

## **NEW POLICY ON PROMOTION OF SENIOR ADMINISTRATIVE AND PROFESSIONAL STAFF**

We are happy to inform all Senior Administrative and Professional Staff that the University Council has approved a new policy for promotion of Administrative and Professional Senior Members.

Copies of the new Criteria for promotions as well as Guidelines for applying are attached for your study.

Hence, Senior Members in the Administrative and Professional class are now required to complete and submit the new Annual Performance Appraisal Forms in addition to any other documents of publications they might have prepared. The completion of the new Annual Performance Appraisal form is based on targets and objectives which have been previously agreed upon by the senior member and their Head of Unit.

Furthermore, Colleagues who apply for promotion are required to submit a brief report on work they have done so far, their major achievements and challenges as well as how they intend to contribute to the improvement of their Units when they are promoted.

For the avoidance of doubt, the list below is provided as a guide to potential applicants:

<b><u>Title</u></b>	<b><u>Comment</u></b>
Annual Performance appraisal Form	Mandatory
Completed Application Form	Mandatory
Curriculum Vitae and Supporting Documents	Mandatory
Brief report of work done so far, Key Achievements, Challenges recounted and Area of focus upon promotion.	Mandatory
Assessment by Head of Unit	Mandatory
Publications (if any)	Depends on whether Candidates has any Publications (Papers)

## **SENIOR MEMBER ADMINISTRATIVE AND PROFESSIONAL GRADES GUIDELINES ON ASSESSMENT FOR PROMOTION**

1. An applicant submits an application dossier to Head and notifies the Registrar of application.
2. Head completes confidential assessment section and forwards entire application dossier to the office of the Registrar.
3. A Review Panel of the RARC shall include an external assessor (expert in applicant's field of work) and the applicant's Head of unit.

3.1 The Review Panel would assess the merit of the application based on the following criteria

- a. Professional Competence and work output
- b. Leadership abilities and sense of responsibility. Premium will be given to these abilities when applying for promotion from SM3 to SM2 and SM2 to SM1
- c. General Contribution to the work of the University and
- d. Evidence of Community Service

3.2 Using the above criteria, the Review Panel would evaluate the following:

- (a) Annual Performance Appraisal Reports for the past four years (to be produced from employee file)

The Review Panel would accept an application for promotion for an assessment if the applicant has scored an average of 60 marks in the annual performance appraisal in the last four years and has had no disciplinary action taken against him/her for a serious offence over the last four years

- (b) Quality of Application, Curriculum Vitae & Supporting documents

The applicant is expected to submit a completed application form for promotion, curriculum vitae and supporting documents. To enable an assessment of an applicant's contribution to field of work, it is expected that the applicant would submit documentation of administrative/professional achievements through written reports, papers and memoranda on administrative/professional matters.

- (c) Assessment by Head of Unit

No marks are awarded for this assessment. The assessment is to be done by the current Head of the applicant.

The assessment shall focus on the following areas:

- Professional Competence and work output
- Leadership Abilities and Sense of Responsibility
- Relation with members of the University community and the public
- General Contribution to the work of the University
- Overall Assessment and Recommendation

- (d) Performance at an interview (where applicable)

The Panel reserves the right to interview the applicant.



**APPOINTMENT AND PROMOTION TO ADMINISTRATIVE AND  
PROFESSIONAL GRADES**

**22. Criteria for Promotion**

(1) An applicant for promotion to a Senior Member administrative/professional grade shall be eligible for consideration only if the applicant has

- (a) obtained an average of sixty (60) marks or more in the Annual Performance Appraisal Reports, and
- (b) Had no disciplinary sanction taken against him/her by the appropriate committee over the last four (4) years.

(2) The assessment of the application thereafter shall be based on the following criteria:

- (a) Professional competence and work output
- (b) Leadership abilities and sense of responsibility
- (c) General contribution to the work of the University and
- (d) Evidence of community service

(3) Using the above criteria, the Review Panel<sup>1</sup> shall evaluate the following:

**(a) Annual Performance Appraisal Reports**

The Review Panel is required to review the following in the evaluation of performance and the quality of applicant's work based on the Annual Performance Appraisal Reports for the last four (4) years prior to the application;

**i. Achievement of key performance objectives**

Key performance objectives set at the beginning of the appraisal period are evaluated for level of accomplishment. The objectives are related to the institutional goals.

**ii. Personal attributes and managerial skills**

This assesses the quality of candidate's work based on the following

- Professional competence
- Grasp of administrative/technical procedures and regulations
- Strategic leadership
- Initiative, resourcefulness and reliability
- Accountability
- Interpersonal relations
- Management of staff
- Integrity
- Confidentiality

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<sup>1</sup> A Review Panel of the Registry Appointments Review Committee (RARC) shall include an external assessor (expert in applicant's field of work) and the applicant's Head of unit.

**iii. Advancement of work or profession**

The Review Panel shall take account of the applicant's contribution to the development of his profession.

**(b) Application Forms, Curriculum Vitae & Supporting Documents**

These documents including written reports, papers and memoranda on administrative/professional matters shall be assessed for applicant's contribution to field of work. The documentation should bring out leadership skills, initiative and communication skills.

**(c) Assessment by Head of Unit**

An assessment from the Head of the applicant's Unit shall be required as part of the process. Comments by the Head shall focus on the following:

- Applicant's professional competence and work output
- Leadership abilities and sense of responsibility
- Relation with members of the University community and the general public
- General contribution to the work of the University

The Head shall make a recommendation as to whether the candidate should be promoted or not.

**(d) Performance at an interview (where applicable)**

**23. Registry Appointments Review Committee**

- (1) There shall be a Registry Appointments Review Committee appointed by the Vice-Chancellor for two years in consultation with the Registrar. Membership of the Registry Appointments Review Committee shall include representation from the different professions and reflect the various grades not below the grade of SM4. There shall be three (3) permanent members on the Committee namely, the Registrar, Director of Human Resource and Organisational Development and the Director of Finance. The Committee shall be made up of seven (7) members with the power to co-opt. A quorum of five (5) is required for business to be carried out.
  - (2) The Registrar is the Chair of the Registry Appointments Review Committee.
  - (3) The Committee shall consider the applications for appointment or promotion and forward the list of the applicants with its comments and recommendations to the Appointments Board. The Head of unit of the applicant seeking appointment or promotion shall be present during the review of the application.
  - (4) The Registry Appointments Review Committee shall be responsible for interviews of applicants applying for appointments or promotions, where required.
  - (5) The Registry Appointments Review Committee shall meet at least twice a semester.
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**24. Appointment to Level SM5**

- (1) Appointment may be made to the level of SM5. The requirement shall be a good first degree plus an advanced degree or an equivalent professional qualification with less than two years' relevant experience.
- (2) For professional groups where membership of a professional body is required for appointment, the applicant should have a good first degree, a second degree in a relevant field and should be on the last level of the professional examinations.
- (3) The appointment is for two years in the first instance, and exceptionally for a third year. The appointment shall normally be reviewed before the end of the second year and shall be terminated at the end of three years unless the employee can be promoted to a grade higher than that of SM5

**25. Appointment to Level SM4**

- (1) The requirements for appointment to Level SM4 are normally a first degree and either a Masters Degree or an equivalent professional qualification with a minimum of two years relevant experience.
- (2) The appointment shall normally be for six years, the first two years of which shall be regarded as probation period.
- (3) The appointment shall be reviewed before the end of the sixth year and may normally be renewed for no longer than three more years.
- (4) At the end of the ninth year the appointment shall terminate unless the Senior Member can be promoted to the next grade.
- (5) In exceptional circumstances, the Appointments Board may, on the recommendation of the Registry Appointments Review Committee, extend the appointment for a further period not exceeding two more years, at the end of which the appointment shall terminate unless the appointee can be promoted to the next grade.

**26. Appointment to Level SM3**

- (1) For appointment and promotion to the Level of SM3, the assessment shall be based on the criteria stated under Section 22 above.
- (2) Normally, administrative/professional Senior Members may apply for promotion after a minimum service of six (6) years including probation period.
- (3) The appointment shall be reviewed before the end of the sixth year and may normally be renewed for a period of up to six (6) years at a time.

**27. Appointment to Level SM2**

- (1) For appointment and promotion to the Level of SM2, the assessment shall be based on the criteria stated under Section 22 above.

- (2) For appointment to this grade, the candidate should have proven leadership and administrative abilities demonstrated by substantial and relevant working experience; evidence of ability to coordinate work of units, sections or teams; ability to initiate policies; and ability to mentor. This may be supported by written work.
- (3) Administrative/Professional Senior Members can apply for promotion after a minimum of six (6) years on the last grade.
- (4) The candidate shall be interviewed by the Registry Appointments Review Committee (RARC). Two External Assessors shall be required.
- (5) The appointment is tenured.

**28. Appointment to SM1**

- (1) For appointment and promotion to the Level of SM1, the assessment shall be based on the criteria stated under Section 22 above.
- (2) The candidate should have a record of outstanding leadership and administrative abilities demonstrated by substantial and relevant working experience; evidence of ability to coordinate work of units, sections or teams; ability to initiate policies; and ability to mentor.
- (3) Administrative/Professional Senior Members can apply for promotion after a minimum of six (6) years on the last grade.
- (4) The candidate shall be interviewed by the Registry Appointments Review Committee (RARC). Two External Assessors shall be required.
- (5) The appointment is tenured.