychellois.

Upon receipt of the employment permission from the Ministry of Labour and the medical fitness certificate from the Ministry of Health, the university will forward them along with a completed Request for Gainful Occupation Permit Form, including copies of passports, to the Immigration Department (together with a processing fee for the Non-Seychellois applicant and for each accompanying dependant (spouse and up to two children below 18 years old).

Other processes will be to:

- organise with an Insurance Agent for the processing of an Immigration Security Bond as required;
- secure accommodation in preparation for arrival;
- booking of flights and the itinerary;
- collect approved GOP from Immigration;
- scan and send copy of GOP to the appointed candidate;
- confirm travel bookings and submit invoice to Finance Section for settlement;
- forward air ticket(s) to appointed candidate; and
- organise for welcome upon arrival.

Reimbursements for certain pre-arrival costs will be detailed on the respective employment contract. In principle, the intention is for expatriates to receive a salary that is comparable to that of a Seychellois colleague undertaking the same work, but to

recognize (through designated payments) that expatriates have additional costs because of their relocation to Seychelles.

## **APPOINTMENT OF VISITING FELLOWS**

### *Preamble*

The University of Seychelles (UniSey) has the authority to appoint Visiting Fellows, who wish to establish a temporary base at the university. Such appointees will normally be self-funded.

These appointments are normally designed to enable scholars to pursue research during a specific timeframe. Different Faculties of UniSey may invite academic professionals and practitioners from other institutions as Visiting Fellows. Alternatively, scholars may also propose their candidature for Visiting Fellows. It is expected that a Visiting Fellow will contribute in a defined way to the work of the university.

### *Appointment Criteria*

To be considered as a Visiting Fellow, the applicant will satisfy the normal university criteria for an academic appointment.

### *Selection Criteria*

The Appointments Committee shall take into account the following criteria in assessing applications:

- how the applicant can contribute towards strengthening academic networks to underpin ongoing scholarly activity;
- enhancement of academic programmes through collaborative teaching projects;
- achieving scholarly outcomes (e.g. publications) in key areas, through research leadership and collaborative research;
- how the proposed visit will complement the university's research strategies and targets;
- the value of the proposed programme (e.g. research) and its expected outcomes;
- the contribution and benefit to the research environment at the university;
- how the applicant can contribute towards enhancement of the university and the
- promulgation of its research activities and achievements.

### *Procedures for Applications*

A letter of application and *Curriculum Vitae* should be submitted to the HR Manager at Anse Royale (admin.hr@unisey.ac.sc), stating clearly why the Fellowship is requested and how it will benefit the university. The letter should be accompanied by a *Curriculum Vitae* (that should include the names and contact details of two referees selected by the applicant).

The HR Manager will forward the application to the Dean of the relevant Faculty who will then obtain required references (one internal and one independent source, in addition to the applicant's own suggested referees).

Once the references have been obtained, the application will be considered by the Honorary Appointments Committee. The committee will comprise:

- the Vice-Chancellor as the Chairperson;
- the HR Manager as Secretary;
- one Dean as a permanent member;

- two active researchers; and
- a member of Senate.

The committee will duly make a recommendation, which will then be forwarded to Senate for approval.

All candidates will be informed in writing of the Senate decision. Successful candidates will be issued with a contract detailing the nature and tenure of the appointment.

#### Period of Appointment

The Visiting Fellow appointments are for a period of no more than twelve months, renewable subject to review by the university.

Appointments may be terminated at any time by the Honorary Appointments Committee with the approval of Senate, and the appointee will be advised in writing that he or she no longer holds the visiting status. The appointment may be terminated if the incumbent acts in a way which is not the best interests of Unisey.

#### Appointments Committee Sitzings

All applications for Visiting Fellows will be considered by the Honorary Appointments Committee (which will meet twice a year, normally during the months of May and November).

#### Privileges, Rights and Obligations of Visiting Fellows

Visiting Fellows:

- will have access to a workstation during visits to the university. It will be the responsibility of the Dean to provide additional facilities and support as appropriate.
- depending on the field of specialism, the Visiting Fellow will be accountable to the Dean of the relevant Faculty.
- may have access to the university's information facilities, including its electronic communication network, library
- will acknowledge the university in publications and grant applications arising from research involving university collaboration;
- will comply with university statutes, regulations and policies while involved in their activities;
- will not be considered as members of university committees;
- will not commit or authorise expenditure of university funds.

#### Use of Honorary Title

Visiting Fellows are awarded with the title as a means of recognizing their respective roles at the University of Seychelles and it will be on a non-remunerative basis.

Visiting Fellows may use their title:

- during the term of their appointment when carrying out any activity as part of their contribution to the university; and
- while at their university

#### University Obligations

- The university will ensure that Visiting Fellows are covered under Public Liability Insurance
- The university will ensure a safe work environment while participating in the activities of the university.

## APPOINTMENT OF HONORARY FELLOWS AND HONORARY PROFESSORS

### *Preamble*

The University of Seychelles (UniSey) is building its reputation as a knowledge hub in the Indian Ocean, with strong local, regional and international links. It strives to be the university of choice for students and to support the nation's transition to become a knowledge based economy. The university is developing high-quality courses and relevant research, as well as providing opportunities for professional development.

In the above context, it is important to attract leading academics and practitioners to contribute to the university's activities. One means of doing this is through honorary appointments, which offer opportunities for both parties. For the university, these appointments will help to extend its reach across an influential network, while for appointees this association with a new and growing university provides a fresh source of ideas and activities.

### *Honorary Appointments*

Applications are invited for Honorary Professorships and Honorary Fellowships. These appointments are intended for those who have a prominent reputation within their respective fields, and who wish to contribute to the strategic development of the university. The applicant may wish to who wish to contribute (on a non-remunerated basis) their professional support and experience to the university, through lecturing, research and/or other relevant activities.

### *Appointments and Criteria*

Honorary Professor	<p>To be considered as an Honorary Professor, the applicant will satisfy the normal university criteria for an appointment at professorial level.</p> <p>In particular, the candidate will normally:</p> <ul style="list-style-type: none"> <li>• be in possession of a PhD or a comparable professional qualification</li> <li>• will be highly regarded by peers; and</li> <li>• must demonstrate a high level of academic and/or other professional experience.</li> </ul> <p>In addition, the applicant is requested to demonstrate how they will make a significant contribution</p>
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	to the further academic development of the University of Seychelles.
Honorary Fellow	<p>To be considered as an Honorary Fellow, the applicant should be in possession of a postgraduate degree and/or a comparable professional qualification.</p> <p>In addition, the applicant is requested to demonstrate how they will make a contribution to the further academic development of the University of Seychelles. This contribution might be to enhance the teaching and/or research profile of the university.</p>

#### Procedures

Procedures for candidates are as follows:

- A letter of application should be submitted to the HR Manager at Anse Royale (admin.hr@unisey.ac.sc), stating clearly whether the application is for a Professorship or Fellowship. The letter should be accompanied by a *Curriculum Vitae* (that should include the names and contact details of two referees selected by the applicant).
- The HR Manager will forward the application to the Dean of the relevant Faculty who will then obtain required references (one internal and one independent source, in addition to the applicant's own suggested referees).
- Once the references have been obtained, the application will be considered by the Honorary Appointments Committee. The committee will comprise:
  - the Vice-Chancellor as the Chairperson;
  - the HR Manager as Secretary;
  - one Dean as a permanent member;
  - two active researchers; and
  - a member of Senate.
- The committee will duly make a recommendation, which will then be forwarded to Senate for approval.
- All candidates will be informed in writing of the Senate decision. Successful candidates will be issued with a contract detailing the nature and tenure of the appointment.

#### Period of Appointment



Honorary appointments are for a period of three (3) years, renewable subject to review by the university.

Honorary appointments may be terminated at any time by the Appointments Committee with the approval of Senate, and the appointee will be advised in writing that he or she no longer holds the honorary status. The appointment may be terminated if the incumbent acts in a way which is not the best interests of Unisey.

#### Appointments Committee Sitzings

All applications for Honorary Professorships and Fellowships will be processed and the Honorary Appointments Committee will meet twice a year (normally during the months of May and November).

#### Privileges, Rights and Obligations of Honorary Appointments

Honorary Professors and Honorary Fellows:

- will have access to a workstation during visits to the university. It will be the responsibility of the Dean to provide these facilities and any additional support as appropriate;
- depending on the specialism, the honorary post-holder will be accountable to the Dean of the relevant Faculty;
- may have access to the university's IT facilities and library;
- will acknowledge the university in publications and grant applications arising from research involving university collaboration;
- will comply with university statutes, regulations and policies while involved in their activities;
- will not be considered as members of university committees
- will not commit or authorise expenditure of University funds.

#### Use of Honorary Title

Honorary Professors or Honorary Fellows are awarded with the title as a means of recognizing their respective roles at the University of Seychelles and it will be on a non-remunerative basis.

Honorary Professor or Honorary Fellows may use their title:

- during the term of their appointment when carrying out any activity as part of their contribution to the university;
- while at their university

#### University Obligations

- The university will ensure that Honorary appointees are covered under Public Liability Insurance
- The university will ensure a safe work environment while participating in the activities of the university.

#### Period of Appointment

The Visiting Fellow appointments are for a period of no more than twelve months, renewable subject to review by the university.

Appointments may be terminated at any time by the Honorary Appointments Committee with the approval of Senate, and the appointee will be advised in writing that

he or she no longer holds the visiting status. The appointment may be terminated if the incumbent acts in a way which is not the best interests of UniSey.

#### Appointments Committee Sitzings

All applications for Visiting Fellows will be considered by the Honorary Appointments Committee (which will meet twice a year, normally during the months of May and November).

#### Privileges, Rights and Obligations of Visiting Fellows

Visiting Fellows:

- will have access to a workstation during visits to the university. It will be the responsibility of the Dean to provide additional facilities and support as appropriate.
- depending on the field of specialism, the Visiting Fellow will be accountable to the Dean of the relevant Faculty.
- may have access to the university's information facilities, including its electronic communication network, library
- will acknowledge the university in publications and grant applications arising from research involving university collaboration;
- will comply with university statutes, regulations and policies while involved in their activities;
- will not be considered as members of university committees;
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- during the term of their appointment when carrying out any activity as part of their contribution to the university; and
- while at their university

#### University Obligations

- The university will ensure that Visiting Fellows are covered under Public Liability Insurance
- The university will ensure a safe work environment while participating in the activities of the university.

## **APPOINTMENT OF PROFESSORS AND ASSOCIATE PROFESSORS**

### ***Introduction***

Appointment or promotion to the rank of Professor or Associate Professor is a major step in an academic member's professional development.

### ***Appointment Criteria***

The criteria for the appointment of Professors and Associate Professors are threefold. UniSey takes the view that excellence can be achieved in one or more of the following fields of activity:

#### **a) Research**

Candidates to be considered in this category are persons who have already achieved and who show promise of continuing to achieve a level of excellence in their contribution to

the research, scholarship, or creative expression appropriate to their discipline or profession. Evidence must be provided of output through publication of journals, books and articles, or other recognized means. Candidates who have participated in group research projects should provide a means for distinguishing their contributions from those of other members of the group. Past achievements and future promise, and the quantity and the quality of completed work, determine one's eligibility for appointment.

Indicators of excellence include originality, distinctiveness of ideas, creativity of expression, logical rigour, independence of thought in identifying projects and framing issues for analysis, advancement of a theoretical viewpoint or a perceptive and balanced criticism of such a viewpoint.

**b) Professional Achievement**

This category allows for professionals in practice as well as academics who make a contribution to professional life.

Professionals in practice should be leaders in their field. They should also provide evidence of reflection and contribution to the academic development of their area of practice. Ideally, there will be evidence of publication and recognition by peers.

Academics who claim professional achievement should do so alongside evidence of excellence in their other academic activities. They should provide evidence of their contribution to their particular profession by producing original research, creative works and performances in scholarship, and in teaching and learning. The candidate's engagement in widespread service to their profession and in the community is essential. S/he should include evidence of their contribution towards participation in professional activities and enhancement of performance of graduates/students.

**c) Teaching, Learning and Assessment**

Candidates may wish to apply on the basis of demonstrated excellence in teaching, learning and assessment. Detailed documentation of teaching achievements is essential. The records of teaching, learning and assessment should contain both a chronology of the candidate's classroom teaching and the formal evaluations (or summary of evaluations) made of that teaching. An evaluation should be made of the candidate's ability to work effectively with students and to teach in informal settings. A list of the candidate's graduate students and their placements could be added in support. Of the application.

In addition to evidence of practice, candidates will be expected to have published in recognised journals and/or shared good practice through conference papers. Their excellence in teaching, learning and assessment will be recognised by peers.

**Professor**

The title of Professor is the highest academic rank at the university and are not associated with specific managerial and/or administrative responsibilities. By virtue of their status, a Professor is expected to make major contribution to the development and implementation of the faculty's and university's academic activities. Their specific contribution will be defined by, and agreed with, the Pro-Vice Chancellor, Dean in consultation with the Vice Chancellor through the personal development and review procedure.- S/he is expected to exercise a special responsibility in providing leadership and in fostering excellence in their particular field. Normally, a Professor will be in possession of a PhD or equivalent professional qualification.

**Associate Professor**

Appointment as an Associate Professor will normally denote a level of excellence that will, with further development, qualify a candidate for designation as a Professor.

### *Applications*

#### Procedures for candidates are as follows:

- The candidate should provide a letter of application together with a *Curriculum Vitae* containing a detailed description of research achievements, copies of at up to three publications and/or other relevant evidence, and names and email addresses of at least two referees whom we may contact.
- The HR Manager/Senior HR Officer will forward the application to the Dean of the relevant Faculty who will then obtain required references (one internal and one independent source, in addition to the applicant's own suggested referees).
- Once the references have been obtained, the application will be considered by the Appointments Committee. The committee will comprise:
  - the Vice-Chancellor as the Chairperson;
  - the HR Manager as Secretary;
  - one Dean as a permanent member;
  - one active researchers; and
  - a member of Senate.
- The committee will duly make a recommendation, which will then be forwarded to Senate for approval.
- All candidates will be informed in writing of the Senate decision. Successful candidates will be issued with a contract detailing the nature and tenure of the appointment.

## 1.2 Induction

### **POLICY**

**To ensure that all new members of staff are properly welcomed and introduced to key colleagues; shown around the campus where they will be based; and introduced to the workings of the university.**

Every organisation, large or small, should have a well-considered induction programme. The induction programme provides information that new employees and others need, and are able to assimilate without being overwhelmed or diverted from the essential process of integration into a team.

The purpose of induction is to ensure the effective integration of staff into or across the organisation for the benefit of both parties. Research has shown that tailor-made induction programmes increase staff retention. New recruits need to know the organisation, the culture and the people, as well as their role. Ideally, all new employees should receive an individual induction programme that reflects their specific needs.

A good induction contains the following elements:

- orientation (physical) - describing where the facilities are;
- orientation (organisational) - showing how the employee fits into the team and how their role fits into the organisation's strategy and goals;
- health and safety information - which is a legal requirement;
- explanation of terms and conditions; and
- details of the organisation's history, its core business, its culture and values.

UniSey continuously needs to recruit new staff (academic or support); therefore, a proper induction programme needs to be implemented. This is particularly required as UniSey is itself a training provider, and thus high standards are expected.

The university recognises the fact that its employees are fundamental to its success. To enable all staff to become effective and efficient in their role as quickly as possible, it is essential that all staff who are new to the organisation receive a timely induction.

### **(a) Responsibilities**

It will be the responsibility of the Dean/Head of Section concerned to ensure that their new staff members receive induction and complete the induction programme. This involves ensuring that adequate time is set aside for the appropriate briefing and orientation of the staff member and encouraging the individual to acquire the necessary training.

In turn, new staff members must take a share of responsibility for their own induction in order to obtain the maximum benefit from the process. Together with his/her Dean/Head of Section, the individual staff member will be held accountable for completing the induction programme.

The HR Office will be responsible for compiling, in conjunction with the relevant Dean/Head of Section, the individual induction programme and the issuing of this information to new employees.

**(b) Process**

The HR Office will liaise with the relevant Dean/Head of Section regarding the content of the induction programme for both support staff and academic staff.

Upon arrival of the new staff member(s), the HR Office will welcome the newcomer(s) and explain the induction process, before taking them to the relevant office.

The senior manager who greets each new member of staff will ensure the provision of specific on-the-job training and ensure that all sections of the induction programme are completed. Should further training be urgently required, the manager must contact the HR Office, where the necessary arrangements will be made.

After a period of three months a follow-up interview with the individual will be conducted by the HR Office to identify any problem areas and to follow up on training requirements. Thereafter, the HR Office will liaise with the relevant manager on the successful integration of the staff member.

**(c) Key Elements**

Remember that first impressions count; so plan for the arrival of new recruits and make them feel welcome.

Give new recruits information about the university and their job, including:

- what the job is and how it fits into the rest of the organization;
- an introduction to other workers;
- details of terms and conditions and how and when salary will be paid;
- who is their immediate boss;
- the organisation's rules;
- where to find facilities such as first aid, canteen, library and toilets.

Provide information on health and safety procedures and hazard awareness.

Look upon induction training as the first stage in identifying training needs, paying particular attention to the needs of new recruits.

Try to ensure that workers are prepared for training, that information is presented clearly and that trainees are able to try out new skills.

Keep a record of any training provided.

**(d) Roles**

HR Office	<ul style="list-style-type: none"><li>○ Give an overview of the organisation, its history, services, quality system, culture and values.</li><li>○ Complete employee forms (including bank details), explaining the induction programme, as well as health and safety issues.</li><li>○ Provide an escorted tour of the campus and introduce fellow workers.</li><li>○ Give details about training services available.</li></ul>
Dean/Head of Section	

	<ul style="list-style-type: none"> <li>○ Explain the Faculty/Section's organisation (mandate, structure, procedures) and the venue for team meetings.</li> <li>○ Set the requirements of the job in context.</li> <li>○ Explain the purpose and operation of any probationary period and of the appraisal system.</li> <li>○ Orientate in terms of use of email/internet facilities, etc.</li> </ul>
Vice-Chancellor	<ul style="list-style-type: none"> <li>○ Courtesy call, during which the V-C will provide a strategic overview of the organisation.</li> </ul>

**(e) Resources**

Resources to be provided will include:

- organisation literature, organization structure, job description, specific documentation according to faculty/section – relevant course procedures;
- terms and conditions of employment (copy of contract, plans and targets); and
- health and safety information.

(f) Programme

Date/Time	Programme	Person responsible
	<p>Pre-induction exercise for new staff in area of employment</p> <p>Make sure that, on the first day that the newcomer joins your group, an already established staff member meets the person when s/he arrives.</p> <p>The newcomer's working space and associated tools and equipment should be ready for use, along with other items like keys, email account details, etc.</p> <p>Map out some of the essential tasks that the newcomer will be tackling on a day-to-day basis and provide a copy to HR office for staff file.</p> <p>Appoint an experienced member of your team as a mentor who can act as advisor and supporter during the first few weeks.</p>	Dean/Head of Section
	Day 1	
Am	<p>Issue the original appointment letter and employment contract for signature.</p> <p>Complete employee forms (including bank details), and explain the induction programme, as well as health and safety issues.</p> <p>Give an overview of the organisation, its history, services, culture and values.</p> <p>Provide an escorted tour of the campus and introduce fellow workers.</p> <p>Available training services</p> <p>In the case of an expatriate employee: provide information regarding GOP, accommodation, opening of bank accounts, how to obtain an identity card, telephone and internet connections, and other general information required for the employee to settle in.</p>	HR Office
Pm	<p>Explain how the faculty/section is organised (mandate, structure, procedures), the requirements of the job, the purpose and operation of any probationary period and support, the appraisal system, email/internet facilities, team meetings, projects that he/she will have to work on.</p>	Dean/Head of Section
	New Staff escorted by Head of Faculty/Section will make courtesy visit to the Vice Chancellor.	Dean/Head of Section
	Day 2 to Day 5	
	<p>Allocation of tasks and mentoring.</p> <p>May rotate in various areas depending on the specifics of the faculty /section.</p>	Dean/Head of Section



**(g) Induction Checklist**

To be used as a reference to check that an employee has been briefed on important areas, policies, etc.

Health and Safety	emergency exits evacuation procedures (assembly points) first aid facilities health and safety policy accident reporting protective clothing specific hazards policy on smoking security procedures (alarm system, etc)
Organisation	locations – canteen and other rooms telephone system computer system organisation structure – whole organisation organisation structure – sectional organisation's services car park facilities
Terms and Conditions	absence/sickness procedure working time, including hours holidays/recess probation period performance management system discipline procedure grievance procedure Internet and email policy
Financial	salary payment date and method salary deductions income tax pension fund benefits / incentives
Training	training plan training opportunities and in-house courses personal development plan career management
Culture and Values	organisation background vision, mission statement and values of the organisation information in dealing with clients/students

## 2 A fair place to work

### **POLICY**

**UniSey is an equal opportunities employer that is welcoming to Seychellois and expatriates alike, and equally to both academic and support staff. It seeks to promote a collegiate environment, in which all staff are encouraged to contribute to the best of their abilities.**

#### **(a) Health and Safety**

UniSey strives to develop and maintain safe working conditions and encourages employees to work carefully and safely. While the university will do what it can, the individual employee also has a primary responsibility to prevent accidents. If any unsafe or unhealthy working conditions are detected, these should be reported immediately to one's immediate supervisor.

The university works in close collaboration with specialists at a national level in accident-prevention, environmental safety, fire prevention, laboratory safety, and radiation safety. Specialists are available to assist with safety classes, inspections, and recommendations.

Employees should contact the Security, Health and Safety Officer for help on all safety-related issues. A more detailed document on Health and Safety policy and procedures is available from the above Officer and/or on the UniSey website.

#### **(b) Equal Opportunities**

UniSey is committed to providing an environment in which employment opportunities are available to all qualified individuals, equally and without discrimination. This policy is non-negotiable and applies from the time a vacant post is identified and advertised, through to the point when an employee leaves the organisation.

It is expected that third parties with whom the university deals e.g. contractors and suppliers, will act in accordance with UniSey's policy and with national legislation on this subject.

Throughout the period of employment, a post holder should feel secure in the knowledge that s/he is being treated fairly and that any decisions taken (about, say, promotion) are based on transparent criteria that match the equal opportunities policy. The only potential exception will arise if UniSey wishes to apply affirmative action in the case of Seychellois employees, with the declared aim of increasing local capacity in management and academic skills.

Responsibility and authority for the implementation of this policy lies ultimately with the Vice-Chancellor, with assistance from the office of the Registrar. In practical terms, the responsibility extends to all who are in decision-making positions within the university. The university will commit appropriate resources to make this possible.

The HR Manager is responsible for the supervision of the university's equal opportunities programme and for monitoring its effectiveness. Any employee or group of employees has the right to discuss freely, and without fear of discrimination, with their line manager and/or the HR Manager and/or another appropriate manager, any aspect of this policy as it affects her/him or them.

**(c) Non-Harassment of Employees**

UniSeY prohibits any form of harassment of its employees. Any violation of this policy will be treated as a disciplinary matter. The term 'harassment' includes, but is not necessarily limited to, slurs, jokes and other verbal, graphic, or physical conduct. Harassment also includes unwelcome sexual advances, requests for sexual favours, and other verbal, graphic, or physical conduct of a sexual nature.

Violation of this policy by any employee shall subject that employee to disciplinary action, up to and including dismissal. If an employee feels that s/he is being harassed by any other employee this should at once be reported to one's line manager and/or directly to the HR Manager, who will see that the matter is investigated, and that, where appropriate, disciplinary action is taken.

Harassment of university employees in connection with their work by non-employees may also be a violation of this policy. Such action should be reported without delay to the HR Manager, who will investigate such incidents. Appropriate action will be taken against non-employee violators of the policy.

**(d) Affirmative Action for Individuals with a Disability**

It is the policy of UniSeY to take affirmative action to treat qualified employees and applicants with a disability without discrimination. Positive action shall be taken to ensure the fulfillment of this policy.

The university's objective is to employ individuals who are qualified for or trainable for positions based upon job-related standards involving education, training, experience and personal qualifications.

Responsibility for supervising compliance and continued implementation of this policy on employing, advancing in employment, and otherwise fairly treating qualified individuals with disabilities is assigned to the HR Manager.

**(e) A Drug-Free Workplace**

UniSeY has the policy of maintaining a drug-free working environment. Drug abuse can affect all aspects of Seychellois life: it threatens an individual's personal development and the workplace, as well as the wider community. It can interfere with an employee's efficient and safe performance of work responsibilities and reduces the employee's dependability. It can adversely affect health, safety and productivity while destroying public confidence and trust. Therefore, it is the policy of the university that the unlawful use or handling of drugs is prohibited at any time on any university property or at any university activity.

No employee who is impaired by an illegal drug will report for work or will be present in the workplace. Employees who are so impaired are subject to the disciplinary procedures of the university, which may include dismissal and/or referral for prosecution.

Any employee receiving a criminal drug statute conviction for a violation occurring in the workplace shall notify the HR Manager of such conviction within five days of

receiving it. If the employee reporting such a conviction is employed under a contract or grant, the university will notify the appropriate granting or contracting agencies within ten days of the receipt of such notice.

Implementation of this policy is subject to relevant provisions contained in state laws.

**(f) 'No Smoking' Policy**

It is the policy of the University of Seychelles to prohibit the smoking of tobacco within the interior of any building or facility on a campus.

Failure to comply with this policy will constitute a violation of university policy and may be dealt with accordingly through established, formal disciplinary procedures. Requests for assistance and questions regarding this policy can be addressed to the HR Manager.

**(g) Weapons Policy**

UniSey prohibits possession, use and transportation of any dangerous or potentially dangerous weapons on all university properties.

This policy shall apply to all employees, as well as to students and visitors to the campus or other university properties, with the sole exception of duly authorized law enforcement officials in the lawful discharge of their duties. Other temporary exclusions may be granted by written permit only by the Vice-Chancellor

**(h) Solicitation and Distribution**

Distribution, canvassing and placing of signs and posters for solicitation purposes, chain letters, and collection of any kind, and sales of tickets or merchandise are not permitted on university property unless prior approval is granted by the appropriate authority.

**(i) Political Activity**

Each employee of UniSey is specifically exempted from any obligation or compulsion to support any political candidate or cause, even though THIS may be urged or suggested by another employee. An individual employee of the university who may be expressing personal support for a candidate or partisan issues should do nothing to suggest or imply that s/he speaks as a representative of the university.

UniSey recognises the constitutional rights of its employees to participate in and to assume the responsibilities of citizenship in government affairs. These rights include that of seeking public office in local, district, state and governments. It must be recognized, however, that this participation must not interfere with the performance of the employee's work obligations to the university.

Any employee who decides to qualify for full-time elective office, at district or national government level, will submit her/his resignation at the time that s/he initiates the process as a candidate for election. Such resignations will be upon standard forms available from the HR Manager and will be processed in the same manner as all other resignations. There will be no guarantee by the university that the person will be re-employed in the event s/he is not elected; or, if elected, that s/he may be re-employed while holding an elective office; or, that s/he may be re-employed at the expiration of the term of office for which s/he has been elected.

Full-time employees of the university may serve in nominally remunerative local and district elective offices, provided the duties and responsibilities of such offices do not interfere with the proper performance of their normal duties. In such cases, it will be the duty of the employee, before qualifying for such nominally remunerative local or county elective office, to receive the approval of the university. Such approval will depend only upon the effect of the elective office on the employee's ability to perform his or her university duties. However, in no case will such approval carry with it any obligation of the UniSev to support any such candidates.

### 3 How UniSey is organised

#### **P O L I C Y**

**UniSey is organised to achieve not only effectiveness of governance but also transparency in terms of responsibilities. Information is freely shared as far as is reasonably possible.**

#### **(a) Campuses**

UniSey operates across three campuses:

- Anse Royale
- Mont Fleuri
- Ma Joie

Anse Royale is the main campus in terms of the range of teaching and administrative offices. This is where the Vice-Chancellor and University Registrar are based, together with two of the three Deans.

Mont Fleuri accommodates the Diploma in Computing and in-service computing courses, as well as English and French teaching. The campus is also home to teacher training courses delivered by the Ministry of Education.

Ma Joie is close to the centre of Victoria and is an attractive location for professional development courses in business and management.

#### **(b) Organisation Chart**

The diagram on the following page shows how the university is organized, in terms of key posts.

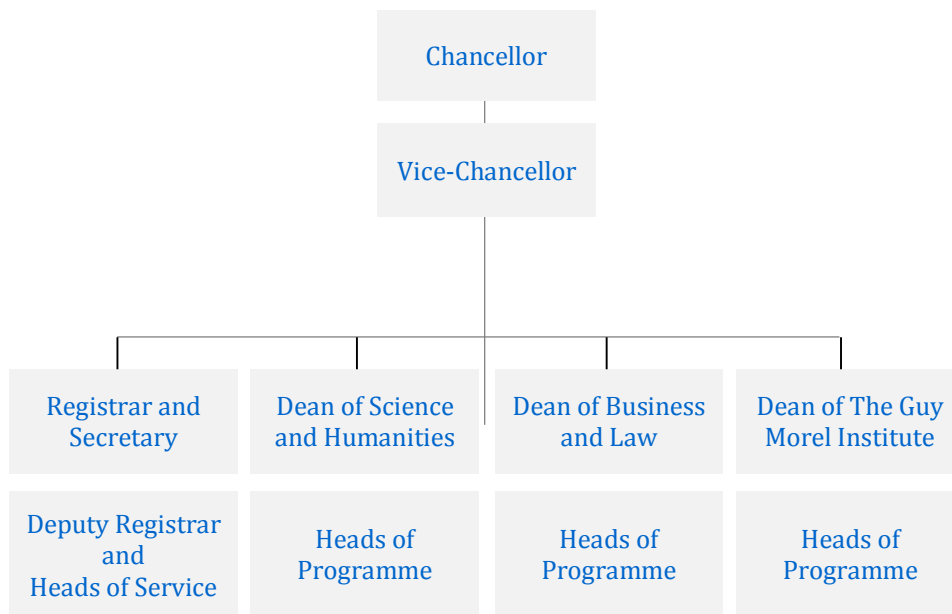
Although details are specified in individual contracts, the diagram gives an indication of reporting lines. Line management – in which an individual reports up to the next level in the hierarchy – is a key feature of the management of the university. It is intended to show clearly who is accountable to whom and how decisions are made.

The senior management team, which comprises the Vice-Chancellor, the Pro Vice-Chancellor, the three Deans and the University Registrar, is known collectively as the Executive. It meets regularly and action outcomes are widely distributed amongst colleagues.

Other teams, such as Faculties or Registry services are organised in a similar way.

Research is not yet at a level of activity where it should be organised separately; instead the Faculties are the main vehicles for research delivery.

Good communication and the sharing of information is a basic principle. The only issues regarded as confidential are those that might be of commercial sensitivity or where an individual is involved. In other respects this is an open organisation.



### (c) UniSey Posts and Titles

Regardless of the job or the campus of the post holder, all staff at UniSey are part of a single team, dedicated to providing the best possible experience for the students. In this respect, everyone can make a valuable contribution.

A key objective of the HR Office is to ensure that all posts are clearly defined and their relationship to the person responsible and to other posts is transparent.

Within the UniSey team, there are, of course, different functions that are performed. In fact, for all the variety, there are two main categories:

- one relates to the academic staff, often referred to as *faculty*; and
- the other covers the various posts under the heading of *professional/administrative services and support*.

The main posts and titles within UniSey are as shown below.

#### Vice-Chancellor and Registrar

The Vice-Chancellor and the Registrar have responsibilities that cover both of the above categories.

#### Faculty Posts

These currently comprise the following:

Deans  
Senior Lecturers  
Lecturers  
Assistant Lecturers  
Research Officer

Some Senior Lecturers and Lecturers may also assume special responsibilities, with the title of Head of Programme or Course Coordinator.

#### **Professional Services and Support Posts**

The generic categories currently comprise the following:  
Professional and Administrative  
Manual

#### **Titles**

As well as posts attached to particular functions, UniSey is empowered to award titles that are based on achievement. The three which are currently in use are:

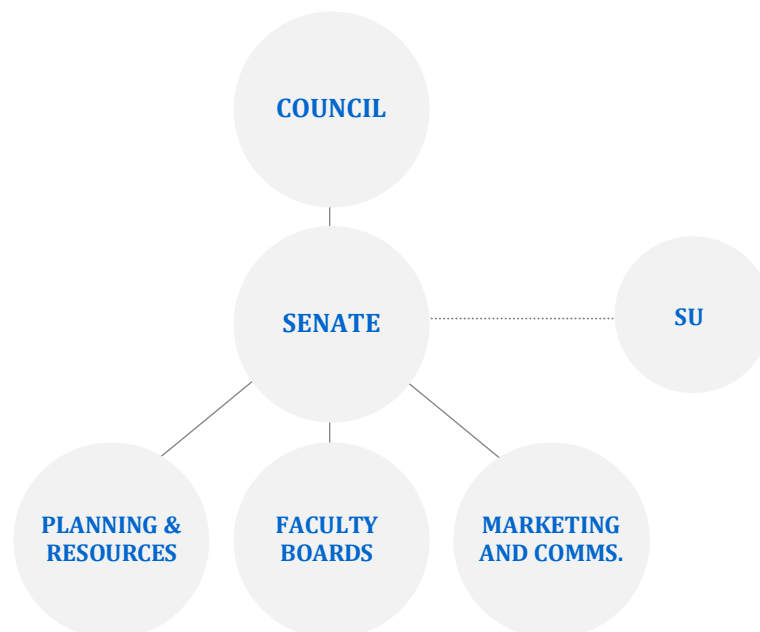
Professor  
Associate Professor  
Honorary Doctorate

#### **Job Descriptions and Criteria for Titles**

Job descriptions for these posts and, in the case of titles, criteria for such awards, are available from the HR Office.

#### **(d) UniSey Committees**

University committees provide an opportunity for all members of the university community to have a voice. In one case, namely the University Council, there is also an input from external stakeholders. The diagram below shows what committees are in place, and how one reports to another. Terms of reference for each of these are included on the following pages





## COUNCIL

The Council is responsible, on behalf of all stakeholders, for the strategic direction and viability (financial and legal) of the university.

Terms of reference are as follows:

- to approve and monitor the university's Strategic Plan;
- to approve an appropriate Business Plan and to ensure the financial viability of the university;
- to ensure that appropriate risk management policies are in place and to monitor performance;
- to ensure the proper administration and control of all the university's property (moveable and immoveable);
- to approve the staffing structure and general organisation of the university;
- to determine the general level of wages or salaries of all members of staff;
- to approve and ensure the fair and efficient operation of the committee structure of the university;
- to ensure that there is a robust and effective quality assurance system in place; and
- to undertake such other strategic tasks as may be necessary.

Membership is drawn from external and internal constituencies as follows:

- The Council will be chaired by the Pro-Chancellor (who will also carry the title of President of the University).
- External membership will comprise:
  - a number of members, as appropriate, appointed by the Chancellor from the economic, industrial and social fields, to represent the general interests of the country;
  - a number of members, as appropriate, appointed by the Chancellor from international universities of repute who would serve to advance the objectives and mission of UniSey;
  - one member representing the Government of Seychelles;
  - one member who is a parent or guardian of a current UniSey student.
- Internal membership will comprise:
  - the Vice-Chancellor *ex officio*;
  - the Registrar and Secretary *ex officio*;
  - one member elected or nominated by the Senate;
  - one non-Senate member elected or nominated by academic staff who are themselves not members of the Senate;
  - one member nominated or elected by and from the student body.

The Council will normally meet three times a year. The proceedings of the Council shall be communicated to the University community after each meeting.

## SENATE

This is the supreme body of academic and associated governance of the university, to which the remaining internal committees report (either directly or indirectly). Its remit is governed by the provision of the University Charter.

Terms of reference are as follows:

- to consider the quality of learning and teaching programmes and outcomes, and to approve related strategies for quality enhancement;
- to consider the profile of research in the University and to approve related strategies for its further development;
- to consider the quality of the learning and general campus environment and to encourage improvements where appropriate;
- to contribute to the development and continuous monitoring of the University's Strategic Plan;
- to consider annual Vice-Chancellor's reports, annual income and expenditure estimates, and to comment and approve as appropriate;
- to monitor procedures for recruitment to academic posts and performance appraisal of academic staff;
- to award the titles of professor and lecturers as well as University's honorary titles in a manner prescribed by the recognised authority;
- to approve rules and internal procedures regulating the administration of academic affairs;
- where appropriate, to authorise the organisation of meetings of the wider academic community to discuss important issues;
- to elect or nominate representatives to the University Council; elect and discontinue the appointment of the Vice-Chancellor and the Registrar according to the provisions of the University Charter; and, on the advice of the Vice-Chancellor, approve the deans of faculties and other officers of the University provided for in the Charter; and
- to exercise such other functions provided for by the Charter.

Membership shall be comprised as follows:

- Vice-Chancellor (Chair);
- Deans;
- a suitable representation of academics, at all levels, from across the University;
- a representation (not exceeding 10% of the number of Senate members) from across the student body;
- such other co-opted members as required.

The Senate will normally meet three times a year. The proceedings of the Senate shall be communicated to the University community after each meeting.

## FACULTY BOARDS

Faculty Boards are often considered the motors of an academic community, large enough to make their own strategic decisions but small enough to be close to students and staff. In the governance hierarchy, Faculty Boards are sub-committees of the Senate, to which they report.

Terms of reference for each Faculty Board are as follows:

- to determine the learning programmes, teaching and research within the Faculty;
- to ensure that all students receive the best possible learning experience;
- to ensure an appropriate level of professional development for staff;
- to develop research policies that reflect the priorities of the Faculty;
- to ensure that proper mechanisms are in place to demonstrate high standards of quality to internal and external assessors;
- to agree and implement the academic organisation of the Faculty;
- to prepare plans for the further development of the Faculty, for consideration in the first instance by the Senate and subsequently by the Council;
- to communicate its activities effectively within the Faculty and more widely across the University community.

Membership shall comprise:

- the Dean of the Faculty (Chair);
- the Heads of Programme in the Faculty;
- representatives of subjects in the Faculty elected by and from among the academic staff;
- representatives of subjects in the Faculty elected by and from among the learners;
- any other members who can contribute to the effective operation of the Faculty.

Faculty Boards will normally meet three times a year.

## PLANNING AND RESOURCES COMMITTEE

The prime function of this committee is to advise on the sustainable operation and effective administration of the University. It will provide the Senate with sound business data and advice.

Terms of reference for this committee are as follows:

- to recommend annual budgets and monitor continuing expenditure against forecasts;
- to ensure the development and implementation of an effective student management system and the production of essential statistics;
- to consider appropriate HR policies for onward submission to the Senate;
- to consider the University's IT plans and operations;
- to review campus needs and potential and to make suitable recommendations;
- to consider the potential for and operation of purpose-built student accommodation;
- to contribute to the development and monitoring of key University plans, in particular, the Business Plan;
- to address other planning and resource issues as appropriate.

Membership will comprise:

- Registrar and Secretary (Chair);
- Deputy Registrar;
- Finance Manager;
- Marketing Manager;
- IT Manager;
- Faculty representatives;
- Pro Vice-Chancellor;
- Vice-Chancellor *ex officio*;
- Other members as required

The Planning and Resources Committee will normally meet three times a year.

## 4 Terms and Conditions

### **POLICY**

**Terms of engagement are clearly specified so that all employees of the university are aware not only of their responsibilities – and of the means to administer these – but also of opportunities for career enhancement.**

Like any organization of this size and complexity, it is in everyone's interests to have clear ground rules. This is a feature of good HR management and in this section are featured some of the key elements at UniSey.

Appendix A shows where special arrangements are made in the case of Part-Time Lecturers.

#### **(a) Appointment Status**

A person's employment at the university is subject to a variety of terms and conditions, determined by the university's needs and generally accepted personnel management practices. Employees hired for a specific period of time (generally governed by the duration of a project, contract or grant) are deemed to be on a '*limited term*' appointment. The duration of a particular term will be specified in the employment contract.

#### **(b) Personnel Record**

Permanent and official personnel files are maintained only in the Human Resources Office. Each file represents an historical employment record. The information in these files will be kept confidential and only released with the individual's written permission. Exceptions to this confidentiality policy are for:

- verification of employment for benefits purposes; and
- to respond to requests from university management as to an individual's work status or pay.

A hard-copy file will be kept during the duration of employment and for a further five years.

**(c) Computer Use**

Unauthorised or excessive personal use of computers or equipment is prohibited if it overburdens a network, results in substantial use of system capacity, or otherwise subjects the institution to increased costs or risks.

Users of university computer resources have the responsibility to respect intellectual property rights of authors, contributors and publishers in all media and to protect their user ID and password, as well as access to the system, from unauthorised use. They must adhere to the terms of software licenses and other contracts and to other university and data access policies. Equally, the use of the university's IT system carries with it a responsibility to ensure that access is not made to illegal sites.

**(d) Working Hours**

Regular University office hours are from 8.00 am to 4.00 p.m., Monday to Friday. These times may vary depending on one's Faculty or Service schedule or to meet the particular needs of your position.

It may be necessary to work outside the normal schedule because of emergency situations. Any questions concerning one's work schedule should be directed in the first instance to the relevant line manager.

**(e) Overtime Pay**

Overtime pay is applicable to support staff only. The standard working week for all UniSey employees is 40 hours (including lunch breaks). For faculty, the requirement is to teach up to 75 hours monthly (reduced in the case of Heads of Programme to 50).

During peak workloads or emergencies, it may be necessary to work overtime (over 40 hours in a week). In such cases, the employee will receive either compensatory time-off from work or overtime pay (at the discretion of the line manager); the standard rate for overtime is 1.5 times the normal hourly rate. Overtime is calculated for the period of each month, not on a daily basis. Any overtime work must be approved by the line manager prior to the work being performed.

If an employee is required to work on an officially designated public holiday, and is not given an alternative day off, payment will be made for all hours worked (at double the normal hourly rate).

**(f) Additional Responsibilities**

UniSey employees may undertake additional duties or responsibilities, over and above their contractual liabilities. In such cases, an allowance may be payable. It is essential that agreement be obtained in discussion with the line manager and HR Officer, before such additional duties or responsibilities be undertaken.

**(g) Paycheck**

University staff employees are paid monthly (by the 22<sup>nd</sup> of each month). Should a payday should fall on a holiday, the last working day preceding the holiday will be counted as an alternative payday.

Upon appointment, staff will be provided with a “Salary Input” form to complete for transfer of salary. This should be accompanied by their bank details and account number for payroll purposes. Required deductions are made by the university.

For any queries, please contact the HR Office.

**(h) Job Opportunities**

The HR Office maintains a current posting of all job vacancies for university faculty and other positions. These will be found at [www.unisey.ac.sc/vacancies](http://www.unisey.ac.sc/vacancies).

**(i) Renewal of Employment Contract**

Employment contracts may be considered for renewal subject to individual performance. Contract renewal should be recommended by the Dean or Head of Service to the HR Office, for onward submission to the Registrar and Vice-Chancellor for approval.

Depending on the individual performance, and subject to the approved end-of-contract performance, an increase in the salary package may be considered for the next period of employment.

**(j) Resignation**

University staff employees may resign as per the requirements of their employment contract by submitting their resignation in writing to the Registrar. A copy of the letter of resignation must be included in the employee's personnel file.

**(k) Termination of Employment**

UniSey may terminate the employment contract of a local employee by giving one month notice in writing, or by paying one month' salary in lieu of notice and for an expatriate employee it is three months notice or three months salary in lieu of notice.

## 5 Measuring progress

It is only fair that you know how well you are doing. For the employee, it is important to know if you are doing a good job and, if not, what changes you can make to do so. For the employer, the measurement of performance is essential to ensure the effective operation of the organization. The employer also has a responsibility to provide support to an employee where progress is needed.

The management of the performance of all employees of the University of Seychelles is an important part the overall management process. It ensures there is alignment between employee work performance and achievements to the operational and strategic performance of the organisation. An effective performance management system focuses on on-going employee performance improvement and professional development.

The Vision of the University of Seychelles (UniSey) is *to be a recognised knowledge hub in the Indian Ocean delivering solutions to the challenges of the 21<sup>st</sup> century, and the choice for local as well as for regional students for their tertiary education*. The UniSey community strongly believes that the incorporation of an effective Performance Management System will enhance productivity and help UniSey to achieve this vision.

Performance Management Policy is explained in the rest of this section, and it is supplemented in Appendix B by a Performance Management Manual.

### (a) Aim of Performance Management

To create a work environment that supports and values the achievements of all employees as UniSey seek to achieve its shared vision and strategic goals.

### (b) Scope

This policy applies to all employees of the University of Seychelles. This includes:

Senior Management:

Vice-Chancellor, Pro Vice-Chancellor, Registrar, Deans and Financial Controller.

Faculty:

Professors, Assistant Professors, Senior Lecturers, Lecturers and Assistant Lecturers.

Technical:



Directors, Managers, Heads of Section, Heads of Unit, Coordinators of Section/Unit, Consultants and Specialist Officers.

Support staff as well as employees on short term contract.

#### **(c) Key Objectives**

The key objectives of the Performance Management System are to:

- create clear strategic direction for all employees by ensuring that work is aligned with the strategic directions of the University;
- support employees to improve performance by providing employees with:
  - clear direction regarding roles, responsibilities and performance expectations;
  - ongoing dialogue between employees and their supervisors, and the giving of feedback about performance;
  - assistance with identifying changes to Job Descriptions and to ensure these are continuously updated;
  - rewards for good performance;
  - performance improvement strategies aimed at supporting poor performers to improve;
  - sanctions for employees who continue to underperform following implementation of performance improvement strategies aimed at assisting poor performers; and
  - Continuous Professional Development relevant to individual performance areas, professional aspirations and longer term organisational needs.
- provide a fair and transparent framework for regular and constructive communication about:
  - the University Strategic Plan, the Annual Action Plans, and their alignment with the Individual Performance Contracts and priorities;
  - past performance efforts and lessons learnt during implementation of Annual Action Plans and Individual Performance Contracts;
  - recognition of significant achievements and defining timely corrective strategies to redress identified performance issues; and
  - career aspirations and professional development plan; and
- create a process for determining how high performance should be rewarded, and for managing performance improvement.

#### **(d) Key Values**

UniSeY is strongly committed to building and nurturing an organisational culture that strives for and rewards high performance, and encourages employee professional growth and development. In support of its key values the University's Performance Management Policy (UPMP) and procedures incorporates the following principles:

- Ongoing Open Communication – through regular opportunities for open and constructive communication between employees and their supervisors, the UPMP provides a basis for building a shared understanding between supervisors and employees regarding the employee's role in the University, and performance expectations.
- Work Planning – the UPMP acknowledges that planning and formulation of the Individual Performance Contract is key to improve individual productivity and organisational performance.
- Feedback and Accountability – the UPMS provide the basis for staff members to be given ongoing feedback and support on a timely basis, and ensuring that he/she is held accountable for achieving the agreed results.

- Recognition and Reward – the UPMP will guide supervisors in giving recognition to work that is of a high standard and in ensuring rewards are meritocratic.
- Employee Development – the UPMP will provide supervisors with the opportunity to identify developmental needs of employees, and the action to be taken to redress deficiencies as well as actions to help successful employees improve even further.

#### **(e) Policy and Procedures**

##### Delegations

Operational management of this policy is the responsibility of the HR Manager and is achieved through:

- a Performance Management System that is customised for UniSey;
- provision of training, advice and coaching to supervisors and employees;
- undertaking audit and compliance checks;
- a suitable Performance Management Manual which is available for all employees
- a suitable induction programme on PMS for new employees;
- maintaining PMS reporting frameworks and linkages to training and development initiatives; and
- proper job grading and reward/recognition systems.
- the Deputy Registrar is responsible for ensuring that the PMS is implemented as required. Supervisors are responsible for conducting the PMS. All University employees are required to have Performance Contract (PC) and participate in the PMS.

##### Quality of Process

The quality of the process will be ensured by:

- adequate provision of training and mentoring for all employees;
- a Performance Management Manual available for all employees;
- a quarterly review of the systems by the Performance Management Steering Committee; and
- availability of conflict resolution strategies where the parties are not in agreement.

##### Preliminary Requirements

The PMS is to commence immediately following an employee's employment with the University of Seychelles. The new employees will be required to set targets for the review period and confirmation in post is dependent on the achieving a percentage of the set targets.

Initial awareness of the PMS is a function of induction, and the supervisor must ensure that the new employee is formally briefed prior to commencing the process. A formal briefing for new employees is available through the Human Resources Section. Supervisors must have attended the basic PMS training conducted by the Human Resources Section prior to initiating the PMS process in a supervisory capacity. This training is available to all staff as refresher training.

##### The PMS Process

The PMS process will be carried out over a 12 month review cycle and should include the following steps:

##### **Step 1: Planning**

- The relevance of the employee's work against UniSey's vision and strategic objectives is discussed;
- Changes to roles and responsibilities are identified, and Job Descriptions are updated;
- Workload allocation is reviewed;

- Behaviours and core competencies required for the post is established;
- The major tasks to be carried and the standard expected is discussed and agreed upon;
- Resources that may be required to facilitate the achievement of performance targets, and training and development needs are established;
- Career aspirations and possible career progression are ascertained;
- Measurable performance indicators and targets are set; and
- Individual Performance Contracts are created and signed.

#### **Step 2: Monitoring**

- Supervisors staying approachable all year;
- Ongoing communication between employees and their supervisors;
- Informal coaching and giving of constructive feedback;
- Periodic formal reviews of progress on performance and development plan; and
- Discussion of corrective action required to enhance performance.

#### **Step 3: Evaluation/Rating**

- Formal review of performance targets;
- Making final comments;
- Rating of targets achievements based on pre-agreed attributes; and
- Discussion of actions to follow.

#### **Step 4: Follow up**

- Submission of the Evaluation Report to the Head of Faculty/Section/Unit for endorsement;
- Meeting with employees and supervisors to discuss any concerns and any proposed alternatives if the Head of Faculty/Section/Unit disagree with the Evaluation Report;
- Submission of the endorsed Evaluation Report to the Human Resource Section;
- Approval of the Evaluation Report by the Registrar/Deputy Registrar; and
- Proper follow-up actions on all recommendations made in the Evaluation Report.

The PMS process should provide guidance on an ongoing basis throughout the year. At a minimum, supervisors/rating officials must conduct one formal progress review with each of their employees at approximately the midpoint of the rating period. Employees may also request (or supervisors may schedule) additional progress reviews, especially for underperforming employees.

There should be no surprises at the formal review as important issues should have been addressed at the ongoing feedback sessions. Reviews should be planned including designated date/times. Supervisors must allow sufficient time for attending to PMS responsibilities.

Prior to the midyear progress review meeting with his or her rating official the employee is required to submit written documentation of his or her accomplishments, since the last formal performance meeting, at least 7 working days before the review meeting.

If student evaluation of teaching is to be used to assist in assessing performance as with ongoing academics then this will be outlined at commencement. The supervisor will also discuss teaching evaluation outcomes when appropriate.

#### **(f) Record Keeping and Confidentiality**

The completed report with signatures of all parties is to be forwarded to the Registrar/Deputy Registrar and will be held on employees file by the section. Confidentiality about the PMS outcomes is to be maintained at all times by all relevant parties.

#### **(g) Evaluation of Performance Results and Rating**

Performance is to be assessed against:

- Achievement of Targets; and
- Pre-agreed attributes.

Table 1: Attributes for Determining Performance Values		
Rating	Criteria Values	Attribute:
1	Excellent	Achievement of at least 100% of the agreed targets (any extra that exceeds the target will be given this rating)
2	Very Good	Achievement of at least 80% to 99% of the agreed target
3	Good	Achievement of at least 60% to 79% of the agreed target
4	Unsatisfactory	Achievement of at least 0% to 59% of the agreed target (Needs improvement)

#### **(h) Implementation of Outcomes**

##### Incremental Progression

Incremental progression will be awarded subject to the provisions of the University Remuneration and Benefit Scheme.

##### Reward Recommendations

The awarding of performance recognition rewards will be subject to the provisions of the University Remuneration and Benefit Scheme.

##### Training and Development

The Performance Contract contains a "Part" which details specific training that is required for the employee. The Human Resources Section will record all training and development information for the purpose of developing a University training and professional development plan. Where unit specific training is required this should be provided by the Faculty/Section/Unit by the end of January of each year.

##### Career Aspiration

Information pertaining to the employee's career aspirations will be considered in the workforce planning process.

##### Below Standard Performance

Where an employee's performance is assessed as below standard during the 12 month review cycle, the employees are placed on the Performance Improvement Plan. A performance improvement plan is a formal process used by supervisors to help employees improve performance or modify behaviour.

Where an employee's performance is assessed as below standard and the Performance Improvement Plan has failed the supervisor may refer the matter to be managed under Human Resource Procedures of the University of Seychelles.

#### **(i) Monitoring, Audit and Compliance Checks**

The Registrar and HR Manager will monitor and evaluate the implementation of PMS policy and procedures.

**(j) Grievance Resolution**

Should any employee believe they are disadvantaged or discriminated against by the incorrect application of the PMS procedures, he/she should submit an appeal to the Performance Management Steering Committee and, if necessary, the aggrieved person should follow UniSey's prescribed procedures for lodging a grievance.

## 6 Benefits and Opportunities

### **POLICY**

**As an educational institution, UniSey is supportive of initiatives to create and improve training and other career-enhancing opportunities; these include access, where possible, to the university's own courses.**

#### **(a) Promotions and Transfers**

Employees are eligible to be considered for higher-grade positions in their immediate area of work and/or outside their current work unit.

Employees may apply for promotion opportunities provided they have satisfactorily completed the probationary period (minimum of 6 months in regular appointment) and subject to an appropriate post being available and having been advertised.

Positions are filled through a competitive process and may include external as well as internal searches. Current job performance and compliance with university work rules are given great consideration in making the selection decision. A promotion may also occur as the result of reclassification in connection with progression through designated job groupings or restructuring of a unit's organisation and/or job assignment changes. Reclassifications are initiated by the Dean or Registrar.

A transfer is normally the movement of an employee from one position to another, at the same job level, without a change in salary grade. An employee may apply for positions which represent lateral transfers through the above competitive process. Transfers may also be initiated in compliance with university policies and procedures. In some cases, however, a transfer may be to a higher position and will be considered as a promotion.

#### **(b) Education and Training**

UniSey provides employees with training for the following reasons:

- to ensure that its employees can perform at the required level in their respective posts;
- to fill any gap between what an employee can do and what he/she should be able to do;
- to help the university achieve its purpose/goal by adding value to its key resource, namely, the staff; and

- to meet statutory obligations, meet professional standards and to support best practice.

As part of the university commitment to staff training and development, the following types of training are provided:

i. Capacity building required to implement the Strategic Plan

It is the responsibility of the senior management of the university to establish the capacity needed to effectively implement its Strategic Plan. With each strategic cycle, the management of the university establishes the capacity requirements of its human resources to deliver the goals and objectives as laid down in the Strategic Plan. This will result in training initiatives which should support successful implementation of the Plan.

ii. Skills Gaps Training

A skills gap exists whenever there is a difference between what an employee can do and what s/he should be able to do. It is the responsibility of the heads of sections and units to carry out the skills gaps analysis and determine which gaps can be filled with training. Head of section/unit carry a skills gap analysis by mid-November of each year and recommend training for reducing the differences or closing the gap. The recommendations are submitted to the HR Manager by the end of November each year.

iii. Mandatory Training

It is the responsibility of the senior management team to compile a list of mandatory training for university staff. The university identifies these training programmes as mandatory in order to meet statutory obligations, to meet professional standards, as well as to support best practice. Staff will be required to attend mandatory training on topics such as Health & Safety, Induction, Customer Service, Quality Assurance, University Policies & Procedures, Supervision Techniques (of students completing dissertation/thesis), etc. Most mandatory training will be conducted during the university flexible recess time.

It is the responsibility of the HR Manager to compile the Annual Training Plan which should include Capacity Building, Skills Gaps and Mandatory Training. The Annual Training Plan together with the associated budget, should be ready before the end each calendar year. The senior management of the university will approve the plan, together with appropriate budget allocations.

Employees should have access to their individual training plan by January of each year. All approved training is expected to be completed on or before the 'required by' date and should be undertaken during scheduled work hours. Employees will be paid their regular rates (salaries). The university will fund all approved training.

Timely completion of training will be part of an employee's performance evaluation. Employees will not be eligible for salary increases, promotions or other compensation until all required training is completed. Completion of required training does not in itself guarantee salary increases, promotion or other compensation.

For approved training, university employees are expected to be given sufficient time within normal working hours. Employees will also be given one day to study prior to taking examinations. All requests for study leave must be submitted to the appropriate Dean or Head of Section for approval.

Employees may, at their own discretion, take courses that are not in their approved individual training plan for continuing education credit, or for their personal interest at their own expense. Employees choosing to take courses at their own discretion must do so on their own time. However, the university may grant one day to study prior to taking examinations.

Because we recognise that education is and should be a continuous activity, the university allows full-time regular employees to take university courses during a regular workday and receive a waiver for some or all of the fees associated with the attendance. Full-time, regular employees are immediately eligible for a waiver of the course

registration fee, and after one full year of continuous employment tuition charges for the courses are waived up to five credit hours per academic term.

An employee who wishes to take such a course must consult their supervisor and take the necessary steps to become a student, and then sign up for the course. Questions about bills and fees should be directed to the HR Manager, who is responsible for the administration of this form of training.

Those who are eligible to participate in UniSey's training programmes will be employed for at least the equivalent of a 50% basis, and who are expected to be employed continuously for twelve months or longer. The supervisor may request written documentation prior to approving any paid leave except annual leave.

### **(c) Leave Arrangements**

**Public Holidays:** Staff will be entitled to all national holidays confirmed by the Registrar throughout the year.

**Annual Leave:** Annual leave is contractual but must be requested and approved by the supervisor in advance. Employees are encouraged to take annual leave during the current year, rather than accumulate it. It should also be taken during the allocated periods when the university is not open for normal business. Annual leave may not be used until it is accrued (viz. the employee has been at UniSey for twelve months for full leave entitlement, or *pro rata*).

**Sick Leave:** UniSey provides paid sick leave benefits to all eligible employees. Sick leave is defined as the absence of an employee from work for one or more of the following reasons:

- personal illness or injury which prevents the employee from performing his or her duties;
- the employee's or immediate family member's appointment with a physician, dentist, optometrist, psychologist or other recognised health practitioner, hospital, or clinic. Employees are expected to return to work as soon as the appointment is completed. Whenever possible, employees are encouraged to schedule such appointments outside working hours;
- The illness, injury or disability of a member of the immediate family, when the presence of the employee is required.

Employees must notify their immediate supervisor prior to the beginning of the scheduled workday if unable to report for work due to illness or injury. A supervisor may request written documentation as to the circumstances of an employee's absence, prior to approving any paid leave except annual leave. Outside employment during an employee's sick leave is prohibited and may result in disciplinary action, up to and including immediate termination of employment.

The limit of permissible sick leave in any one year will be based on national guidelines.

**Leave Without Pay:** There are two major categories:

- **Extended Leave Without Pay:** in the case of a certified personal illness, injury, or disability. The critical nature of an immediate family member's illness or injury may also justify the granting of extended leave without pay, depending upon the circumstances. All accrued sick leave must be used before extended sick leave without pay can be considered.
- **Voluntary Leave Without Pay:** a leave status for employees who have exhausted applicable paid leave time, but who, for approved reasons, are not immediately returning to work. A memo of request for extended sick leave without pay will be submitted in advance through the line manager to the Vice Chancellor for approval.



The employee should provide a statement of the date s/he intends to return to work. Such leave, once approved, will not exceed a period of six months.

**(d) Insurance**

UniSey has a self-insured, group health insurance program for full-time university employees, which is administered by a local insurance company. Insurance will cover staff working on university premises or performing university work outside campus (including overseas). Full details can be obtained from the HR Office.

The university is comprehensively insured for its properties and assets.

**(e) End of Contract Performance Pay**

Upon successful completion of a fixed employment contract, staff are eligible for an end of contract payment based on individual performance. The percentages range is between 11% and 15% for all category.

## 7 What if things go wrong?

### **P O L I C Y**

**UniSey will always seek to fairly resolve disputes between one employee and another, and/or between an employee and the employer**

With the best will in the world, employer-employee relations will sometimes be tested. In these cases, it is essential to have clear and comprehensive procedures to guide the various parties.

#### **(a) Employer v. Employee**

UniSey's rules concerning employee conduct and job performance are simple, common-sense guidelines. They are necessary to ensure that all employees can work in an orderly, efficient and economical manner, free from disturbances which hinder job training, job production and job enjoyment. It is the full responsibility of each employee to know what university and departmental rules and regulations exist and to observe them at all times.

UniSey encourages open and informal discussion of complaints and problems between supervisors and employees. Supervisors should afford employees the opportunity to discuss their complaints and problems. When a conflict between supervisors and employees cannot be resolved through normal channels, one or both parties may seek resolution and advice from the HR Manager. Employees also have access to the university's staff grievance procedures.

Rules and regulations regarding employer-employee relations are classified by degree of severity so that corrective action can be consistently administered. The classifications of severity and the rules are intended as general guidelines for good judgement and fair treatment. Rules are not restricted to those listed, for some are covered by specific regulations which will be discussed with the employee by the supervisor. Employees should be informed and understand what these other regulations contain, as well as the general conduct and job performance rules listed here.

Group I: Employees acting as follows will be subject to immediate disciplinary action that may include dismissal:

- Intimidating or intentionally imposing on the rights and privileges of other employees.
- On university property, drinking intoxicants or using drugs, particularly when such acts may entail an adverse effect or danger to other employees.

- Changing or otherwise falsifying or forging any university records, permits, time sheets, licences, certifications, passes, badges, or the approving signatures thereon.
- Indulging in grossly offensive, obscene, or immoral conduct.
- Deliberately restricting university operations or concealing defective work.
- Stealing or misappropriating university property or property belonging to other employees.
- Intentionally defacing or damaging university property or the property of other employees.
- Fighting on university premises or creating disturbances which adversely affect morale, production, studies or discipline.
- Any other actions not listed above but considered by the university as constituting major misconduct, insubordination, gross negligence, or gross disregard of obligation to the university. Such actions will include violation of another employee's protection against discrimination or harassment, as set out in national law.

Under certain circumstances, being convicted of a criminal offence outside the university could also lead to dismissal. Specific action will be determined by the nature of the offence and the employee's job performance.

Group II: Employees found guilty of the following actions, except where the circumstances are extremely aggravated, will be given a last formal written reprimand, which will show that any repetition of the violation or further violation of university rules could result in dismissal. Such written reprimands will be recorded in the employee's individual file.

- Sleeping while on duty during working hours.
- Continually or intentionally disregarding university rules.
- Reporting to work under the influence of intoxicants, narcotics or drugs, particularly when there may be an adverse effect or danger to other employees.
- Refusing to obey reasonable and necessary orders or job assignments or using abusive or threatening language.
- Indulging in malicious behaviour in any form.
- Smoking in non-smoking areas or disregarding any university security or fire regulations.
- Leaving university premises prior to the end of a normal work period without prior notice or approval.
- Failing to return to work at the end of an authorised leave period unless the relevant supervisor has been advised of the reason for delay.

Group III: Employees who are guilty of the following actions, will be reprimanded according to the severity of the action.

These actions are:

- Failing to immediately report to the employee's supervisor all injuries or illnesses occurring at work.
- Continually disregarding normal safe work practices.
- Contributing to poor housekeeping or unsanitary conditions.
- Practicing poor personal hygiene.
- Distracting or annoying other employees while they are performing assigned duties.
- Damaging university property and equipment through improper use or lack of care.
- Abusing sick leave privileges.
- Failing to notify the employee's supervisor each day of any absence from scheduled work.
- Failing to comply with a department's dress policy.
- Having continued absences or tardiness from scheduled work for which the reasons for absence or tardiness are not considered valid.

Employees in their probationary periods of initial employment or re-employment are considered to be on a trial basis, and they may be formally disciplined and/or dismissed for any conduct or job performance rule violation. They also do not have a right of

appeal except for grievances pertaining to pay matters or those based on claims of discrimination or harassment.

**(b) Employee v. Employer (or Employee v. Employee)**

Where an employee feels that they have been treated unfairly, they may wish to pursue a grievance against the employer or another colleague. To enable this, prescribed grievance procedures must be followed. It is a formal process and the various steps are carefully described below.

**Definitions**

*Employee:* Refers to an individual currently employed by the university who has completed his/her probationary period.

*Grievance:* A grievance is an allegation by an employee that there has been a violation, misinterpretation, misapplication or unreasonable application of a university policy, procedure, rule or regulation regarding the employee's employment conditions.

*Grievance Committee:* A committee of the employee's peers formed to assist employees in the resolution of employment-related conflicts.

*Grievance Hearing Panel:* A subset of the Grievance Committee selected to review and make recommendations for the resolution of a specific employee grievance.

**General Policy**

Any employee, who is seeking a solution concerning a disagreement constituting a grievance, as defined in the previous section, may seek a resolution using this policy. Employees who feel they are being discriminated against should immediately and directly take the issue to the Registrar.

While the university recognises the employee's right to file a grievance, the employee must discuss his/her concerns with the immediate supervisor before doing so. If the immediate supervisor is the alleged cause of the grievance, the grievant will take the concern to the next level of management. Experience shows that most concerns can be resolved informally at the supervisory level without the need for a formal grievance. The HR Office provides mediation services to assist an employee in the resolution of a problem or conflict. Grievances based upon the termination of a non-probationary employee, or the significant or continued reduction of pay as a result of disciplinary action, qualify automatically for a hearing if a timely request is made by the grievant. The grievance process is not a formal court proceeding, but is a peer review process for employees to resolve disputes.

**Pre-Grievance Mediation**

Disputes between employees and supervisors that cannot be settled through the HR Office can be submitted for mediation. Either management or employee can request mediation by notifying the HR Office of their willingness to mediate. Mediation is a less formal means of settling disputes and is strongly encouraged as an alternative to filing a grievance. Both parties must agree to mediate, otherwise the process cannot continue. Either party must notify the HR Office within fifteen working days of the occurrence of the dispute of their intent to mediate. The HR Office will provide access to trained mediators available to facilitate the process.

**Grievance Form**

Copies of the official UniSey Grievance Form are available from the HR Office. The form is to be used by all employees seeking resolution of a grievance under the grievance procedure. The completed form shall be submitted to the Human Resources Department, which will be responsible for forwarding copies to the appropriate

individuals. The Grievance Committee should not consider a grievance unless it is properly submitted.

#### Time Limits

The prescribed time limits must be strictly followed unless they are extended by mutual written agreement. Failure of the employee to adhere to the time limits shall result in his/her waiving all rights under the grievance procedure for the issue(s) raised in the grievance. Failure of the person(s) against whom the grievance is filed to adhere to the time limits will authorize the employee to move to the next step of the procedure. An exception to this rule may be made in cases where the Grievance Committee Chair requires additional time to research the issues stated in the grievance.

#### Examples of Actions Which Are Not Grievances

- Salaries
- Hiring salaries
- General salary adjustments
- Promotional salary adjustments
- Other salary adjustments
- Performance reviews
- Verbal counselling
- Voluntary resignations
- Position elimination due to restructuring and/or layoffs
- Position classification/reclassification decisions
- Hiring and promotion decisions
- Actions that fall within the purview of the Administration and Human Resources Department Office
- Termination from employment during initial probationary period
- Termination from employment based on felony conviction or unavailability for work due to incarceration
- Termination from employment while in a temporary employment status
- Any action that cannot be substantiated with facts. For instance, an employee cannot bring forth a grievance based on assumptions, rumors, innuendo or gossip.
- Matters that are already under review or for which a decision has been rendered under another process.

#### Employee Advisor

Employees shall have the right to have one advisor of their choice present at each step of the grievance procedure. Such advisor may observe all proceedings and may only confer with the employee. The advisor has no formal voice in the process. The advisor, if also a university employee, shall, at such times as approved by the advisor's supervisor, be granted the necessary time off during working hours to attend formal proceedings without loss of pay and without charge to annual or compensatory pay. The time needed to prepare grievance materials should be done in the employee's own time. The advisor may also be an individual selected from outside the university. However, if the advisor selected by either party is an attorney, notice must be provided to the remaining party through the Grievance Committee. In cases where a grievance is filed by a subordinate against a supervisor, a supervisor may not select an attorney as an advisor unless the grievant has chosen an attorney as his other advisor. Attorneys must follow the same guidelines as other advisors with regard to participation in the grievance process.

#### Witnesses

Employees shall have the right to submit a list of potential witnesses to support their allegations. The Grievance Hearing Panel will make the determination as to which witnesses will be called to testify. In the event that a witness is unable to attend the formal grievance proceedings, and the Hearing Panel has determined the witness has relevant information, an *affidavit* may be submitted. Witnesses will not be required to testify under oath. However, each witness who is an employee of the university should be aware that any deliberate falsehood can result in a disciplinary action against the

witness. The Grievance Hearing Panel may grant adjournments of reasonable length to enable either party to investigate evidence if the Hearing Panel believes a valid claim of surprise is made concerning that evidence.

Grievance Hearings shall be closed. No witness (except the parties themselves) will be allowed to hear the testimony of any other witness.

#### Retaliation

No employee is permitted to take reprisal action against an employee who uses the grievance procedure, serves as an advisor, or participates in any way (e.g. witness) in the grievance process. Any employee or faculty member violating this prohibition against retaliation may be subject to disciplinary action, up to and including termination. Additionally, no employee or faculty member is to use an official position to attempt to improperly influence the grievance process.

#### Withdrawal of a Grievance

In certain instances, a grievance may be dismissed. All parties to a dismissal will be notified in writing. Examples of dismissals are withdrawal by the grievant, determination by the Hearing Panel, or voluntary resignation of the grievant. A voluntary resignation of employment from the University of Seychelles by the grievant will automatically terminate the process of the Formal Grievance Hearing.

#### Steps in the Grievance Procedure

##### *Step 1:*

An employee is expected to file a grievance form, along with additional supporting documents as they deem necessary, to the HR Office within forty-five (45) calendar days of the alleged occurrence. Once the grievance has been filed, the Human Resources Office will forward a copy to the appropriate Chair of the Grievance Committee.

##### *Step 2:*

The Grievance Committee Chair has five (5) working days to make a determination as to whether or not the issue constitutes a grievance, with assistance from the HR Office in an advisory role. If the Grievance Committee Chair determines that the issue cannot be considered, s/he will mark the appropriate box, state the reason why this is the case, sign the form and return it to the HR Office. If the Grievance Committee Chair determines that the issue does constitute a grievance, s/he will mark the appropriate box, sign the form and then proceed to Step 3.

##### *Step 3:*

Once an issue is determined to be a grievance, the HR Office will forward a copy of the grievance form and statement to the person(s) against whom the grievance has been filed. Upon receipt of the documents, s/he has ten (10) working days to provide a rebuttal statement, which should be sent to the HR Office and the Grievance Committee Chair. During the same ten (10) working day period, the appropriate Grievance Committee Chair will work with the grievant and the person(s) against whom the grievance has been filed to select a Grievance Hearing Panel from the Grievance Committee(s).

The Grievance Committee will consist of four members appointed at large from their respective governance group. A minimum of one member from each of the major representatives' categories will be maintained on the committee at all times. The chair will be elected from within the Grievance Committee and will serve for a one-year term. The Hearing Panel will consist of three (3) individuals. It will be the responsibility of the Grievance Committee Chair to determine who is available to serve on the Hearing Panel. Refusals should be based on strong reasons such as recent service on a large number of hearings, prior commitments that make service difficult to arrange, or knowledge of the parties or issues that makes it difficult to be impartial. The Grievance Committee Chair may, at his or her discretion, request a replacement panel member if extended illness or other circumstances prevent discharge of the Hearing Panel member's responsibility.

A list of all eligible committee members who have not been called upon will be supplied to both parties of the grievance by the Grievance Committee Chair.

The grievant and the person(s) against whom the grievance is filed will each select one member from their respective Grievance Committee Groups. Each party will have two (2) working days to make their choice. In the event that both parties choose the same person, the grievant will have an additional two (2) working days to choose a second member. The third participant in the Hearing Panel will be selected by the two (2) members of the newly appointed Panel from the Grievance Committee Groups. It is the responsibility of the Hearing Panel to select its Hearing Panel Chair. Once the Hearing Panel has been selected, the Grievance Committee Chair will distribute all statements and will contact all parties to establish a hearing date and location.

*Step 4:*

The Hearing Panel will be an informal proceeding. It may admit any evidence that it considers to be of value in determining the issues, subject to the Hearing Panel's judgement as to the relevance, credibility and weight of the evidence. The Hearing Panel may ask the parties to produce evidence of specific issues, may examine witnesses, and may call and examine its own selection of witnesses. Both parties and the HR Office will cooperate with the Hearing Panel in obtaining witnesses and making documents and other evidence available as needed by the parties or the Hearing Panel, unless it is determined that the information sought is confidential and not subject to release.

Each member of the Hearing Panel shall avoid any discussion of the case with the parties or their advisors before the hearing. During the hearing, each party will have the right to ask questions of all witnesses appearing at the hearing and may rebut any evidence heard by the Hearing Panel. An official record (tape recorded or otherwise) of the hearing will be made by the Hearing Panel. A copy may be made available to each party upon request. The Hearing Panel will base its findings and recommendations solely on relevant facts surrounding the issues and material presented during the hearing. The Hearing Panel will render a consensus opinion. The Hearing Panel's findings and statements of recommendations shall be prepared in writing and submitted to the grievant, the person(s) against whom the grievance was filed, the appropriate Grievance Committee Chair(s) and HR Office within fifteen (15) working days of the Hearing.

The HR Office will report the Hearing Panel's findings and recommendations to the appropriate senior manager. If that senior manager was a party to the original grievance or the direct supervisor of the employee, then the findings and recommendations shall go to the Vice-Chancellor. Upon receipt of the Hearing Panel's recommendation, the senior manager will have thirty (30) calendar days to note his/her response on the Grievance Form, sign and forward this to the HR Office. The HR Office will then notify all parties of the university's final decision. No employee will be entitled to more than one formal hearing on the same complaint. Retention of all records, tapes, and committee notes will be returned to the Grievance Committee Chair, who will submit them to the HR Office for final retention.

## Appendix A

### Part-time Lecturers at UniSey

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- 1 In developing and delivering its programmes, reliance is placed on a number of part-time lecturers.
- 2 Part-time lecturers are employed in those cases where:
  - specialist skills are required that are not available amongst full-time faculty;
  - a different perspective can bring added value to a particular module;
  - there is merit in adding to the student experience the contribution of professionals from the world of work; and where
  - additional support is needed to deal with excess student demand and/or for cover in cases of full-time staff absence.
- 3 In addition to part-time lecturers (who will normally teach part or all of a module) UniSey will on occasion arrange for guest lecturers to deliver 'one-off' presentations. Such arrangements are managed separately from regular part-time lecturers and, are not, therefore, part of this policy.
- 4 It is recognised that, while UniSey relies on and values the contribution of part-timers, their position may sometimes be seen as marginal to the main operations of the university. Sometimes it is not the formal situation that causes a part-timer to feel marginalised, so much as uncertainty about practical issues like a work station (where it's located, access to facilities, etc.). This kind of issue should be addressed by the HR Manager during induction, and at any time thereafter.
- 5 Another source of difficulty is to determine who is responsible for the management and welfare of a part-time employee. There are, in fact, two key individuals in the organisation – the immediate supervisor e.g. Head of Programme and the HR Manager. These individuals should work together to ensure that nothing is missed and the staff member in question is clear about whom to address specific queries.
- 6 In the interests of maintaining quality, the teaching of part-time lecturers will be reviewed by a full-time colleague, and students will provide feedback in accordance with UniSey's approved procedures.
- 7 UniSey wishes, as far as possible, to treat its part-time employees according to the same principles as for its full-time staff. Because of the nature of the employment contract, however, there will always be some obvious differences. In particular:
  - part-time lecturers are not eligible for certain benefits granted to full-time employees e.g. leave allowances; promotions; end-of-contract gratuities; medical insurance.
  - staff development and training opportunities will only be granted at the discretion of the Dean and/or Registrar.
- 8 Part-time lecturers are remunerated on an hourly basis. Current rates are available from the HR Manager. The rates are standard for the particular programme and are



not related to individual qualifications. Attendance at Faculty meetings and training sessions is encouraged but (as attendance is not separately remunerated) this is voluntary rather than mandatory.

- 9 The duties of a part-time lecturer will normally be restricted to a single module at a time; in exceptional cases this may be increased to two. Beyond that, Deans will seek to appoint, instead, full-time faculty.
- 10 It should be reiterated that UniSey wishes to treat its part-time colleagues with dignity, trust and understanding. In refining its policies and procedures, the feedback of these colleagues will be very welcome.
- 11 Please address any comments and/or questions about part-time employment, in the first place, to the HR Manager at Anse Royale.

## Appendix B

### Performance Management Manual

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Traditionally in Seychelles, performance appraisal systems have provided a formalized process to review employees' performance. They are centrally designed, usually by the Department of Public Administration, requiring each line manager to appraise the performance of their staff at the end of each year. This normally requires the line manager and the employee to take part in a performance review meeting. A standard form, usually designed by the Department of Public Administration as well, is completed for majority of employees and is a record of the performance review meeting. The form is kept at the HR department and the issue of performance is often neglected until the next round of performance review meetings the following year.

The traditional performance appraisal system is partly based on a measure of the personality traits that were felt to be important to the job. These include traits such as creativity, initiative, commitment, punctuality and attendance. The difficulty with these is that everyone defines them differently. Raters are often unsure of what they are rating, leaving scope for unfairness. There is enough evidence to show that the traditional performance appraisal systems are being treated as an administrative exercise and do little to improve performance of employees.

The purpose of this Manual is to introduce and familiarise all employees of the University to the Performance Management System being implemented at UniSey from 2014.

#### **Acknowledgement**

CAPMS Secretariat for the organisation of workshops and for providing guidance for the effective implementation Performance Management Systems in African Countries.

## Glossary of Terms

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### **Performance Management**

Performance Management is a systematic process for improving organisational performance by developing the performance of individuals and teams. It is a means of motivating employees through setting goals, measuring progress, giving feedback, coaching for improved performance, and rewarding achievements.

### **Performance Targets**

Performance targets are the required, expected or desired level or extent of achievement of specified performance indicators.

### **Performance Agreements / Performance Contracts**

These are freely negotiated performance agreements between the supervisor and his/her subordinates. The mutual expectations, obligations, intentions and responsibilities of the parties to the agreement to facilitate achievement of commitments are also specified.

### **Performance Criteria**

A Performance criterion is a fragment of a strategic objective. They are broad performance segments designed to indicate achievement dimensions of strategic objectives.

### **Coaching**

The ongoing process of helping an employee to identify and overcome the challenges that prevent him or her from excelling at the job.

### **Conflict Resolution**

The process of ending a disagreement between two or more people in a constructive fashion for all parties involved.

### **Development**

The process of improving employee performance through on-the-job training, offsite training, and assigning higher levels of responsibility which allow the employee to gain new skills.

### **Feedback**

Communication that is given in order to guide another person or in response to the message given to the receiver.

### **Monitoring**

The process of checking whether or not employees are on track to meet their targets and giving them feedback on their progress.

### **Performance evaluation**

A formal review of an employee's performance, usually covering a 12-month period.

**Performance Improvement Plan**

A set of goals given to an employee as a result of the employee's poor performance. The Performance Improvement Plan gives specific details of the areas in which the employee must improve and stipulate the period of time during which that improvement should occur.

**Planning**

The process of defining organizational or individual goals and determining the resources and time frame required to reach those goals.

**Progress review**

An informal evaluation of an employee's progress.

**Self-evaluation**

A process in which an individual documents his / her achievements and rates the quality of his or her own work.

## PART ONE

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### 1. Introduction

Employee performance management is an integral part of the overall organisation management. It relates employee work performance and achievements to the operational and strategic performance of the organisation. An effective performance management system focuses on on-going employee performance improvement and professional development.

The Vision of the University of Seychelles (UniSey) is: ***“To be a recognised knowledge hub in the Indian Ocean delivering solutions to the challenges of the 21<sup>st</sup> century, and the choice for local as well as for regional students for their tertiary education.”*** The UniSey community strongly believe that institutionalisation of an effective Performance Management System will enhance productivity and help UniSey to achieve this vision.

### 2. Aim

To promote an organisational environment which supports and values the work of all employees of the University community as we seek to achieve our shared vision and strategic goals.

### 3. Scope

This policy applies to all employees of the University of Seychelles. This includes the Executives, Faculty, Technical and Support staff as well as employees on short term contracts.

### 4. Key Objectives

The key objectives of the Performance Management System are to:

1. Create a clear direction for all employees by ensuring that work is aligned with the strategic efforts and directions of the University;
2. Support employees to improve performance by providing employees with:
  - a. Clear direction regarding roles, responsibilities and performance expectations;
  - b. Ongoing communication and the giving of feedback about performance;
  - c. Assistance with identifying changes to the Job Descriptions;
  - d. Rewards for desirable performance;
  - e. Performance improvement strategies aim at assisting poor performers to improve;
  - f. Sanctions for employees who continue to underperform following implementation of performance improvement strategies aim at assisting poor performers; and
  - g. Training and development relevant to individual performance areas, professional aspirations and longer term organisational needs.
3. Provide an equitable and transparent framework for regular and constructive discussions between supervisors and employees about:
  - a. The University strategic plan, operational plans; and their alignment with the Individual work plans, goals and priorities;
  - b. Past performance efforts and lesson learnt during implementation of operational and work plans;

- c. Recognition of significant achievements and defining corrective strategies to redress identified performance issues; and
  - d. Career aspirations and professional development plan.
4. Creating a process for determining how high performance should be rewarded, managing performance improvement, and identifying unsatisfactory performance.

## 5. Key Principles

UniSeY is strongly committed to building a work environment that strives for and rewards high performance, maximises flexibility and encourages employee professional growth and development. In support of its key values the University's Performance Management Policy (UPMP) and procedures incorporates the following principles:

- a) **Ongoing Open Communication** – through regular opportunities for open and constructive communication between employees and their supervisors, the UPMP provides a basis for building a shared understanding between supervisors and employees regarding the employee's role in the University, and performance expectations.
- b) **Work Planning** – the UPMP acknowledges that planning and formulation of strategies/success criteria is key to improve individual productivity and organisational performance;
- c) **Feedback and Accountability**– the UPMS provide the basis for staff members to be given feedback and support on a timely basis, and ensuring that he/she is held accountable for achieving the agreed results.
- d) **Recognition and Reward** – the UPMP will guide supervisors in giving recognition to work that is of a high standard and in ensuring rewards are meritocratic.
- e) **Employee Development** – the UPMP will provide supervisors with the opportunity to identify developmental needs of employees, and the action to be taken to redress deficiencies as well as actions to help successful employees improve even further.

## 6. Characteristics of the Performance Management System

The Performance Management System (PMS) framework should have:

- The vision and strategic goals of the organisation should guide and inform annual action plans.
- The annual action plans should be broken into manageable/measurable activities cascaded down the organization up to the individual employee level.
- Mechanisms for ensuring accountability for results at institutional, teams and individual level should be a built in feature of the PMS framework.
- Tools and mechanisms for monitoring and measuring performance results should be established.
- Incentive systems (rewards and sanctions) for achieving results at institutional, teams and individual levels should also be built into the PMS framework.

## **PART TWO: PERFORMANCE MANAGEMENT FRAMEWORK**

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An effective Performance Management System comprises the following main elements:

- 1. Planning**
- 2. Implementation of the Plans and Monitoring**
- 3. Training and Development**
- 4. Evaluation of Performance Results and Rating**
- 5. Follow-up**

### **1. Planning**

#### **1.1 Strategic Plan**

Ideally, a good Performance Management System should be anchored around a Strategic Plan. Before UniSey is able to plan and manage individual performance, it should have made significant steps in identifying the performance required of the University as a whole. This will involve a vision, missions and the identification of strategic goals that are aligned with the University's vision. The University should also identify core values required. Strategic objectives of UniSey are also particularly important, as it is crucial for such objectives to be cascaded down the University in order to ensure that individual objectives contribute to their achievement.

The University Council is responsible for the development and effective implementation of the University Strategic Plan.

#### **1.2 University Annual Plan (UAP)**

The University Annual Plans should be derived from the University Strategic Plan and annual budget. This should provide an important link between planning, implementation and the resources. The plan is critical to the University as it sets out a broad framework of programmes, goals and objectives, which the University seek to pursue on annual basis. It is important to cascade the annual planning process to individual level. Likewise, the annual planning process should be undertaken through a consultative process.

The Vice-Chancellor has overall responsibility for the development and effective implementation of the UAP. Every year the UAP will be developed by The Executive, drawn from the Strategic Plan and approved by the Council.

The development of the UAP involves:

- a) Establishing the activities or projects that will enable the organisation to achieve its strategic objectives.
- b) Developing Key Performance Indicators (KPI) with targets. These are performance targets that identified the desired level or extent of achievement of specified performance indicators.
- c) Deciding on a timeline for each programme, activity or project.
- d) Resources required to ensure the programme/activity/projects are carried

out successfully.

- e) Designating who is responsible to ensure that the programme/activity/project is indeed carried out.

### 1.3 An example of a segment of a UAP

Strategic Goal: To achieve excellence in Teaching and Learning					
Objectives	Activities	KPI	Timeline	Resources	Responsibilities
1.To ensure the University delivers quality programmes.	Review the function of the Senate vis-à-vis approval of UniSey's academic & training programmes.	The Senate is effectively functioning as per the UniSey Charter.	January to March 2014	Existing	Vice Chancellor
	Conduct the required research for course development	The needs of the local market, the world of work & life skills, and the needs of the international clientele have been established.	March to November 2014	SCR 210,000	Deans
	Review and enhance internal Quality Assurance procedures.	All UniSey Programmes meet the established internal quality assurance standards.	February to June 2014.	SCR 150,000	Deans

### 1.4 Performance Contracts

Once the University Annual Plan, which should be consistent with the University strategic plans, has been developed, the focus should move to ensuring that the plan is implemented effectively and the intended results are achieved.

While there are various methodologies/tools under PMS to ensure effective implementation of Annual Plans the most popular one is Performance Contract and this will be adopted at the University of Seychelles.

### 1.5 The Design of Performance Contracts

The design of Performance Contracts should be undertaken in a manner that enables supervisors to effectively measure and evaluate the performance of all UniSey staff. The preparation of the Performance Contracts will need to be preceded by a number of processes with **performance targets** being the most important. The establishment of performance targets will in turn require the University to develop performance criteria and performance indicators. These are elaborated below:

#### **Performance Criteria**

Following the setting of strategic objectives, the next step is to break them into manageable components which are delegated to faculties, schools, sections, units and individuals. A performance criterion is a standard of judgement; an established rule or principle for evaluating achievement. The faculties, schools, sections, units and individuals should subsequently be given the responsibility, resources, and authority that are needed to achieve the components for which they are to be held responsible.



It is performance on each of the components (performance criteria) that is measured in a performance contract.

### ***Performance Indicators***

A performance indicator is a device for measuring the direction and extent of achievement of performance criteria. Each criterion may invariably have several indicators. The extent of achievement of each indicator determines the extent of achievement of the performance criteria. For example, in the case of service delivery, you may use customer satisfaction level as performance indicator.

### ***Performance Targets***

Targets are measures or indicators of what an institution wants to achieve in terms of improvement of performance. Of necessity the targets will have to be informed and be contributing to the realisation of the institution's missions and strategic objectives. Examples of a target under service delivery criteria, and customer satisfaction level performance indicator, would be say 90%.

**Good targets should have the following attributes:**

- They should represent the best the University can achieve in the future and should challenge management/individual to show improvement over previous performance.
- They should have defined values that are comprehensive, relevant to the University's Vision, specific, realistic, simple and measurable.
- They should also be benchmarked on past trends and against performance of the previous year.
- Performance targets should be significantly growth-oriented i.e. targets for the next year should be more demanding than the preceding year.

Since the Performance Contracts involve two parties namely supervisors and subordinates, the Contracts should be negotiated between them, with technical support provided by Performance Management Steering Committee (PMSC) if required, before contracts are signed.

## **1.6 Examples of segments of some Performance Contracts (PC)**

### **A. Possible segment of a PC of a HR Manager**

Plans and Targets for 2014			Performance Evaluation		
Should be negotiated between the Appraisee and the Appraiser			To be completed by the Appraisee	To be completed by the Appraiser	
Performance Criteria	Performance Indicators	Targets (2014)	Achievements and Comments	Rating	Comments
Recruitment of qualified staff.	Percentage of funded vacancies filled.	100%			
	Percentage of staff recruited who meets the minimum entry requirements.	100%			
Development of Training Plan	Number of Training plan developed	One for all UniSey staff			
Implementation of Training Plan	Minimum training hours per employees per year	18 hours			

**B: Possible segment of a PC of a Lecturer**

Plans and Targets for 2014			Performance Evaluation		
Should be negotiated between the Appraisee and the Appraiser			To be completed by the Appraisee	To be completed by the Appraiser	
Performance Criteria	Performance Indicators	Targets (2014)	Achievements and Comments	Rating	Comments
Delivery hours	Hours per month	75 hours			
Level of students satisfaction	Percentage	80%			
New products developed and implemented	Number per year	2			
Consultancy project undertaken	Number per year	1			
Research project undertaken	Number per year	1			

**C. Possible segment of a PC of a Cleaner**

Plans and Targets for 2014			Performance Evaluation		
Should be negotiated between the Appraisee and the Appraiser			To be completed by the Appraisee	To be completed by the Appraiser	
Performance Criteria	Performance Indicators	Targets (2014)	Achievements and Comments	Rating	Comments
Time Management	Percentage attendance	98%			
	Reporting to work on time as a percentage	98%			
Removing waste to designated areas	Times per day	2			
Wiping, polishing and cleaning surfaces of designated areas	Times per day	1			
Vacuuming of designated areas	Times per week	1			
Mopping floors of designated areas	Times per day	1			
Working co-operatively as member of cleaning team.	Number of tasks completed in team per week	2			

## 2. Implementation of Performance Contracts and Monitoring

### 2.1 Performance Measurements

Once the contracts have been signed the supervisors and the appraisees need to agree on the performance evaluation date required. They need to agree on:

- What to measure – the evaluation data that will be required to generate the performance measure.
- How to measure – there is a need to determine where to locate the evaluation data and the measurement instruments that will collect the data for the performance measure.
- How often the data will be collected – determines how often to make the measurements.

It is the responsibility of both the supervisors and the appraisees to ensure that the end of year performance evaluation is based on data. Both parties should have an evaluation data plan that is simple but effective. Processes that are repeated numerous times per day may only require a sample measure. The supervisors and the appraisees should use their best judgment in choosing the frequency of data collection.

### 2.2 Example of an evaluation data plan

Performance Criteria	Performance Indicators	Targets	Performance Data required	Measurement Instruments	How Often
<b>HR Manager:</b> Recruitment of qualified staff.	Percentage of funded vacancies filled.	100%	1. Number of vacancies at the start of each quarter. 2. Number of vacancies filled at the end of each quarter	HR quarterly report	Quarterly
<b>Lecturer:</b> Delivery hours	Hours per month	75 hours	Number of training hours done per month	Initio	Monthly
<b>Cleaner:</b> Mopping floors of designated areas	Times per day	1	Cleanliness of floors of the designated areas	Administration Officer check list	Daily
			Feedback from internal and external customers	Administration Officer quarterly report	Quarterly

### 2.3 Monitoring

Monitoring means consistently measuring performance and providing ongoing feedback to employees and work groups on their progress toward reaching their targets. Throughout the year it is expected that there are regular, ongoing reviews of the performance data between the supervisors and the appraisees. The aim of this is to build an understanding of how work is progressing, identify any problems that may have

arisen and address them in a timely manner, making certain that the staff member is given feedback and support on a timely basis, and ensuring that he/she is held accountable for achieving the agreed targets. It is this process that makes the system a management tool - encouraging responsibility and self-management on the part of the staff member and support and coaching on the part of the supervisors.

#### **2.4 Formal Progress Review Meeting**

At a minimum, rating officials must conduct one formal progress review with each of their employees at approximately the midpoint of the rating period. Employees may also request (or supervisors may schedule) additional progress reviews, especially for underperforming employees.

Prior to the midyear progress review meeting with his or her supervisor, the employee is required to submit written documentation of his or her accomplishments since the last formal performance meeting with his or her supervisor. This must be submitted at least 5 working days before the review meeting

At each progress review, the following occurs:

- A discussion about the employee's progress toward meeting targets included in his or her Performance Contract and how that progress is measured against the achievement of the University goals;
- Recognition of good performance;
- The identification of any performance deficiencies and recommendations on how to improve;
- A review of the plan to determine the need for changes in the plan based on changes in responsibilities or changes in University priorities;
- A discussion of the developmental/training goals or objectives; and
- The supervisor documents any changes to the original Performance Contract, signs and dates the revision, and provides a copy of the revised Performance Contract to the employee.

Both the supervisor and employee should date and initial the Performance Contract to indicate the progress review took place.

#### **2.5 Performance Improvement Plan**

A written **Performance Improvement Plan** is required for employees continuously performing below the acceptable standard. The plan will indicate areas of weaknesses and requiring remedial action. The plan will also include the specific actions that need to be taken to address these areas, training if required, the agreed timeframe and the schedule of review meetings.

PERFORMANCE IMPROVEMENT PLAN				
Name of Employee:				
Position:				
UNDESIRABLE PERFORMANCE- AREAS REQUIRING REMEDIAL ACTION	PERFORMANCE STANDARDS EXPECTED	SPECIFIC ACTIONS THAT NEED TO BE TAKEN TO ADDRESS THESE AREAS	AGREED TIMEFRAME	CONSEQUENCES IF PERFORMANCE STANDARDS AS AGREED IN THE PIP ARE NOT MET

### 3. Training and Development

Providing employees with training and developmental opportunities encourages good performance, strengthens job-related skills and competencies, and helps employees keep up with changes in the workplace, such as the introduction of policies, regulations and new technologies.

Carrying out the processes of performance management provides an excellent opportunity to identify developmental needs. During planning and monitoring of work, deficiencies in performance become evident and can be addressed. Areas for improving good performance also stand out, and action can be taken to help successful employees improve even further.

### 4. Evaluation of Performance Results and Rating

The evaluation of performance results and rating is a critical stages in the overall process of performance management in general and Performance Contracts in particular.

The evaluation of performance results should be anchored on the following aspects:

- Period of Evaluation - The evaluation covers the entire agreement period of 12 months
- On methodology of determining performance as agreed during the determination of the Performance Contract.
- Focus of Evaluation -The evaluation should focus on the targets set for the period of evaluation only.

Prior to the evaluation and rating meeting with his or her supervisor, the employee is required to submit written documentation of his or her accomplishments for the period of evaluation. This must be submitted at least 5 working days before the evaluation and rating meeting. The supervisor must sschedule a mutually convenient time and place for the performance assessment discussion. Enough time should be allowed for the dialog and the supervisor must ensure privacy

At each evaluation and rating meeting, the following occurs:

- The supervisors should continue the momentum established throughout the year with the ongoing discussions about performance. The supervisors should set the tone for an open and productive discussion, and create a supportive environment by stating clearly the purpose of the discussion.

- The supervisors should discuss key areas of responsibilities and the achievements of the appraisee, as well as discuss the areas of shortcomings.
- The supervisors should then discuss the rating of performance based on the **pre-agreed attributes**.
- The supervisors should record the result of the discussion on the PC. Both the supervisors and the appraisee are required to sign and date the PC to acknowledge discussion of content.
- The meeting should be concluded on a positive note, emphasizing the benefits of the discussion.
- The signed PC should be routed to the HR office for final signatures.

#### Attributes for Determining Performance Values

Rating	Criteria Values	Attribute:
1	Excellent	Achievement of at least 100% of the agreed targets
2	Very Good	Achievement of at least 80% of the agreed targets
3	Good	Achievement of at least 60% of the agreed targets
4	Unsatisfactory	Achievement of at least 40% of the agreed targets
5	Poor	Achievement of less than 40% of the agreed targets

#### 5. Follow up

A key aspect of the performance evaluation meeting is follow-up, and the supervisor needs to ensure that the agreements made during the evaluation and rating meeting are met.

Any UniSeY staffs who seriously feel that his/her rating is unfair can appeal to the PMS Steering Committee. The decision of the appeal committee is final.

#### 6. Rewards and Sanctions

A final and critical element of the performance management system is the element of rewarding good results. This will be awarded subject to the provisions of the University Remuneration and Benefit Scheme.

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