

The University of the West Indies is committed to propel the economic, social, political and cultural development of the West Indian society through Teaching, Research, Innovation, Advisory and Community Services, and Intellectual Leadership. An important aspect of this commitment is consistent, effective and straightforward review and evaluation. Annual reviews provide a mechanism by which to manage performance and target academic development efforts.

More specifically, the Annual Staff Review exercise is conducted for the purpose of :

- Recognizing academic growth and achievements;
- Improving individual performance for the benefit of staff, departments, sections, units and overall institutional effectiveness;
- Targeting individual professional growth for the upcoming year;
- Determining salary increases based on the performance; and
- Accomplishing the goals which support the mission of the Department, the Campus and the University.

Decisions taken in the Review exercise will normally take effect on August 1 of the following academic year.

GENERAL GUIDELINES

The decision on any conduct of appraisals/assessments together with the evaluation of the performance of staff shall not be based on attributes of the candidate that are irrelevant to professional performance such as age, disability, national origin, race, religion, or sex. In making these important personnel decisions, it shall be the general policy of the University to utilize peer judgment and base decisions on the criteria for evaluating performance as outlined in Ordinance 8:14 and as set out in detail below.

DEFINITION OF PERFORMANCE CRITERIA OUTLINED IN ORDINANCE 8¹

1.0 TEACHING

- 1.1 **Delivery of Teaching:** Lectures, tutorials, seminars, laboratory work, practicals, fieldwork (classroom practice, nursing simulation), clinical teaching (including ward rounds), supervision of undergraduate work, supervision of postgraduate work.
- 1.2 **Course Development:** Course evaluation, writing new courses, preparing lecture notes and case studies.
- 1.3 **Preparation for Teaching:** Materials preparation, development of lab manuals; preparation of course outlines; preparation of audiovisual materials; simulations, preparation of lab notes; UWIDEC: training, writing materials. Developing study guides etc.
- 1.4 **Preparation of Evaluation Instruments:** Designing appropriate instruments for getting feed back re student learning, and efficacy of material, approaches etc., e.g. tests, problem papers.
- 1.5 **Consultation with Students:** Pedagogy, feedback on assignments.
- 1.6 **Examination Duties:** Examination supervision within department but outside normal teaching time. Setting examination papers, attendance at examiners' meetings,

¹ Revised to incorporate comments from Academic Boards

- moderation of examination scripts.
- 1.7 **Co-ordination of Teaching:** Training of tutors, co-ordination of tutorial arrangements.
- 1.8 Administration of the Teaching Process: assisting HOD with timetabling, rooming, troubleshooting
- 1.9 Programme Design and Review
- 1.10 **General administrative duties;** personal planning time.

Indicators of Quality in Teaching

- (i) Selection for outstanding teacher recognition by the faculty and/or students
- (ii) Innovation in substance and relevance, including current advances in course content
- (iii) Development of effective and innovative educational methodologies and materials
- (iv) Excellent evaluation of teaching performance by student surveys, chairperson evaluation, other faculty members within and outside the candidate's department, and other mechanisms
- (v) Publication of acclaimed instructional material
- (vi) Innovative approaches to evaluate student performance
- (vii) Contribution to new curriculum development
- (viii) Ability to teach effectively at more than one level
- (ix) High demand as a speaker at professional meetings
- (x) High acclaim for continuing education activities
- (xi) Responsibility for extracurricular student scholarly activities
- (xii) Exceptional participation in student counseling
- (xiii) Special initiative in or development of new courses or significant revisions of existing courses, including preparation and use of materials
- (xiv) Sponsorship/directorship of independent research of pre-doctoral students, post-doctoral students, post-doctoral fellows and residents
- (xv) Effectiveness in the professional development of students and trainees
- (xvi) Organisation of and responsibility for programs and courses.

2.0 RESEARCH

Identification of problem, literature review, project formulation, fund seeking, data gathering, identification of technical support, team building, institutional co-operation

and capacity building, experimental and theoretical work, analysis, writing up and transfer of results to appropriate domains e.g. as social policy, or as industrial, medical, agricultural, scientific, environmental, and commercial development.

Presentations at workshops, seminars and conferences. Administration/management of the research process.

3.0 PUBLICATION

Dissemination to the public domain, of scholarly work individually or jointly authored (media include journal articles, monographs, curriculum materials, De materials, software, visual arts, audio, paintings etc.)

Indicators of Quality in Research and Publications

- (i) Quality and number of publications: papers in quality refereed journals are given the greatest weight. This includes publication of professional activities or collaborative efforts with other individuals in the laboratory, publication of case reports, and publication of new developments in the field. Publications must show evidence of independent research
 - a. Citation indices for publications in the last three (3) years
- (ii) Peer-reviewed extramural funding for research, including regional, industrial, and other sources
- (iii) Grant reviewer for national and international research organizations
- (iv) Invitation to present papers at major symposia and meetings, and active participation in workshops and research seminars
- (v) Exceptional contribution to the research of others
- (vi) Election to prestigious, limited-membership research societies in the discipline
- (vii) Evaluation of the nominee's research as outstanding by recognized academics at this institution and other institutions by assessing the significance, quality and originality of the nominee's research
- (viii) Innovations in modes of professional service especially within the professional faculties.

4.0 SCHOLARLY ACTIVITY

General reading and updating, attendance at conferences, acting as discussant at conferences, organizing seminars and conferences, scholarly networking, providing comments of the work of colleagues, reviewing scholarly papers/research, membership or editorial boards, committee work scholarly organizations, guest editorship.

Indicators of Quality in Other Scholarly Activities

- (i) Publication of monographs
- (ii) Publication of invited review articles or book chapters
- (iii) Editorship and/or service on the editorial board of major journals
- (iv) Reviewer of academic publications
- (v) Recognition from peers in the appropriate field such as fellowships, research awards, career development, publication awards, professional service awards or clinical investigator awards
- (vi) Organizing and/or chairing of major symposia and/or editorship of published conference proceedings
- (vii) Publication in non-refereed but widely recognized professional journals
- (viii) Authorship of books
- (ix) Development or improvement of scientific or other professional procedures which contribute to national and/or regional well-being
- (x) Development of innovative programs or procedures within a discipline

5.0 CONTRIBUTION TO UNIVERSITY LIFE

5.1 Departmental Duties: Mentoring and counseling students and staff, managing programmes and projects, assisting HOD with recruitment, admissions, orientation, registration and examination administration.

5.2 Contribution to Department, Faculty and University Administration:
 Preparation for the attendance at departmental, faculty and sub-committee meetings.
 Chairing and participating in University committees and activities (e.g. WIGUT, Academic Board etc.)
 Service as Head, Dean or Deputy Dean or other positions of responsibility.
 Liaising with schools, given careers advice.

6.0 PROFESSIONAL ACTIVITY

Contribution to the development of professional organizations through membership and participation in professional bodies (e.g. Association of Science Teachers)
 Contribution to the development of Professional journals
 Facilitation of professional linkages
 Provision of advice and technical support in an appropriate field (e.g. CXC, CAPE)
 Consultancies

Membership of technical committees at the local, regional and international levels
External examining at local, regional and international levels.

7.0 PUBLIC SERVICE

Any political, social or cultural activity which demonstrates a substantial and meaningful contribution to growth and development of the country or region.

Indicators of Quality in Professional and Public Service

- (i) Leadership roles in national, regional or international professional organizations
- (ii) Service on major government commissions, task forces or boards
- (iii) Leadership role in national and/or international academic societies, boards or foundations
- (iv) Service on specialist/technical/task forces and committees as chairperson
- (v) Attraction of significant external development support and contributions to external development efforts
- (vi) Evidence of peer group recognition for exceptional service-related accomplishments
- (vii) Advisor to students or community organizations
- (viii) Effective leadership in administrative roles within the Faculty or department, such as head of department or director of centre/unit
- (ix) Significant contributions toward the development, operation, and improvement of the department in particular, and the faculty/campus in general
- (x) Consultant with commercial firms, subject to established consulting guidelines

REVIEW OF ASSISTANT LECTURER

OVERVIEW

Members of staff in the grade of Assistant Lecturer are subject to a yearly review. The aim of this exercise is to give the Appointments Committee an indication of whether the Assistant Lecturer is engaged in research so that proper guidance and adequate warning can be given before their contracts come up for consideration at the end of three years. This is necessary as no Assistant Lecturer may be granted an extension of contract at the level of Assistant Lecturer beyond three years except in extenuating circumstances.

The following procedure applies to the Review of Assistant Lecturers:

- 1.** The **CAMPUS REGISTRAR** shall write to each member of staff concerned informing him/her that s/he will be considered for Review in the grade of Assistant Lecturer.
 - 1.1 The **CAMPUS REGISTRAR** shall provide to each Head of Department and copy to the Dean, a list of all department members eligible for review at the level of Assistant Lecturer.

- 2.** The **HEAD OF DEPARTMENT** shall, upon receipt of this list, invite the staff member to submit an updated curriculum vitae formatted according to the guidelines provided by the Campus Registrar (See Appendix I) (Members of staff should be assisted, if necessary, in preparing his/her curriculum vitae).
 - 2.1 Upon receipt of the updated curriculum vitae, the **HEAD OF DEPARTMENT** shall review the contents to ensure, insofar as s/he has been able to ascertain, that they are correct. Where the Head of Department has checked and determines the curriculum vitae to be correct, s/he shall endorse it.
 - 2.2 The **HEAD OF DEPARTMENT** then shall make an assessment of the performance of the member of staff and indicate whether his/her performance in respect of the criteria outlined above, is such as can be considered satisfactory for persons who are at the commencement of their academic careers. The assessment must be in the form of a report according to the format specified (**Appendix II**) and must conclude with the recommendation by the Head of Department. The recommendation which must be clearly stated and should specify whether the staff member should be promoted or be allowed to continue at the current level of appointment and the duration of any extension of contract recommended. In making his/her recommendation, the Head of Department should note that

*“ An Assistant Lecturer may be given accelerated promotion to a Lectureship after the first or second year or appointment if he or she has demonstrated ability as a teacher or researcher and has either completed research and can submit evidence of acceptance of publication since appointment or has since appointment been awarded a higher degree.” **Ord. 8:20 (a) (ii)***

2.3 Once the report on the staff member's performance is completed, the **HEAD OF DEPARTMENT** must afford the staff member the opportunity of examining the report and commenting on it.²

2.4 The **HEAD OF DEPARTMENT** shall indicate to each member of staff that signing is not deemed to constitute his/her approval of the contents of the document. Where a staff member is so informed and refuses to initial the report after having been given the opportunity to do so, a statement to that effect must be affixed to the document by the Head of Department and witnessed by another member of staff. A member of staff is allowed, should s/he disagree with the recommendation of the Head of Department, to make a submission clearly stating his disagreement. This submission should be made to the Dean and copied to the Campus Registrar. When this occurs, the Review Procedure outlined in **Appendix IV** applies.

2.5 Whether a staff member agrees or disagrees with the recommendation of the Head of Department, the **HEAD OF DEPARTMENT** is required to forward, not later than **May 31**, to the Dean of the Faculty, the following documents in the order listed:

2.5.1 The staff member's updated curriculum vitae dated and endorsed;
Curricula vitae not signed and dated by the Head of Department will be treated as inaccurate or misleading and therefore will not be accepted by the Registry.

2.5.2 The Head of Department's recommendation signed and dated by the staff member; and

2.5.3 Available student assessment form(s)

3. The **DEAN OF THE FACULTY**, upon receipt of the documents identified in 2 above, shall convene a meeting of the Faculty's Evaluation and Promotion Committee in keeping with the following guidelines:

(a) There shall be a core membership, which must have at least one representative from each Department; and within the total membership, at least one Professor, Senior Lecturer and Lecturer.

(b) When an individual case is being heard, there must be at least one representative of the staff member's discipline and two representatives of the staff member's grade level.

(c) The departmental and grade level representatives shall be elected for three years.

(d) It shall be the Dean's responsibility to ensure that a representative of the staff member's discipline is present at the meeting.

² Each document relating to the staff member's academic/professional performance that is submitted by the Head of Department must be signed and dated by the staff member as evidence of having read the document.

- (e) Depending on the membership of a particular Faculty Committee, it may be necessary to elect panels of persons in the different grade levels and disciplines. In this way, there would be an available pool of persons from whom to choose the representatives on the Faculty Assessing Committee as each individual case requires.
- 3.1 The **DEAN OF THE FACULTY** shall submit the information for the member of staff to the Faculty Evaluation and Promotion Committee.
- 3.2 The **FACULTY EVALUTATION AND PROMOTION COMMITTEE** shall conduct an assessment of the performance of the member of staff and indicate whether his/her performance in respect of the criteria outlined in Ordinance 8 and detailed on pages 1-5 above, in Appendix II, is such as can be considered satisfactory for persons who are at the commencement of their academic careers.
- 3.3 The **DEAN OF THE FACULTY** shall prepare a report of the Faculty Evaluation and Promotion Committee's assessment and recommendation.³
- 3.4 In addition to preparing the report of the Faculty Evaluation and Promotion Committee, the Dean shall prepare his or her own comments.
- 3.5 The Dean shall afford the staff member concerned the opportunity of examining both reports and commenting on them.
- 3.6 The **DEAN OF THE FACULTY** shall indicate to each member of staff that signing is not deemed to constitute his/her approval of the contents of the reports. Where a staff member is so informed and refuses to initial the reports, after having been given the opportunity to read them, a statement to that effect **must** be affixed to the document by the Dean of the Faculty and witnessed by a member of staff.
- 3.7 The **DEAN OF THE FACULTY** shall, once the above steps have been completed, forward to the Campus Registrar, the following documents in the order listed **no later than July 31**:
- 3.7.1 The staff member's updated curriculum vitae endorsed and dated by the Head of Department;
- 3.7.2 The recommendation of the Head of Department signed and dated by the staff member ;
- 3.7.3 Where applicable, the submission of the member of staff indicating his/her disagreement with the Head of Department's recommendation;
- 3.7.4 The Report of the Faculty Evaluation and Promotion Committee signed and dated by the staff member where applicable;
- 3.7.5 His or her own comments; and
- 3.7.6 Available student assessment form(s)

³ The assessment must be in the form of a report according to the format specified (**Appendix III**) and must conclude with the recommendation of the Faculty Evaluation and Promotion Committee. The recommendation which must be clearly specify whether the staff member should be promoted or be allowed to continue at the current level of appointment and the duration of any extension of contract recommended

ABBREVIATED WORKFLOW PROCESS - REVIEW OF ASSISTANT LECTURER

RESPONSIBILITY	STEP	ACTION	ROUTE	
			FROM	TO
Campus Registrar	1	Writes to each member of staff eligible for review	C/Reg.	Staff
Campus Registrar	2	Provides HOD and copy to Dean, the list of department members eligible for review	C/Reg	HOD& Dean
Head of Department	3	Invites each staff member to submit updated CV	HOD	Staff
	4	Reviews the contents to ensure that they are correct		
	5	If Correct: Endorses (move to step 6)		
	5(a)	If not Correct: Invites staff member to re-submit updated version (go back to step 4)		
	6	Makes an assessment of the performance of staff in accordance with Ordinance 8:14		
	7	Affords staff opportunity of reading and commenting on assessment	HOD	Staff
	8	If Agree: Staff must sign as evidence of having seen and understood the assessment (proceed to step 9)		
	8(a)	If Disagree: Staff must sign as evidence having seen and understood assessment (proceed to step 9). Nonetheless may pursue Review procedure (Appendix IV).		
	8(b)	If Does not Sign: Affixes statement to this effect and have witness (proceed to step 9)		
	9	Forwards to Dean along with CV and available student assessments	HOD	Dean
DEAN	10	Convenes a meeting of the FEPC		
DEAN	11	Submits Documents to the FEPC	Dean	FEPC

Faculty Evaluation and Promotions Committee (FEPC)	12	Conducts an assessment of the performance of the member of staff		
DEAN	13	Prepares a report of the FEPC's assessment and recommendation		
	14	Prepares his/her own comments		
	15	Affords staff member the opportunity of commenting on both his comments and the report of the FEPC.	Dean	Staff
	16	If Staff Agrees: must sign the assessment		
	16(a)	If Staff Disagrees: must sign the assessment		
	17	Forwards to Campus Registrar: updated CV, Recommendation of the HOD, Where applicable staff submission; report of FEPC, his or her own comments and available student assessment form.	Dean	Campus Registrar

RENEWAL OF CONTRACT (LECTURER/SENIOR LECTURER)

OVERVIEW

RENEWAL FOR THREE YEARS – A renewal of contract for three years is made solely at the initiative of the University. Tenure-track members of staff will need to have demonstrated reasonable progress toward meeting the performance criteria in order to be offered a renewal of contract. The University shall not renew the contract of a member of staff completing the first three years of service, unless that member of staff has shown evidence of diligence, competence and integrity (**Ref. Ord. 8:14 (a)**).

TENURE - Only members of staff who have completed at least six years' service may apply to be recommended by the Head of Department or Dean for consideration of extension contract on indefinite tenure. Indefinite tenure may not be conferred on any member of staff who has not served for a minimum of six (6) years on the staff of the University of the West Indies or in some other institution of higher learning approved by the Appointments Committee for this purpose; provided that six (6) years service shall not be construed as conferring entitlement to indefinite tenure. **Tenure shall be a mark of distinction which signifies the University's desire and commitment to retain a person in indefinite employment. A Staff member who has been recommended by the Department/Faculty for extension of contract on indefinite tenure must indicate his agreement in writing in order to be considered for such an extension by the Appointments Committee, Mona.**

The following procedure applies to the Renewal of Contract:

- 1.** The **CAMPUS REGISTRAR** shall write to each member of staff concerned informing him/her that s/he will be considered for a renewal of contract.
- 1.2** The **CAMPUS REGISTRAR** shall provide to each Head of Department and copy to the Dean, a list of all department members eligible for consideration for a renewal of contract.
- 1.2** Where the member of staff is eligible to be considered for a renewal of contract on indefinite tenure, the **CAMPUS REGISTRAR** shall invite the member of staff to indicate, through his/her Head and Dean, whether he/she wishes to be considered for tenure. Where a staff member fails to respond to the Campus Registrar by May 31, he/she will automatically be considered for a renewal of contract for three years.
- 2.** The **HEAD OF DEPARTMENT** shall, upon receipt of this list, invite the staff member to submit his/her updated curriculum vitae formatted according to the guidelines provided by the Campus Registrar (See **Appendix I**).
- 2.1** Upon receipt of the updated curriculum vitae, the **HEAD OF DEPARTMENT** shall review the contents to ensure, insofar as s/he has been able to ascertain, that they are correct. Where the Head of Department has checked and determines the curriculum vitae to be correct, s/he shall endorse it.

- 2.2 The **HEAD OF DEPARTMENT** must make an assessment of the performance of the member of staff and indicate whether his/her performance in respect of the criteria outlined, is such as can be considered satisfactory to warrant his/her renewal of contract (See **Appendix II**).⁴
- 2.3 Once the report on the staff member's performance is completed, the **HEAD OF DEPARTMENT** must afford the staff member the opportunity of examining the report and commenting on it.⁵
- 2.4 The **HEAD OF DEPARTMENT** shall indicate to each member of staff that signing is not deemed to constitute his/her approval of the contents of the report. Where a staff member is so informed and refuses to initial the report, after having been given the opportunity to do so, a statement to that effect should be affixed to the document by the Head of Department and witnessed by a member of staff. A member of staff is allowed, should s/he disagree with the recommendation of the Head of Department, to make a submission clearly stating his disagreement. This submission should be forwarded to the Dean and copied to the Campus Registrar. When this occurs, the Review Procedure applies (See Appendix IV).
- 2.5 Whether a staff member agrees or disagrees with the recommendation of the Head of Department, the **HEAD OF DEPARTMENT** is required to forward, not later than **May 31**, to the Dean of the Faculty, the following documents in the order listed:
- 2.5.1 The staff member's updated curriculum vitae dated and endorsed;
Curricula vitae not signed and dated by the Head of Department will be treated as inaccurate or misleading and therefore will not be accepted by the Registry.
- 2.5.2 The recommendation signed and dated by the member; and
- 2.5.3 Available student assessment form(s)
3. The **DEAN OF THE FACULTY**, upon receipt of the documents identified in 2 above, shall convene a meeting of the Faculty's Evaluation and Promotion Committee in keeping with the guidelines provided at **page 7** above.
- 3.1 The **DEAN OF THE FACULTY** shall submit the information for the member of staff to the Faculty Evaluation and Promotion Committee.
- 3.2 The **FACULTY EVALUTATION AND PROMOTION COMMITTEE** shall conduct an assessment of the performance of the member of staff and indicate whether his/her

⁴ A recommendation for an extension of contract for two years or less is intended to show dissatisfaction with the staff member's performance.

⁵ Every document relating to the staff member's academic/professional performance and conduct submitted by the Head of Department must be signed and dated by the staff member as evidence of having read the document.

performance in respect of the criteria outlined in Ordinance 8, is such as can be considered satisfactory to warrant his/her renewal of contract.

- 3.3 The **DEAN OF THE FACULTY** shall prepare a report of the Faculty Evaluation and Promotion Committee's assessment and recommendation. The assessment must be in the form of a report according to the format specified (**Appendix III**) and must conclude with the recommendation of the Faculty Evaluation and Promotion Committee. *A recommendation for an extension of contract for two years or less is intended to show dissatisfaction with the staff member's performance.*
- 3.4 In addition to preparing the report of the Faculty Evaluation and Promotion Committee, the Dean shall prepare his or her own comments.
- 3.5 The Dean shall afford the staff member concerned the opportunity of examining each of these reports and commenting on them.
- 3.6 The **DEAN OF THE FACULTY** shall indicate to each member of staff that signing is not deemed to constitute his/her approval of the contents of the report. Where a staff member is so informed and refuses to initial the reports after having been given the opportunity to do so, a statement to that effect **must** be affixed to the document by the Dean and witnessed by a member of staff.
- 3.7 The **DEAN OF THE FACULTY** shall, once the above steps have been completed, forward to the Campus Registrar, the following documents in the order listed **no later than July 31**:
 - 3.7.1 The staff member's updated curriculum vitae endorsed and dated by the Head of Department;
 - 3.7.2 The recommendation of the Head of Department signed and dated by the member ;
 - 3.7.3 Where applicable, the submission of the member of staff indicating his/her disagreement with the Head of Department's recommendation;
 - 3.7.4 The Report of the Faculty Evaluation and Promotion Committee signed and dated by the staff member;
 - 3.7.5 His or her own comments; and
 - 3.7.6 Available student assessment form(s)

**ABBREVIATED WORKFLOW PROCESS - RENEWAL OF CONTRACT
(LECTURER/SENIOR LECTURER)**

RESPONSIBILITY	STEP	ACTION	ROUTE	
			FROM	TO
Campus Registrar	1	Writes to each member of staff eligible for review	C/Reg.	Staff
Campus Registrar	2	Provides HOD and copy to Dean, the list of department members eligible for review	C/Reg.	HOD& Dean
Head of Department	3	Invites each staff member to submit updated CV	HOD	Staff
	4	Reviews the contents to ensure that they are correct		
	5	If Correct: Endorses (move to step 6)		
	5(a)	If not Correct: Invites staff member to re-submit updated version (go back to step 4)		
	6	Makes an assessment of the performance of staff in accordance with Ordinance 8:14		
	7	Affords staff opportunity of reading and commenting on assessment	HOD	Staff
	8	If Agree: Staff must sign as evidence of having seen and understood the assessment (proceed to step 9)		
	8(a)	If Disagree: Staff must sign as evidence having seen and understood assessment (proceed to step 9). Nonetheless may pursue Review procedure.		
	8(b)	If Does not Sign: Affixes statement to this effect and have witness (proceed to step 9)		
	9	Forwards to Dean along with CV and available student assessments	HOD	Dean
DEAN	10	Convenes a meeting of the FEPC		
DEAN	11	Submits Documents to the FEPC	Dean	FEPC

Faculty Evaluation and Promotions Committee (FEPC)	12	Conducts an assessment of the performance of the member of staff		
DEAN	13	Prepares a report of the FEPC's assessment and recommendation(s)		
	14	Prepares his/her own comments		
	15	Affords staff member the opportunity of commenting on both his comments and report of the FEPC.	Dean	Staff
	16	If Staff Agrees: must sign the assessment		
	16(a)	If Disagrees: Staff must sign the assessment		
	17	Forwards to Campus Registrar: updated CV, Recommendation of the HOD, Where applicable staff submission; report of FEPC, his or her own comments and available student assessment form.	Dean	Campus Registrar

CROSSING THE MERIT BAR (LECTURER)

OVERVIEW

The appropriate Appointments Committee shall decide, on the basis of the criteria outlined in Ordinance 8 and detailed in this text, whether a Lecturer who has reached the Merit Bar shall be permitted to cross. The Committee may, on the recommendation of the Head of Department **and** Dean, accelerate the crossing of the Merit Bar in the case of a member of staff who has shown exceptional merit.

The following procedure applies for persons who are to be considered for crossing the Merit Bar.

1. The **CAMPUS REGISTRAR** shall provide to each Head of Department and copy to the Dean, a list of all department members eligible for crossing the Merit Bar.
 - 1.2 Contemporaneous with preparing the list to the Head of Department, the **CAMPUS REGISTRAR** shall write to each member of staff concerned informing him/her that s/he will be considered for crossing the Merit Bar.
2. The **HEAD OF DEPARTMENT** shall, upon receipt of this list, invite the staff member to submit updated curriculum vitae formatted according to the guidelines provided by the Campus Registrar (See **Appendix I**).
 - 2.1 Upon receipt of the updated curriculum vitae, the **HEAD OF DEPARTMENT** shall review the contents to ensure that they are correct, insofar as s/he has been able to ascertain. Where the Head of Department has checked and determines the curriculum vitae to be correct, s/he shall endorse it.
 - 2.2 The **HEAD OF DEPARTMENT** then shall make an assessment of the performance of the member of staff and indicate whether his/her performance in respect of the criteria outlined in Ordinance 8, is such as can be considered satisfactory to permit crossing the Merit Bar (**See Appendix II**)
 - 2.3 Once the report on the staff member's performance is completed, the **HEAD OF DEPARTMENT** must afford the staff member the opportunity of examining the report and commenting on it.
 - 2.4 The **HEAD OF DEPARTMENT** shall indicate to each member of staff that signing is not deemed to constitute his/her approval of the contents of the report. Where a staff member is so informed and refuses to initial the report after having been given the opportunity to do so, a statement to that effect must be affixed to the document by the Head of Department and witnessed by a member of staff. A member of staff is allowed, should s/he disagree with the recommendation of the Head of Department, to make a submission clearly stating his

disagreement. This submission should be made to the Dean and copied to the Campus Registrar. When this occurs, the Review Procedure applies (Appendix IV).

2.5 Whether a staff member agrees or disagrees with the recommendation of the Head of Department, the **HEAD OF DEPARTMENT** is required to forward, not later than **May 31**, to the Dean of the Faculty, the following documents in the order listed:

2.5.1 The staff member's updated curriculum vitae dated and endorsed;
Curricula vitae not signed and dated by the Head of Department will be treated as inaccurate or misleading and therefore will not be accepted by the Registry.

2.5.2 The recommendation signed and dated by the member;

2.5.3 The completed Form for Reporting on Teaching; and

2.5.4 Available student assessment form(s)

3. The **DEAN OF THE FACULTY**, upon receipt of the documents identified in 2 above, shall convene a meeting of the Faculty's Evaluation and Promotion Committee in keeping with the guidelines provided at **Page 7** above.

3.1 The **DEAN OF THE FACULTY** shall submit the information for the member of staff to the Faculty Evaluation and Promotion Committee.

3.2 The **FACULTY EVALUTATION AND PROMOTION COMMITTEE** shall conduct an assessment of the performance of the member of staff and indicate whether his/her performance in respect of the criteria outlined in Ordinance 8, is such as can be considered satisfactory to permit crossing the Merit Bar.

3.3 The **DEAN OF THE FACULTY** shall prepare a report of the Faculty Evaluation and Promotion Committee's assessment and recommendation (See format -**Appendix III**).

3.4 In addition to preparing the report of the Faculty Evaluation and Promotion Committee, the Dean shall prepare his or her own comments.

3.5 The **DEAN OF THE FACULTY** shall, once the above steps have been completed, forward to the Campus Registrar, no later than **July 31**, the following documents in the order listed:

3.5.1 The staff member's updated curriculum vitae endorsed and dated by the Head of Department;

3.5.2 The recommendation of the Head of Department signed and dated by the member ;

3.5.3 Where applicable, the submission of the member of staff indicating his/her disagreement with the Head of Department's recommendation;

3.5.4 The Report of the Faculty Evaluation and Promotion Committee;

3.5.5 His or her own comments; and

3.5.6 Available student assessment form(s)

ABBREVIATED WORKFLOW PROCESS - CROSSING THE MERIT BAR

RESPONSIBILITY	STEP	ACTION	ROUTE	
			FROM	TO
Campus Registrar	1	Writes to each member of staff eligible for review	C/Reg.	Staff
Campus Registrar	2	Provides HOD and copy to Dean, list of department members eligible for review	C/Reg.	HOD& Dean
Head of Department	3	Invites each staff member to submit updated CV	HOD	Staff
	4	Reviews the contents to ensure that they are correct		
	5	If Correct: Endorses (move to step 6)		
	5(a)	If not Correct: Invites staff member to re-submit updated version (go back to step 4)		
	6	Makes an assessment of the performance of staff in accordance with Ordinance 8:14		
	7	Affords staff opportunity of reading and commenting on assessment	HOD	Staff
	8	If Agree: Staff must sign as evidence of having seen and understood the assessment (proceed to step 9)		
	8(a)	If Disagree: Staff must sign as evidence having seen and understood assessment Nonetheless may pursue Review procedure (proceed to step 9)..		
	8(b)	If Does not Sign: Affixes statement to this effect and have witness (proceed to step 9)		
	9	Forwards to Dean along with CV and available student assessments	HOD	Dean
DEAN	10	Convenes a meeting of the FEPC		
DEAN	11	Submits Documents to the FEPC	Dean	FEPC
Faculty Evaluation	12	Conducts an assessment of the		

and Promotions Committee (FEPC)		performance of the member of staff		
DEAN	13	Prepares a report of the FEPC's assessment and recommendation		
	14	Prepares his/her own comments		
	15	Forwards to Campus Registrar: updated CV, Recommendation of the HOD, Where applicable staff submission; report of FEPC, his or her own comments and available student assessment form.	Dean	Campus Registrar

**PROMOTION TO HIGHER GRADE (RELEVANT TO SENIOR ADMINISTRATIVE
AND PROFESSIONAL STAFF WHO ARE TO BE REVIEWED AT THE LEVEL OF
ASSISTANT LECTURER OR AT THE MERIT BAR (As compiled by the Office of
Administration- April 25, 2003)**

1. Formal assessment of staff should be made annually.

The process of assessment will consist of the following:

- (a) The setting of performance objectives for the following year. This should take place no later than July 31. For new staff who join during the year, this activity should take place within one (1) month of their assumption of duties.
 - (b) A questionnaire to be completed by the member of staff - HR Form 301 - by May 31
 - (c) An evaluation by the Head or most Senior Supervisor - HR Form 300. This would involve obtaining written comments from persons such as Deans, Chairs of Committees with whom the member of staff relates significantly. Some indication would be given to these persons of the criteria of assessment used in this form.
 - (d) A meeting between the Head and member of staff at which (b) and (c) will be discussed. Meetings are to be scheduled during the months of June and July.
2. It is to be expected that where the Head is satisfied, recommendations will be submitted for promotion, additional increments, renewal of contract with or without tenure, as appropriate. The member of staff may also apply for any of these.
 3. Completed forms are to be returned to the Registrar by July 31.

PERFORMANCE OBJECTIVES

4. Performance objectives for each assessment year must be set by the staff member and the Head of the Department/Senior Supervisor before the beginning of that year. The following will assist in the identification of objectives:
 - the staff member's job description;
 - University/Faculty/Departmental plans for upcoming period; and
 - knowledge of the skills and abilities of the staff member.
5. Performance objectives must be specific, reasonable, –attainable and measurable and there should be at least one performance objective for each responsibility to be undertaken during the next assessment period.

First Year

6. After nine months service, the assessment will be conducted as outlined in 1 (b) and (c) above. Opportunity is given on the assessment form (HR Form 300) for the staff member to make his/her own comments and to sign the form. After the interview, the staff member will be given a copy of the completed assessment form and the agreed objectives for the next period of assessment. These will provide him or her with a useful reference point during that period.

Second Year

7. Similar procedure for assessment as prescribed in paragraph 6 above for the First Year.

Third Year

- 8.(a) Procedure for assessment, as outlined in paragraph 6 above. If however, the member of staff is under notice of termination, it will not be necessary to provide agreed objectives for a further period of assessment.
- (b) Evaluation by relevant Assessing Committee, comprised as follows:

Senior Administrative Staff and Professional Staff

Centre Committee

- Vice Chancellor or nominee as Chair
- 1 Pro Vice Chancellor residing at the campus at which the meeting is held
- Head of Department (for cases of staff members in his/her Department)
- 1 person elected from among the Senior Administrative staff to sit for cases in this category
- 1 person elected from among the Professional Staff to sit for cases in this category
- 1 person elected from each category to serve as an alternate at any meeting at which the elected representative is being evaluated
- 1 person identified by the Head of Department (for cases in a particular area)
- 1 person identified by the Chair (for cases in a particular area)
- University Registrar and University Bursar

Campus Committee

- Principal as Chair
- Deputy Principal
- Head of Department (for cases of staff members in his/her Department)
- 1 person elected from among the Senior Administrative staff to sit for cases in this category
- 1 person elected from among the Professional Staff to sit for cases in this category

- 1 person elected from each category to serve as an alternate at any meeting at which the elected representative is being evaluated
- 1 person identified by the Head of Department (for cases in a particular area)
- 1 Dean chosen by the Chair
- Registrar/Bursar

Library Assessing Committee

- Vice Chancellor or nominee as Chair
- University Librarian
- Campus Librarians
- Head, Department of Library and Information Studies
- 3 Deans (chosen on the advice of the Chair, one from each campus)
- 1 Librarian II/III/Senior Librarian, elected from among the staff at the Campus at which the meeting is held

Assessing Committee for the Board for NCCs/DE

- Pro-Vice-Chancellor, Board for NCCs and Distance Education (Director of one of the Units will Chair when cases from the Office of the Board are being considered)
- The 3 Directors under the Board (DEC, SCS, TLIU)
- 3 Deans (chosen on the advice of the Chair, one from each campus)
- 1 staff member elected from among the staff of the four constituents to sit for any cases relating to that constituent (DEC, SCS, TLIU, Office of the Board)

- Completed evaluation form and questionnaire to be discussed by the Assessor and the staff member and submitted with Assessor's report to the Assessing Committee. The Assessor's report must include a cumulative statement on the staff member's performance for the previous two years. Section G of HR Form 300 provides for this.

- Where there is disagreement between the Assessor (Head/Senior Supervisor) and the staff member, the staff member may ask to appear before the Assessing Committee or require that a Review Sub-Committee be convened.

- (c) The Assessing Committee considers the relevant documentation and makes recommendations to the appropriate Appointments Committee.

SUBSEQUENT CONTRACTS OR INITIAL CONTRACTS OF LESS THAN 3 YEARS

9. (a) At the end of each year, as prescribed at (6) or (7) above, as appropriate.
- (b) At end of year preceding expiration of contract, as prescribed at (8) above.

STAFF ON TENURE

10. Annual assessment, as prescribed at (6) above, except in the year of formal review when (8) above will apply.

RECOMMENDATIONS/APPLICATIONS FOR PROMOTION, ETC.

11. Paragraph (8) is applicable whenever a recommendation/application for promotion etc. is being considered.

SECTION C EVALUATION OF PERFORMANCE

Responses should indicate performance relative to that normally expected of persons carrying out this job.

Assessor should be guided by the definition of levels of performance, and criteria of assessment.

The levels of performance are:

<u>Rating</u>	<u>Description</u>
---------------	--------------------

- | | |
|---|--|
| 5 | - Surpasses targets and standards beyond 75 percent of the time. |
| 4 | - Surpasses targets and standards at least 50 percent of the time. |
| 3 | - Meets expected targets and standards at least 50 percent of the time. |
| 2 | - Meets expected targets and standards less than 50 percent of the time. |
| 1 | - Fails to meet targets and standards. |

Criteria of Assessment

12. Criteria of assessment are set out in HR Form 300, in 6 categories. Please tick () under your choice. If any is considered not applicable please indicate in the Remarks column. Other relevant comments may also be made in the Remarks column.

SECTION E RECOMMENDATION

- S This section to be completed only when the staff member is being evaluated in the third year or otherwise when the Head of Department wishes to make a recommendation for promotion.

FEEDBACK

13. After completing the assessment forms, Assessors and Assessee are to be asked to fill in the

feedback form designed to gather information on the effectiveness of HR Form 300 in the assessment process.

Forms for completion by Heads of Departments/Sections/Units and the staff members are available at <http://www.uwi.edu/staff.html>

PROMOTION TO SENIOR LECTURER

A **HEAD OF DEPARTMENT** may make the submission for a member of staff within his/her Department for promotion to Senior Lecturer to the Dean not later than **May 31**.

OR

A **MEMBER OF STAFF** may make a personal submission for promotion to Senior Lecturer to the Dean, through his/her Head of Department, no later than **May 31**.

- 1.** In any event, the **HEAD OF DEPARTMENT** shall invite the staff member to submit an updated curriculum vitae formatted according to the guidelines provided by the Campus Registrar (See **Appendix I**). The member of staff must also submit a minimum of three (3) copies each of his/her best publications.
 - 1.1 Upon receipt of the updated curriculum vitae, the **HEAD OF DEPARTMENT** shall review the contents to ensure that they are correct, insofar as s/he has been able to ascertain. Where the Head of Department has checked and determines the curriculum vitae to be correct, s/he shall endorse it.
 - 1.2 The **HEAD OF DEPARTMENT** then shall make a report on the performance of the member of staff which should indicate that the staff member's performance, in respect of the criteria outlined in Ordinance 8, is such as can be considered for promotion to Senior Lecturer. The assessment must be in the form of a report according to the format specified (**Appendices II and V**).
 - 1.3 Once the report on the staff member's performance is completed, the **HEAD OF DEPARTMENT** must afford the staff member the opportunity of examining the report and commenting on it.
 - 1.4 The **HEAD OF DEPARTMENT** is required to forward, not later than **May 31**, to the Dean of the Faculty, the following documents in the order listed:
 - 1.4.1 The staff member's updated curriculum vitae dated and endorsed;
Curricula vitae not signed and dated by the Head of Department will be treated as inaccurate or misleading and therefore will not be accepted by the Registry.
 - 1.4.2 The recommendation of the Head of Department signed and dated by the member of staff;
 - 1.4.3 The completed format for reporting on teaching;
 - 1.4.4 Available student assessment form(s); and
 - 1.4.5 A minimum of three (3) copies each of his/her best publications.

2. The **DEAN OF THE FACULTY**, upon receipt of the documents identified in 1 above, shall convene a meeting of the Faculty's Evaluation and Promotion Committee in keeping with the guideline provided at **page 7** above.
- 2.1 The **DEAN OF THE FACULTY** shall submit the information for the member of staff to the Faculty Evaluation and Promotion Committee.
- 2.2 The **FACULTY EVALUTATION AND PROMOTION COMMITTEE** shall conduct an assessment of the performance of the member of staff and indicate whether his/her performance in respect of the criteria outlined in Ordinance 8, is such as can be considered for promotion to Senior Lecturer.
- 2.3 The **DEAN OF THE FACULTY** shall prepare a report of the Faculty Evaluation and Promotion Committee's assessment and recommendation. The assessment must be in the form of a report according to the format specified (Appendix III) and must conclude with the recommendation of the Faculty Evaluation and Promotion Committee. The recommendation which must state explicitly whether the staff member should be promoted to the level of Senior Lecturer.
- 2.4 In addition to preparing the report of the Faculty Evaluation and Promotion Committee, the Dean shall prepare his or her own comments.
- 2.5 **Unless either the Head of Department or the Faculty Evaluation and Promotion Committee or the Dean recommends promotion, an application for promotion will not be referred to external assessors.**⁶
- 2.6 Where one of more has recommended promotion, the **DEAN**, in consultation with the Head of Department must prepare a list with the names, addresses, and brief resumes of three (3) external assessors who should normally be at the level of full Professor. It is customary to recommend full professors to serve as external assessors. If, however, someone other than a full professor is an expert in the field, **then some information on his status and suitability must accompany the list.** In the event that curriculum vitae is not available, the Dean of the Faculty may submit a statement indicating the suitability and justifying the choice of external assessor. Where possible, the address should include an e-mail address and/or a fax number.
- 2.7 The **DEAN OF THE FACULTY** shall, once the above steps have been completed, forward to the Campus Registrar, not later than **July 29**, the following documents in the order listed:

⁶ *The staff member whose case had not been referred would nevertheless have the right of appeal to the Campus Appointments Committee.*

- 2.7.1 The staff member's updated curriculum vitae endorsed and dated by the Head of Department;
- 2.7.2 The recommendation of the Head of Department signed and dated by the member ;
- 2.7.3 Where applicable, the submission of the member of staff indicating his/her disagreement with the Head of Department's recommendation;
- 2.7.4 The completed format for reporting on teaching;
- 2.7.5 The Report of the Faculty Evaluation and Promotion Committee;
- 2.7.6 His or her own comments;
- 2.7.7 A list with the names, addresses, and brief resumes of three (3) external assessors;
- 2.7.8 Available student assessment form(s); and
- 2.7.9 A minimum of three (3) copies each of his/her best publications

ABBREVIATED WORKFLOW PROCESS –PROMOTION TO SENIOR LECTURER

RESPONSIBILITY	STEP	ACTION	ROUTE	
			FROM	TO
Head of Department	1	Invites each staff member to submit updated CV	HOD	Staff
	2	Reviews the contents to ensure that they are correct		
	3	If Correct: Endorses (move to step 4)		
	3(a)	If not Correct: Invites staff member to re-submit updated version (go back to step2)		
	4	Makes an assessment of the performance of staff		
	5	Affords staff opportunity of reading and commenting on assessment	HOD	Staff
	6	If Agree: Staff must sign as evidence of having seen and understood the assessment (proceed to step 7)		
6(a)	If Disagree: Staff must sign as evidence having seen and understood assessment (proceed to step 7).			
6(b)	If Does not Sign: Affixes statement to this effect and have witness (proceed to sep 7)			
	7	Forwards to Dean along with CV and available student assessments and minimum of three copies each of staff member's best publications	HOD	Dean
DEAN	8	Convenes a meeting of the FEPC		
DEAN	9	Submits Documents to the FEPC	Dean	FEPC
Faculty Evaluation and Promotions Committee (FEPC)	10	Conduct an assessment of the performance of the member of staff		
DEAN	11	Prepares a report of the FEPC's assessment and recommendation		
	12	Prepares his/her own comments		

	13	If neither HOD, FEPC or Dean recommends promotion, proceed to step 14		
	13 (a)	In consultation with HOD, prepare a list of names addresses and brief resume of three external assessors		
	14	Forward to Campus Registrar: updated CV, Recommendation of the HOD, report of FEPC, his or her own comments, minimum of three copies each of staff member's best publications, list of external assessors and available student assessment form(s).	Dean	Campus Registrar

CROSSING THE BAR IN THE SENIOR LECTURER'S SCALE

OVERVIEW

A Senior Lecturer who has reached the Bar in the Senior Lecturer's salary scale shall be permitted to cross the Bar only if the he or she has either:

- (A) held one or more qualifying offices in one or more Departments or other unit(s) of teaching r research or administration for a period or periods of at least three years in total and has hereby made a contribution to the University which the Committee regards as sufficient to warrant the staff member crossing the Bar; or
- (B) made such contribution to the advancement of his or her subject or the well being of the University as the Committee regards as sufficient to warrant the staff member going across the Bar (**Ordinance 8: 24(b)**).

All members of staff at the Bar in the Senior Lecturer's Scale shall be assessed each year.

The following procedure applies for persons who are to be considered for crossing the Bar in the Senior Lecturer's Scale.

2. The **CAMPUS REGISTRAR** shall provide to each Head of Department and copy to the Dean, a list of all department members eligible for crossing the Bar.
 - 1.2 Contemporaneous with preparing the list to the Head of Department, the **CAMPUS REGISTRAR** shall write to each member of staff concerned informing him/her that s/he will be considered for crossing the Bar.
2. The **HEAD OF DEPARTMENT** shall, upon receipt of this list, invite the staff member to submit updated curriculum vitae formatted according to the guidelines provided by the Campus Registrar (See **Appendix I**).
 - 2.1 Upon receipt of the updated curriculum vitae, the **HEAD OF DEPARTMENT** shall review the contents to ensure that they are correct, insofar as s/he has been able to ascertain. Where the Head of Department has checked and determines the curriculum vitae to be correct, s/he shall endorse it.
 - 2.6 The **HEAD OF DEPARTMENT** then shall make an assessment of the performance of the member of staff and indicate whether his/her performance in respect of the criteria outlined in Ordinance 8, is such as can be considered satisfactory to permit crossing the Bar in the Senior Lecturer's scale. The assessment must be in the form of a report according to the format specified (**Appendices II and V**) and must conclude with the recommendation by the Head of Department. The recommendation which must state explicitly the whether the staff member should be allowed to cross the Bar and under which of the above criteria is the

recommendation being made. If the recommendation has previously been submitted for a member of staff and turned down, the **HEAD OF DEPARTMENT** must indicate new and additional evidence in support that has come to hand since the Appointments Committee's decision was last taken.

2.7 Once the report on the staff member's performance is completed, the **HEAD OF DEPARTMENT** must afford the staff member the opportunity of examining the report and commenting on it.

2.8 The **HEAD OF DEPARTMENT** shall indicate to each member of staff that signing is not deemed to constitute his/her approval of the contents of the document. Where a staff member is so informed and refuses to initial said document after having been given the opportunity to do so, a statement to that effect should be affixed to the document by the Head of Department and witnessed by a member of staff. A member of staff is allowed, should s/he disagree with the recommendation of the Head of Department, to make a submission clearly stating his disagreement. This submission should be made to the Dean and copied to the Campus Registrar. When this occurs, the Review Procedure outlined in **Appendix IV** applies.

2.9 Whether a staff member agrees or disagrees with the recommendation of the Head of Department, the **HEAD OF DEPARTMENT** is required to forward, not later than **May 31**, to the Dean of the Faculty, the following documents in the order listed:

2.9.1 The staff member's updated curriculum vitae dated and endorsed;
Curricula vitae not signed and dated by the Head of Department will be treated as inaccurate or misleading and therefore will not be accepted by the Registry.

2.9.2 The recommendation signed and dated by the member;

2.9.3 The completed Form for Reporting on Teaching; and

2.9.4 Available student assessment form(s)

3. The **DEAN OF THE FACULTY**, upon receipt of the documents identified in 2 above, shall convene a meeting of the Faculty's Evaluation and Promotion Committee in keeping with the guideline provided at **page 7** above.

3.6 The **DEAN OF THE FACULTY** shall submit the information for the member of staff to the Faculty Evaluation and Promotion Committee.

3.7 The **FACULTY EVALUTATION AND PROMOTION COMMITTEE** shall conduct an assessment of the performance of the member of staff and indicate whether his/her performance in respect of the criteria outlined above, is such as can be considered satisfactory to permit crossing the Bar in the Senior Lecturer's scale. The assessment must be in the form of a report according to the format specified (**Appendix III**) and must conclude with the recommendation of the Faculty Evaluation and Promotion Committee. The recommendation which must state explicitly the whether the staff member should be allowed to cross the Bar and under which of the above criteria is the recommendation being made.

- 3.8 The **DEAN OF THE FACULTY** shall prepare a report of the Faculty Evaluation and Promotion Committee's assessment and recommendation.
- 3.9 Contemporaneous with preparing the report of the Faculty Evaluation and Promotion Committee, the Dean shall prepare his or her own comments.
- 3.10 The **DEAN OF THE FACULTY** shall, once the above steps have been completed, forward to the Campus Registrar, no later than **June 30**, the following documents in the order listed:
- 3.10.1 The staff member's updated curriculum vitae endorsed and dated by the Head of Department;
 - 3.10.2 The recommendation of the Head of Department signed and dated by the member ;
 - 3.10.3 Where applicable, the submission of the member of staff indicating his/her disagreement with the Head of Department's recommendation;
 - 3.10.4 The Report of the Faculty Evaluation and Promotion Committee;
 - 3.10.5 His or her own comments; and
 - 3.10.6 Available student assessment form(s)

CROSSING THE MERIT BAR ABBREVIATED WORKFLOW PROCESS

RESPONSIBILITY	STEP	ACTION	ROUTE	
			FROM	TO
Campus Registrar	1	Writes to each member of staff eligible for review	C/Reg.	Staff
Campus Registrar	2	Provides HOD and copy to Dean, list of department members eligible for review	C/Reg.	HOD& Dean
Head of Department	3	Invites each staff member to submit updated CV	HOD	Staff
	4	Reviews the contents to ensure that they are correct		
	5	If Correct: Endorses (move to step 6)		
	5(a)	If not Correct: Invites staff member to re-submit updated version (go back to step 4)		
	6	Makes an assessment of the performance of staff		
	7	Affords staff opportunity of reading and commenting on assessment	HOD	Staff
	8	If Agree: Staff must sign as evidence of having seen and understood the assessment (proceed to step 9)		
	8(a)	If Disagree: Staff must sign as evidence having seen and understood assessment. Nonetheless may pursue Review procedure (proceed to step 9).		
	8(b)	If Does not Sign: Affixes statement to this effect and have witness (proceed to step 9)		
	9	If Staff Agrees: Forwards to Dean along with CV and available student assessments	HOD	Dean
DEAN	10	Convenes a meeting of the FEPC		
DEAN	11	Submits Documents to the FEPC	Dean	FEPC

Faculty Evaluation and Promotions Committee (FEPC)	12	Conducts an assessment of the performance of the member of staff		
DEAN	13	Prepares a report of the FEPC's assessment and recommendation		
	14	Prepares his/her own comments		
	15	Forwards to Campus Registrar: updated CV, Recommendation of the HOD, Where applicable staff submission; report of FEPC, his or her own comments and available student assessment form.	Dean	Campus Registrar

REMINDER

Heads of Departments and Deans are asked to note that, in submitting documentation in respect of staff within their Administrative Units, care should be taken to ensure that the information requested is up-to-date and provided in the required format. Where the information is not in the required format, this is to the disadvantage of the member of staff, as consideration by the Appointments Committee often has to be deferred. It should therefore be brought to the attention of members of staff that their publication list MUST be properly documented and up to date.