

***UNIVERSITY OF SIERRA
LEONE ADMINISTRATIVE AND
HUMAN RESOURCE POLICY***

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Preface

The Human Resources (HR) policies and manual will become a policy document upon its approval by the University Court. From that point onwards, it is binding on University of Sierra Leone and its entire staff, unless otherwise stated in contracts.

Who is the HR Manual for?

This manual is a working document for the management and a reference document for all staff/employee of the University of Sierra Leone. The primary intention is to adequately inform all staff/employee within the University on various HR aspects of working relationship. As and when staff/employee takes up appointment within the University, it is obligatory to use the manual appropriately.

This document is an integral part of the employment contract between the employer and employees and completes the internal regulations of the University. The University reserves the right to make alterations and additions if required by circumstances.

The following documents were consulted during the review:

- University of Sierra Leone and Njala University harmonized conditions of service for senior academic and administrative staff 2013
- Sierra Leone Gazette of July, 2011
- Anti-Corruption Commission Terms and Conditions of service, September, 2015
- Action Aid HROD Policies and Manual, January, 2016

MISSION

The University demonstrates its commitment to generating and transmitting knowledge through quality teaching and research for sustained development and whose products are nationally and internationally competitive.

VISION

The University represents a friendly world-class centre of excellence responsive to the needs of society.

VALUES

In order to realize the Vision, the following values of the University of Sierra Leone must be committed to:

- Excellence
- Integrity
- Discipline
- Academic Freedom

- Partnership
- Focus on our clients – the students.

SECTION ONE: BACKGROUND TO HUMAN RESOURCES MANAGEMENT

1.0 Introduction

As a matter of fact, the long term success of any institution or organisation is predicated on its Human Resources – its people. All staff/employees play a vital part in helping the University of Sierra Leone achieve its mission, vision, values, strategic objectives and goals.

The Human Resources (HR) manual is a University internal document determining the framework of human resources, management and development as well as staff/employee rights and duties. Its primary objective is to clarify procedures related to every aspect of this function in order to ensure a uniform, equitable and transparent enforcement for all and create a safe, healthy and motivated working environment. It is a binding document on all persons (management and staff/employees) who are employed or contracted by the University.

The purpose of this HR manual is to set out guidelines in order to apply fair, consistent, transparent and very clear employment policies that will enhance the smooth operations of the University to achieve its objectives whilst at the same time provide job satisfaction for all staff/employees.

The principal role of the University of Sierra Leone is to offer career-oriented programmes for motivated students who seek academic excellence, personal growth and professional success.

To fulfil this role, the University needs a committed and disciplined workforce which holds the highest standards of personal and professional conduct and results orientation.

This HR manual will be very essential to all staff/employees in carrying out their role as a representative of the University of Sierra Leone. The document will serve as a guide in the daily work environment and help staff/employee better understand the expectations of the University from them and vice versa.

All staff/employee have the right to be treated with respect, dignity and equality by the University, fellow workers, individuals and even organisations outside the University. By the same token, it is expected that each staff/employee will act in a highly professional manner, upholding the code of conduct and ethical behaviour of the University and any other policies or regulations of the University.

All staff/employees are encouraged to read and appreciate this document and familiarise themselves with sanctions should the policies, procedures and code of conduct be breached. Full understanding of this document is part of the employment

agreement with the University of Sierra Leone and should be kept in view as a reference tool. It is the guide to the HR policies of the University of Sierra Leone. Ignorance of any of these regulations will not be accepted as an excuse for failure to know of or act upon any matter, or failure to comply with requirements herein.

1.1 Principles

- USL fully subscribes to the policy of providing equal opportunity and non-discrimination in employment, regardless of tribe, region, religion, race, colour, gender or age.
- USL is committed to formulating HR policies which responds to the needs of the institution and its staff/employees. These policies are subject to revision based on input provided by staff/employees and the changing operating environment in Sierra Leone.
- All staff/employees of USL will be subject to the policies and procedures contained in this manual.
- The final decision making authority in USL HR policies lies with the Vice Chancellor and Principal. He/She may when necessary delegate this authority. Consequently, all letters of appointment, policymaking, disciplinary actions, appraisal procedures and separation from the University should have the approval of the Vice Chancellor and Principal or his/her delegate.

SECTION TWO: HUMAN RESOURCES STRATEGY

2.0 Human Resources Strategy

This refers to the overall direction that the USL wishes to pursue in achieving its objectives through its staff/employees. The HR Strategy for USL has the following objectives:

- Enable management to achieve organisational objectives through staff/employee.
- Enable staff/employee to achieve their full capacity and potential in order to deliver and perform at maximum.
- Develop a coherent set of human resource and employment policies that reinforce the organisation's strategies.
- Contribute to the achievement of the University's goals.
- Create an ambience in which high quality work is encouraged to flourish.
- Foster commitment from individuals to the success of the organisation through high quality performance.

2.1 Equal Opportunities

The University of Sierra Leone continues to work towards promoting equal opportunities of male and female at all levels – this includes recruitment and training of staff/employees.

2.2 Equal Opportunities and Non Discrimination

In dealing with staff/employees, USL will not discriminate on the grounds of race, gender, tribe, age, colour, religion, origin and physical disability.

- All qualified staff/employees who show potential are encouraged to apply for vacant posts in the University.
- Heads of Departments/Units at all levels play a pivotal role in establishing equal opportunity within the University and creating a supportive work environment.

Equal opportunities in terms and conditions will ensure that:

- All staff/employees should be treated equally by their Heads of Departments/Units.

2.3 Equal Opportunities and Discrimination Procedures

The procedure for a staff/employee who feels discriminated against is as follows:

- The staff/employee should directly report the issue to his/her Head of Department/Unit or the Dean, Deputy Registrar or Head of campus if the Head of Department/Unit is the one accused of discrimination. He/she may do this alone or with the support of a colleague.
- The Head reported to must investigate and give feedback to the staff/employee concerned within 10 working days.
- If the staff/employee fails to receive a response within 10 working days, the staff/employee should bring the issue to the attention of the HHR.
- If the person discriminated against is a senior staff or staff/employee does not feel comfortable talking to his/her Head directly or the staff/employee feels that the issue has not been dealt with appropriately, the issue should be raised with the Registrar or ultimately the Vice Chancellor and Principal.

SECTION THREE: HUMAN RESOURCES PLANNING

3.0 Aims

The aims of Human Resource planning are to ensure that USL:

- Obtains and retains the number of staff/employee it needs with the right and suitable skills, expertise and competences required.
- Makes the best use of its human resources.
- Develops a well trained and flexible workforce that can adapt to the uncertain and changing environment.
- Formulates retention and staff/employee development strategies.

3.1 CORE RESPONSIBILITIES (EMPLOYER & EMPLOYEE)

3.1.1 Responsibilities of USL

USL shall give the staff/employee an opportunity to develop his/her talents to the maximum by:

- a) Ensuring fair consideration and equal opportunity in staff engagement and growth within the institution.
- b) Providing staff safety, security and healthy working environment.
- c) Providing attractive conditions of service.

3.1.2 Responsibilities of USL staff/employees

USL expects from its staff/employees, among other things the following:

- a) High sense of responsibility shown in the quality and quantity of work produced by the employee.
- b) Staff should ensure duty of care in the use of equipment, tools, materials, vehicles and all other facilities provided for the use of the employee by the employer.
- c) Ensure decent, healthy and cordial working relationships with all fellow employees.

- d) Carry out all instructions dutifully and respectfully.
- e) Ensure utmost confidentiality of all significant and critical information such as staff personal data, emoluments and all other information deemed classified and/or confidential by management.

SECTION FOUR: RECRUITMENT AND APPOINTMENT

4.0 RECRUITMENT AND APPOINTMENT

4.1 RECRUITMENT POLICY

USL aims to recruit staff/employee that satisfies the main criteria for the job. This will include the ability to fulfil the role, relevant work experience, academics and/or qualifications, other related skills and motivation as advertised and applicable to working in USL.

In all of USL's employment practices, USL seeks to:

- Provide equal employment opportunity to each qualified candidate/applicant without discrimination.
- Give first opportunity to internal staff to compete for a vacant position whenever such vacancies are available whilst maintaining a good balance between internal recruitment and fresh recruits to inject new ideas and promote dynamism.
- To attract the best qualified candidates within a framework that is fair, transparent and consistent.

4.2 RECRUITMENT AND SELECTION PRINCIPLES

It is the responsibility of the HR to ensure that all USL recruitment and selection processes are:

- Transparent
- Timely
- Cost effective
- Equitable
- Free from conflict of interest
- Accessible to all regardless of background

4.3 VACANCY

Vacancy shall be created by virtue of the creation of a new post or departure of staff from the University. It may also arise when an existing post holder leaves an established post for another within the establishment or the need to add more staff to an existing post as part of an extension plan.

All positions that become vacant at USL shall be advertised internally and or externally and fairly competed for to attract the best possible candidate. All candidates who apply for a post should go through short listing, interview and selection.

Inasmuch as the University recognizes the principle of advertising vacancies, especially in senior academic and administrative positions, it at the same time acknowledges the long-term advantage of creating internal staff/employees motivation to strive to get to higher level in the University.

4.4 METHOD OF APPOINTMENT

Appointment of members of the Academic and Senior members of the Administrative and Technical staff is made by the University Court, (hereinafter referred to as the Court).

4.5 LETTERS OF APPOINTMENT

A letter formally offering appointment together with the conditions of Service, job description and University policy documents shall be given by the Registrar on behalf of Court to the appointee from the date of assumption of duty. Unless otherwise stated, the appointee shall submit a letter of acceptance of appointment, the names of two referees and a medical report, certified by the University's medical officer, prior to assumption of duty.

4.6 TYPE AND NATURE OF APPOINTMENT

Under normal circumstances, all appointments by the University shall be full-time and additional remuneration for activities outside the scope of appointment may be accepted only with the permission of the Vice-Chancellor and Principal on behalf of the University Court.

In the case of employees appointed/engaged on a temporary or casual basis to carry out specific tasks, assignments or projects, the period of such assignments shall not exceed the period stated in the Contract document. However, such appointments may be renewable on fixed term contract basis determined by the University's necessities and the incumbent's performance.

In the event where the University requires the services of academic employees including Adjunct Professors or Graduate Assistants and Human Resources/Administration (HR/Admin) or Finance employees and the like part-time appointment may be made.

The Court shall offer appointment of staff in one of the following categories:-

- a) Permanent under NASSIT terms;
- b) Contract Appointments;

- c) Special terms, e.g. temporary appointments, secondments for appointment which include special agreements intended to safeguard existing pension rights, Honorary Affiliate, Adjunct and visiting staff appointments.

4.7.1 Appointment beyond the Age of Retirement

Appointment beyond the age of retirement for senior members of the University may be given to retirees with sound mind and good health and whose positions cannot be readily filled by the University. The duration of appointment beyond the age of retirement shall be determined by the Vice Chancellor and Principal on behalf of the University Court and should not exceed a cumulative total of five years.

4.8 CONDITIONS OF APPOINTMENT

4.8.1 Professorial Appointment:

1. Appointment under this category shall be under the statutory age of retirement seventy (70) and shall be retained in service on contract with proven certificate of fitness and recommendation from HOD endorsed by the Dean and Head of Campus.

2. **Associate Professor:**

Appointment under this category shall normally be permanent to the statutory age of retirement;

The appointment may be terminated at any time by either party, giving three months' notice.

4.8.2 Appointment under Permanent/Contract Terms

(i) There shall be a minimum probationary period of one year for all appointments under these terms. The appointment may be terminated at any time by either party, giving three months' notice. Any staff/employee discovered to have misrepresented documents/information either on their application form or during the interview process will be subject to instant dismissal and the evidences forwarded to Anti-Corruption Commission.

(ii) An academic staff below the rank of Associate Professor/Reader may be offered a contract appointment for periods not exceeding five years. The University shall indicate three months before the expiry date of such appointments whether or not it will be renewed. After seven years of satisfactory performance an academic staff member may qualify to apply for tenure provided:

- ❖ Demonstration of consistent teaching responsibility and good staff/student relationship.
- ❖ Demonstration of interest in University/Public Service.
- ❖ Demonstration of consistent satisfactory annual appraisal report.

- ❖ Demonstration of consistent satisfactory research in area of speciality.
 - ❖ Attained the level of Senior Lecturer
 - ❖ Demonstration of consistent scholarship by way of research and publication in reputable peer review journals.
- a) Any other positive achievement relevant to the staff's professional development will be considered.
 - b) Monitoring will be done to ensure that the University invests in research.
 - c) Lecturers 1 and 2 are not qualified for tenureship.

4.8.3 Official Date of Appointment

The official date of appointment of a member of staff shall be the date on which he/she assumes the duties of the post.

4.8.4 Conditions Relating to Contract

- a) Each member of staff shall be provided with a letter of appointment/contract between himself/herself and the University which shall specify the duties and conditions appertaining to his appointment.
- b) A contract between the University and a member of staff shall not be altered unless there is mutual agreement to do so between the parties concerned.

4.9 INDUCTION OF STAFF

4.9.1 Induction

The University of Sierra Leone views induction as a very important process whereby a new staff member is introduced to its mission, vision, values, committees and ethos. The primary intention is to clarify expectations, thereby allowing for quick integration and a better working experience in the University. It is the right of every staff/employee to receive an induction when they join USL. Induction will be done by:

- Classroom teaching
- Issuing of reading materials.

SECTION FIVE: STAFF RESPONSIBILITIES

5.0 STAFF RESPONSIBILITIES

5.1 WORKING DAYS/HOURS

The official hours of work, including one hour lunch, for all USL staff/employee are:

Mondays to Fridays: 8.30a.m. to 4.45p.m.

In exceptional circumstances Unit and Department Heads may need to be flexible in adjusting the work hours of their staff/employees. This should however, be based on mutual consent.

The above hours do not apply to service providers such as guards from security agencies. They are governed by their organisation's policies.

Given the nature of work USL is involved in, staff/employees may be required to work outside office hours. However, to ensure a friendly work/life balance, staff/employees are at the same time encouraged to leave the work place at the scheduled time.

5.2 ATTENDANCE REGISTER/LOGIN MACHINE

Members of staff must sign the attendance register when they report for work and account for their time. Employees who do not sign the register will be considered to be absent for that day(s).

5.3 ABSENCE & PUNCTUALITY

Punctual and regular attendances are conditions for continued employment and improvement and results in effective and efficient operations of the University. Conversely, irregularity and unauthorised disappearance from desk or absence from work, show unreliability, results in inefficiency and is liable to disciplinary action.

5.3.1. Absence from Duty

Every staff/employee should obtain permission from their Deputy Vice-Chancellor, Registrar/Deputy Registrar or Dean/Head of Department of the institute/college.

Staff/employees, who are unable to report for duty due to illness or other reasons, are required to inform their Department or Unit Heads as soon as possible and within 24hrs. Failure to do so will result in the period of absence from duty being leave without pay. If deemed necessary, appropriate disciplinary action can be taken upon their return to duty. They should also complete and submit a leave request form on the first day they return to duty.

Staff members who are absent from duty for a period of one calendar month from his place of work without permission will be deemed to have vacated his/her post and therefore his/her post may immediately be declared vacant administratively pending reports to the Appointments Committee for formal endorsement.

5.4 OVERSTAY OF LEAVE

If a staff/employee does not return to duty after leave, without permission, for three consecutive working days, the relevant unit or department head must inform the Registrar, Vice-Chancellor or Deputy Vice-Chancellor of the college/Director of institute and seek recommendation for further action. Cases which are beyond the staff's control such as natural disaster, state curfew, kidnapping will be considered as authorised absence upon USL's full assessment of the situation.

5.5 RECURRENCE OF ABSENCE

Unauthorised absence of more than ten (10) working days from duty within a twelve (12) month period without valid reasons constitutes cause for termination of employment.

5.6 CONFIDENTIALITY

All members of staff working in the University of Sierra Leone are often entrusted with confidential information in meetings, conversations or files and other documents. It is the responsibility of all staff to maintain the strictest confidentiality of such information while working for and after leaving USL. Staff shall not communicate or allow to communicate to any unauthorised person, any information made available to them in their management capacity or a court of law.

No staff member shall seek to profit, financial or otherwise, by making use, either directly or indirectly of any information acquired during the course of his or her duties in the University.

Any breach of secrecy in terms of this section shall be treated as a serious offence and the staff concerned may lead to summary dismissal or litigation in the case of an ex-staff.

5.7 UNIVERSITY OF SIERRA LEONE'S PROPERTY/ASSETS

All staff members are responsible for the safe-keeping and return in good condition and working order of all USL's property that may be in their use, custody or charge. If for any reason arising out of a staff member's negligence or carelessness, property of the University is lost or damaged, such staff may be required to meet the cost of repair or replacement of such property and may also be subject to disciplinary action.

University property must be returned by the staff immediately upon resignation, redundancy, termination, vacation or dismissal.

Property in terms of this section shall also include any cash, physical asset or vehicles being the property of the University of Sierra Leone.

5.8 DISCRIMINATION/HARASSMENT

5.8.1 Discrimination

USL and all staff members have a duty both morally and legally not to discriminate against individuals. There shall be no discrimination either direct or indirect, in any area of recruitment or employment including access to employment, promotion, training etc. on the grounds of:

- Race
- Disability
- Religious belief
- Origin
- Gender
- Marital status
- Ethnicity
- Association

For the purpose of this policy, DISCRIMINATION means exclusion of, treatment of, or action against an individual based on the above.

5.8.2 Harassment

Harassment is any act or conduct including spoken words, gestures or the production, display or circulation of written words, pictures/video or audiovisual or other material if the action or conduct is unwelcomed to the staff and could be reasonably regarded as offensive, humiliating or intimidating.

5.9. BULLYING

In the working environment, bullying is repeated inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the work place and/or in the course of employment, which could reasonably be regarded as undermining the individual's right to dignity at work. The exercise of legitimate management rights or employer rights and responsibilities is not considered as bullying.

Examples of bullying are as follow:

- Manipulation of the victim's reputation by rumour, gossip or ridicule
- Preventing the victim from speaking by making loud voiced criticisms or obscenities
- Social exclusion or isolation
- Physical abuse or threats of abuse

- Manipulating the nature of the work or the ability of the victim to perform the work

Any proven act of bullying may lead to disciplinary action taken against the member of staff.

5.10 VIOLENCE

Violence constitutes incidents where persons are abused, threatened or assaulted in circumstances related to their work, involving an explicit or implicit challenge to their safety, health or well being.

Any act of violence may lead to disciplinary action taken against the **accused** of staff/employees; this may even include termination.

5.11 USE OF PROHIBITED SUBSTANCES AND ALCOHOL

The consumption of liquor at the University work area, or areas of University operations during office hours, is strictly prohibited, except during social functions approved by the Vice-Chancellor and Principal/Deputy Vice-Chancellor. Any staff/employee consuming such prohibited substance/liquor shall be liable to disciplinary action. The possession, use, distribution and selling of narcotic drugs in the University campuses shall carry similar penalty.

Staff/employees are expected to concentrate on their work at all times and perform their duties to the best of their ability. The consumption of alcoholic drink and the use of narcotic or non-prescription drugs impede work performance and any employee found to be on duty, while in the opinion of the staff's supervisor, under the influence of such drink or drug may immediately be suspended from duty and sent home for the day with loss of pay pending an immediate detailed investigation by the Head of the Department/Unit and the Registrar.

The conviction of a member of staff on drugs related charges will result in disciplinary action which may lead to dismissal on the grounds of gross misconduct.

5.12 FINANCIAL MISREPRESENTATION

No false entries are to be made in the books of accounts and all associated financial forms and records for any reason and no staff member shall engage in any arrangement that results in such a prohibited act. No payments are to be approved or made with the intention that any part is to be used for any purpose other than described in the supporting documents. No payments are to be authorized or made in excess of those required in the ordinary course of business.

Any member of staff who knows of any prohibited or fraudulent behavioral act must promptly report it to the Registrar or Vice-Chancellor and Principal; failure to do so will result in disciplinary action.

Financial misrepresentation may be cause for immediate dismissal.

5.13 ILLEGAL ACTIVITY

In keeping with the ethics of USL, all members of staff must respect and obey all laws in the University and the Country. A staff member who has been charged by police, pending a decision from a Court of Law may be suspended and may receive half pay until the matter is settled. If the suspended staff member is found not guilty, then he or she will be paid all the balance of his/her pay during interdiction and shall be reinstated forthwith. If he/she is found guilty, he/she shall be dismissed from the services of the University.

5.14 SMOKE FREE WORKING ENVIRONMENT

Smoking is strictly prohibited within all University offices, premises and vehicles at all times.

5.15 PROFESSIONALISM

All members of staff of the University are expected to behave and conduct themselves in a very professional manner in the execution of their duties (refer to code of conduct). They must carry out duties assigned to them by their unit/department head and discuss duties assigned by others with their unit/department head or designate prior to carrying out those duties. All University staff members must talk and act in a manner conducive to effective and efficient team work and building.

5.16 USE OF UNIVERSITY COMMUNICATION SYSTEM

All available communication systems (telephone, fax, internet, email, camera etc.) owned, licensed, accessed or operated through USL, are rightly considered to be USL's property. These systems are to be used for USL's operational purposes only, except authorized otherwise.

The acceptable use of USL's computer equipment and services is to protect the University from illegal or damaging actions by individuals, knowingly or unknowingly.

Regular maintenance, cleaning and checking of all computers will be carried out by the IT department. Members of staff are requested to make their computers available to the IT Coordinator on request.

All desktops must be plugged into a UPS to protect them from electrical surges and enable users to save data and perform a safe shut-down in the event of electrical failure. Staff members issued with USL's laptops are responsible for their safekeeping at all times.

5.17 OFFICE DECORUM

5.17.1 Dress Code/Uniform

- ❖ All staff/employees who have been provided with uniforms must put them on and dress appropriately and in a professional manner at all times while on University duty.
- ❖ Formal or semi-formal on a daily basis and formal when there are important meetings to attend.
- ❖ All staff members are discouraged to wear attire that have or depict slogans or symbols that are not in line with USL core values and or have obscene language or picture printed on them etc.
- ❖ Heads of Unit/Department must ensure that proper standards are maintained.

5.17.2 Visitors

- All staff/employees are encouraged to minimize the frequent visit of friends and relatives to the office during office hours.

5.17.3 Disruption of work

- Staff/employee should at all times refrain from loud or aggressive conversations and all other activities that may be of distracting nature and as such interfere with and disrupt the working atmosphere.

5.17.4 Cleanliness and Sanitation

- All members of staff must ensure that every effort is made to keep the office and all toilets very clean, tidy and safe. Cleaning staff should be properly supervised.

5.17.5 Duty to Report/Whistle blowing

- A staff/employee who becomes aware of any breach of the above policies is encouraged to immediately report to the unit/department head or the Registrar, Deputy Vice Chancellor/Provost or Vice Chancellor and Principal.
- Failure to report can result to disciplinary action.
- Whistle blowers should be protected from unfair and indiscriminate treatment at all times.

SECTION SIX: STAFF REMUNERATION AND BENEFITS

6.0 REMUNERATION POLICY

- The general principle applied is to ensure that all USL staff/employee are remunerated appropriately and in line with tax regulations.
- USL will strive to provide salary scale/packages that will retain and motivate competent and capable staff as per the following standards:
- Monthly pay slip will precede payment of monthly salary.
- Salaries shall be paid in arrears on a monthly basis.
- The salary system in place will be non-discriminatory and applied to all staff.
- The system will fully comply with the Sierra Leone Law.

6.1 GRADES AND SCALES

Initial salaries and/or salary scales shall be determined by the Court on the advice of the relevant Appointments and Promotions Committees. The emoluments of occasional lectures shall also be determined by the Appointments and Promotions Committees. The Salary scale of a staff/employees of the University is defined by the grade of his/her appointment. Appointments are graded for this purpose as shown in the appendix, which indicates the approximate equivalence between grades:-

Academic Staff: Professor, Associate Professor/Reader, Senior Lecturer, Lecturer 1, Lecturer 11, Associate Lecturer, Research and Teaching Assistant, Teaching Fellow, Senior Teaching Fellow, Research Fellow, Senior Research Fellow.

Administrative Staff: Vice-Chancellor & Principal, Deputy Vice-Chancellor, Registrar, Senior Deputy Registrar, Deputy Registrar, Head, Human Resource, Planning Officer, Public Relations Officer, Dean of Students, Director/Warden of Students, Senior Assistant Registrar, Assistant Registrar, Staff Training and Development Officer, Assistant Warden of Students, Assistant Public Relations Officer.

Medical Staff: Principal Medical Officer, Senior Medical Officer, Medical Officer, Assistant Medical officer.

Library Staff: University Librarian, Campus/Deputy University Librarian, Senior Librarian, Librarian I, Librarian II.

Finance: Finance Director, Deputy Finance Director, Senior Assistant Finance Officer, Assistant Finance Officer.

Audit: Internal Auditor, Senior Assistant Internal Auditor, Assistant Internal Auditor.

Procurement: Procurement Officer, Assistant Procurement Officer, Store Keeper.

Technical Staff: Director ICT, Director of Physical and Plant Services, University Architect, Deputy Director of Physical and Plants Services, Estate Officer, Chief Technical Domestic Bursar and Clerk of Works.

6.2 INCOME TAX AND NASSIT

USL recognizes the member of Staff's obligation to the Sierra Leone Government. The Finance department will therefore deduct income tax and NASSIT contribution at source from salary as stipulated by regulations. For details on the GoSL tax structure, you may wish to contact the finance department.

6.2.1 Salary Deductions

Monthly salary deductions may be for the following reasons:

- Income taxes payable by the employee (PAYE – Pay As You Earn) and levies according to the existing income tax regulations.
- 5% of Staff members' basic salary as contribution to Social Security of the National Social Security Insurance Trust (NASSIT).
- Salary Advance.
- Recovery of any payment or overpayment made in error.
- Damage to, or loss of, goods expressly entrusted to staff for custody or for loss of money for which he/she is required to account, where such damage or loss is directly attributed to his/her neglect or default.
- Disciplinary decision made by Management to repay for USL lost/stolen property/asset or misappropriation of USL funds.
- Any payment due on obsolete or unwanted goods issued by USL to the staff on the basis of prior agreement on repayment.

6.3.2 Salary Increments

- i) All staff/employees are normally entitled to receive on 1st September each year, annual increments appropriate to the scale on which they are appointed.
- ii) When a staff/employees assumes his duties in the University before the first day of the Second Semester, he will receive a normal increment on the following 1st September.
- iii) When a member of staff/employees assumes his duties in the University after the first day of the second semester, he will receive normal increment on the following 1st September, only if he is appointed directly from a full-time post from another University or a similar institution of Higher Education.
- iv) The Court on the recommendation of the appropriate committee may authorize the payments of increments exceeding the normal incremental rates for exceptional performances.

6.3.3 Entitlement

All staff/employees will have a salary step up on performance based.

The Court or the Vice-Chancellor and Principal, subject to ratification by Court, may disallow the normal entitlement to a f staff where a member of staff is guilty of serious dereliction of duty or has on his/her record two consecutive unsatisfactory annual appraisal reports or two current written warning letters on file within the same academic year.

6.3.4 Ex-Gratia

On retirement/resignation/termination, a member of staff who has served the University for a minimum period of two ((2) years and thereafter continue to serve shall receive ex-gratia as follows:

3-5 years – One year basic salary

6-10 years - Two years basic salary

11-15 years – Three years basic salary

16 - 20 years – Four years basic salary

21 – 25 years - Four and half year's basic salary

26 – 30 years – Five years basic salary

31 – 39 years – Five and half years basic salary

40 years and above - Six years basic salary

If a member who has served the minimum number of years within a respective range dies before attaining the age of retirement, payment will be made to his/her designated next of kin.

If a member of staff takes voluntary retirement or voluntarily resigns before attaining the age of 60 years he/she shall receive the appropriate ex-gratia payment. However, such staff must have served the University for a continuous period of at least 3 years.

The applicable salary shall be the member of staff's terminal salary at the time of retirement or resignation.

For those members of staff appointed on transfer from the University of Sierra Leone (1972 Act) the number of years of service to that University would be taken into account in the computation of ex-gratia.

6.4 STAFF WELFARE AND BENEFITS POLICY

USL appreciates that the Human Resource is very critical and recognizes that staff welfare, therefore, is of the utmost importance. USL will provide numerous benefits within the scope of its financial capabilities in order to attract competent staff, increase staff morale, check attrition and increase job satisfaction.

6.4.1 Career Development

USL is committed to ensuring that all members of staff have the relevant qualification, knowledge, skills and expertise to perform their work to a high standard; and assist them in achieving full potential. Consideration will be given to a range of training methods available to ensure that the most cost effective approach is used.

USL will help staff in their career development by means of the following:

- ✚ Identification of training and development needs through the use of a formal appraisal and personal development plan process.
- ✚ Attendance at internal training courses, including induction training, on-the-job skills training and formal training sessions where appropriate.
- ✚ On-going development through workshops and seminars.
- ✚ Providing opportunities for advancement through internal promotion within the University.
- ✚ Computer-based learning.
- ✚ Providing opportunity to apply for support for academic qualifications through tuition waiver.

6.4.2 Conference Fund

- The University Conference Fund exists to help Senior Members of the University to attend Conferences of Learned and Professional bodies.
- Applications for grants should state:
 - (a) The name of the Conference;
 - (b) Where, when and under whose auspices it is being held;
 - (c) The dates on which the applicant propose to attend;
 - (d) Details of travel and other costs;
 - (e) Whether applicant will be taking an active part (e.g. reading a paper, organizing, being rapporteur, etc.)
- Subsistence allowance for the duration of the conference will be considered only if an applicant is reading a paper or actively involved in the organization of the conference. The allowance will be at the approved rate for senior members of staff.

- A successful applicant who reads a paper at a conference will be required to send a copy of the paper to the Registrar soonest after the conference. The Registrar will arrange for the copy of the paper to be deposited in the Library of the applicant's College.

6.4.3 Tuition Waiver

- (a) A staff/employees who has served the University for a minimum period of three consecutive years shall be entitled to tuition waiver for spouse and three biological or legally adopted children up to the age of twenty-five (25) years. In the case of a non-Sierra Leonean, he/she must have served for seven years.
- (b) A staff/employees, who has served the University for a minimum period of three years, shall be entitled to tuition waiver should the staff wish to pursue any postgraduate programme within any of the campuses or colleges of the University.
- (c) Under exceptional circumstances, high performing staff members who have not served the University for the required minimum period may be given exemption to proceed with a postgraduate programme.

Tuition waiver will be approved in accordance with policy guidelines.

6.4.4 Training Evaluation

All training programmes will be evaluated for their impact on the University, the individual and for the quality of the programme itself. Staff will be expected to demonstrate increased knowledge and greater competence. All staff after attending training will be expected to complete a training evaluation form and return to Human Resource Unit.

6.4.5 Continuous Professional Development

All members of staff should take full responsibility for their own personal growth and professional development throughout their careers to ensure that their skills are up to date. USL will provide support to staff in achieving their career and development goals within certain operational constraints such as University needs and financial challenges.

6.4.6 Allowances and Grants

- All members of staff who satisfy the appropriate conditions are entitled to the allowances outlined below:
 - a) **Head of Academic/Administrative Department Allowance**
An allowance of Two Hundred Thousand Leones (Le 200,000) is payable to a Head of Department or to a member of staff of non-professorial rank acting as

Head of Department provided, such a member so acts for a minimum of 28 days consecutively and provided the acting appointment has been made with the written approval of the Vice-Chancellor and Principal.

b) Dean's Allowance

An allowance of Three Hundred Thousand Leones (Le300,000) is payable to the Dean of Faculty or to a member of staff acting as Dean of Faculty, provided such a member so acts for a minimum of 28 days consecutively and the acting appointment has been made with the written approval of the Vice-Chancellor and Principal.

c) Acting Allowance

A member of staff who performs the duties of another staff member senior to him/her for a minimum of 28 days is eligible to receive an acting allowance in accordance with the schedules.

d) Outfit

An indigene member of staff, proceeding to a temperate or sub-tropical country in accordance with the University regulations, is entitled to receive an outfit allowance as in the schedule provided that he/she has not resided in a temperate country during the preceding three years.

On first appointment into the University, a member of staff is normally entitled to an outfit allowance, provided that he is recruited from a temperate climate and has not resided in (as distinct from paying temporary visits to) a tropical country during the preceding three years.

d) Professional/Academic Allowance

i) When a member of the academic staff uses his private resources including instruments, books and other teaching materials to carry out his/her teaching and research, administrative and similar functions, he/she is entitled to receive an allowance of three Million five Hundred Thousand Leones (Le3,500,000) annually scaled down and computed by percentage.

ii) When a member of the Administrative Senior Staff uses his/her private resources in the discharge of his/her administrative duties, he/she is entitled to receive an allowance of Three Million Five Hundred Thousand Leones (Le3,500,000) annually, scaled down and computed by percentage.

f) Professorial Allowance

In order to support their Academic stature within the University, Professorial Allowance of One Thousand And Two Hundred British Pound Sterling (GBP1,200) annually shall be granted to all senior members of staff appointed as Professor on Scale 1.

g) Research Grants

Every staff member appointed to the grade of Lecturer 1 is entitled to research/clothing allowance which shall be an initial grant to enable the staff member conduct research in accordance with the University Research Policy.

h) Baggage Allowance

a) A member of staff appointed from outside Sierra Leone who travels by air either to assume his appointment or otherwise at University expense, may be entitled to receive a baggage allowance towards the cost of sending 50 kilograms by air and 120 cubic feet baggage by sea.

b) A baggage allowance at the same rate is also payable to:

i) A member of staff and spouse on the normal termination of appointment.

ii) A member of staff who is declared an invalid whilst on leave.

iii) The next of kin of a member of staff who dies whilst in the service of the university.

c) A member of staff returning to his post after an approved study or sabbatical leave provided he/she has not enjoyed this privilege in the preceding three years, shall be entitled to the provision, if he/she has not received such entitlement -from elsewhere.

6.4.6 Rent Allowance

a) All employees shall be entitled to 25% of a basic salary as monthly housing allowance.

b) Subject to the provision (a) of the employee occupying the University or staff quarters' shall not be entitled to the said allowance.

c) The rent allowance for all staff/employees shall be paid annually at the start of the financial year.

d) For those in residence funds paid to a special account shall be for the maintenance and expansion for the existing houses and building of more university residence.

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6.4.7 Conditions under which Passages are provided

a) A staff/employee who satisfies the appropriate university conditions shall be entitled to passages.

- b) The liability of the University for Passages is limited to the cost of economy class air fares.
- c) Travel arrangements in all cases shall be made either by the HR Department in the Registry or by an agent appointed by the University. Members of staff may make their own arrangements only with the express consent of the Registrar.
- d) If a member of staff, for his personal convenience, deviates from what would otherwise be the most appropriate route for which a free passage is provided for him or her, he or she shall pay the excess fares incurred by this deviation.
- e) The Vice-Chancellor and Principal shall, on the advice of the Finance and General Purposes Committee, in exceptional circumstances, authorize the provision of passages for members of staff and their families to places other than the normal country of residence.

6.4.8 Provision of Passages on Assumption of Appointment

- a) A member of staff on appointment from abroad is entitled to be provided with economy class air fares and ground transportation to his/her respective destination. The member of staff, the spouse and up to 3 children to the age of 18 years or at the end of full-time education, whichever is the earlier and provided further that he or she is not entitled to such passages from any other source, are entitled to the above provision.
- b) The University shall request a refund of the cost of such passages, if the member of staff voluntarily resigns from his/her post earlier than two academic years from the date on which he/she took the appointment.

6.4.9 Transportation Allowances

a) Vehicle Allowance

When a staff/employees uses his/her private vehicle on authorized University business, he/she is entitled to receive a lump sum mileage allowance for all distances covered outside campus boundary, in accordance with the schedule.

Mileages must be calculated in terms of shortest possible routes, unless a longer route has been specially approved by the Head of Department. Claims will not be paid unless they are endorsed by an authorized officer or the Head of Department.

b) Travel Allowance

In order to enhance the output and mobility of staff/employees in the performance of their duties, the staff/employees shall be entitled to a monthly travel allowance in accordance with the schedule.

6.4.10 Hospitality Allowance

When a member of staff provides at his own expense board and lodging for an official University guest, with the approval of the Vice-Chancellor and Principal, he/she shall be entitled to reimbursement from University funds for each night that hospitality is so provided.

6.4.11 Subsistence Allowance

- a) When a staff/employees, on the recommendation of an authorized officer or Head of Department and with the approval of the Vice-Chancellor and Principal, travels within Sierra Leone on duty connected with the University, he/she is entitled to a per diem allowance for the period during which he/she is required to be absent from his/her normal place of residence.
- b) Entitlement to subsistence allowance is restricted to those periods during which a member of staff is necessarily absent from his/her normal place of residence on duties connected with the University. If the period of absence is extended, without the approval of an authorized officer or Head of Department and the Vice-Chancellor and Principal, beyond what is required for the conduct of University Business, no allowance will be paid for the period of extension.
- c) The following scales shall be implemented, except for inter-campus travel as in the schedule.
 - a) **Senior Staff**
Scales 1 & 2 – Le1, 000,000
Scales 3 & 4 – Le700, 000
Scales 5 & 6 – Le500, 000
 - b) **Senior Supporting Staff**
Scales 7 – 10 – Le400, 000
 - c) **Junior Staff** – Le300, 000

6.4.12 Inconvenience Allowance

In order to attract quality staff to take up appointment in the University and in its various campuses, and considering the paucity of facilities such as electricity, water supply, communication and recreation, staff members shall be entitled to inconvenience allowance as may be determined by Court.

6.4.13 Children's Welfare Allowance

All staff/employees without exception shall receive a flat monthly rate as allowance for the maintenance of biological or legally adopted children, as in the schedule.

6.4.14 Supplementation

Subject to agreement between the Government of Sierra Leone, or the University, and Overseas Governments and Agencies, an expatriate member of staff may be paid an allowance, of 7.5% of basic monthly salary in addition to his/her salary by such overseas Government or agencies.

Where such an allowance is payable, reference to this fact will be made in the letter of appointment.

6.4.15 Cost of Living Adjustment (COLA)

To cushion the effect of rampant inflationary pressures, cost of living adjustment allowance of 15% of basic monthly salary shall be paid to staff members.

6.4.16 Contract Gratuity/Special Allowance

Staff/employees transferred from the University of Sierra Leone (1972 Act) would continue to receive Contract Gratuity/Special Allowance until retirement as follows:

20% prior to 2005

12½% after 2005

6.5 STAFF HOUSING

- i) The implementation of the University Housing Policy shall be in the hands of the **University Housing Committee** and its sub-committees in the campuses.
- ii) **The University Housing Committee** shall consist of:
 - The Vice-Chancellor and Principal, ex officio (Chairman)
 - The Deputy Vice-Chancellor of Campus (ex-officio member)
 - The Director of Off Campus Institute (ex-officio member)
 - Two Representatives of the Senate
 - Two Representatives of the Senior Staff Association
 - The Registrar
 - The Head, Human Resources
 - The Finance Director
 - The Director, Physical and Plant Services
- iii) **The Housing committee sub-committee** shall consist of:
 - The Deputy Vice-Chancellor, ex-officio member (Chairman)
 - One Representative of the Campus/Institute, Standing Committee/Board
 - Three local representative of the Senior Staff Association for a term of 2 years
 - The Deputy Registrar/Senior Assistant Registrar
 - The Campus Assistant Estate Officer

- The Campus Maintenance Superintendent
- The Campus Deputy Finance Director/Senior Assistant Finance Officer.
Housing Policy Conditions- (See Annex on University Housing Policy)

6.6. HOUSING LOAN MORTGAGE SCHEME

A staff/employees who is tenured, may be assisted to obtain a Housing Loan/Mortgage guaranteed by the University from an established Bank, Housing Corporation or any other financial institutions on the provision of adequate collateral by the staff member. The terms of payment will be extended over a period of not more than twenty five (25) years. Where a staff/employees defaults in payment, the university has the right to repossess it.

6.7. MEDICAL INSURANCE SCHEME AND BENEFITS

Medical Treatment in the University:

The University/Government shall provide 15% of basic salary of employees as medical allowance which shall be put into a special medical fund/account. Employees who require medical treatment outside the university hospital shall be paid for from the account. Any outstanding balance in the employee's account shall be carried forward into the following year. Medical insurance will cover employee, spouse and three biological or legally adopted children

If an employee requires an overseas treatment, the university rules on overseas treatment shall apply. In circumstances where the employee's medical funds are not totally utilized until his/her retirement, such funds should be given to the employee as of his/her retirement package

Personal Accident Insurance

The University shall provide personal accident insurance under a group policy for a staff/employee or any member of his/her family travelling on approved University business.

6.8. STAFF/EMPLOYEES FUNERAL EXPENSES

On the death of a staff/employee, who satisfies the appropriate University conditions, he/she shall be entitled to the allowances set out in the schedule, as contribution towards funeral expenses.

- I. **Bereavement Purse to the family on the death of Staff/employees shall be as follows:**

Head and Deputy Head	Le8, 500,000
Senior Staff	Le8, 000,000
Senior Supporting	Le6,500,000
Junior Staff	Le6, 000,000

ii. **Bereavement Purse to a Staff Member on Death of Family Member (Father, Mother, Spouse & Children)**

Senior Staff	Le5,000,000
Senior Supporting	Le4,000,000
Junior Staff	Le3,000,000

(a) **Accommodation for Dependants of Deceased Employees**

In the event of death, the spouse/dependants of the deceased member of staff shall be allowed to live in the house or other living accommodation provided by the University which the deceased had been occupying at the time of death for not more than one year and the normal rent for the occupation of the house/living accommodation by the spouse and/or dependant shall be recovered from the benefits due to the deceased.

(b) **Payment of Final salary in the event of death**

The salary payment due to a member of staff ceases at the end of the month in which the staff dies and such payment shall be made to the designated next of kin, in accordance with the provisions of the law.

iii. **Weddings Purse for Staff Members**

Senior Staff	Le5, 000,000
Senior Supporting	Le3, 000,000
Junior Staff	Le2, 000,000

6.9. ASSISTANCE WITH PURCHASES

6.9.1 Purchase of Equipment

The University shall provide a member of staff with an interest free loan, subject to the availability of funds, member of staff's work performance and conduct to be repaid in not more than 30 equal monthly instalments, to enable him/her to purchase or repair equipment, provided that an appropriate form of agreement between the University and the member of staff is properly completed.

6.9.2 Purchase of Motor Vehicle

Depending on the availability of funds, work performance and conduct, a member of staff shall be entitled to either option **(a)** or **(b)** below:

- (a) The University shall provide a member of staff with an interest free loan up to the tune of Fifty Million Leones (Le50,000,000) maximum to purchase a motor vehicle, provided that the appropriate form of agreement between the University and the member of staff has been properly completed, to be repaid in not more than 48 equal monthly instalments.
- (b) The University shall guarantee a loan from a Bank or other financial institutions to enable a member of staff to purchase a motor vehicle, provided that the appropriate form of Agreement between the University and the member of staff is properly completed, to be repaid in not more than 48 equal monthly instalments.

SECTION SEVEN: LEAVE POLICIES

7.0 Objective for Leave

All members of staff are encouraged to proceed on leave to ensure work/life balance within the workplace and with the aim of making time to:

- Rest and recuperate
- Fulfill family and other social obligations
- Pursue individual needs and aspiration

The following are the categories of leave within USL:

7.1 OFFICIAL PUBLIC HOLIDAYS

All staff members are entitled to public holidays each year, as issued by the Government of the Republic of Sierra Leone. All approved public holidays are published in the official gazette or as announced by the Office of the President or on the state radio (SLBC FM99.9) from time to time. Staff members do not have to apply for official public holidays and the same not taken shall not be accrued nor shall any financial consideration be considered in lieu.

7.2 ANNUAL LEAVE/VACATION

Members of the Academic staff shall be entitled to annual leave at a rate indicated in the schedule taken during vacation, but the Vice-Chancellor and Principal, shall have

power to require an individual member of staff to remain in residence during the vacation or portions thereof as necessary.

When a member of the Academic Staff is required to be on duty throughout an academic year such that he/she is unable to take a holiday of at least 45 working days with the approval of the Vice-Chancellor and Principal, such a member shall take his/her leave during the long vacation. In the case of Administrative Staff, the leave shall be deferred or paid for in lieu, with the approval of the Head of Department. Any leave not taken shall be carried over to the next year, only with the specific approval of the Vice-Chancellor and Principal. No member of staff shall be allowed to accumulate leave for more than two years entitlement at any one time. Anything in excess would be forfeited automatically.

Heads of unit/department are urged to ensure that all members of staff maintain a balanced workload within the year so as to proceed on leave as agreed in the approved annual leave plan.

7.2.1 Leave Rates

Annual leave rates are as follows:

- Senior Staff56 calendar days
- Senior Supporting Staff.....42 calendar days

7.2.2 Recalling Staff from Leave

Heads of unit/department reserve the right to recall a staff from leave. This however, must be done in writing. The Heads should ensure that the number of days that the staff is recalled for is re-scheduled for the staff to subsequently proceed on the same number of days.

7.2.3 Annual Leave Grant

A member of staff shall be provided with leave grant in each year at an approved rate of 30% of current basic Salary.

A staff member who has not served for 12 (twelve) consecutive months will not be entitled to annual leave allowance. Any staff whose employment is terminated during or at the end of the probationary period will not be entitled to leave or payment in lieu of leave.

7.3 STUDY LEAVE

The University Court may, on the recommendation of the Senate, grant Study Leave in addition to, or lieu of, long vacation to members of staff.

Study Leave shall be granted in order to enable a member of staff to study/pursue non-profit research. Such leave shall be granted with or without pay and on such conditions as may be determined by Senate and Court on the basis of the needs of the University and in the interest of staff development.

7.3.1 Regulations for Granting Study Leave

Study leave shall be granted under the following regulations:

- i) For study leading to the award of a Masters degree, a limit of 30 months will apply for this category of application. An applicant should have served the university continuously for three years to be eligible.
- ii) For study leading to the award of a Ph.D degree a limit of 48 months will apply for this category of application for candidates with a first degree. Applicants with a Masters who obtained their Masters as staff candidates should have served the University continuously for a period of three years or more to be eligible. Those candidates who were initially appointed with Masters should have served the University for three years to be eligible.
- iii) Research and Teaching Assistant (RTA), TTA shall have been completed their second degree for a maximum of three years after appointment, failing which they should be terminated.
- iv) For further training or to pursue approved research for one or two semesters provided to staff/employee had been in continuous employment with the University for three years respectively prior to the date of application,
- v) All awards of study leave are subjected to annual review based on an application for renewal accompanied by a progress report from the campus/university authorities.
- vi) An Approved split-sites leave holder shall be entitled to full salary and all other allowances.
- vii) Staff-candidate on Bilateral or Technical cooperation bursary shall be entitled to full salary and all other allowances.
- viii) Approved study leave with full or half salary will only become effective after a bond with the university had been signed.

7.4 LEAVE OF ABSENCE

Court on the recommendation of Senate may grant Leave of Absence with or without pay, on such conditions as it may determine to members of staff as follow:

- i) To undertake paid work experience relevant to his/her field of specialization;
- ii) To take up State Appointment; for any other approved reason.

7.4.1 Leave of Absence shall be granted as follows:

- (a) Applicants for leave of absence should have served the University continuously for three years.
- (b) Leave of Absence can normally be for up to twelve months in the first instance and can be renewed for a further period up to a total of thirty-Six (36) months only.
- (c) Contingent upon request from the staff on state appointment the administration shall renew the leave of absence annually until expiration of the assignment

7.5 SABBATICAL LEAVE

The University considers that in the interest of both the University and the members of Academic staff, it is desirable that members of staff should be released from their normal duties at intervals during their career to undertake study/research.

Sabbatical Leave will be granted at the rate of fifty-six days for every completed year of service since date of appointment or return from Sabbatical Leave, Study Leave or Leave of Absence up to a maximum of one academic year, provided the member of staff undertakes to return to the university for one year after attachment to a recognized higher institution and provided the member of staff presents confirmation of his attachment and working programme to the relevant committee of the university.

Financial assistance towards travelling expenses when not provided from any other source in connection with Sabbatical Leave may be granted in accordance with the provision set out. Members of staff returning from Sabbatical Leave with paid passages from the university shall not be entitled to further passages until after five years of continuous service since return.

Applications for Sabbatical Leave shall set out in detail the course(s) of study/research proposed, the duration of leave requested and the financial assistance sought.

Applications shall be sent to the Registrar, through the Head of Department, Director of Institute, Dean of the relevant Faculty and the relevant Deputy Vice-Chancellor or Head of Campus. Court will determine, on the recommendation of the Senate when

such leave may be taken. Staff on sabbatical leave shall be entitled to all remuneration as if he/she is in a continued active service up to a maximum of one year.

7.6 COMPASSIONATE LEAVE

Compassionate leave with full pay will be granted to a staff in cases of extreme emergency e.g. death or critical illness of an immediate relative. This leave period should not exceed ten (10) working days in any one calendar year. Any days taken in excess of this period shall be deducted from the normal vacation leave entitlement.

7.7 MATERNITY LEAVE

This leave counts as continuous service for the purposes of employment protection and annual increments where applicable. Female staff members are granted maternity leave to ensure the following:

- ❖ Maximum delivery of work
- ❖ Rest prior to delivery
- ❖ Bonding of mother and child after delivery

However, any pregnant female employee who will use the above objectives to renege on the performance of duties will face disciplinary actions.

A female member of staff may, on the recommendation of a Medical Officer(s) endorsed by the University Medical Officer(s) be entitled to twelve weeks maternity leave. Such leave, which shall be on full pay, shall be taken at a time recommended by the University Medical Officer(s). Pregnant female Staff members are also encouraged to take their annual leave after maternity leave to ensure adequate care for baby (ies). Under extreme cases, extension of maternity leave may be given with the approval of Court on the recommendation of the University Medical Officer(s). If the leave is extended, the Court shall determine the conditions under which the extended leave is taken.

No member of staff shall be entitled to maternity leave with pay unless she has served for at least one year on continuous duty.

Maternity leave shall be additional to annual entitlement of leave earned in the leave year.

7.8 PATERNITY LEAVE

The purpose of the above is for USL male staff members to give support to their wives in taking care of the newly born child/children. Where it is proven that such leave is not used for the intended purpose, the member of staff will be disciplined, such leave forfeited and deducted from the annual leave entitlement.

A maximum of fourteen (14) calendar days is allowed to a male staff member for paternity leave and must be taken within one month of the child's (children's) birth once a year. Where additional days are needed, the staff member may be granted annual leave and where the annual leave is used up; such additional days will be deducted from the subsequent annual leave or considered as unpaid leave.

Paternity leave shall not be accrued nor shall any financial compensation in lieu of leave be entertained.

7.9 SICK LEAVE

USL in recognition of duty of care towards staff members has a policy to provide sick leave with or without pay upon the submission of an appropriate official medical certificate to cover all absence from work due to illness.

Sick leave is necessary when the staff member cannot work due to illness or injury.

- (a) A member of staff who is absent from duty because of ill-health for a continuous period of two days, is required, on the third day, to support this absence by providing his or her Head of Department/Unit with medical report from the University Medical Officer(s) or any other qualified Medical Practitioner endorsed by the University Medical Officer. The period of absence on full salary may be extended up to one month, provided it is supported by appropriate medical reports furnished at weekly intervals to the Vice-Chancellor and Principal by the University Medical Officer or any other qualified Medical Practitioner but with endorsement by the University Medical Officer.
- (b) After one month's sick leave on full salary as defined above, a further period of sick leave on full salary up to a total of six months from the date of the first absence from duty may be granted by the Vice-Chancellor and Principal, on the advice of the University Medical Officer(s) and a Medical Board arranged by the University. All such cases shall be reported to Court.
- (c) Any extension of sick leave beyond this period of six months shall require the specific approval of Court, on the recommendation of a Medical Board, which shall determine the salary, if any, payable to the person concerned during this period of extension. Such payment shall not exceed 50% of the monthly salary up to a maximum of further six months after which the staff faces a Medical Board.
- (d) If the staff or employee fails to meet with the Medical Board two weeks after been requested his/her services shall be terminated.

- (e) In the case of staff out of the country, a certified medical report, approved by the University's Medical Officer, should be submitted on behalf of the staff concern.
- (f) Failure with 'A' and 'B' above the appointment of staff with the University shall be terminated.

7.9.1 Financial Arrangement during Sick Leave

During the absence from duty of a member of staff who is on sick leave, the University shall have the right to deduct from his/her salary:

- (a) The appropriate rent of his/her University residence.
- (b) Any loan or instalments thereof, due to the University in respect of an agreement with the University entered into by the member of staff.
- (c) Any loan on instalments thereof guaranteed by the University and due to a bank or other financial institution.

7.9.2 Resumption of Duty after Sick Leave

A member of staff, who with medical permission approved by the University Medical Officer(s) fails to resume duty without any valid reason shall be deemed to have vacated his/her appointment from the date of the expiration of sick leave; and all emoluments of appointment shall cease from the date.

7.10 UPA (URGENT PERSONAL AFFAIRS) LEAVE

USL may grant UPA leave to staff. This leave allows a staff member to take time off work owing to a sudden/urgent, domestic/family, obligation/commitment. This is a paid leave but the number of days taken will be deducted from the member of staff's annual leave; where the staff member's annual leave is all used up, such leave may be unpaid or deducted from the staff member's subsequent annual leave in the following year.

7.11 UNPAID LEAVE

Unless authorised as one of the above, days away from work will be counted as days absent and will be deducted from a staff member's monthly salary.

Unpaid leave may be applied for when a staff member's annual leave has been taken and he/she requires additional time off. Formal leave without pay can only be authorised by the Vice-Chancellor and Principal and applications should be submitted in advance with the Head of Department/unit's recommendation.

7.12 EXAMINATION LEAVE

USL shall grant examination leave to a member of staff only if the courses are approved in advance by the Vice –Chancellor and Principal.

Examination leave may be granted where the examination being taken is for a course of study that is considered relevant to the staff member's training or development needs and has been approved by their Head of Department/Unit and the Vice –Chancellor and Principal. A maximum of ten (10) days paid leave including both study and examination sitting will be permitted to any one staff member in an academic year. Staff sitting examinations during working hours may be given leave of absence for the period of the examination only. This needs prior information on the exams schedule to the Head of Department/Unit at least two (2) weeks before the exams.

The decision to grant examination leave will be made by the direct report line, taking into account work commitments of staff and best interest of USL.

Only unpaid examination leave will be granted to probationary staff.

7.13 ANNUAL LEAVE PLAN

Each department must have an annual leave plan and staff members should be requested to fill in any leave they require normally two weeks prior to taking the leave (this is to enable HR department to ensure proper resource planning for absence of incumbent).

Every Head of Department/Unit should produce and forward a leave roster at the beginning of each academic year to the Registry. The roster should clearly detail when members of staff will proceed on their annual leave.

NB: All leave, excepting sick and compassionate, need the initial approval of the Head of Department/Unit using the standard format. Any leave other than sick and compassionate taken without prior approval may lead to disciplinary action.

Requests for annual leave must be submitted and approved in advance, using the USL formal leave requisition form.

In unusual circumstances or on an emergency basis, requests made less than the two weeks' notice period may be considered.

The Head of Department/Unit shall normally, initially approve or reject leave requested at the required notice. He/She is entitled to ask a member of staff to adjust the timing of member of staff's leave request in order to minimize or eliminate the disruption to their work area.

All staff members proceeding on leave must write a detailed handover notes stating outstanding assignments, who to handover to and contact details during the leave period. Failure to do so will have such leave request not approved by the Vice-Chancellor and Principal.

Annual leave cannot normally be carried forward to the next calendar year. Only in exceptional circumstances, where a Head of Department/Unit has requested an

individual to postpone planned leave. One third of the staff's annual leave may be carried forward and must be used within the first quarter of the following year or will be forfeited.

It is very important that all Heads of Departments/Units encourage and support staff to take their annual leave entitlement to ensure an effective work/life balance. It is the primary responsibility of the member of staff to take his/her leave during the leave period.

7.14 LEAVE REQUESTS

All members of staff wishing to take leave should submit a filled request form to his/her Head of Department/Unit within the appropriate notice period. Ultimate approval must be received from the Vice-Chancellor and Principal.

7.15 LEAVE RECORDS

All staff members shall have a leave record that records and monitors all types of his/her leave taken and due.

The Heads of Departments/Units in consultation with HHR and Department should manage their staff leave. This is done by maintaining a leave plan which is kept up-to-date.

It is the primary responsibility of the staff member and his/her Head of Department/Unit to ensure that leave records are updated. In the event of this not happening, a staff is exposed to losing leave entitlement.

SECTION EIGHT: STAFF TRAINING AND DEVELOPMENT

8.0 POLICY STATEMENT

It is the policy of the University of Sierra Leone to train and develop staff members to enable them perform their jobs effectively and adequately meet the short, medium and longer term skills requirement of the University. Opportunities for development are based on merit, the needs of the University, individual career goals and training and development requirements

8.1 OBJECTIVES

The objectives are to:

- ❖ Ensure that staff members receive the training necessary to perform their jobs effectively and to achieve their agreed objectives.
- ❖ Ensure all training activities are of a consistently high standard and are conducted on the basis of a training needs analysis.

- ❖ Encourage all staff members to take full responsibility for their continuous professional development.
- ❖ Prepare staff members so that they can adapt to a constantly changing work environment.
- ❖ Provide an efficient, effective, motivated and productive workforce.

8.2. PERSONAL DEVELOPMENT PLANS

Training and development is largely geared towards the acquisition of required skills, knowledge and qualifications by members of staff to fully develop their potentials to meet the organisation's present and future human resources needs. The University of Sierra Leone recognises that human resources are its most important asset and that the only way to fulfil its mission is by attracting and retaining professionally competent and motivated staff members. The main rationale of the training process is to develop members of staff of USL; build their knowledge, skills, behaviours and attitudes necessary for the effective performance of their work and through that the ultimate achievement of the University's goals and objectives.

8.1.1 Eligibility

All fully confirmed staff members (unless otherwise deemed necessary) shall be eligible for appropriate training and development programmes based on availability of funds.

8.1.2 Responsibility

The HHR Unit has the ultimate responsibility to provide advice and assistance on training activities in consultation with Department/Unit Heads, Vice-Chancellor and Principal and Finance Director.

The HR unit shall be in charge of all administrative and operative co-ordination of training and capacity building programmes.

It is the responsibility of each Unit/Department Head to make an annual assessment of the training needs of his/her staff members. This largely occurs in conjunction with the performance appraisal process, when starting new activities or projects/programmes.

Heads of Departments/Units and individual staff members must take full ownership of individual staff development for the overall benefit of the University. Training schedules and training done should be in staff member's personal development plan during the appraisal process.

The Vice-Chancellor and Principal shall be responsible for approving all types of staff training.

8.1.3 Planning

Training and development interventions shall be properly planned and executed. As much as practicable, participation in training programmes will be in accordance with planned schedules derived through structured analysis of staff member's training needs in accordance with organisational needs.

8.1.4 Reporting and Evaluation

Periodically, there will be a report on training interventions through the appraisal system to measure results against pre-determined objectives. Various training interventions shall be reviewed to assess results achieved and the effectiveness of the intervention in addressing the skills gap.

The framework for reporting will include intermittent feedback, completion of training evaluation form and full report at the end of the study sent to HR.

8.3 TRAINING DELIVERY

Consideration will be given to the range of training methods available to ensure that the most cost effective approach is used. In particular, on-the-job training, coaching and mentoring by competent members of staff will be vigorously implemented. Other forms of training will include:

- Induction
- In house training
- Local training
- International training
- Exposure visits
- Classroom-based training
- Computer-based training
- Workshops and seminars
- Specialised or professional courses

8.3.1 Induction

(Reference induction section in this document)

8.3.2 Mentoring/Coaching

Mentoring is considered as an integral component of staff development and will form an on-going aspect of the same. Staff members are encouraged to benefit from the advice of experienced Heads of Departments/Units acting as mentors. This is a supportive learning relationship between an individual – the mentor – who shares his/her knowledge, experience and insights with another less experienced person – the “learning associate” – mentee - should be willing and ready to benefit from this exchange.

The nature of the relationship varies with the personal styles of the partners. Ideally, mentoring should be a simple and uncomplicated process based on mutual respect, trust and interest. Mentoring relationships should be founded on realistic expectations on both sides and be adaptable to changes in circumstances. Successful mentoring relationship however, depends on compatibility, but not necessarily identical, personal styles.

It should be noted that the mentor may not necessarily be the Department/Unit Head of the mentee. Mentors must be seasoned professionals who have had some cognate years of experience in the sector/profession.

8.3.3 Participation in a Mentoring Relationship

- a. Mentors could be identified by staff, supervisor or Head of Department/Unit and HHR. The aforementioned persons must be in agreement before a mentoring relationship can be successful.
- b. Identification of the need for a mentor could be as a result of the performance appraisal duly conducted and gap identified for development of a member of staff in a particular skill or career direction (for succession planning.)
- c. Impact of relationship should be measured at appraisal periods by the appraisee and unit/department head or supervisor.

8.3.4 In House Training

This is training for staff to help them develop their skills in specific disciplines or occupation to enhance their effectiveness in their assigned responsibilities. It is meant to impart skills, knowledge and to modify attitudes of staff at the work place in order to enhance their performance.

When possible and relevant, HR shall design relevant and related courses, drawing resource persons from the University, local/international training institutions or consultants to train staff members. Staff shall also be required to attend external short courses in training institutions, workshops, seminars, meetings and exposure visits.

Attendance of all courses, workshops, seminars etc. must be recommended by the member of staff's Head of Department/Unit. HR may also invite staff member to in house training on a needs basis. Recommendation of trainings may emerge from a skills audit and or performance management system and should be relevant to the staff member's day to day functions.

Ultimate approval for all training rests with the Vice-Chancellor and Principal.

8.3.5 Local Training

Staff may be recommended for training through relevant and related short courses, workshops, seminars etc. organised by the University or other local/international institution within Sierra Leone.

Staff member shall submit periodic report on courses spanning beyond two (2) weeks to their Heads of Department/Unit. This report will indicate critical learning and challenges of the programme. A final report shall be submitted by staff member to his/her Head of Department/Unit with a copy to HR unit within one (1) week from the date of return to duty. The report shall include learning with critical reflection that highlights the staff member's action plan to enhance individual and team performance. The Head of Department/Unit will be responsible for helping the staff member to implement any agreed changes.

8.3.6 International Training

International training shall take the form of attending short or long term courses, workshops, conferences and exposure visits outside Sierra Leone.

Due to the high cost of international training programmes, priority will be given to courses not available locally and staff who benefit should be prepared to cascade or roll out the programme on return.

Staff members will be required to submit periodic reports to their Heads of Department/Unit on courses spanning beyond two (2) weeks. All staff on completion of course should submit a full report to the Head of Department/Unit and a copy to the HR department within two (2) weeks from date of return to duty.

8.3.7 Exposure Visit

This could be international or local.

Staff members will be opportuned to visit learning sites in order to deepen their understanding of programmes/thematic work. Duration of visit will depend on the specific needs for the learning individual in relation to organisational needs.

Staff members who may undertake such visit will be selected after their learning and organisational needs have been assessed and a specific institution or organisation identified to address such needs.

Members of staff who go through this training will be expected to submit a report sharing reflections, lessons learnt, best practices and suggestions for improvement of unit/department to the Head of Department/Unit and a copy to HR two weeks after completion of visit.

SECTION: NINE PROMOTION AND TRANSFER

9.0 POLICY STATEMENT

It is the policy of USL to ensure that all types of appointment to positions are based on a fair and transparent process. Appointment decisions are based on merit, the needs of the University, individual career goals and training and development requirements.

9.1 OBJECTIVES

The objectives of this policy are to ensure that:

- All promotions and transfers are made on the basis of merit.
- Staffing policies support equal opportunity.
- Employment practices support statutory labour laws and other relevant legislation.
- Job requirements are clearly identified and competencies, qualifications and experience required to perform the job and/or developmental opportunity are clearly defined and communicated.
- Career mobility opportunities are promoted among existing staff members of the University of Sierra Leone.

9.2 PROMOTION

Promotion is directly linked to an increase in responsibility and authority. Merit is the primary consideration to be taken into account when deciding on promotions.

Promotion potential will be assessed as part of the performance management system. The Human Resources Unit will have a record of those members of staff who have been noted as strong performers and merit promotion. Unit/Department Heads will be encouraged to consider these members of staff for the selection process when such promotion opportunities arise.

9.2.1 Criteria for Appointment and Promotion of Academic Staff

Procedures:

- Appointment to academic positions shall be made at any time of the year after the normal processes of assessment and interview.
- Appraisals and assessments for promotions shall be carried out once a year. Applications for promotion shall be made by the candidates, or nominations shall be put forward by the Head of Department or Dean of Faculty (in case of Head of Department). Such applications/nominations shall be made to the Appointments and Promotions Committee through the Dean who will forward such applications together with the Faculty Appraisal Committee's Report to the Secretariat. In all cases, copies of the application shall be forwarded to the Secretariat by the staff member. Recommendations from the department concerned shall be addressed to the Promotions Committee, copied to the Dean of Faculty. Then shall a Faculty Appraisal/Assessment Committee be convened to consider the Applications/Nominations and make recommendations to the Appointment and Promotions Committee.
- The same criteria shall apply in all cases of promotion and new appointment when determining the rank to which the promotion/ appointment is to be made.
- If an application is not supported by the appropriate Department or Faculty, the candidate concerned shall be officially informed as soon as possible by the Chairman to the Appointment/Promotions Committee, giving reasons why the application was unsuccessful.
- Obtaining a "pass mark" in the points system, as prescribed in the guidelines, does not automatically qualify a candidate for promotion or appointment to a particular position. Such a pass mark merely qualifies the candidate to be considered by the various Appraisal/Assessment Committees of the University.
- Only staff currently at their posts shall be eligible for consideration for promotion. To avoid any doubt, the case of a staff member whose papers had been submitted and were being considered before he/she proceeded on study leave with pay or sabbatical leave shall, however be considered.
- The deadline for the submission of applications or nominations for promotion to the Secretariat shall be not less than eight weeks before the meeting of every Promotions Committee Meeting.

9.2.2 Definitions

For the purpose of these Criteria for Appointment and Promotion of Academic Staff, a University Institute shall be considered as a Faculty.

Committee means the Appointments and Promotions Committee of the University for Senior Academic, Administrative and Technical Staff.

Qualifications: The following are recognized qualifications for appointment or promotion to academic positions in the University:

- **Primary Degrees:** BA; B.Sc; B.Ed; B.L.S; LL.B; B.Tech; B.Eng; B.Comm; B.Agric; any other degrees approved by the Senate and Court of the University.
- **Earned Higher Degrees:** M.A; M.Sc; M.Ed; M.L.S; M.Phil; Ph.D; D.Litt; M.D; any other higher degrees approved by the Senate and Court of the University.
- **Professional Degrees:** B.L; MRCP; FRCS; FWACP; FWACS; FMCP; FMCS; any other higher degrees approved by the Senate and Court of the University.
- **Honorary Degrees:** These are not acceptable for appointment or promotion purposes.
- **Teaching Load:** Entails the normal minimum teaching load in the Department and shall also include clinical services, postgraduate and extra-mural teaching.

For purposes of Appraisal/Assessment of candidates for Renewal or Promotions/Appointments to academic posts the following definitions shall apply:-

- **Accepted articles or books:** A letter ascertaining that an article or book has been reviewed and accepted for publication by the editor(s) or publishers. Such letter(s) of acceptance must be strictly verified by Department/Faculty Appraisal Panels; and such a letter will be valid for not more than two years.
- **Publication:** A work issued to the public for the advancement of knowledge in one of several forms: novel, chapter in a review, indexes paper in published conference proceedings, translations, bibliographies, part exhibition, musical composition, technical designs, dramatics, poetic or narrative writing. To be acceptable, such works must have been referred or assessed prior to publication.
- **Article/Paper:** A contribution written by one or more persons and published in refereed journal.
- **Monograph:** A separate treatise on a single or class of subjects or on one person, usually detailed in treatment, but not extensive in scope and often containing extensive bibliographic. Frequently published in series. For the purposes of these guidelines a monograph should be refereed publications.

- **Books:** A refereed published work having an independent physical existence. For purposes of these guidelines, it should normally be a contribution to knowledge at university level.
- **Journal:** A periodical issued by a learned/professional society or institution and containing news, proceedings, transactions, research reports of works, analytical, critical and creative work in a particular field.
- **Manual/Guide:** A treatise or compendium on a special subject, often a simple but all embracing treatment, containing concise information which serve to direct, show the way to use or conduct. Often it is a book of science/technology intended for practitioners and used for constant reference or revision.
- **Anthology:** A collection of choice texts usually of poetry or on one subject from the writings of one or more authors and having common characteristic such as subject matter or literary form.
- **Exhibition:** Display of works of art in two or three dimensional form for public appreciation. For purposes of these guidelines, such display will be subject to critical assessment experts, normally be expected to have some degree of documentation of the medium and style employed, as well as the social relevance of the works as a whole conceived from a magnifying theme. The documentation including photographs of works displayed should be bound and made available for assessment.

Teaching Experience entails full time teaching experience at University level. Part-time teaching at a University level concurrent with research appointment shall be considered.

Note: The Faculty Appraisal/Assessment Committee will consist of the Dean, as Chairman, Professor(s), Heads of Departments and two representatives appointed by the Faculty Board.

9.2.3 Scoring Criteria

Areas for Scoring shall be

1. Qualifications
2. Teaching/Professional Experience
3. Research and Publication
4. University/Public Service
5. Administration Experience
6. Time in rank

ASSESSMENT

1. RESEARCH & TEACHING ASSISTANT

A minimum of a first degree from a recognized University or institution of a grade usually not below the equivalent of a Second Class Upper Division may also be considered. They are eligible for promotion and should be registered for a higher degree within the first year of appointment. In addition, the candidate must have a **total minimum qualifying score of 6.0 points out of which 4.0 must be obtained from qualifications.**

2. LECTURER II

The normal qualification for appointment or promotion to Lecturer II is earned through a Masters Degree or equivalent qualification; ACCA or equivalent plus a first degree is accepted for Accountancy candidates. Research and Teaching Assistant in the University for two years; with at least two conference/seminar papers. In addition the candidate must obtain a **total minimum qualifying score of 10.0 points out of which 6.0 must be obtained from qualifications.** Occupants of this position must normally serve for two years.

3. LECTURER I

The normal qualification for appointment or promotion to this position is a Ph.D or its equivalent. Persons without this qualification, however, may be appointed or promoted to the post if they have adequate teaching and/or professional experience and evidence of promise in research. In addition the candidate must obtain a **total minimum qualifying score of 10.0 point out of which 6.0 must be obtained from qualifications.** In the case of those in the system, one or more of the following additional requirements should be met:

1. Earned Ph.D,
2. Masters with a minimum of 4 points for publications.
3. Bachelor's degree with a minimum of 6 points for publications.

4. SENIOR LECTURER

For appointment or promotion to the position of Senior Lecturer, earned Ph.D, shall be the required qualification. However, a candidate with a special Masters degree shall be appointed/promoted to Senior Lecturer; as an exceptional case, where the candidate shows evidence of scholarly ability in research and publications. To be promoted from Lecturer I to Senior Lecturer a candidate must have served normally for a period of three years as Lecturer I. For appointment to the post, a candidate must normally have served for five years in a teaching position in a University or institution of similar status. Consultancy status for candidates in clinical areas of Medicine or Dentistry may be considered.

For such promotion to Senior Lecturer, there should be an internal assessment of a candidate's publications by the University. The candidate must have a **total minimum qualifying score of 40.0 points out of which a minimum of 10.0 points must be obtained from qualifications; 5.0 from teaching/professional experiences; 5.0 from**

research and publications and 2.0 each from professional activities and University/public service. A strong evidence of potential research activity and academic leadership

5. ASSOCIATE PROFESSOR/READER

Appointment or promotion to the rank of Associate Professor shall be on the basis of outstanding scholarly achievement and impeccable integrity. Such achievement will be expressed mainly in the form of publications. To be eligible for appointment or promotion to Associate Professor, candidates must have obtained a PhD and served in the position of senior lecturer or its equivalent normally for a period of three years and shown evidence of outstanding scholarly ability. Consultancy status for Medical Doctors, Postgraduate supervision for Masters, Ph.D, M.D or equivalent, where such programmes exist. General academic leadership and the ability to guide others. Favourable External Assessment.

To be appointed or promoted Associate Professor, the candidate must obtain a **total minimum qualifying score of at least 80.0 points, of which at least 10.0 points must be from qualifications, 7.0 from teaching/professional experience; 35.0 from research and publications and 5 points each from Professional activities and University/Public Service.**

6. PROFESSOR

Appointment or promotion to the rank of Professor shall be on the basis of outstanding scholarly achievement; impeccable integrity; administrative ability and experience. Continuous productive research activity with the achievement of an acknowledged authority in the area of specialization; Consultancy status for Medical Doctors, Postgraduate supervision for Masters, Ph.D, M.D. or equivalent level. Academic leadership and the ability to attract and inspire others. A minimum of three years as Associate Professor/Reader.

A Ph.D holder with a minimum of ten years teaching experience at the University Level

To be appointed or promoted Professor, the candidate must obtain a **total minimum qualifying score of at least 100.0 points out of which at least 10.0 must be from qualifications, 10.0 from teaching/professional experience, 45.0 points from research and publications and 6.0 each from professional activities and University/Public Service.** Favorable External Assessment

7. PROCEDURE FOR APPOINTMENT OR PROMOTION TO ASSOCIATE PROFESSOR AND PROFESSOR

- a. On the advice of the Head of Department or Dean of Faculty, the Vice-Chancellor and Principal, on behalf of the Appointments/Promotions Committee shall decide to advertise,

- where applicable, a vacancy for the post of Associate Professor or Professor.
- b. After receipt of applications, a short list of no more than three candidates shall be made. These candidates shall be requested to submit their published works to a sub-committee for consideration.
 - c. The sub-committee of the Appointments/Promotions Committee shall make a prima facie case for external assessment of the candidate's published works. On approval by the Appointments/Promotions Committee, these published works shall be sent to three external assessors.
 - d. The Dean of Faculty shall submit to the Vice-Chancellor and Principal a list of five or six names of possible assessors. The nominees shall not be:
 - (i) Current External Examiners to the Department concerned.
 - (ii) A member of staff who had left the University within the last 5 years.
 - e. On receipt of at least two positive reports of the Assessors, the reports of the External Assessors shall be presented to the Appointments/Promotions Committee for consideration and decision by Senate.

9.2.4 Petitions

Guidelines for Handling Petitions Arising from Promotions

A candidate not recommended for promotion can petition at any point in the Appraisal process as follows:

Petition against Rejection at Department Level:

- a. The petition shall be addressed to the Dean of Faculty or Deputy Vice-Chancellor of the candidate's campus, who will invite comments from the appropriate Head of Department.
- b. The Dean/DVC shall convene a Faculty Committee to consider the petition and departmental comments.
- c. The comments from the Faculty Committee shall be forwarded to the Appointments/Promotions Committee along with the petition and departmental comments.
- d. The decision of the Appointments and Promotions Committees shall be final.

Petition against Rejection at Faculty Level

- a. The petition shall be addressed to the Chairman, Appointments/Promotions Committee.
- b. It shall be discussed by the Faculty Appraisal/Assessment Committee which shall forward it with comments to the Appointments/Promotions Committee.
- c. The decision of the Appointments/Promotions committee shall be final.

Petition against Decision of the Appointments/Promotions Committee

- a. Petition at this level shall be accommodated only where the candidate provides new evidence that was not available to the committee at the time of its earlier decision.
- b. The petition shall be addressed to the Chairman, Appointments and Promotions Committee through the Dean of the faculty or Deputy Vice-Chancellor of the college.
- c. The Comments of the Faculty Appraisal/Assessment Committee together with the petition shall be forwarded to the Appointments and Promotions Committee.
- d. The Promotions and Appointments Committee should send the petition together with their comments to an Appeals Committee, appointed by Senate, whose decision shall be final.

In all the above cases, the HHR should be duly informed by copy.

SECTION TEN: TRANSFERS

10.0 TRANSFERS

The University of Sierra Leone reserves the right to transfer a member of staff at any time and without his/her consent from his/her current duty station to another according to University needs. The needs of the University will always take precedence in transfer decision making process.

When a staff member is transferred, University management will continue to give him/her all reasonable support and information requisite for the staff member's growth.

10.1. Permanent Transfer

All staff employed would normally be deployed to a permanent work area after probation. If there is need for further permanent transfer the staff will be advised by a letter from the Registry.

10.2 Temporary Transfer

A staff member may temporarily be transferred from one work station to the other for the following reasons:

- ✓ Ill-health of a staff
- ✓ Suspension of a staff
- ✓ A staff on vacation
- ✓ Any other unforeseen circumstance which may demand a short term replacement.

10.3. Refusal to Transfer

Failure by a staff member to obey a lawful instruction regarding a transfer will result in a disciplinary action and possibly dismissal.

SECTION ELEVEN: PERFORMANCE MANAGEMENT

11.0 POLICY STATEMENT

It is the policy of the University of Sierra Leone to encourage regular dialogue between staff members and their Unit/Department Heads to provide meaningful feedback on performance achievement and motivate better performance aligned to the University's mandate and mission.

The University wishes to encourage staff members that are performing less by reviewing the support they require and clarifying the desired level of performance.

11.1. OBJECTIVES

The objectives of this policy are to:

- ❖ Communicate to staff members what is valued by the University to ensure commitment to the University's mandate, mission, vision and values.
- ❖ Reinforce the University's strategic objectives and workplace ethics.
- ❖ Provide a process for monitoring and improving individual performance through implementing a participatory, fair and consistent performance appraisal system.

- ❖ Support staff in achieving their career goals through the development of training and development plans, the offering of training opportunities and through career counselling and coaching.
- ❖ Ensure that Unit/Department Heads have the appropriate resources and training to coach and mentor staff and to administer performance appraisals.

11.2 PERFORMANCE REVIEW

The management system is basically in three stages:

- 1) Objective setting with the staff member in terms of work expectation.
- 2) Personal Development Plan.
- 3) Appraisal review – performance appraisal in relation to the agreed objectives.

Unit/Department Heads should review the performance of their staff on a continuous basis as part of the day-to-day management process of coaching and guiding staff members in their development to achieve improved performance. A review of the past year and the setting of objectives for the year ahead take place towards the end of the academic year. The process is however, ongoing between Unit/Department Heads and staff members.

A review of the objectives set may formally take place at the end of a six months period to ensure that the staff member is performing against the objectives. This is to ensure that any changes necessary can be discussed and agreed and both staff and head made aware of any difficulty being experienced in carrying out the objectives.

11.3 Aims of the Performance Management:

- Appraise work performance qualitatively against agreed objectives within a given timeframe.
- Identify the staff's strengths and weaknesses and any areas of performance that require support or development.
- Assess the benefits of training received and establish future training needs.
- Encourage healthy communication between staff members and Unit/Department Heads.
- Consider and agree future objectives for the staff and the University and how best they can be met.

11.4 Principles of Performance Management

- ❖ Clarify goals and objectives: a performance review should promote a clear understanding and achievement of goals and objectives.
- ❖ The link between individual jobs and University goals and objectives should be clear as a result of the process.
- ❖ Joint review and feedback process: a performance review involves a joint review of progress, with the participation of both the staff member and the Unit/Department Head. It provides the opportunity for both parties to give feedback and should be done in person.
- ❖ Performance is reviewed against pre-agreed objectives and key skills (skills and behaviours required to carry out the job effectively): this makes it easier to measure achievements and the process less open to subjectivity.
- ❖ Formal performance reviews take place annually, unless otherwise agreed: but informally, there should be regular monitoring of progress towards goals and reassessment if required.

11.5 Performance Appraisal System

At least one month before the annual performance appraisal review is due, HR unit will remind Unit/Department Heads to distribute the appropriate forms for filling and discussion.

Staff will be requested to make their initial comments on the performance appraisal forms. The appraisal interview should take the form of a two-way discussion involving both the Unit/Department Head and Staff. Following discussions, both parties will be required to sign the appraisal review document.

As part of the review process individual objectives that are **specific, measurable, achievable, realistic and time-bound** will be set. These should be set in the context of achieving University's overall strategic objectives. In cases where team targets are set, these should be reflected as individual performance objectives to reinforce the role of all members of the team.

The Performance Appraisal forms to be completed are at annexure. The key steps in the process are as follows:

- The jobholder completes the first part of the performance appraisal form by providing personal data, a description of his/her duties for the year under review and an initial self-assessment of performance.
- The reporting staff then provides a written assessment of the jobholder's performance during the period under review.

- The performance appraisal form is passed to the countersigning staff (usually the Head of Department) for any additional comments.
- An appraisal interview takes place between the jobholder and the reporting staff to discuss the jobholder's performance and the reporting staff's written appraisal. Realistic work targets for the following year will be set and training needs discussed. Both jobholder and reporting staff then sign the form, adding any relevant comments.
- Finally, the form is sent to the registry for further review and tabled at promotions committee. Once concluded the forms are filed in the staff's file. Eventually, Head, Human Resources will take necessary action on recommendations for training and development, promotion or transfer.

SECTION TWELVE: DISCIPLINE AND GRIEVANCES

12.0 POLICY STATEMENT

It is the policy of the University of Sierra Leone to correct problems as they arise in a fair and consistent manner. The University will identify, correct and resolve issues through the use of appropriate channels, including formal and informal processes, appeal procedures and the imposition of proportionate sanctions and penalties.

12.1. OBJECTIVES

The objectives of this policy are to:

- Ensure that the values, code of conduct and ethical behaviour of the University are implemented and enforced.
- Establish a fair, open and speedy process to deal with individual breaches of discipline.
- Establish and impose appropriate penalties and sanctions in an expedient manner.
- Encourage communication between management and members of staff to resolve and reconcile work-related problems.
- Motivate staff members toward maintaining agreed standards of behaviour and performance.
- Ensure that formal procedures are followed for serious or gross misconduct.

12.2 DISCIPLINE

The University of Sierra Leone encourages a climate of mutual respect, openness and understanding among all staff members. No doubt, the absence of these may lead to grievances and subsequently to an undesirable working ambience. In spite of the fact that continuous effort is made to integrate the University's culture where the above traits are prevalent, situations may arise where matters need to be handled procedurally. It is in this regard that provisions as stipulated above are in this manual.

The primary purpose of disciplinary procedures is to ensure fair and consistent approach to management issues arising from actions of staff members that may negatively impact the effectiveness of the University of Sierra Leone. It must be appreciated that the use of formal procedures is a serious matter and there are regular mechanisms within the University where related issues can be addressed. It is fervently hoped that most of the difficulties which may arise can be resolved without using the formal procedures. The aim of disciplinary warnings is to make the staff aware of the seriousness of the offence and to encourage him/her to take corrective action(s) soonest.

Where a Head of Department/Unit is dissatisfied with the behaviour or performance of duties of one of his/her staff, he/she should without delay bring it to the staff's attention in an informal meeting. The main objective of such meeting is to discuss the issue(s) involved and attempt to agree upon ways of resolving the same. In the event that such a meeting or series of meetings fail to resolve the issue(s), it may then be necessary to formalize the procedure.

For the purpose of disciplinary measures, depending on the gravity of the misconduct, a queried **shall** be served:

- Query
- Warning.
- Suspension for a specific period with loss of pay.
- Pay elements withdrawn or withheld.
- Ban on promotion for a specified period.
- Demotion for a specific period after which the offender may be considered for promotion.
- Termination.
- Summary dismissal.
- In each case, the staff shall retain the right to appeal against the decision. In the period up to the appeal decision being communicated and where the disciplinary measure involves non-payment of salaries, the staff will not be paid. However, if the appeal is successful and the staff is reinstated, he/she will be fully reimbursed the salary loss.
- In all cases, the alleged offence should be thoroughly investigated and the staff given the opportunity to explain and/or reply to the allegation before disciplinary action is implemented. He/she should be given the option if he/she so desire to be accompanied by a fellow staff or work colleague.
- The HHR should always be involved in proceedings at all stages of a disciplinary procedure. He/she will also be able to offer pieces of advice regarding the normal level of warning given for the alleged type of offence. In

the event that a verbal or written warning is issued, this should put in the personnel file of the staff concerned.

- On appointment, a member of staff shall receive a contract, statutes and conditions of service defining the scope of his duties in the University. Members holding teaching appointments are expected to undertake advance study and original research within the limits of the time and facilities.
- In exercising disciplinary control over Senior Members of staff, Court or a Standing Committee, where appropriate, shall be guided generally by statutes 30 (1)-8 of the Universities Act 2005, and by the Code of Conduct. The code of conduct shall be supplied to every staff on appointment. Court shall have power to exercise disciplinary control over staff members in all matters relating to dismissal, termination, suspension, withholding and stopping of increments, demotion and reduction in salary rank.
- In enhancing the professional development of staff, all members of staff shall be subjected to annual appraisal on the performance of their duties. In the case of academic staff members students may involve in the appraisal process in addition to the Head of Department/Unit
- All Academic, Senior Administrative and Technical Staff of the Constituent Campuses of the University are employees of the said University and shall therefore be deployed by the said University Administration, where and when required (Universities Act, 2005 part V, paragraph 27).
- Notwithstanding this general condition, a senior member of staff of the University will normally be assigned to one campus of the University.

12.3 DISCIPLINARY AND GRIEVANCE PROCEDURE

Disciplinary procedure in USL is aimed at encouraging staff members to achieve and maintain high standards of behavior and performance. They also aim at ensuring that staff members accused of unacceptable conduct are called to order and given a fair hearing by an impartial or the discipline committee within a short time.

Grievance procedures offer a member of staff the opportunity to raise a defence and have it considered by the impartial or discipline committee before or during the decision-making process relative to that purpose. The staff is also free to vent out dissatisfaction to the appropriate appeal organ within the University with respect to decisions that affect him/her. The disciplinary procedure shall aim at settling grievances fairly, quickly and also to help prevent minor disagreements developing into more serious disputes.

12.4 STAFF OBLIGATIONS IN TERMS OF CONDUCT

The purpose of this section is to state unacceptable conducts while working within the University of Sierra Leone. These will help staff members to refrain from unlawful acts, which may lead to disciplinary actions being taken. It should be, however, stated clearly that the list below is by no means exhaustive.

All members of staff shall have the following obligations:

USL ADMINISTRATIVE AND HUMAN RESOURCE POLICY

- ❖ Perform in person the work specified in the job description and performance plans.
- ❖ Follow instructions given based on the terms of employment.
- ❖ Handle with due care all instruments and tools entrusted to them for work.
- ❖ Report for work always in a fit mental and physical state and properly dress as per dress code.
- ❖ Observe all work rules and directives issued by the University.
- ❖ Give all proper assistance when an accident occurs or an imminent danger threatens life or property in their place of work without endangering their own safety and health.
- ❖ Not to accept any assignment on behalf of the University by other organizations/institutions without the approval of the Vice-Chancellor and Principal.
- ❖ Not to intentionally commit in the work place any act which endangers life or property.
- ❖ Show an acceptable, disciplined conduct during interactions with other organizations/institutions, the community and other stakeholders.
- ❖ Not to take away property restricted for official use within the office environment without the authorization of relevant authority.
- ❖ Not to take away any property or money rightly belonging to a staff member or work colleague.
- ❖ Not to create or engage in brawls or bullying in the workplace or University event or function. It is expected that all University staff shall **conduct themselves with a high level of discipline, decency and decorum** both within and outside the workplace.
- ❖ Strictly keep all confidential information in accordance with University policy and contractual terms.

Breach of any of the above will be considered as misconduct which can either be assessed as minor or major/serious misconduct as the case may be.

12.5 MINOR MISCONDUCT

For the purpose of this policy, the term, “minor misconduct” refers to a behavior which disrupts work, upsets a colleague or any other stake holder, or contravenes any

policy/procedure described in this manual, but is not largely detrimental to the University's work, image/reputation.

Minor offences include but not limited to:

- ✚ Unauthorized leave or absence.
- ✚ Unauthorized use of University property/assets.
- ✚ Un-intentional discrimination/harassment

12.6 MAJOR/GROSS MISCONDUCT

For the purpose of this policy, the term “major/gross misconduct” refers to a serious behaviour which is detrimental to the work of the University, its reputation/public image, well-being of staff/stakeholders etc. and if proven, is punishable by termination or summary dismissal.

Major/gross misconduct offences which may lead to disciplinary measures include but not limited to the following:

- ✚ Insubordination.
- ✚ Exam malpractice.
- ✚ Disorderly or indecent behaviour (e.g. libel, slander, drunkenness, fighting, use of abusive language etc.).
- ✚ Negligence in doing the job or handling of University property.
- ✚ Assault or intimidation of other staff members.
- ✚ Violence within the work environment.
- ✚ Sabotage or wilful damage to University's property.
- ✚ Theft of money or property belonging to colleagues or University in workplace.
- ✚ Fraud or dishonesty.
- ✚ Giving false information in respect of educational qualifications or experience or at investigations authorised by USL.
- ✚ Obstructing investigations authorised or carried out by USL.
- ✚ Breach of USL's work rules.
- ✚ Abuse of authority.

- ✚ Conflict of interest.
- ✚ Unwillingness to perform prescribed duties in a satisfactory manner.
- ✚ Unauthorised disclosure of any confidential or classified information.
- ✚ Conviction for any offence charged.
- ✚ Gross moral misconduct including child abuse, sexual harassment and corruption.
- ✚ Repeated instances of minor misconduct.

It should be carefully noted that the above only represents examples and the list is not exhaustive.

12.7 DISCIPLINARY ACTIONS TO BE TAKEN AGAINST DEFAULTING STAFF

- (i) A query letter from the Head of Department/Unit for a first and second offence and a copy forwarded to the Head, Human Resource, Dean of faculty, Deputy Registrar, Registrar and Deputy Vice-Chancellor.
- (ii) For an academic staff, a final warning letter from the Dean for a third offence and a copy sent to the Head, Human Resource, Registrar, Deputy Vice-Chancellor and Vice-Chancellor and Principal.
For an administrative staff copy of a third and final warning letter is sent to the Head, Human Resource, Registrar and Vice-Chancellor and Principal.

If the member of staff's conduct does not improve after the third warning, the Deputy Vice-Chancellor may report the matter to the Vice-Chancellor and Principal who shall then institute the University Discipline Committee to look into the report of the Deputy Vice-Chancellor and make recommendations.

Following recommendations from the Discipline Committee, the Vice-Chancellor and Principal will take appropriate action compatible with the misconduct in accordance with the provisions of the universities Act.

12.8 SYNOPSIS OF DISCIPLINARY PROCEDURE LEADING TO DISMISSAL

Before a staff is dismissed, the following steps must have taken place:

1. The staff concerned should have received three queries and warnings to the effect.

2. Where applicable, the staff should be suspended on half pay pending investigations.
3. Staff must be invited to a disciplinary hearing and given an opportunity to be heard.
4. The staff must be informed of the issues which he/she is being investigated of.
5. If found culpable, the staff can be dismissed summarily (which means loss of all end of service benefits) or terminated (in which case end of service benefits will be given).

The observance of grievance procedure should not substitute for normal day to day conflict resolution within units.

12.8.1 VERBAL WARNING

A verbal warning shall be given for the following first time misconducts:

1. Insubordination: refusal to follow directives of a superior.
2. Negligence in job or in handling property as per assignment, rules and regulations of USL.
3. Unwillingness to perform prescribed duties in the prescribed manner.
4. Breach of USL's work rules.
5. Lateness in coming to work or leaving earlier than the office closing hour.
6. Any repeated query on but not restricted to the above up to two times will attract a written warning.
7. A verbal warning must be confirmed in writing.

12.8.2 WRITTEN WARNING

A written warning shall be given for the misconducts in the following cases:

1. Repeated insubordination: refusal to follow directives of a superior.
2. Negligence in job or in handling property as per assignment, rules and regulations of USL.
3. Unwillingness to perform prescribed duties in prescribed manner.
4. Breach of USL's work rules.

5. Repeated lateness in coming to work or leaving earlier than the office closing hours.

12.8.3 STAGES TO GIVE WARNINGS

- To be given by Head of Department/Unit
- Staff to be advised of the following:
 - Reason for warning.
 - Improvement/expectations required.
 - Review process and timelines.
 - Further action that will be taken if there is no satisfactory improvement.
 - To be confirmed in writing.

Stage 1 – Verbal warning

- For minor breaches of discipline, or if, despite informal discussions, a member of staff's conduct does not meet desirable or acceptable standards.
- Advise staff that next action under stage two of disciplinary procedure will be considered and implemented if no satisfactory improvement.

Copy of warning should be forwarded to Head, Human Resource to be kept in staff's personal file.

Stage 2 – First written warning

- For more serious breach of discipline, if further misconduct occurs, or where a current verbal warning has failed to secure and sustain improvement in conduct.
- Advise staff that action under stage three of disciplinary procedure will be considered and implemented if there is no satisfactory improvement.

Copy of warning should be forwarded to Head, Human Resource to be kept in staff's personal file.

Stage 3 – Final warning letter

- For instances of serious misconduct, if further misconduct occurs, or where a current first written warning has failed to secure and sustain improvement in conduct.
- Advise staff that termination or dismissal will result if there is no visible satisfactory improvement.

Copy of warning should be forwarded to Head, Human Resource to be kept in view in staff's personal file.

Stage 4 – Termination/Dismissal

Where a final written warning has failed to secure and sustain the required level of improvement in conduct and further misconduct occurs, a discipline committee is summoned for due process to be followed.

12.9 TERMINATION DUE TO MISCONDUCT

Termination of staff is the cessation of a member of staff's employment with the University of Serra Leone due to disciplinary reason(s) from misconduct(s) as stated below but not tantamount to dismissal. In such a case, the terminated staff member may be entitled to accrued benefits as per conditions of service.

A staff may be removed from office for good cause as defined in the status.

- a) To have been guilty of conduct which the Court shall deem to be such as to constitute failure or inability of the person concerned to perform the duties, or to comply with the conditions of tenure of his/her office. Such conduct and inability shall include-carrying out duties in a manner amounting to gross inefficiency or failing to perform the duties of his/her appointment provided that he/she shall have been given first chance of hearing or written explanation in response to the report about him/her.
- b) To have been convicted of any crime or offence which Court shall deem to be such as to render the person concerned unfit to continue to hold his/her office.

12.9.1 Misconduct leading to Termination

Misconducts that are tantamount to termination will include but not limited to the following:

- Job abandonment (absence from work for 30 days or more without permission or notification).
- Theft within the working environment.
- Fraud or dishonesty.
- Sabotage or willful damage to USL property, including reputation.
- Giving false information in respect of educational qualifications or experience or at investigations authorized by the University or any of its organs.
- Obstructing investigations authorized or carried out by USL.
- Repeatedly reporting for work helplessly inebriated by alcohol or drugs.
- Physical violence against a staff member or personnel of stakeholders or other partner organizations or institutions.

- Deliberate refusal to respond to queries issued.
- Failure to disclose record of conviction for a criminal offence involving danger to life, fraud or dishonesty.
- Sexual harassment of colleagues.
- Involvement in activities or conducts adjudged by USL management as inconsistent with the standard of conduct of USL staff whether it involves fraud, dishonesty or not.
- Will by his/her removal, facilitate improvement in the operations of the University.
- Failure to report improper conduct on the part of a staff member.
- Repeated conflict of interest.
- Any offence after a suspension.
- Any act or omission that is inconsistent with or prejudicial to the discharge of official duties including the abuse of authority.

12.10 BENEFITS ON TERMINATION OF APPOINTMENT

- a) At the end of his/her contract, a member of staff recruited externally is entitled to return passage.
- b) A member of staff who has served the University for a period of three years and whose services are terminated, or who voluntarily resigns, shall be entitled to his/her benefits, provided that such staff member had given or had been given a three-months notice in the case of a staff below the rank of Associate Professor/Reader; and six months for Associate Professor/Reader and Professor.

12.11 DISMISSAL

A member of staff may be dismissed for reasons of serious or gross misconduct, fatal negligence, and serious breach to respect this manual. Such a member of staff dismissed will not be eligible for accrued benefits.

Gross misconduct leading to summary dismissal shall include but not limited to:

- During the probationary period, a staff can be dismissed without any given reason.

- Fraud and/or behavior deemed or considered as fraudulent.
- Fighting, using abusive language, use of threaten remarks.
- Intoxicated with alcohol or other illegal substances including drugs at work.
- Theft or misappropriation of USL's money or property involving subsequent and deliberate attempts at cover-up.
- Double employment whilst in active service with USL.
- Making a false report, accusation or statement against any USL staff member.
- Falsification of any official document or recording (or causing to be recorded therein) any false or incorrect information.
- Breach of confidentiality.
- Abandonment of post, which includes refusal to change work station/site following advice.
- Physical violence.
- Involvement in any form of exam malpractice.
- Conviction by court of law of a crime which is adjudged by USL management as inconsistent with the standard of USL staff whether it involves fraud, dishonesty or not.
- Failure to improve performance.
- Failure to obey lawful instructions, including circulars, memos and instruction letters.

It should be noted that in the event of a suspected gross misconduct, the staff member may be suspended from work pending a full investigation of the situation.

12.12 SUSPENSION

If there are allegations that a staff/employee is involved in activities that are detrimental to USL's work and/or reputation, or that a staff/employee may have committed a dismissible offence and the allegation remains to be objectively verified or substantiated, the Vice-Chancellor and Principal or his/her designated representative can suspend the relevant staff/employee on half pay pending a review and necessary investigations.

Every effort must be made to ensure that this review is completed as quickly as possible – preferably within two weeks - at the close of which a final decision is made.

Should the staff/employee determined to be guilty, then the suspension will be translated into dismissal or termination as the case maybe. On the other hand, if the investigation indicates that the staff is innocent, he/she will be entitled to all USL benefits for the period of suspension.

12.12.1 Misconduct leading to suspension

This shall include but not limited to the following:

- ❖ Sabotage or willful damage to USL's property.
- ❖ Obstructing investigations authorized or carried out by USL.
- ❖ Unauthorized disclosure of any confidential or classified information.
- ❖ Receipt of three warning letters.

12.13 IMPRISONMENT/CONVICTION OF AN OFFENCE

It is the moral and official responsibility of staff/employee to report to the Vice-Chancellor and Principal or his/her designate and the HHR charges brought against him/her for criminal offences, including traffic offences involving USL vehicle.

Absence from work due to a sentence of imprisonment other than that passed whilst staff/employee is engaged in lawful performance of USL's duties shall be subject to termination.

A staff/employee's employment shall be terminated if he/she is convicted for an offence involving fraud, dishonesty, child or sexual abuse and which is adjudged by USL management as inconsistent with the standard of conduct required of USL staff/employee.

SECTION THIRTEEN: EMPLOYER – EMPLOYEE RELATIONS

13.0 POLICY STATEMENT

It is the policy of the University of Sierra Leone to maintain harmonious relations with staff/employee and take account of staff/employees' views relating to working conditions including consultation with approved staff/employee representative bodies.

13.1 OBJECTIVES

The objectives of this policy are to:

- Demonstrate the University's commitment to maintain harmonious relations with all staff/employees through consultation with a staff/employee

representative body or association and by means of direct communication with staff/employee

- Provide a fair and equitable mechanism for dealing with and resolving issues relating to a group or groups of staff/employee.
- Reinforce the importance of communication as a daily management activity in maintaining and encouraging more harmonious staff/employee relations and improved work performance.
- Raise staff/employee morale within an environment where staff/employees are free to express their ideas, suggestions and opinions constructively and without prejudice.

13.2 COMMUNICATIONS

It is the responsibility of all Heads of department/Units, Deans and Staff/employees to engage in regular, meaningful communication on a day to day basis to discuss issues and challenges of common interest for the primary purpose of developing, maintaining and improving the overall performance of the University of Sierra Leone.

Heads of Department/Units and Deans of faculties are encouraged to adopt an open communication style to permit staff/employees to feel free to express their ideas, suggestions and opinions constructively and without prejudice.

13.2.1 Staff Meetings

Staff meeting should be held at intervals to keep staff/employee well informed and up to date with activities relating to the department. A pattern as a guide may be the following:

- Immediate supervisors to meet weekly with staff/employees to ensure ongoing communication and the circulation of information essential for staff/employees to undertake their duties efficiently and effectively.
- Heads of Department/Units to hold monthly meetings with their staff/employees to discuss work and performance issues as well as provide staff/employee with the opportunity to contribute ideas or comments.
- Half yearly general meeting to involve all staff/employees to update them on the general performance of the University; any major initiatives and other issues of interest that may have arisen during the period.

13.2.2 Memos, Circulars and Notices

Examples of such will include:

- Announcement of new staff/employees

- Promotions
- Transfers
- Job vacancies
- Changes to policy
- Safety information etc.

13.3 EMPLOYEE COUNSELLING

Staff/employees with personal problems may approach the Human Resources Unit which will provide basic counseling to determine the nature of staff/employee problems and identify possible solutions. All counseling will be done in strict confidence but where staff/employee problems impact on the performance or safety of the individual or other staff/employees, the Human Resources unit may request the staff/employee to seek further professional assistance externally.

A staff/employee may also be referred for counseling by his/her Head of Department/Unit where the performance of the staff member is being adversely affected. If the appropriate counseling/assistance is unsuccessful, disciplinary action may be taken.

SECTION FOURTEEN: STAFF MOVEMENT

14.0 SUCCESSION PLANNING

Succession planning is fostering the personal growth and development of a member of staff within the University of Sierra Leone through promotion. The University strongly encourages the promotion and progression of staff/employees without discrimination.

The primary purpose of the succession plan policy is to provide greater opportunities for promotion and transfer from within and to improve the upward mobility potential for competent USL staff members.

The overall objectives of the policy are as follows:

- To promote on the basis of individual performance, achievement and merit.
- To identify, recognize and reward excellent staff/employee.
- To strive to ensure equity as far as possible whilst recognizing the different opportunities and norms pertaining to different disciplines.
- To operate procedures that are fair, thorough and perceived as such.

- To recognize that the promotion of women is a key focus area for USL and must be encouraged without discrimination.

14.1 RESPONSIBILITY

It should be noted that responsibility for promotion through succession planning within the University of Sierra Leone lies in three areas:

1. **The Staff:** recognition that the staff/employees need to put themselves forward for promotion when internal vacancies are posted; availing of opportunities to learn new skills by taking on new projects and participating in training that USL makes available to staff/employees are all part of the up skilling process to prepare for promotion.
2. **Head of Department/Unit:** Head should discuss promotion opportunities in staff/employee's appraisal sessions and identify skills gaps which may hinder a staff/employee's chance at promotion. Heads should encourage their staff/employee to go for promotion, where appropriate; encourage up skilling; attendance at training and delegate tasks to build up and close skills gaps of team members.
3. **HR:** HHR recognizes that internal staff/employee may not have all the "essential" criteria to fill a post. In addition to qualifications and experience, promotion is also given to staff/employee who show capacity, aptitude, positive attitude and willingness among other traits. It is in this light that job adverts will be more flexible in the "desirable" traits and the recognition that USL can provide "on the job" training and other formal training that may be required.

14.4 ASSESSMENT

The Head of Department/Unit and HHR will assess the candidate's application based on some key criteria:

- ✓ The staff member's performance record in their current role.
- ✓ The willingness to go the "extra mile" in their current role.
- ✓ The candidate's demonstration of the key skills and aptitudes required for the new role.
- ✓ Review of appraisal form.
- ✓ Assessment of appropriate qualifications to the desired role.
- ✓ Other indicative activities which the candidate present for consideration.

It should be noted that in the assessment of internal applications, USL aims to be flexible in the minimum criteria applied to the role, recognizing that many skills can be learnt on the job or through training provided by USL.

14.5 NOTICE PERIODS DURING SEPARATION

14.5.1 Notice Period during Probation

USL can terminate the employment of a staff/employee on probation before the probation period expires.

The decision for termination must be based upon an objective assessment of the performance of the staff/employee and the same must be formal.

A month's prior notice shall be given in such cases.

14.5.2 Notice Period in terms of Resignation

Resignation shall take place with three full months' prior notice or a month's salary in lieu of notice from the staff/employee.

USL may accept, reject or negotiate resignations.

A staff/employee with renewable contract should give notice as stated in their contract of employment of their intention for non-renewal.

A staff/employee leaving without giving notice or payment in lieu of notice as stipulated in the staff manual would be in breach of contract and USL will:

- ❖ Deduct month's salary from benefits due.
- ❖ Disclose statement of fact surrounding circumstances under which staff left if reference sought by staff/employee's new employers.
- ❖ Take litigation.

14.5.3 Notice Period in terms of Redundancy

Separation resulting in redundancy shall take place with at least three (3) months notice or three (3) months' salary in lieu.

14.6 RETIREMENT

It is a legal labour requirement that all staff members must retire at the laid down retirement age.

Academic and Administrative staff shall vacate office on the 30th day of September following the date on which he/she attains the age of 65 (sixty-five years); and with option, to retire at the age of 60 (sixty years). For Academic staff in areas of need, the Court by voting in favour of, at least two thirds of its members present, request him/her

to continue in office after attaining the age of 65 years for such a period as it shall, from time to time, determine, subject to medical assessment. To ascertain this need, the position must have been advertised and no suitable candidate found. Such appointments shall be renewed annually up to 5 years subject to a satisfactory medical report.

After attaining 65 (sixty-five years) of age, no administrative responsibility shall be normally assigned to such an academic staff member.

14.7 REDUNDANCY

Redundancy is defined as the involuntary loss of employment through:

- a) No fault of the worker by reason that the University has ceased or intends to carry on business or part of it for which the worker was employed and that the worker shall not be replaced by another worker.
- b) A change in the mode of operations or administration of the University or any part thereof, which results in either a reduction in the workforce or a change in the type of skills, qualification and experience which a worker must possess to perform the duties required.
- c) When the service of a member of staff is terminated with notice when the operation of the University requires the cancellation of the post of the staff/employee, re-classification of posts or reduction of posts or work force.

The notice of redundancy termination shall be made in writing and state the reasons for and effective date of redundancy.

The criteria for selection of staff/employee for redundancy shall largely be based on a number of areas, e.g.

- Availability of employment
- Job existence
- Performance review
- Attendance
- Length of service

Where practical and appropriate, efforts must be made to reassign the potentially redundant staff/employee to another position within the University, where s/he meets the job requirements.

Normal notice to be given to staff/employees who will be redundant is at least three months' notice or three months salary in lieu of such notice.

14.7.1 Redundancy Compensation

In addition to the redundancy benefits, the staff/employee is entitled to all regular end of service benefits including any annual leave outstanding and leave allowance. All monies owed by the staff member must be deducted in full before final payment. Redundancy payment shall be known as the redundancy package and shall not be payable on retirement, resignation, death or dismissal.

Redundancy compensation will be calculated as follows:

- 1 – 5 years of service..... 32 working days
- Over 5 years of service..... 36 working days
- Over 10 years of service..... 42 working days

SECTION FIFTEEN: AUTHORITY FOR INTERPRETATION AND AMENDMENT

15.0 AUTHORITY FOR INTERPRETATION AND AMENDMENT

The authority to interpret or amend any provisions stipulated in this manual and its policies therein shall be vested in the HHR, Registrar and ultimately the Vice-Chancellor and Principal.

15.1 DECLARATION BY STAFF

I, (full name of staff), hereby confirm having received, read and understood the contents of this HR manual. In signing this manual, I totally accept all terms and conditions of all procedures and policies contained in this manual and are therefore bound by them. Ignorance on my part about any of these regulations and any amendments will not be accepted as an excuse for non-compliance.

Signed (staff):.....**Dated**.....

Witnessed by (Supervisor): Name.....

Signed and dated:.....

ANNEXES:

THE UNIVERSITY STAFF CODE OF CONDUCT

1.0 POLICY STATEMENT

In general, the University is committed to the highest ethical and professional standards of conduct as an integral part of its mission and the promotion of learning and research. To achieve these goals, the University relies on each staff member's ethical behavior, honesty, integrity and good judgment.

As a public institution, the University administration expects its staff members to act honestly, conscientiously, reasonably and in good faith at all times having regard to their responsibilities, the interest of the University and the welfare of colleagues and students. Staff members, particularly in their relations with students and members of the public, should at all time act with propriety and the highest degree of integrity.

Each staff member must carry out his/her responsibilities as set out in his/her letter of appointment.

This Policy is intended to:

- Give guidance to all University staff on the code of conduct required by the university.
- Ensure that the University operates efficiently and effectively and advances its mission as an institution of higher learning.

2.0 TEACHING AND ACADEMIC RESPONSIBILITIES

In general every academic staff member is obliged to carry out his/her duties in relation to his/her students in a manner normally accepted by the academic community. In pursuance of this objective, each academic staff member is expected to perform his/her duties in such a way that he/she:

- (a) Meets his/her classes at the scheduled times regularly and punctually.
- (b) Makes adequate preparation for his/her classes and delivers his/her lectures in a professional manner.
- (c) Carries out his/her grading duties in a satisfactory manner and against deadline dates set by the University failing which salary will be forfeited.
- (d) Base all his/her academic evaluation upon good faith, professional judgment, devoid of factors such as race, skin colour, religion, sex, age, national or tribal origin, political, social or cultural affiliations or life style.
- (e) Makes him/herself available at reasonable times for appointments with his/her students and to keep such appointments.

- (f) Does not exploit his/her professional relationship with students with both within and outside the classroom for purposes unrelated to academic or career pursuits/achievements.
- (g) Gives appropriate recognition to contributions made by students to research publications, service and other activities.
- (h) Respects the confidentiality of information contained in the University records regarding staff and students, and refrains from releasing such information to unauthorized person(s) without the authority of the University or consent of the staff or student concerned.
- (i) Refrains from activities that involve risk to the health and safety of staff and students.
- (j) Respects the dignity of colleague staff/employee and students individually and collectively in and outside the classroom and in other academic contexts.
- (k) Respects and enhances the physical character and décor of the campus.

3.0 ATTENDANCE TO NON-OFFICIAL MATTERS

All non-teaching staff employee are expected to attend promptly to the hours of work laid down by the University. Any staff/employee who leaves his/her normal place of work to attend to official or non-official business elsewhere, must obtain prior authority from his/her supervisor and provide full details of the reasons for such absence.

Absence from duty without the prior permission of the supervisor may render the staff/employee concerned liable to disciplinary action.

Although it is the policy of the University to encourage its staff/employees to attend conferences, seminars, workshops, etc. to enhance their performance and output, every staff/employee must first seek and obtain permission from the Vice-Chancellor and Principal, through his/her Head of Department or supervisor.

4.0 OTHER DUTIES OBLIGATIONS

- (a) Every staff/employee is expected to carry out his/her responsibilities in a responsible manner as set out in his/her letter of appointment and is responsible to the University administration through his/her Head of Department, Dean of Faculty and the Deputy Vice-Chancellor in the performance of his/her duties.
- (b) Every staff/employee is expected to be at his/her place of work during all working days to perform his/her schedule of duties throughout the working hours. If due to illness or other reasons he/she is unable to report for duty, he/she must inform the Deputy Vice-Chancellor through his/her Head of Department immediately.

- (c) Every staff/employee must obtain permission from the Deputy Vice-Chancellor of the College/Director of Institute through the Head of Department and Dean of Faculty for all absences from duty.
- (d) Every full-time staff/employee is obliged to give his/her services to the University as a full time employment and shall not undertake other work which might militate against the institution in which he/she is employed, or encroach upon the time expected to be devoted to University duties without prior permission of the Court for which the Vice-Chancellor and Principal may normally act.
- (e) In order to enhance and maintain the good reputation of the University, all staff/employees are expected to comport themselves properly and dress in accordance with the ethical standards generally recognized within the academic community, failing which the Deputy Vice-chancellor will recommend to the Vice-Chancellor and Principal for the staff concerned to face the University Discipline Committee.
- (f) A staff/employee should, as far as possible, avoid breaking the laws of the University in particular and the country in general.
- (g) It is mandatory for all senior academic and non teaching staff/employee to attend University Convocations, Congregations and National Day ceremonies.

Staff/employees shall, at all times, carry out their specified duties diligently and to the best of their ability, and with proper motives.

Poor performance as a result of the staff/employee's negligence or carelessness is liable to disciplinary action.

A staff/employee who has been charged by police, pending a decision from a Court of Law shall be suspended and receive half gross pay until the matter is settled. If the suspended staff member is found not guilty, then he/she will be paid all the balance of his/her pay during interdiction and shall be reinstated forthwith. If he/she is found guilty, he/she shall be dismissed from the services of the University.

5.0 STAFF RELATIONSHIP WITH THE MASS MEDIA

Except with the expressed prior authority of the Vice-Chancellor and Principal, acting on behalf of the University Court, no staff/employee of the University shall issue any press statement, or take part in any public debate or discussion, on any matter relating to the business of the University. However, this does not apply to research findings.

OTHER ADMINISTRATIVE POLICIES

Academic Quality Assurance (AQA) Policy

Purpose of

Our Mission

'A university that demonstrates its commitment to generating and transmitting knowledge through quality teaching and research for sustained development, and whose products are nationally and internationally competitive'.

Our Vision

'A friendly world class centre of excellence responsive to the needs of society'

Overall, this QA policy seeks to instill the culture of academic control at the University of Sierra Leone and its constituent colleges. The Policy does so by identifying some of the guiding principles/techniques that drive QA in higher learning institutions and to put measures in place for the effective and comprehensive application of such principles. The Policy shall apply to all categories of employees of the University and its units including its Affiliate institutions.

To fulfil its Mission and Vision statements, the core aim (QAP) of the University of Sierra Leone is to complement the university's effort to achieve its Mission and Vision through effective teaching, learning and research. Its approach to quality assurance and continuous improvement is to learn from best available practice around the globe, and benchmark against leading research universities. In so doing, it hopes to address the educational and developmental pillars in the country's political economy of *'The New Direction'*.

- . The specific objectives of the Policy are:
 - i. To provide the framework for the development and implementation of regulations and procedures at USL that will ensure the effective roll-out of the internal and external requirements for maintaining quality assurance in all its activities.
 - ii. Improve the quality of education at USL through the development and retention of strong faculty as well as increase in student learning approach

- iii. Ensure that USL graduates attained the requisite skills and knowledge that meet stakeholders requirements
- iv. Increase access to quality education by strengthening the University's distance learning programmes
- v. Ensure the development and implementation of high quality and relevant programmes (including tailor-made and short course) that respond to the needs of the national and international labour market
- vi. Encourage the establishment of management systems that provide the required ambiance for effective teaching, learning and research
- vii. Engender public trust and thereby safeguard the integrity of the University's academic awards
- viii. Ensure the establishment of enhancement and continually improved support services for students and staff
- ix. Establish and Promote quality community service to enhance the University's corporate image
- x. Develop strong QA mechanisms that apply to all programmes, processes, procedures, support services and structures across the University
- xi. Constantly review the QA processes and systems to ensure the attainment of academic excellence
- xii. Identify areas of weakness which require attention for continuous improvement to achieve academic excellence
- xiii. Provide the legal and regulatory framework that will empower the QA Directorate to enforce the policy guidelines towards the maintenance of quality of its programmes.

Policy Statement

The University recognizes the fact that the most readily available instrument to determine the integrity and credibility of any learning/academic institution is to examine and evaluate the quality of its products. It is against this backdrop that the University of Sierra Leone attaches enormous and irreconcilable commitment to ensuring quality control in every of its operations/activities.

Efforts to promote QA at USL are underpinned by five notions of quality regarding higher education institutions and in line with the University's Mission and Vision statements. These include:

- a. Quality as exceptional or excellence
- b. Quality as perfection or consistency (zero defects)
- c. Quality as fitness for purpose
- d. Quality as value for money
- e. Quality as transformative

The preceding indicates that there are correspondingly different quality indicators and quality assessment procedures. "In view of this, every institution must have its own operational notion of quality, which will be related to its stated vision and mission, and how these are being realized" (Ekhaguere, 2000).

From USL's perspective, QA connotes "fitness for purpose". The "fitness for purpose" concept stresses that the University meets the generally accepted standards as defined by an accreditation or quality assurance body. In this notion, both the internal and external views (e.g. stakeholders) of the institution are important. Hence, the university focuses on meeting its aims and objectives as stated in its mission and vision statement.

Policy Principles

To accomplish the general and specific objectives of the Academic Quality Assurance Policy, the University shall adopt the following measures:

- I. consistent and all-inclusive coverage in evaluations
- ii. Internal and external peer review
- iii. Local ownership
- iv. Constant flow of information
- v. Result-oriented assessment

Regular and Comprehensive Coverage in Evaluations

This principle is germane to the accomplishment of the overall goal of the Policy. The USL recognizes that the surest means to determining the efficacy of a policy is to assess its impact on the society/community it aspires to target. It is in this context that wide range mechanisms are adopted to ensure constant and effective evaluation. These include:

- I. Course approval and validation
- ii. Course and departmental annual monitoring
- iii. Subject review
- iv. Partnership approval and review
- V. Monitoring and review of all service areas including learning support
- vi. Introduction of class attendance register and supervision diaries for lecturers

Internal and External Peer Review

Internal peer review is an important basis for assuring and enhancing quality. Elements of University's internal peer review shall include: course validation and review panels departmental Validation. To ensure transparency and objectivity, membership to the peer review panel shall comprise of one member from the host department while other members come from other departments and in some instances from outside o the University. This method if properly articulated and sustained can serve as an effective tool for promoting Academic Quality Assurance within the University. External peer review creates room for independent assessment as they are more often than not experts in the said field of study.

Local Ownership

Staff and students have a moral obligation and responsibility to be fully involved in the QA project and enhancement of their own work as well as that of the University. Additionally, USL shall involve all staff in equality assurance and shall provide support

and training for their professional and personal development especially junior staff whose efficiency and added value to USL would be improved through further training.

Swift and Rapid Feedback

Feedback from students and other staff of the University is crucial for the promotion and suitability of quality assurance in learning institutions. Among other advantages, constant status report on the implementation of the Policy provides the opportunity for relevant authorities to determine grey areas in the entire process thereby providing the basis for interventions and modifications.

Result-Oriented Assessment

Procedures, processes and practices within the University shall be determined by objective criteria, verifiable data and other forms of hard evidence.

Key Academic Quality Assurance Institutions at USL

Court

The Court of the University is responsible for setting the strategic direction of the University, monitoring the implementation of their decisions and ensuring the creation and maintenance of an environment that creates equal opportunity for the members of the University regardless of age, disability, ethnicity, gender or faith.

Senate and Faculty Boards

The Academic Board holds the key to achieving academic excellence. The Academic Board reserves the authority and responsibility for authorizing course additions, changes, and delegations. The Academic Board also ratifies degrees and approves courses/programmes as well approving the status of Affiliate Institutions. Papers to the Academic Board, emanate from the Graduate, College and Faculty Boards who are the

first line of due diligence in the AQA process. To fulfil their statutory mandate, Academic Boards at the University are charged with the following responsibilities:

- a. Oversight of all matters related to academic curriculum.
- b. Approval of all new courses
- c. Development of policy in support of the unit
- d. Establishment of a staff development programme for the academic staff

Academic Quality Assurance Committee

The Academic Quality Assurance Committee is the foremost institution with direct responsibility for overseeing QA in all academic units, programmes and all institutions which award University of Sierra Leone degrees. The Committee's role is to:

- a. Advise the Academic Curriculum, Quality and Staff Development Committee on the determination and maintenance of acceptable levels of academic standards with respect to teaching, learning and research.
- b. Conduct, in collaboration with the Planning & Management Information Services (PMIS) Directorate, student evaluation of courses and teaching staff every semester.
- c. Conduct departmental reviews at least every five years, to be preceded by self-assessment exercises and quality audits.
- d. Facilitate and oversee the preparation of quality audits, self studies, quality assurance reviews, surveys, staff training and development initiatives.
- e. . Disseminate on a regular basis, matters related to quality enhancement to the wider community and beyond.
- f. . Organize annual exit surveys of graduating classes and to periodically undertake tracer and employer surveys.

Quality of Teaching Staff

The University needs not over-emphasize the fact that Academic/Teaching staff is the implementing wing of academic quality assurance. If this is the case, then, it follows that the quality of the teaching staff has far-reaching ramifications for the output of the calibre of students they graduate. In consequence of this, the University shall recruit

staff that possess the requisite academic credentials and, efforts be made to bolster the academic and professional development of staff.

Academic staff qualification is indispensable for the quality process. Academic staff should have the requisite academic credentials and efforts be made to assist/encourage their professional development. The University units charged with the responsibility of ensuring that the quality of staff employed is of the highest calibre are the Appointments Board and the Human Resource and Organizational Development Directorate. The role of External Assessors is central to the proper function of the process of appointment.

Appointments Committee

The Appointments Committee should be responsible for ensuring that prospective academic staff is qualified and competent. Teaching staff appointed with just a second degree should register and obtain a PhD or terminal qualification within six years of date of employment failing which would result in sanctions by the Dean of Faculty/Head of Department with the approval of the Vice Chancellor and Principal. The Committee should articulate clearly promotion processes based on excellence in teaching, research, scholarship, and service for promotion from one rank to the other.

University Research and Development Directorate (URDD)

URDD should ensure that staff recruitment and appointment procedures include the means of making certain that all new staff have the required level of competence supported by documentary evidence. Academic staff should be given opportunities to develop and extend their teaching and research capacities and should be encouraged to upgrade their skills. The University should provide underperforming academic staff with opportunities to improve their skills to an acceptable level; and should have the

means to remove them from their teaching duties if they continue to demonstrate ineffectiveness. The Directorate should also assist the Appointments Board to execute their duties. To this end, the proper use and submission of Annual Academic Record Forms needs to be enforced by Provosts, Deans and Directors.

Assessors

There should be an independent assessment of standards and quality by peers in a number of ways, e.g., external assessors' reports. These should form a critical element of the appointment and promotion process. All validation and reviews should involve external subject expertise as stated in the University statutes.

Office of the Pro-Vice Chancellor (Academic)

The Pro-Vice-Chancellor (Academic) should oversee the implementation, monitoring, evaluation and review of the Academic Quality Assurance Policy. The office must also ensure that adequate resources are in place to support quality teaching and research.

Examinations

Examinations in the University are an essential component of quality assurance and should be seen as such by all major stakeholders: students, faculty and staff. Regulations relating to rules governing examinations including moderation of questions, students' assessment and examination grading must be enforced (*hyperlink to Students Handbooks*). Every effort should be made to guarantee the credibility and integrity of examinations. Departmental Examination Moderation Committees made up of senior and experienced members of the teaching staff must be established in Departments which do not ordinarily hold Departmental meetings for examination moderation. Existing procedures such as the system of Invigilators, Chief Invigilators and the Examination Superintending Committee are maintained.

. Assessment of Students for Admission

9.1 Admissions Board

The assessment of all potential undergraduate students for admission to the University (*hyperlink to Admission Policy*) shall be governed by the Admissions Board. The Admissions Board is to regulate and be responsible for the implementation of the admissions policy. The Admissions Board ensures that key policies and procedures relating to the requirements and admission of all students are consistent with each other. The Board is chaired by the Dean of the respective Faculty and includes all Heads of Departments or their representatives, and the Director of the Academic Affairs Directorate. In the case of disabled students; there shall be a liaison officer from the Office of Students with Special Needs.

9.2 School of Research and Graduate Studies

The University commits itself to promoting quality research and graduate training. The School of Research and Graduate Studies shall be responsible for graduate admission, programmes and research. The School supports the expansion and strengthening of graduate programmes in areas that build on strengths of undergraduate programmes, have a unique educational focus and prepare students for viable careers. The procedures that govern the operation of the School are given in the *Graduate Handbooks* and in the *Research Policy* of the University.

9.3 Academic Affairs Directorate

The Academic Affairs Directorate includes the Admissions Unit. The Directorate shall among other functions be responsible for the operation of all admission procedures to all undergraduate programmes at the University of Ghana and have oversight responsibility on the admissions of Affiliate Institutions. The Director implements decisions of the Admissions Board. This includes the validation of student entry qualifications and the observance of admission quotas.

10. Assessment of Teaching of Courses

10.1 *College/Faculty/School Boards*

The College/Faculty/School Boards are responsible for developing and regulating internal guidelines related to academic programmes, including teaching, learning, research, and assessment. The Boards shall have oversight responsibility for all committees established for these purposes. They will receive advice and recommendations on issues pertaining to teaching, learning, research and assessment at the College/Faculty/School level, and report to relevant University committees on these issues.

10.2 *Departments and other Academic Units*

Departments shall be responsible for undergraduate and graduate level teaching and research. Where appropriate, Institutes and Centres, in addition to promoting multidisciplinary research and the provision of extension services, shall be responsible for any undergraduate and graduate level teaching that they carry out.

10.3 *Programme/Course Review Committees*

All Academic units must have in place Programmes/Course Review Committee comprising at least three faculty members, one undergraduate and one post-graduate student, a representation from industry where appropriate, for the purpose of conducting curriculum reviews in accordance with the University policy guidelines.

10.4 *Course Review and New Course Development*

The purpose of the Course Review and Development Procedure is to ensure understanding and a standardized approach concerning curriculum changes and that the appropriate standard of content is assured. The Academic Board approves all additions, deletions, and changes (including changes in method of delivery) of courses for University of Sierra Leone using the procedure for Reviewing and Determining

Approval (See Annex 1 & 2). The review process will include departmental recommendations as well as Faculty/College Board and the School of Research and Graduate Studies where appropriate, as well as the ACQSDC. It should be noted that even where a new programme draws on existing courses, there is the need for accreditation by the National Accreditation Board. This additional time element needs to be allowed for in the planning for introduction of new programmes.

10.5 External Examiners

At this present time, University policy has restricted external examiners to graduate programmes. However, where exceptional circumstances warrant, such as a request from a Faculty or College Board, external examination can be extended to undergraduate programmes. External examiners have an important role in assuring the standards and academic quality of courses. They are required to submit an annual examiners report to the Vice-Chancellor on the conduct of the course and issues related to standards and assessment. They are nominated by Faculty Boards on recommendation from Departments. The University of Sierra Leone appoints external examiners for moderation and arbitration purposes. They also serve as examiners for student Dissertation and Thesis in addition to other internal examiners. The rules governing appointments of external examiners and their mode of operation are given in the University's Examination Regulations.

11. Student Evaluation of Teaching and Courses

This policy touches on the minimum requirements that Departments should meet concerning the collection and evaluation of feedback from students on teaching by lecturers and the content of courses. Meanwhile, departments are not limited by these minimum requirements but are encouraged to go further where necessary. Student-Staff Consultative Committees should be formed in every department with representation

from all Levels. The Student-Staff Consultative Committee should meet at least once a semester. It is considered good practice that such meetings take place prior to Departmental meetings so that any issues raised can be addressed at these meetings.

Departments should at least, seek feedback on individual courses as well as lecturers within programmes of study at the end of each semester or academic year. It should be noted that both qualitative and quantitative responses are vital for evaluation. This regular assessment of lecturers and courses will help the departments to know whether the purpose for which the course was introduced has been achieved. Departments should institute tracer studies to find out the fate of their graduating students.

11.1 *Student Evaluation of Teaching*

There are several methods for evaluating teaching by students and these include;

- Paper questionnaire
- Electronic questionnaire
- Staff-student liaison committees
- Informal feedback
- Open meetings with the student body
- Focus groups

The choice of method will depend on the specific circumstances for a particular course.

Informal feedback

i. Students may call at a lecturer's office, Academic Advisor, Head of Department or the Departmental Office to discuss problems in person, or drop their written comments in a suggestion box provided by the Department for this purpose.

Ii. Departments should ensure that students have the opportunity to provide feedback on the teaching of a course during the course on those issues that can be dealt with immediately.

Response Rate and Reporting Structures

A specific response rate is not required, but it is expected that the majority of students will provide feedback on teaching when requested. Where feedback is low, Departments should give consideration to ways in which the response rate might be improved. Departments should monitor the response rate and take it into account when evaluating the feedback and developing the action plan. A response of at least 60% should be considered adequate. The reports and action plans arising from feedback questionnaires should be approved by the Faculty Board. Where it is felt that an issue cannot be addressed by the Department, the Head of Department should ensure that it is brought to the attention of the University via the Faculty Board.

11.2 Student Evaluation of Courses and Programmes

Process of evaluation

The University should ensure that all departments have a procedure in place for dealing with student evaluation of courses, and that this is clearly communicated to students. All students taking the course should complete a questionnaire that will be prepared by the AQAU and administered by the Department. The questionnaire will be analyzed by the AQAU and the results sent back to the departments. The findings should be communicated to students indicating any actions to be taken to address any problems raised, or reasons for not taking action. The Head of Department should designate a person or group for the course under review to confirm that the report provides an appropriate summary of the feedback and response. The process should be monitored by the appropriate Faculty Board which should ensure that feedback is sought for all courses and programmes on a regular basis.

Feedback

As feedback from students is intended to enhance the current as well as future student experience of their courses, the opportunity to provide feedback should be well-timed.

The Departments should grant students the chance to provide feedback:

- i. Immediately, so that problems that arise during a course can be addressed as quickly as possible. Feedback can be provided, for example, by discussions with the lecturer or the Head of Department or through the Joint Staff-Student Consultative Committee.
- ii. At the conclusion of a course so that students can provide their opinions on all aspects of the course and the lecturer. It is expected that such feedback will be derived by means of a questionnaire.

Course evaluation

Each course should be reviewed at least once every other year, although some departments may be obliged by professional or accrediting bodies to obtain feedback from students on a more regular basis. ii. All new courses should be reviewed at the end of their third year of operation. Departments should however be aware of the risk of ‘questionnaire fatigue’ and are advised to structure course questionnaires carefully to avoid the same cohort of students being asked for their views continually and in the same format. Departments should ensure that it is clear to all staff and students which module will be reviewed during the course of the academic year.

Programme evaluation

It is recommended that Departments consider evaluating programmes they run every other year. This should be carefully coordinated with the other evaluations to avoid questionnaire fatigue.

Communicating the Results of Evaluation

At the end of every evaluation process, the University will ask the various departments to comment on the feedback from students, how it is gathered and the usefulness of it to

the development and operations of programmes through an Annual Programme Monitoring Process. The results of any evaluation should be made available to students along with any comments a lecturer may wish to make in response. Feedback on evaluations should be communicated to students and to the lecturer as soon as possible to promote a process of continual improvement.

Evaluation of Teaching

A summary of the analyzed data (the objective portion of the instrument) and a copy of the *unedited* subjective/written portion are sent to the Lecturer concerned. Copies of the same materials are sent to the Lecturer's Head of Department and Dean. The Director of the Academic Quality Assurance Unit is required to send comments on the analyzed data to the Dean concerned and shall ensure that *everything is done under strict secrecy*. Heads of the departments are required to discuss their evaluation report with teaching staff. Deans are required to talk to teaching staff whose teaching is found to be below expectation. [The Deans could delegate; i.e., making use of experienced and respected senior members to talk to the staff concerned]. The Dean of Academic Affairs would serve as discussant in situations where Deans have a teaching load.

Evaluation of Courses

Students are required to complete both sections of the Course Evaluation form. The objective section of the instrument is analyzed by the Academic Quality Assurance Unit. Copies of the analyzed data and copies of the *unedited* subjective section are sent to the Head of the Department and the Dean. The Head is required to discuss the two reports at a Departmental meeting. Comments and suggestions on possible remedial actions to be taken are sent to the Dean.

Guidelines for Introducing Programmes and Courses

A. Programmes

Introduction

Name the programme and outline its prospective contribution to the mission of the University.

Justification

i. Must clarify what motivated the programme proposal by giving a brief history of its conception, including proposals by Departmental Programmes Review Committees (DPRC) as well as antecedent events and contributions and inputs of individuals providing the basis for the proposal.

ii. Explore the programmes already on offer in the Faculty/School and the University at large in order to articulate the gap to be filled by a new one. Explain why the current offerings of the Faculty/School are inadequate to meet the objectives of the new programme proposed. Show how this programme will contribute to a tighter integration of the interdisciplinary goals of the University. Describe, for instance, how its adoption by the Faculty/School will enhance the realization of the Faculty/School's mission and its efforts to collaborate with other Faculties, or detail how the programme will outreach beyond the University's current limitations in servicing potential employers and students both local and foreign.

iii. Describe the intended beneficiaries, i.e. explain where and how the new programme fits into existing or anticipated scholarly demands or creative and non-academic market-driven needs. Explain what the programme will offer its graduates which they would otherwise not be able to procure.

iv. List the positive implications of running the programme for the Faculty/School and the University overall

Eligibility Criteria

i. Specify exactly how the intended targets will access the programme.

State the eligibility requirements including pre-requisites.

Ii. Make explicit the purpose of the programme with reference to particular categories of students.

Mission, Aims and Objective

In conformity with the mission of the Faculty/School and the University,

i. State the mission of the programme.

Ii. State what the scope of academic performance will be and what students are expected to know and value

iii. Describe what students are expected to do (at cognitive, affective and psychomotor domains)

Programme Structure and Design

i. Spell out exactly the courses comprising the programme.

ii. Ensure coherence, consistency as well as thematic progression and avoid redundancy of the course content.

iii. Rationalize the allocation of credits both for internal coherence and compatibility with other programme offerings.

iv. Provide a detailed reading list for each course proposal. Focus on currency of texts where appropriate and avoid redundancies. Be sure that the seminal works in the field for each course are captured.

Programme Feasibility

Evaluate the capacity of the College/Faculty/School to accommodate the demands of the new programme in terms of credit allocation, financial needs, space demands and infrastructural pressures. Detail how the programme might avail existing resources.

Evaluate the potential of faculties and other institutes that may benefit from the programme to gauge whether there is the potential for sharing costs and other

resources. State how the programmes initiated by funding from external agencies will be sustained when such funds run out.

Programme Appraisal and Monitoring

State briefly the mechanisms of appraising the programme's progress and effectiveness in meeting set aims and objectives. State the diagnostic measures that might supplement the standard course evaluation structures to track the programme's impact throughout and beyond its duration.

Costing

- i. List all the costs of the programme to the College/Faculty/School and the University: i.e. what financial resources, teaching personnel, supporting staff, space, logistics, books, related teaching materials will be deflected for the programme.
- ii. Determine the initial outlay of expenses in setting up the programme and prepare an itemized budget.
- iii. Indicate the size of academic staff and supporting administrative and junior staff requirements.
- iv. With respect to academic staff, suggest some areas of expertise to direct recruitment outreach.
- v. Project appropriate figures, as if for a stable currency over a five-year period, to reflect total staff emoluments, recurrent expenditures and overhead costs of the programme.

B. Courses

Introduction

Label and define the course offering following standard University practice. Provide a brief introductory description (two or three sentences) as it might appear in a course handbook.

Rationale

- i. Substantiate the proposal either by explaining briefly the provenance or history of the intention to mount the course (DPRC), by citing an overview of conditions, events and intentions that led to the proposal. Alternatively, explain whether it relieves a course already established whose content has become overstretched; or replaces or reconstructs an outdated course offering; or consolidates other established and undersubscribed courses with outmoded or ill-articulated syllabi.
- ii. Survey the *status quo* of the Department's offerings and those of others in the Faculty and other Faculties, to eliminate redundancy and that a genuine gap exists.
- v. Describe the anticipated beneficiaries, i.e., explain where/how the new syllabus fits into expected scholarly demands or creative and non-academic market-driven needs.
- vi. List the positive implications of running the course for the Faculty/School and the University overall. Explain whether it will attract students from other departments with minors and combined majors. Will it serve students beyond the Faculty? Will it especially serve foreign students interests? Will it provide a future need of local students?

Eligibility Criteria

Specify exactly how the intended targets will access course. State the eligibility requirements including pre-requisite Aims, Objectives and Intended Learning Outcomes

- i. Make explicit aims and objectives (cognitive, affective and psychomotor) of the course
- ii. State the anticipated level of achievement

iii. Suggest indicators of minimal and maximal attainments for students at the end of the course; i.e. describe the sorts of skill or experience or scholarship or breadth of reading the student would have been expected to accomplish.

Course Outline

Provide a sample of lecture topics (or practical and technical skills for creative art courses) in ordered chronology week by week. Indicate which of these lend themselves to tutorial support utilizing teaching assistants if appropriate. As may be applicable, indicate the curriculum design: chronological, problem-solving, debate-structured, text-centred and/or skill-centred. This will justify the mode of assessment.

Additional Teaching/Learning Resources

Indicate equipment presupposed by effective teaching: overhead projectors, computer access, tape recorders, theatre access, library use, motor vehicle for fieldwork, etc. Determine if other Departments, Faculties or Institutes whose students might be utilizing the course can assist in the provision of equipment.

Assessment and Evaluation

Briefly spell out measures put in place for student performance, apart from or in lieu of a final examination, if any, i.e., term papers, fieldwork, continuous assessment test, group projects, and homework assignments. Offer possible mechanisms for assessing the course's effectiveness in meeting set objectives and learning outcomes. Give diagnostic measures that might supplement the standard course evaluation structures to track the course's impact throughout and beyond its duration.

Costing

State the resources (human, financial, physical) required for the introduction of the course. Further, present curriculum vitae of faculty earmarked to teach the course or present areas of specialization appropriate to guide recruitment.

General guiding principle for the Approval of Programmes/Courses and

Review of Existing Programmes/Courses

All proposals for programmes/courses must contain the following:

1. A Written Statement by the Department(s) Presenting the Proposal that Addresses the Following Issues.

(a) For New Programmes/Courses:

- i. What are the purpose and objectives of the programme/course?
- ii. How does it contribute to the general programme/course offerings of the Academic Unit?
- iii. Is the course a core or an elective?
- iv. How does it contribute to the general course offerings of the University?
- v. Is it primarily a service course for the Core Curriculum or for majors in other departments?
- vi. How will the course be taught (general pedagogy) and therefore contribute to the general educational objectives of the University — e.g., connect course to mission of the department, school, and university.
- vii. What career paths does the programme/course offer?

(b) For Changes to Existing Programmes/Courses:

State the purpose of the change and determine how will affect the issues described in the previous section for new courses. Provide evidence to support revision or modification o programme/course at is the purpose of the change and how will it affect the issues described in the previous section for new courses. Provide evidence to support revision or modification of programme/course.

2. A Syllabus Containing:

- i. the course code (e.g., ADMN 101), title, and schedule

- ii. Academic Unit's name, office location, and instructions on how to communicate with the instructor
- iii. Full bibliographic citations for all textbooks and other reference material, with a clear indication of whether each one is a required reading or is a recommended reading
- iv. The standard course description to be used in the University Handbook
- v. a brief statement of the purpose of the course, a prominent reference to The University of Sierra Leone Academic Integrity.
Statement (a copy of the Academic Integrity Statement should be attached to all syllabi when they are given to students)
- vi. a complete description of how the student's performance will be assessed (the grading system).
- vii. The schedule of assignments and examinations,
- viii. Mark allocation for assignments and examinations
- ix. The policy on attendance.

3. Changes to Existing Courses that do not require Approval

- i. Changes in required textbooks that remain consistent with the stated objectives of the course and coverage of topics generally included in equivalent courses at other institutions do not require approval by the University.
- ii. Changes in the quantity and relative weights of graded assignments and examinations do not require approval by the University.

4. Intermittent Appraisal of Existing Programmes/Courses

Academic units must submit all their courses for review by the Academic, Curriculum, Quality and Staff Development Committee (ACQSDC), Faculty and School Boards at least once every five years. This review will be done on a rotating basis, such that a designated number of academic units will undergo this review in a particular year. The

(ACQSDC) shall establish a schedule for which Academic units will undergo the review each year. This review must include the preparation of the standard documentation required for the proposal of a new course. The (ACQSDC) shall determine which of the existing courses have undergone sufficient change to also require approval by the University.

5. Expiration of Approval

Courses that are not offered during a five year period may not be offered again until they are submitted for approval.

6. Procedures for Approval of New Programmes/Courses and Revisions to Programmes/Courses

a. Responsibility for Initial Proposals

The primary responsibility for preparing a proposal for creating a new programme/course or revising an existing course lies with the academic unit. The assignment of a course number and definition of both the short and full titles of the course shall be communicated to ACQSDC through the College/Faculty/School Board.

b. The Review Process

i. Academic Unit Review: The faculty in the academic unit, or units if the course is interdisciplinary, will review the proposal and ensure that the proposal is consistent with the unit's goals and programmes and that it includes a clear definition of student learning outcomes that can be assessed.

ii. College/Faculty/School Review: A complete proposal must be distributed to members of the College/Faculty/School Board, at least one week prior to the meeting of the Board at which the proposal will be reviewed. The College/Faculty/ School Board will review the proposal and ensure:

(a) The satisfactoriness of the academic unit's review and

(b) That the proposal is consistent with the broader goals and Programmes of the College/Faculty/ School and the mission of the University of Ghana.

iii. ACQSDC Review: The ACQSDC will review the proposal and ensure

(a) The adequacy of the departmental and school reviews and

(b) That the proposal is consistent with the policies on admission of the University.

iv. The Academic Board: The Academic Board must approve all new courses and revisions to existing courses before they can be implemented.

(c) *Tracking Programme/ Course Proposals under Review*

The Registrar shall maintain a list of course proposals under review. This list will include notations on all actions taken by the Colleges/Faculties/ Schools, (ACQSDC), and Academic Board. The list will indicate actions such as approvals and returning proposals to lower levels with instructions for changes.

Fleet Management Policy of the University of Sierra Leone

Policy Statement

This policy provides guidelines and direction to the University regarding the rules and procedures that govern vehicle fleet.

PURPOSE

The purpose of the Fleet Management Policy is to ensure that all of UNIZULU's transport resources are used in the most cost-effective manner whilst:

a) Providing official fleet transport vehicles that facilitates the operations of the University and the execution of the official duties of staff; and

b) Providing students and staff with fleet transport that enables them to participate in Academic activities; cultural activities and sporting activities.

Scope and Application

This policy applies to all drivers of vehicles, who are required to use pool and hired vehicles when conducting their official duties.

Objectives

The University's policy is to ensure that all its transport resources are used in the most cost-effective manner, in order to protect the organization's assets and minimize negative financial implications; whilst allowing the University to strive for excellence in teaching and research.

Authority and Responsibility

1. Approval and adoption of this Policy is the responsibility of the Vice Chancellor and Principal/Deputy Vice Chancellors of the Constituent Colleges of the University on behalf of the University Court
2. The Policy shall be reviewed at least every four years.
3. Amendments to this Policy will have no effect unless it is approved by the Council of the University.
4. The fleet management policy and operational fleet management is the responsibility of the Director Facilities Management and administered by the Transport Services Department.
5. Heads of Departments of the University are accountable for the vehicles that are allocated to officials within their respective Departments.
6. Only Heads of Departments (HOD) can approve authorization for the usage of vehicles, except where the HOD has delegated such a power to the senior official within his/her Department.
7. Deans/HOD's are responsible for the management of fleet assets that have been allocated to their respective Faculty/Departments.

8. Deans/HOD's are required to budget in their operational budget for the usage of vehicles by the employees within their Departments.
9. Deans/HOD's are responsible for the disciplinary action arising from the misuse of University vehicles by the drivers within their Department.
10. Authorized approvers and drivers shall comply with rules and regulations stipulated in this policy.
11. A vehicle may only be used for official business and not for private purposes.

DELEGATION OF FLEET MANAGEMENT POWERS AND DUTIES

The Vice Chancellor on behalf of the University Court shall delegate powers and duties to the Deputy Vice Chancellor In Order To Enable Him/Her To:

1. Discharge Fleet Management Duties Responsibilities.
2. Maximize Administrative And Operational Efficiency In The Implementation Of The Fleet Management Policy.
3. Enforce reasonable cost effective measures for the prevention of fraud, corruption and irregular practices.

Fleet Management Unit

1. The University must establish a fleet management unit to carry out the functions associated with transport fleet.
2. The Fleet management unit should operate under the supervision of an official of the University designated by the Vice Chancellor.
3. Officials of the Fleet management unit will undergo regular training in accordance with applicable regulations.

Use of Vehicles

1. The University's vehicles / moving equipment should be utilized in a responsible manner, which will ensure valuable and long-term use.
2. Fleet Management has the right to withdraw any vehicle(s) if following an investigation they have found that the vehicle(s) has / have been abused or misused.

Pool Vehicles

1. Pool vehicles are defined as vehicles available to university employees at different times and may be used by persons with the authorized transport request involved in an activity in line with the objectives of the responsible department.
2. Vehicles cannot be used for party political purposes under any circumstances, or to take part in industrial **action or** union activities.

Authorized Drivers

A vehicle can only be driven by a University employee or in certain instances a student or contractor subject to specific approval by the HOD.

Insurance

1. All vehicles owned by UNIZULU will be fully insured in terms of the insurance declaration.
2. University of Sierra Leone's leased vehicles will be insured in terms of the lease agreements.
3. Hired vehicles will be insured through the hire company.

Fleet Management and Transport Implementation Authority and Responsibility

1. The University shall develop an implementation plan to ensure the full implementation of the Policy and effective Fleet Management.
2. The implementation plan shall include a Fleet Management Procedure Manual which will include inter-alia the monitoring of vehicle fuel usage, vehicle repairs and maintenance costs and unauthorized use of motor vehicles and maintenance of log books and registers.

Acquisition and Disposal of Vehicles

1. The acquisition of new vehicles will be done in terms of the approved capital assets budget and will be procured only after the approval of the Vice Chancellor and Principal on behalf of Court /authorized body
2. The disposal of vehicles will be done in terms of the approved Supply Chain Management Disposal policy.
3. The remaining useful life of assets will be determined on an annual basis and will inform the asset replacement programme.

Allocation of Vehicles

1. Authorization for Allocations: The Head of Department (HOD) of the authorized driver who intend to have a vehicle allocated to him/ her must submit a signed transport request to the Transport Services Department.
2. A vehicle cannot be issued on either a short-term or long-term basis without the approval of the HOD.
3. The Heads of Departments and/or Deans shall take responsibility and be accountable for officials who are allocated vehicles in their respective Departments.

Permanent Allocation

Permanent allocation to an official who, owing to the nature of his/her duties, requires adherence to the following procedures:

1. Officials must return the vehicle at night to the university premises unless the Executive committee has approved those certain employees due to their duties may take the vehicle home provided the conditions under Section 22.4 Parking of Vehicles are met.
2. A monthly log book, in respect of the vehicle permanently allocated to the official, must be submitted to Transport Services Department for costing purposes.

Driver

1. The driver must have an unendorsed valid driver's license relevant to the type of vehicle requested. The Transport Officer/Controller must check the license for validity.
2. The driver must have no outstanding transport related disciplinary action or traffic fines against them at the time of taking the vehicle.
3. Only drivers that have had a valid driver's license for 3 years or more are entitled to use the vehicles.

Authority to use Vehicle

1. All persons requiring a vehicle must have an authorized transport request form before a vehicle may be allocated.
2. The transport request must be authorized by the relevant H/O department or the Manager, who is senior to the person travelling and is in their direct management line.

3. In circumstances where this is not possible, alternate signatories must be identified within the University.

Log Books, Petrol Cards and Vehicle Keys

1. The driver takes responsibility for the logbook, keys and petrol card once the vehicle issue form has been signed until the vehicle has been returned to the transport officer at the end of the journey.
2. All vehicle keys should be safely secured in the transport office when the vehicle is not in use.
3. The petrol card is to be treated as cash and the driver will be held responsible for the transactions that take place on it whilst it is in his/her possession.
4. All fuel receipts must be kept and made available when the vehicle is returned to the transport officer.

Vehicle Accidents

The following procedure shall be followed in the event of a university-owned or hired motor vehicle becoming involved in an accident, no matter how trivial, and irrespective of whether or not any person or animal or property, other than the university vehicle is involved:

1. Stop the vehicle immediately
2. Check for injured persons
3. If a person has been injured or killed, call the Police immediately. Do not move the vehicle unless under the permission of a Traffic Officer.
4. On request, give your name and address, the University's address and your vehicle Registration Number.
5. Report the accident to the Police within 24hrs.

UNIVERSITY OF SIERRA LEONE BENEFITS POLICY

1. Introduction

This document is primarily to set criteria for the implementation of a University Staff Benefits Scheme. The intention is for the benefits to complement the University salary scales and shall become effective once approved by the University Court.

The scheme will be only effective from January to December of each financial year after which it should be reviewed for the following year.

2. Aims & Objectives

- To provide a comprehensive guide to staff benefits in the University of Sierra Leone.
- To reward staff for extra efforts made in the course of duty and ensuring that the University meet its set goals and targets.

3. Summary Proposal

- 1) The University of Sierra Leone shall provide additional benefits to reflect the work performance of members of staff. The proposed benefits are based on a combination of cash (housing and utility allowances) and the provision of non-cash benefits (fuel and shopping).
- 2) The proposal also presents additional per diem and other benefits and allowances due to staff.

4. Justification

The University will be moving forward from business as usual to more ways of community impact and revenue generation.

- 1) Staff shall implement all aspects of duties within agreed deadlines and often beyond the call of normal duty. Projects shall include:
 - Regular development and implementation of new non-University long term programmes such as Extramural and Outreach Programmes, Short Courses and Consultancy Unit, Courses under the CISCO Academy and online programmes.
- 2) Staff remuneration remains inadequate and demotivating

- 3) Staff evaluation mechanism will make it easier for USL to evaluate staff performance and make suitable recommendations accordingly.

5. Funding source

The benefit scheme shall be funded from proceeds across the three constituent colleges in the University as stated below:

- Short courses and Consultancy programmes
- Extramural and Outreach Programmes
- Cost savings from fuel and stationery
- Set savings target from procurement

6. Detailed Scheme

6.1. Recurring Benefits

The figures presented in Table 1 (attached Excel spreadsheet) represents the cost implication of the main allowances – housing, car allowance (for the Head, Deputy Head/Dean, Deputy Registrar and the SAFO) and utility allowances, to compensate for the lack of staff housing facilities to some staff members and a subsistence allowance which will allow staff to spend up to their limits in chosen stores with USL settling bills after invoice.

In addition, senior members of staff and senior supporting staff are provided with a monthly allocation of fuel.

6.1.1 Criteria and Conditions

Who is entitled to benefit from the Scheme?

- All confirmed members of staff on full time employment and confirmed Associate staff¹;
- Newly-appointed staff will only be entitled to benefit from the scheme after one year;
- Staff on annual leave should be entitled to receive monthly incentives;
- Staff on **Study Leave** and **Leave of Absence** are not entitled to receive the monthly incentives; and
- Staff on long term sick leave are entitled to receive full monthly incentives during the first six months and fifty percent for the subsequent six months.

What conditions determine Staff Entitlement to the Monthly Incentives?

- Incentives would be paid to staff based on the submission of monthly approval by Heads of Departments;
- Approval would be based on agreed criteria for academics as well as administrative staff; and

¹ Associate staff are entitled to lump sum monthly incentive only

- Only staff members who fulfill the set criteria within the specified time frame would be entitled to the monthly incentives.

Criteria for the receipt of Monthly Incentives

The criteria for the monthly approval would hinge on performance, punctuality and regularity, efficiency and any other specific related Departmental/Unit requirements.

Recommendations of the monthly approval should be forwarded by the HoDs through the Deans or HoUs through their respective Heads to the Registrar at the Secretariat and Deputy Registrars at the constituent colleges for further action by the FD and SAFOs by the 12th of each month.

Monthly incentives will not be approved and forfeited if a staff member has caused a loss to the University, negligent and nonchalant in performance of duty or irregular at work. Incentives will only be reinstated when there is a change and improvement of the staff's attitude and performance.

A member of staff can appeal for a non-approval of incentives. This shall be looked into by a committee of five as follows: Head of Dept/Unit, Dean, Registrar/DR, SAFO and a representative of the concerned staff's association. A representative from HR must be in attendance.

Who is responsible for approval of the different category of Staff?

- The Dean and Heads of Departments (Academic and Administrative);
- Academic Heads of Departments will recommend staff in their departments taking into consideration;
 - a. Submission of examination questions within deadline;
 - b. Submission of examination grades within deadline;
 - c. Attendance at lectures; and
 - d. Staff/Student relationship.
- The Administrative Heads will recommend administrative staff based on the recommendations of the various Units/Sections taking into consideration:
 - Attendance/punctuality;
 - Attitude to work; and
 - Performance based on departmental requirements and the appraisal form.

Other proposed benefits include:

- Provision of generators for Heads of Campus of at least 10KVA;
- Provision of house for Heads of the Campus or payment of rent at a rate of no more than the equivalent of US\$5,000 per annum; rent allowance rates for other senior members of staff not in staff quarters are illustrated in Table 2 below.

Table 2: Rent Rates for Senior Members of Staff

Overseas Travel - Per Diem for IPAM staff

Nature of overseas travel – in accordance with the revised University regulation.

Generator – if an entitled person leaves the service of the institution, that person is entitled to acquire the generator on the basis of a 25% discount for each full year of full time employment regardless of whether that person was acting in that

Designation	Rates in (US\$)
Deputy Vice Chancellor	5,000
Professors/ Associate Professors	4,000
Deputy Head/Dean	3,000
Deputy Registrar	2,000
Senior Assistant Finance Officer	2,000
HoDs and HoUs	1,500

position or the substantive post-holder.

This means that the generator is to be given at zero cost if the employee works for more than 4 years.

The provision of phone cards is not mentioned here as it is **not** considered to be a benefit owing to the fact that it is primarily to facilitate the work of the institution.

6.3. Other Benefits

II. Bereavement Purse plus coffin (not exceeding Le5m) to the Staff Family Members on Death of a Staff

Head and Deputy Head	Le3,500,000
Senior Staff	Le3,000,000
Senior Supporting	Le1,500,000
Junior Staff	Le1,000,000

ii. Bereavement Purse to a Staff Member on Death of Family Member (Father, Mother, Spouse & Children)

Head and Deputy Head	Le3,500,000
Senior Staff	Le3,000,000
Senior Supporting	Le1,500,000
Junior Staff	Le1,000,000

iii. Weddings

Head and Deputy Head	Le2,000,000
Senior Staff	Le1,500,000
Senior Supporting	Le1,000,000
Junior Staff	Le800,000

7. Conclusions

The considered view is that the proposed benefits are affordable and fully represent a reward for hard work and further incentive for effort to be put into more work for revenue generation. No doubt, incentives of this nature will improve staff motivation and loyalty.

However, it should be noted that staff be made aware that receipt of monthly incentives is pegged to performance and not mandatory.

8. Monitoring, Review and Evaluation

Finance should be monitoring the sustainability of the scheme and advise appropriately. The document shall be reviewed annually before the end

Reference

IPAM benefits scheme

STAFF AWARD AND RECOGNITION POLICY

POLICY STATEMENT

The mission of the University of Sierra Leone continues to be commitment to generating and transmitting knowledge through quality teaching and research for sustained development and whose products are nationally and internationally competitive. The University wants to be an engine of growth and capacity building and fully encourages the recognition of excellent performance and achievement through the use of rewards that are timely, creative, flexible and meaningful. When administered and communicated effectively, reward and recognition are an important and integral part of the University's total compensation package. No doubt, the achievement of our strategic plan as a University depends on our staff and to achieve the requisite excellence, it is essential that the University attracts, develops, motivates and retains a high quality staff compliment through the recognition and reward of their performance and achievements as well as their dedication to the University's goals and values. The intentional and timely recognition and reward of the achievements of our staff, therefore, can help build a culture of high performance, increase staff engagement, reinforce positive behaviours and increase retention of staff whose values and goals align with those of the University.

PURPOSE

This policy depicts a process for establishing recognition programs and providing awards to faculty and staff outside of the normal monthly salary process. It further sets out available routes for rewarding excellent performance both on an ongoing and sustained basis, and relating to an exceptional piece of work.

The policy will operate in accordance with the University's core values of inclusiveness, community, integrity, academic excellence and professionalism.

SCOPE

This policy applies to all members of staff of the University of Sierra Leone excluding the Vice Chancellor and Principal and Heads of campuses.

Two procedures will be adopted:

□ The **Award Scheme** is available to heads of departments/units to reward employees who are demonstrating a consistent and sustained level of performance, above expectations of them in their role, through recurrent additional or discretionary increments. This process takes place annually.

□ The **Recognition Scheme** is a flexible means available to heads of departments/units throughout the year to recognise individuals or teams for extraordinary or excellent performance which maybe above and beyond normal expectations. This can be through tangible or intangible awards.

PROCEDURE

In the award scheme, generally, all members of staff maybe entitled to receive on 1st September annually, increments appropriate to the scale on which they are appointed. This recognises growth in staff experience, skills and contribution within their role. The only circumstance where a normal increment may not be made is where any of the established procedures for conduct, capability or performance have been invoked. Exceptionally, where an individual has consistently contributed and performed above and beyond the expected level on a sustained basis, an accelerated increment can be made.

The types of awards available are:

Additional scale increment – This is in addition to the normal increment described above and would allow the individual to progress more quickly through the grade.

Discretionary increment – This is applicable where an individual is usually at the top of the normal scale point for the grade. This would allow the individual to progress into a higher, discretionary point.

Largely, awards of additional scale increments and discretionary increments will be considered on an annual basis and effected 1st September.

Recommendations for additional increment should demonstrate that the member of staff has consistently contributed and performed above and beyond the expectations of the role. It must be appreciated that the contribution of the staff is positively impacting the strategic plan of the University.

This may be where an individual is:

- progressing within the role at a faster rate than would normally be expected;
- carrying out significant additional responsibilities on an ongoing basis which if assessed, does not appear to be above the individual's current grade.

For discretionary increment, recommendations should reveal that the individual is contributing at a level beyond expectation or beyond the level for which they may have previously been recognized.

This may be where an individual is:

- providing a continuous and sustained outstanding service;
- demonstrating exceptional behaviours and performance;
- carrying out significant additional responsibilities on an ongoing basis which may be assessed to be above the individuals current grade.

In the Recognition Scheme:

Awards are offered to providing evidence based reward for performance or achievement which is outside the bounds of what is ordinarily expected of the staff member. Below are suggested areas meriting recognition:

A successful cost savings suggestions implemented and evidenced

A successfully accomplished and timely one off project

Exceptional service - performance above and beyond the call of duty

In addition to the practice of giving a letter of thanks and appreciation, two other types of recognition will be affected:

A monetary award as a one off payment to an individual or team to particularly recognise an exceptional performance in the achievement of a task or project.

A non monetary award available in the form of domestic items or dinner/shopping vouchers for individuals or a team.

Very strong and impactful staff recognition programs are a cardinal factor in the success of most Universities, institutions, systems and organizations, although some are exponentially more effective than others.

For the staff recognition program to be successful, the basic principles below should be observed:

Timely

Timing is a very critical factor of effective employee recognition.

Praise is most impactful in the moment. Over time, without praise, its potential for positive impact decreases, and when absent the potential for negative impact increases.

When recognition is given in a timely manner, it is most effective and it will have a positive impact on the staff. If time lapses, recognition may not be strongly associated with the contribution made much earlier.

For example: a staff spent hours unend to ensure the successful completion of a huge project which subsequently brings income to the University. Days, weeks, and months pass by without any notice and at the end of the year, the staff is awarded a bonus in recognition of contributions to the University.

This approach to recognition is ineffective because:

Staff may have spent several months thinking that all efforts made to achieve the outcome were not valued.

Although, the extra money will be welcomed, still it does little to compensate for the lack of appreciation and the time value of money.

It may be difficult to discern the direct relationship of an award to an event which had taken several months unnoticed.

Frequent

When recognition is frequent, it is more effective and efficient. Members of staff contribute greatly to the success and progress of the University on a daily basis and failure to provide regular feedback eliminates the opportunity for those contributions to be appropriately recognised and rewarded. Infrequent recognition increases the likelihood of a staff feeling undervalued in his/her role.

As an example:

Staffs maybe doing a great job on a daily basis; but his excellent work only get recognized once per year. That recognition's impact will be severely diminished.

If the Staff is recognized on the spot for only one of the contributions he makes each year, countless contributions will go unrecognized and unrewarded. This provides little or no external motivation for the staff to continue working at a top level. It may also fail to provide the necessary intrinsic motivation a staff may get by understanding the purpose behind his daily running to work and the impact it has on his team.

Frequent recognition helps encourage a staff to continue putting forward a consistently exceptional effort, by providing a constant reminder that the work put in the system is valued.

Specific

It is important to call out and recognise specific contributions because staff members need to know which contributions they make and are seen as most valuable. A pat on the back and a quick “excellent job yesterday for ensuring that all the committee papers were reviewed without errors” is with intangible value and gives the staff some critical feedback regarding his work performance. Such recognition may unveil to the recipient that contribution is genuinely appreciated and that attention to details is considered as a valuable asset for the University’s success.

A staff will be more likely to leverage his exceptional attention to detail in the future, to the benefit of other colleagues.

Visible

Although private recognition is effective, public recognition offers more advantages. Being recognised publicly often magnifies its impact, and gives other colleagues the opportunity to join in the recognition.

Generally, visible recognitions provide examples of commendable behavior, actions, and contributions that others can repeat.

For example: A staff deploys a student verification exercise where several minutes are saved because no student spends more than two minutes.

The Head of department/unit may reference the process and make a comment that it is saving time for thousands of customers, and that is of great value to the University in terms of efficiency.

The member of staff gets the satisfaction that the smart fix is appreciated, and work colleagues are given an example of the type of great work the University values.

RECOGNITION PROCESS

Heads of departments/units and Deans of faculties are responsible for making the case for awards. The case for recognition should be well articulated and clearly show how the individual or team met the criteria set out above.

Where an individual believes he/she has a case, he/she should speak to the Head of department/unit, Dean or HR.

Decision making

For awards to be of great value, individuals will not normally be awarded through this scheme more than once in a year, and one-off payments should not become a regular form of payment. Where outstanding contribution is sustained the individual should be considered for an award under the Reward Scheme.

Document Control

This policy becomes operational as soon as approved by Court. It will be monitored and reviewed by Human Resources where appropriate. In the event of any legislative or other changes (e.g. to University strategy or best practice), it will be revised in consultation with appropriate stakeholders.

Sources and References

Makerere University Policy
University of Leeds Policy

DELEGATIONS POLICY AND PROCEDURES

POLICY STATEMENT

The *Universities Act 2005* under section 20 establishes the University Court as the highest administrative authority of the University. The Court has the responsibility for the control and management of the affairs and concerns of the University. Court is the ultimate legislative authority of the University, with power to make rules and to facilitate the educational and research mission of the University.

The Vice-Chancellor and Principal shall be the chief academic and administrative officer of the University and shall be responsible generally to the Court and the Senate for maintaining and promoting the efficiency of the University.

Court is responsible for governance matters affecting the University, while the Vice-Chancellor and Principal is responsible for the management and administration of the University, including general supervision over the staff and students of the University.

1. PURPOSE

To provide clear principles and a framework for the delegation of functions within the University

2. Objective

The objective of this policy is to ensure delegation of duties, powers and functions is:

- (a) properly governed, recorded and accessible;
- (b) exercised in accordance with relevant University policies and legislation.

3. Scope

This policy applies to the University, including University staff and committees.

4. Authority

This policy is made under the *Universities act 2005* and supports compliance with University legislation.

5. Delegation and Modalities for Delegation of Authority:

Delegation is the act by which the authorising officer shall confer powers on a senior faculty or member of staff. Action required by the Vice-Chancellor and Principal, Deputy Vice-Chancellor, Registrar, Director, HR and/Deans/ Directors as part of these policies, may be delegated in writing to an appropriate nominee. All such delegation must be reported to and recorded by the Registrar.

There shall be three types of delegation described below:

(i) Statutory Delegation:

This is the action by which a statutorily appointed authorising officer delegates powers to another officer in that officer's functional area.

(ii) Lateral Delegation:

This is the action by which a statutorily appointed officer delegates powers to another officer.

(ii) Sub-delegation:

This is the action by which some of the functions of a statutorily appointed officer are delegated to a directorate, department or unit. A senior member or unit head may also delegate to other senior members down the line through this act of delegation.

6. Application of Delegation to the University of Sierra Leone

(i) The DVC of each college shall perform his/her duties according to the provisions of the Laws and Statutes of the University of Sierra Leone. He/she may delegate some of his/her functions to a Deputy (where applicable) or a Dean in the absence of a Deputy.

(ii) Such delegation shall not be general; all duties of confidential nature or with a bearing on professional confidentiality/secretcy must be excluded. Delegation may also be limited to the area of expertise of the senior member/unit head being authorised to carry out specific duties.

(iii) Delegation and withdrawal of signatory or other authority must be in writing. It must clearly state the limitation cited above or any other limitations applicable. The Registrar and all the departments/units of the College must be notified of such authorisation and its withdrawal.

(iv) In the absence of a Dean or Director, the Deputy Vice Chancellor of the College shall take all the necessary measures to ensure that duties relevant to a School/Institute/Department/Unit are dealt with in a professional manner.

7. Procedural principles

Instruments of delegation

7.1 Delegations not reflected in University legislation may be recorded in one of the following instruments:

written terms of reference of the relevant committee where the delegation is continuing;

- (b) in policy;
- (c) in terms and conditions set in employment contracts;
- (d) in a specific instrument set by the University Registrar; or
- (e) in an approved schedule or schedules of specified delegations.

7.2. The University Registrar must ensure that the schedule or schedules in 7.1(e) for Court and Vice-Chancellor and Principal delegations are accessible, current and reviewed by the appropriate delegator at least annually.

7.3. When a policy requires a change in any delegation, this should be noted and requested as part of the approval process for the policy.

Exercise of delegations

7.4 Exercise of delegation must be in accordance with:

- (a) University legislation;
- (b) policy, including policy regarding conflict of interest; and
- (c) the instrument of delegation, including any set limits or conditions.

7.5 In the case of specified delegations by the Vice-Chancellor and Principal, where there is a sub-delegation by a line manager, the line manager must ensure:

- (a) the sub-delegation is at or below the financial level of the delegation of the line manager.
- (b) the delegate understands the delegated responsibility including any limits, conditions or policy related to the exercise of the delegated duties, powers or functions; and
- (c) the delegate is appropriately qualified.

7.6 To avoid doubt, nothing in 7.5 prevents the authoriser setting limits or conditions on a delegation.

7.7 If Court delegates or confers its duties, powers or functions, they must be in writing.

7.8 The exercise of a delegation is restricted to responsibilities within the portfolio area managed and administered by the delegate.

7.8 A delegate must exercise all powers, duties and functions within the budget of the area managed by the delegate unless otherwise stated in the instrument of delegation.

7.9 A delegate exercising a specified delegation is certifying that current and ongoing funding is available.

7.10 Unless otherwise stated, a delegation to approve a contract includes delegation to sign and negotiate the contract.

7.11 A Vice-Chancellor delegation held at a nominated management level is also held by all higher level managers in the delegate's reporting line.

7.12 Where a delegate is not available to exercise delegated responsibility due to absence, the delegate's supervisor may exercise the delegated authority.

7.13 In accordance with the Universities Act 2005, duties, powers and functions conferred on the Vice-Chancellor and Principal may be:

- (a) delegated to an appropriately qualified staff member or committee of appropriately qualified staff
- (b) sub-delegated unless expressly prohibited in the instrument of delegation.

7.14 Delegations of duties, powers and functions must:

- (a) reflect the operating model of the University;
- (b) be to a position rather than a person;
- (c) be assigned to a level no lower than where staff are capable of making or taking the necessary decisions and actions effectively and efficiently;
- (d) be reviewed at intervals that ensure such delegations are consistent with University legislation, appropriate, documented and observed; and
- (e) in the case of specified delegations, be recorded in a delegation schedule or schedules that are accessible to staff.

7.15 Delegations that authorise financial transactions and agreements involving a significant monetary commitment must not permit the delegate to exercise the full authority of the delegator.

7.16 Unless otherwise stated, delegations made to a position are made to a person acting in the position.

7.17 A delegation in writing may be revoked by the delegating body.

8. Roles and responsibilities

<i>Role/Decision/Action</i>	<i>Responsibility</i>	<i>Conditions and limitations</i>
Maintain schedules of specified delegations	<i>University Registrar</i>	
Ensure exercise of delegation is compliant with this policy	<i>Authoriser of delegation</i>	Applies to Vice-Chancellor delegations
Ensure exercise of delegation is compliant with this policy	<i>Delegate</i>	

9. Definitions

Act means the Universities Act 2005.

Specified delegations means:

- (a) Court delegation to those in University legislation
- (b) Vice-Chancellor and Principal delegation of his or her powers, duties and functions regarding employment, financial, contract approval, policy approval, overall business operations advancement, legal proceeding, risk management and insurance activities of the University.

University legislation means the Act, the University statute and University regulations made under the Act.

REVIEW

This policy may be reviewed annually.

Sources and References

Universities Act, 2005

Makerere University Policy

CONFLICTS OF INTEREST POLICY

Policy statement:

Staff members of the University of Sierra Leone must disclose and avoid actual and perceived conflicts of interest or commitment between their University responsibilities and their external activities. Depending on the circumstances, staff participation in activities in which a conflict or perceived conflict of interest exists, may be prohibited or permitted but affirmatively managed.

The intention of the policy is not to unreasonably limit external activities, but instead seeks to emphasize the need to disclose conflicts and potential conflicts of interest or commitment, to manage such conflicts and to ensure that the University's interests are not compromised.

Purpose

The purpose of this policy is to ensure that all University of Sierra Leone staff members recognize and avoid conflicts of interest as well as disclose and manage any conflict of

interest or commitment they may have and act in a manner consistent with their responsibilities in the employment with the University.

As a primary condition of employment, all University staff have a duty to act in the best interest of the University with regards to matters arising from or related to their employment and other University activities. In effect, the duty implies that staff must not engage in external activities that interfere with their obligations to the University, damage the University's reputation, compete with the University's interests, or compromise the independence of the University's research and business activities, or may reasonably be seen as doing so. Staff members must not profit or gain advantage from any external activity at the University's expense or engage in external activities under circumstances that appear to be at the University's expense.

SCOPE

This policy applies to all staff members of the University of Sierra Leone (faculty, staff, and students) who are in a position to influence or commit University resources.

Actual or Potential Conflict of Interest

An actual or potential Conflict of Interest may arise from a situation where the duties and responsibilities of a member of staff are or could be compromised by some personal, financial, academic interests or other professional considerations against the individual's objectivity, professional judgment, and integrity. This may include staff-staff, staff-student, staff-stakeholders relationships as referenced in basic ethical behavioural standards and other policies within the University of Sierra Leone. Such activities of a member of staff may or could interfere with staff member's fulfillment of employment obligations.

Activities of staff members outside their employment with the University may or could lead to financial or other material benefits for the staff. This if not done with the necessary guidelines may directly or indirectly result to potential or actual reputational loss or damage to the University.

In addition to situations that clearly give rise to an actual Conflict of Interest, Individual members of staff are also cautioned to consider gray areas that might create the perception of a potential for a Conflict of Interest. Perceived or potential Conflicts of Interest may be said to exist in a situation where a staff member of the University, a family member of the individual, or a close personal relation has financial interests, personal relationships, or professional associations with an individual or outside organisation, such that his or her activities within the University could appear to be influenced by that interest or relationship.

It is therefore, imperative, that all staff members of the University of Sierra Leone be committed to identifying and avoiding situations and activities that constitute a Conflict of Interest in the exercise and execution of their duties for the University. Any activity, situation or relationship which may tend to create the perception of a potential for a Conflict of Interest must be identified and managed appropriately.

The responsibility for avoiding a conflict of interest, in the first instance, lies with the individual staff member. If a conflict of interest situation arises, the staff should disclose the conflict of interest, in full, and seek a resolution. He/she must then take no part in the matter(s) relating to that interest unless and until such time as the potential

conflict is resolved.

The University reserves the right to determine a conflict of interest in its own best interest.

Definitions:

Staff: All part-time, associate and full-time faculties and staff members including officers who are not primarily academics within the University.

External activity: outside financial, business, political, professional, public service and academic activities.

Business activity: the full spectrum of University commercial activities, including but not limited to purchasing, selling, hiring, contracting, investigating, licensing, and leasing.

Financial interest: anything of monetary value, including but not limited to, compensation, payments for service (e.g. consulting fees or honoraria), royalties, equity or ownership interests and intellectual property rights.

Conflicts of commitment: when a staff's external activities (e.g., consultation arrangements, service on boards, leadership positions in external organizations) involve a dedication of time or other obligations that interfere with the staff's fulfillment of University responsibilities or when a staff uses University resources for external activities without appropriate authorization.

Relative: the spouse, domestic partner, and, whether by blood, adoption, marriage or domestic partnership, the child, parent, grandparent, sibling, grandchild, aunt or uncle, niece or nephew, or any person residing in the immediate household (or the household of the spouse or domestic partner of any of these relatives) of the University staff, or his or her spouse or domestic partner.

Guidelines:

The key to recognizing and dealing with Conflicts of Interest is disclosure. A staff must fully disclose any external activity or financial interest of the staff or relative that would reasonably appear to be affected by or to affect the staff's decisions, actions or participation in University business activities. Accurate disclosure and consultation regarding actual, potential, or perceived Conflicts of Interest is in the best interest of both members of staff and the University. A member of staff should endeavor to swiftly make a disclosure to the administration on an annual basis and also as and when the staff member has discovered or suspects that an actual, potential, or perceived Conflict of Interest exists or could arise from a situation or activity of that staff member, their family member, or a close relation, including situations or activities that are reasonably foreseeable or are anticipated. This requirement applies to but is not limited to Conflicts of Interest arising out of a staff member's, family's, or close relation's association with a Third Party Organization.

If a staff or relative of a staff happens to be engaged in an external activity or has a financial interest then full disclosure is necessary if: (i) there is a chance that the interest or activity could reasonably appear to affect the staff employee's decisions, actions or participation in University business activities; (ii) or there is a chance that the staff member's job duties or participation in other University activities could reasonably appear to affect the external activity or the interests of the external body in which the staff member or relative has a financial interest.

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A staff must also immediately disclose when they provide non-University related services to another body such as a corporation, business, association, government agency or nonprofit organization as an officer, director, owner, agent, consultant, or employee when the services may involve the commitment of time during business hours or otherwise conflict in any way with the University's interests or their responsibilities to the University.

All disclosures required by this policy shall be in writing to the Registrar, copied department/unit head and the Vice Chancellor and Principal as soon as a staff becomes involved in covered external activities, aware of an actual or potential conflict of interest or involved in a sexual, romantic, or external business relationship. Disclosures should provide details such as the nature of the external activity or financial interest, expected or actual role in the external activity, and whether there is compensation or other financial remuneration associated with the external activity. The Registrar shall respond in writing acknowledging the disclosure and caution the staff to be guided by the policy.

At a minimum, the staff must: (i) address the external activity, interest, or commitment in such a way that it will not interfere with the interests of the University, (ii) ensure that he/she does not participate in making decisions on the University's behalf, which the external activity, interest, or commitment may cast aspersion on the fairness or integrity of the University's business dealings. (iii) If the Conflict of Interest or commitment relationship involves the Vice Chancellor and Principal, disclosure shall be made to the University Court.

All staff, who fully well or reasonably know that they have a financial interest in (i) a familial relationship with, or (ii) a relative who has a financial interest in, an individual or body with whom the University is engaged or is actively considering engaging in a business activity, must disclose the interest or relationship and shall not act on behalf of the University or otherwise participate in, or seek to directly or indirectly influence, any University decision or transaction regarding or related to that individual or body.

Although the University does encourage full staff participation in professional, charitable, community, government, and other public service organizations, which can be beneficial to the staff and the University, yet the staff should not allow external activities to interfere with fulfilling their responsibilities to the University. To avoid conflicts of commitment all external activities involving a significant time commitment during business hours or other obligations that may impact fulfilling responsibilities to the University must be disclosed to the department/unit head, Deans, DVCs or the Vice Chancellor and Principal who may approve the external activity if it advances or otherwise serves the University's interests.

Staff members should by all means refrain from external activities involving personal gain or financial benefit for themselves or relatives, in which they use, appear to use or likely have the opportunity to use, confidential information or special knowledge gained as a result of their employment by the University and/or participation in other University activities.

Staff members must use confidential information consistent with confidentiality and should refrain from unauthorized disclosure of non-public information concerning the

USL ADMINISTRATIVE AND HUMAN RESOURCE POLICY

University's business activities, including but not limited to purchasing and contracting activities.

Members of staff should not engage in the unauthorized use of University resources for personal benefit or for the benefit of any other person or external organization.

In giving and receiving of gifts or entertainment, staff members should exercise sound judgment. It is advisable to discourage personal gifts and favors from individuals and bodies with whom the University engages in business activities or is considering engaging in business activities. Personal gifts which appear not to be of nominal value should be declined or returned to avoid any appearance or suggestion of improper influence. Likewise, entertainment or travel with a more than nominal value paid for by an external individual or body should first be disclosed to the department head who may recommend for approval to the Vice Chancellor and Principal of the University.

Staff members should not make participate in or attempt to influence other University staff member's decisions in University business activities involving a relative or close friend.

Members of staff should avoid favoritism or the appearance of favoritism which may be associated with making employment or business decisions related to a person with whom the staff employee has a romantic, sexual or external business relationship. A staff must disclose a personal, romantic, sexual, or external business relationship if it appears to create a conflict of interest or casts doubt on the fairness or integrity of the University's employment or business decisions. Additionally, a staff may not make, participate in, or attempt to influence employment or other business decisions involving a person with whom the staff member has a sexual or romantic relationship.

Staff members are strongly encouraged to disclose any other financial interest or external activity that could present an actual conflict of interest or commitment, or might reasonably be perceived to create a conflict of interest or commitment. Disclosure is a key factor in protecting one's reputation and career from embarrassing or harmful allegations of inappropriate conduct. Staffs are encouraged to seek guidance from their supervisor or HR even if their situation is not directly covered by the disclosure obligations in this policy.

Failure to disclose a conflict of interest

Failure to disclose an actual or potential conflict of interest or commitment or cease involvement in the situation until the conflict has been resolved constitute a breach or violation of this policy and may result in corrective action or disciplinary measure up to and including termination or dismissal. In determining whether disciplinary action is appropriate, consideration will be given to the extent to which the staff member was aware of the actual or potential conflict of interest and/or made a reasonable decision not to declare it.

Staff members represented by a bargaining agreement may be governed by the appropriate Union agreement.

This policy may be renewed biennially.

Sources and References

The University of Edinburg

University of Southampton

Action Aid International, Sierra Leone Human Resources & Organizational Development Policy & Manual, July 2015

HONORARY AWARDS POLICY AND PROCEDURE

1. POLICY STATEMENT

1.1 Periodically, the University of Sierra Leone will confer honorary awards on people primarily for the purpose of recognising their outstanding contribution to the University in particular and the Sierra Leonean community in general. The cardinal intention is for the process to make a substantial contribution to elevating awardees as role models for contemporary young people and the graduands of the University.

2. PURPOSE

2.1 The purpose of this document is to provide details of the honorary awards offered by the University of Sierra Leone, the guidelines, nomination and approval processes. It also provides details of the privileges offered to the recipients.

3. SCOPE

3.1 This document applies to a Senate or Court member who will be desirous of submitting a nomination for an Honorary Award of the University.

3.2 It is intended that this process will highlight the many and varied achievements of individuals in a cross section of professions and fields of endeavour.

3.3 The University may confer an award for meritorious and active service to someone over and above that which would normally be expected of a person in a particular discipline or position and/or as recognition of contribution to the teaching, learning, research, creative work or management of the University.

3.4 The University may confer the degree of:

Honorary Doctor in a particular discipline area

Honorary Doctor of Civil Law

4. CRITERIA FOR THE AWARDS

4.1 Honorary Doctor in a particular discipline area:

The University will confer this honorary degree primarily for:

distinguished contribution to a particular branch of learning which is at least equivalent to the standard of achievement and skill acquired during doctoral studies.
exceptional service to the professional and public life of the particular discipline, and/or the nominee's initiative, leadership or distinction in the particular discipline.

4.2 Doctor of Civil Law:

The University will confer this honorary degree on the basis of exemplary and distinguished performance, taking into account "A" as a prerequisite and at least one condition each from "B", "C" and "D".

A. *Significant contribution to improving the image of the University or the Country.

B. Development and growth of the University of Sierra Leone

distinguished contribution to scholarship.

significant contribution to University development.

significant contribution to industrial, economic and educational development particularly through inventions and technological innovations.

C. Contribution to improving the Human Condition

significant contribution to intellectual, cultural and environmental development nationally.

dedicated demonstration of philanthropy to humanity.

exemplary demonstration of leadership in community development issues.

D. Performance in Public Service

significant contribution and dedicated service to national unity and international peace.

distinguished long service to the nation.

exemplary demonstration of integrity and an unblemished career in the public or private sector.

5. PRIVILEGES OF THE AWARD

5.1 Recipients of the University of Sierra Leone honorary award will be:

- admitted to the position at a University congregation ceremony or other appropriate function.
- eligible for membership of the University Library
- accorded special guest status at certain official University functions, and entitled to wear the academic dress of the University on ceremonial occasions.
- invited to all future congregation ceremonies and are entitled to join the academic procession.
- exclusively titular; they confer no rights on the recipients and carry no formal academic qualification. They are only a means by which The University acknowledges an individual's outstanding scholarly achievements, community service and/or service to the University.

- entitled to cite the official award abbreviation but should note the honorary status of the award/title. Honorary award/title may be cited either in full or in shortened form, but not in a mixture of both forms.

6. POSTHUMOUS AWARDS

6.1 The University may confer awards posthumously as a mark of the University's respect for a person's past achievements, contributions and eminence.

6.2 Should a nominee dies before the promulgation of the selection; the Honorary Degrees Committee will consider whether the award should be made posthumously.

6.3 In the event of a posthumous award, the next-of-kin may nominate a representative to attend the congregation ceremony, and receive the citation. The representative shall not wear the academic dress for the award but may wear any academic dress to which he/she is entitled.

7 NOTE

7.1 The conferment of an honorary degree has the potential to bring outstanding recognition to the University or bring the same into disrepute, and/or create the perception that earned degrees are valued / undervalued. It is imperative, therefore, that in assessing the merit of an application, the Committee should exercise great caution in cases where the candidate:

- has violated human rights at a point in time.
- is a serving politician, either elected or titular.
- is serving in the public service
- is perceived as receiving payment-in-kind for services rendered to the University.

8 PROCEDURES

Nomination process

- nomination is limited to one candidate per Senate or Court member.
- nomination shall be submitted with all supporting information and at least two written references; one of those written references from persons who have a prominent standing in the same field of endeavour as the candidate.
- the candidate's bio-data shall be submitted at the time of nomination.
- nomination must be submitted to the Registrar in sealed envelopes clearly marked "CONFIDENTIAL".

- the nomination must remain confidential and the candidate should not be informed of the nomination.
- violation of any of the above shall result to the nullification of the nomination.
- honorary degrees shall be conferred at a congregation.
- the University reserves the right to withdraw the honorary degree already conferred for good cause.

After verification of the details, all nominations shall be considered by the Honorary Degrees Committee, which may recommend the award to Senate for further scrutiny and finally to the University Court for approval. The decision of Court is final.

9. PREPARATION OF THE CITATION

9.1 The Public Orator of the University of Sierra Leone will prepare a draft citation and seek input from other relevant personnel within and out of the University. The citation shall be approved by Court prior to it being printed for presentation at the congregation ceremony.

10. CONFERRING OF AWARD

10.1 Honorary degrees will normally be conferred at a University congregation ceremony or in absentia if attendance at a congregation ceremony is not possible.

10.2 When Court has approved the awarding of an honorary degree, the Registrar will forward the official notification from the Chancellor to the honorary award recipient advising the honorary award and suggesting an appropriate congregation ceremony for conferral. Copies will also be forwarded to other relevant authorities.

10.3 Honorary degree recipients are provided with the appropriate academic dress and a citation is given at the ceremony.

Sources and References

USL guidelines for nominating candidates
CQ University policy, Australia

POLICY ON AWARDING THE TITLE PROFESSOR EMERITUS/EMERITA

The title Emeritus/Emerita Professor is an honorary title which recognises distinguished academic and meritorious service to the University of Sierra Leone by a Professor retiring from the University. This is a prestigious award and therefore should be taken very seriously and not conferred lightly; it recognizes the value an individual has earned due to their record of teaching, research and community service. It may be conferred upon fully retired Professors who meet the eligibility criteria and following formal recommendation to and approval by the University Court.

1.0 Purpose

The primary purpose of appointment of a person as Professor Emeritus/Emerita is to retain an academic who has attained his or her mandatory retirement age under the existing Employment Policy of the University.

2.0 Functions

Essentially, the functions of a Professor Emeritus/Emerita shall be:

- i) Mentoring
- ii) Continuous creation of knowledge in his/her area of specialisation
- iii) Promotion of research and publications in refereed journals

3.0 Criteria

The honorary title of Professor Emeritus/Emerita may be conferred on an individual upon meeting the following criteria:-

A person who holds the rank of a full Professor at the time of retirement.

A person who has rendered a minimum of ten (10) years of continuous distinguished academic service to the University of Sierra Leone.

*A person with a strong teaching record who possesses a reputation as a scholar in research and publication at the time of retirement shall be considered as one who has demonstrated a distinguished academic service.

A person who has demonstrated capacity to contribute to Academic Life of the University through attracting funding.

4.0 Nomination Guidelines

Candidates must be selected using the following guidelines:

tangible evidence of excellence in teaching, including graduate and postgraduate student supervision, and/or creative work.

proof of awards, students evaluation, peer reviews, testimonial from former students, a record of course and curriculum development.

- iii) evidence of excellence in research, scholarship and awards and recognitions; refereed publications, invited lectureships and assessorships, success in grant and other competitions, and testimonials by peers.

4.1 Nomination Procedures

(i) The academic staff of the relevant department must initiate nomination for Professor Emeritus/Emerita. The proposal will be submitted to the Faculty board for initial consideration.

(ii) The nomination must be accompanied by the following information:

- (a) The name and current address of the candidate.
- (b) Detailed curriculum vitae and other supporting/relevant documents.
- (c) Pertinent references, articles/names.
- (d) A resume justifying the need for the candidate to be considered for the title of Professor Emeritus/Emerita.

(iii) Recommendations from the Faculty board should be submitted to Senate for further consideration.

If in the opinion of members present in Senate the award is merited, recommendation is made to the University Court for approval.

The decision of Court is final.

5.0 Length of Term

The appointment of Professor Emeritus/Emerita is for life, subject to University standing regulations on conduct and performance.

6.0 Acceptance and Receipt of the Title “Professor Emeritus”

A letter of appointment shall be sent to the selected candidate by the Registrar after University Court approval.

Sources and References

Makerere University policy
Seton Hall University policy

Policy on Conflict Management

Conflicts are unavoidable in a work place and therefore active resolution is of great importance in order to maintain and promote a fair and productive work environment for all University staff.

It should be noted also that conflicts can result in employee dissatisfaction, reduced productivity, poor service to clients, absenteeism, increased employee turnover, increased work-related stress based on claims of harassment or a hostile work environment. In addition to the productivity and cost benefits of timely conflict resolution, employee morale is higher when employees believe there is a fair and consistent process, which goes beyond their immediate supervisor, for dealing with conflict.

All members of staff and supervisors are encouraged to robustly maintain and utilize effective communications and responsible decision making in order to promote and

sustain a civil and humane workplace. Resolution of conflicts or disputes must be done with reason and conscience. The University of Sierra Leone provides diverse mechanisms to facilitate the management and constructive resolution of conflict situations involving staff when workplace conflicts arise.

Both formal procedures and informal conflict resolution mechanisms are provided. Staff members are encouraged to use informal resolution whenever appropriate. When staff use multiple fora to raise seemingly non-grievable issues (as defined by the applicable grievance procedures), the University may, upon consultation with the staff member, designate one to be the primary forum appropriate for final resolution of the situation.

Legal requirements

Harassment can be a source of conflict, and organizations have a legal responsibility to provide a harassment-free work place. Reference could be made to the policy guidelines on harassment and the work environment.

An informal complaint process:

An informal complaint process involves discussing the issue with an immediate supervisor to collaboratively understand and resolve work related issues with co-workers or the supervisor. The procedures may outline specific steps and objectives, communication styles and behaviours that employees and supervisors should use in order to effectively resolve conflicts in the informal complaint process.

A one-up review:

A one-up review involves discussing the issue with the one-up supervisor, again to collaboratively understand and resolve work related issues.

A formal complaint process:

A formal complaint process involves making a formal (written or oral) complaint to the HHR or the Registrar), who then conducts an investigation of the complaint and recommends a resolution. It is important to outline the scope of the investigation, and how issues of confidentiality will be handled during this process. Confidentiality can be a particularly sensitive aspect of conflict resolution resulting from harassment complaints (refer to harassment policy guideline.)

As a final step in the formal complaint process the Vice Chancellor and Principal may be involved.

Mediation:

Mediation is a process involving an objective third party. The mediator (the objective third party) is often the HHR or another staff specially trained in conflict resolution, or can be an external professional mediator. The mediator guides the conflicting parties in considering alternative resolutions.

Negotiation:

This is most commonly used in the unionized environment. Arbitration is a process involving a professional arbitrator who considers both sides of a conflict and issues a binding decision. Arbitration is usually a costly process, and as such may not be a viable option. A cost benefit analysis should be conducted to determine the value of using arbitration, rather than other legal actions, to resolve conflicts. Arbitration is a lengthy, difficult and costly process. At the end of the process, the parties have relinquished control to a third party and the prescribed resolution may be less than favourable. Arbitration should always be a last resort when resolution by every other possible means has reached an impasse.

Implementing conflict resolution:

Conflict resolution is a skill based in good communication practices and an understanding of interpersonal dynamics - therefore, successful implementation of conflict resolution policies and procedures is often contingent on providing supervisors with appropriate training and coaching on the policy, procedures and interpersonal skills.

Grievance Procedure reference HR manual:

Outlines the procedure for dealing with a grievance

Outlines the procedure for submitting a grievance to arbitration

Problem Resolution:

Sets the tone for a positive work environment

List informal and formal conflict resolution and complaints procedures.

Together, the resources listed are intended to provide fair, thoughtful, and effective means to manage and/or resolve conflict situations, and thereby promote the work of the University. Working independently or collaboratively, these mechanisms constitute the system of conflict management for University staff (note references to HR manual.)

Sources and References

IPAM conflict management guidelines

The University of Iowa policy on conflict management