

**THE EVALUATION AND PROMOTION**  
**OF SENIOR ADMINISTRATIVE STAFF AND PROFESSIONAL STAFF**  
**AT THE UWI MONA CAMPUS**

Extract from the “Fat Document”, which was designed to provide a framework for the evaluation and promotion of Senior Administrative Staff and Professional staff.

**Introduction and Background**

The Career Path Committee comprising members from the University’s administration as well as from the three WIGUTs agreed on six general criteria for the assessment of the Senior Administrative Staff and Professional Staff categories, namely: Professional Competence, Industry/Productivity, Service Delivery, Leadership, Creativity and Innovation, Outreach and University Service

**The Criteria**

**Professional Competence** and **Industry/Productivity**, hitherto expressed as Performance of Duties for the Librarians, have long been identified as essential criteria in assessing these two categories of staff. **Professional Competence** speaks to the preparation and requisite knowledge/competencies for the job, the quality of performance and the on-going professional development. This criterion retains the highest weight at all levels. **Industry and Productivity** addresses the actual performance outputs in terms of **quality**, quantity, deadlines and achievement of objectives.

The inclusion of the new “**Service Delivery**” criterion is an indication of the importance placed on service from those members of staff whose core functions relate to providing service “in support of the teaching, scholastic, research and/or wider stated mission of the University”.

It is recommended that every department/unit/office which deals directly with students and the public at large be required to provide mechanisms for the clientele to provide feedback on the quality of service received and for such feedback to be recorded, monitored and addressed. Specifically, in relation to feedback mechanisms, it is strongly recommended that a public sign be placed in these departments/units/offices informing ‘customers’ of their right, and encouraging them to comment on the quality of the service provided. Relevant forms should be made available for such comments.

**Professional Competence, Industry/Productivity** and **Service Delivery** are the criteria which will carry the greatest weight at the lower levels (60%-75%) and which must be satisfied by all staff in both categories. Evidence of **Leadership**, of good supervisory, administrative and managerial skills, as well as generally accepted standards of department are **desirable**. Under the new governance where all staff are to be assessed annually, new emphasis needs to be placed, however, not only on how effectively senior staff are able to evaluate the performance of subordinate staff, but also on how they **motivate and help them to achieve their full potential**. The **Leadership** criterion is given increasing weight with each new review level.

**Creativity/Innovation** may be evidenced in a variety of ways according to the discipline, functional area or profession of the staff member. For example, for the Librarian, the Medical Officer, the Legal Officer or the Counsellor, this criterion may be measured by evidence of scholarship and research publications; whereas in the case of IT professionals, the Accountant, the Registrar, it may be evidenced by the development of new and improved systems and procedures, the preparation of manuals which serve to guide and improve the efficacy and efficiency of systems and operations. This criterion is expected to carry increasing weight with each new review level. At the SAR I and II levels,

**Professional Competence, Leadership and Creativity and Innovation** should account for 65% to 70% of the weighting. Service to the University and to the wider community is integral to the mission of the University and is expected of staff at all levels, hence the **Outreach & University Service** criterion.

### **Example of Criteria set out in greater detail for Senior Administrative Staff**

Professional Competence:

- Knowledge of the University's organisational structure, systems, policies, procedures and key external liaisons
- **Knowledge and effective application of management policies and procedures relevant to functional areas**
- **Core knowledge in the specialised/functional area, and awareness of current trends and important developments in the area**
- Knowledge of the University's software applications appropriate to the functional area(s)
- Ability to communicate effectively **and present ideas and concepts** orally and in writing
- Quality (i.e. comprehensiveness, accuracy, reliability) of work produced
- Membership in professional organisations
- Professional growth through **continuing education and training**.

Industry/Productivity:

- Level of achievement of targeted work goals.
- Quantity of work produced in relation to expectations and generally accepted standards
- Ability to meet deadlines
- Ability to organise and implement complex work projects.

Service Delivery:

- Quality **and timeliness** of service delivered to students, colleagues and other clients
- Quality of interaction with students, colleagues and other clients
- Level of client satisfaction as measured by feedback received (e.g. complaints, commendations).

Leadership:

- Ability to plan, organise and implement work programme
- Demonstration of effective interpersonal skills
- General deportment and personal example demonstrated
- Level and quality of guidance and **direction** provided to **work teams**
- Ability to delegate authority effectively
- Ability to evaluate **and assist in the development of staff**
- Contribution to team building.

Creativity and Innovation:

- Demonstrated ability to re-engineer work processes i.e. to initiate and implement new and improved work **processes; and to achieve increased cost-effectiveness**
- Ability to analyse problems and propose innovative solutions
- Evidence of initiative and resourcefulness
- **Contribution to knowledge base in functional area via publications/presentations to professional or other relevant bodies.**

Outreach and University service:

- Evidence of contribution to student welfare and development
- Participation in other university activities
- Contribution to the wider community e.g. through **involvement** in service and other organisations **at the local, regional or international level.**

**FORMAT FOR PRESENTATION OF CV FOR EVALUATION AND PROMOTION**

**SENIOR ADMINISTRATIVE STAFF AND PROFESSIONAL STAFF**

**CV FORMAT**

**NAME AND DATE OF BIRTH**

**DEPARTMENT/UNIT/SECTION**

**FACULTY/DIVISION**

**POSITION**

**GENERAL AREA OF SPECIALISATION**

**QUALIFICATION & GRANTING INSTITUTION**

A failure to prepare the Evaluation and Promotion CV according to the format specified here shall result in the return of the CV to the member of staff and may delay consideration of the case. Items are to be presented in reverse date order. Where heading require you to list documents provide pagination.

**WORK RECORD AT UWI**

For each position list your main job-related achievements that would demonstrate your Professional Competence, Industry/Productivity, Service Delivery, Leadership, Creativity and Innovation

**OTHER WORK EXPERIENCE**

List the non-UWI positions that you have held.

**CONTRIBUTIONS TO DEPARTMENT**

List the special contributions that you have made to the work of your department. Please include dates and where necessary achievements.

**EXTRA DEPARTMENTAL UWI SERVICE**

List the main contributions you have made to the work of the UWI. Please include dates and where necessary achievements.

**MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS**

Include those affiliations that relate to your area of specialization or relate directly to your job function at UWI. Indicate where you have served in a special capacity and where necessary, indicate your main achievements.

**PUBLIC SERVICE**

List your main contributions. Please include dates and where necessary your achievements.

## **PUBLICATIONS**

In listing publications, a clear demarcation is to be made between the different types of publications that you have produce. The following categories are to be listed separately:

1. Refereed research based scholarly publications appearing in books or academic journals
2. Non-refereed research based scholarly publications
3. Publications appearing in professional journals or proceedings of professional conferences
4. Publications of an artistic nature
5. Other publications such as those appearing in magazines, newsletters and newspapers.

The following style and format is to be used to present your publications is as follows:

### **PUBLISHED WORK**

**BOOKS:** Single, multiple, committee and institutionally authored, edited, compiled or produced.

**SHORT MONOGRAPHS:** As for books

**CHAPTERS IN BOOKS:** Single, multiple, committee and institutionally authored.

**JOURNAL ARTICLES:** Single, multiple, committee and institutionally authored.

**REFEREED CONFERENCE PROCEEDINGS:** Single, multiple authored.

**PUBLICATIONS IN NON-PRINT/MULTI MEDIA:** As for books

### **ACCEPTED FOR PUBLICATION, CURRENTLY UNDER REVIEW OR IN PREPARATION**

**BOOKS, SHORT MONOGRAPHS, CHAPTERS IN BOOKS, JOURNAL ARTICLES, REFEREED CONFERENCE PROCEEDINGS, PUBLICATIONS IN NON-PRINT/MULTI MEDIA**

Articles appearing in newspapers, newsletters and magazines

### **PUBLICATIONS OF AN ARTISTIC NATURE**

All media

### **PAPERS PRESENTED AT CONFERENCES AND SEMINARS**

List papers you delivered at academic conferences, seminars (including relevant meetings of learned and professional societies). Where a paper was not prepared or is not in a state to be read by a reviewer include these under oral presentations.

### **PAPERS PRESENTED TO WORKSHOPS AND TRAINING SESSIONS**

See sentences two and three above.

### **ORAL PRESENTATIONS**

See categories above.

### **REPORTS**

Single authored, multiple authored, committee authored and institutionally authored or produced.

### **OTHER PAPERS**

Other non- published scholarly work in permanent form

**SPECIAL PRESENTATIONS AND INVITED LECTURES**

Where there is and

Where there is not a text is available

**OTHER PROFESSIONAL ACTIVITY AND EXPERIENCE**

List other professional experience (for example consultancies) with dates (and if considered appropriate achievements).

**SPECIAL SKILLS**

List those items that currently or have the potential to enhance your ability to do your job, take on other tasks or otherwise contribute to the work of the University, for example foreign language abilities.

**HONOURS AND AWARDS**

List all meritorious awards of an academic/professional/scholastic nature and those bestowed by institutions for achievement in the academic/professional/scholastic arena. Include scholarships and fellowships. List separately other honours and awards such as national honours and those bestowed by civic bodies.