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MARONDERA UNIVERSITY
OF AGRICULTURAL SCIENCES AND TECHNOLOGY

**EMPLOYEE
PERFORMANCE
MANAGEMENT
ORDINANCE
NO. 6**

MARONDERA UNIVERSITY OF AGRICULTURAL SCIENCES AND TECHNOLOGY

Employee Performance Management Ordinance No. 6

Date of approval by senate :
Date of approval by council :
Effective launch date :
Scheduled date for review of policy :

1. University Mandate

1.1 Marondera University of Agricultural Sciences and Technology vision is to be a leading academic institution in the provision of technology driven sustainable agricultural solutions and entrepreneurship at national and international level.

1.2 The mandate of the university is to produce globally acceptable and competent graduates grounded in agricultural, entrepreneurial and technological skills through excellence in teaching, research and extension services, innovation and industrialisation.

2. Core Values

2.1 The core values of the university are;

- Excellence,
- Diversity,
- Innovation,
- Ethics,
- Ubuntu,
- Sustainability,
- Integrity.

3. Title of Document

3.1 This document shall be titled; **University Performance Management Ordinance No. 6**

4. Owner and Administration

4.1 The Vice Chancellor of the university and administered through the office of the Registrar.

5. Review Period of the Ordinance

5.1 The policy will be reassessed, and potentially adjusted, every four years, or when prompted by significant shifts in circumstances such as University budgeting.

6. Legislative Framework

6.1. Constitution of Zimbabwe.

6.2. Labour Act [Chapter 28:01].

6.3. Manpower Planning Development Act [Chapter28:02].

6.4 MUAAT Act [Chapter 25:29] of 2015.

7. Scope of Application

7.1 This policy applies to Marondera University of Agricultural Sciences and Technology permanent Academic and Non-Teaching members of staff.

8. Definition of Terms

8.1 Appraisal - A continual process of identifying, measuring, rewarding and developing job-related employee performance.

8.2 Appraisal period - appraisals shall be conducted annually. Reviewing of the appraisals will be conducted quarterly and the final appraisal will be done yearly.

8.3 Management team - involves principal members of the university excluding the Vice Chancellor.

8.4 Academic staff (tenured, non-tenured) - Assistant lecturer, Lecturer, Senior Lecturer, Associate Professor, Professor (including Technicians).

8.5 Non-academic staff - employees who are normally support service staff to formal academic business.

8.6 Senior non-academic staff- non-academic staff with senior position appointed in grades 4 to 7.

8.7 Junior non-academic staff- non-academic staff with junior position appointed in grades 8 to 13.

8.8 Designated staff - category of staff whose contracts are approved by the

President of the Republic of Zimbabwe and the Line Ministry e.g the Vice Chancellor, Pro-Vice Chancellor, Librarian, Bursar and the Registrar.

- 8.9 Staff on probation - new employees in the university who have not yet been tenured.

9. Objectives of the Ordinance

The objectives of this ordinance are to:

- 9.1 Provide a framework for managing and evaluating employee performance at all levels in the university.
- 9.2 Encourage continuous performance improvement and maximize each individual employee's contribution to the goals of the university by fostering staff engagement and motivation.
- 9.3 To enhance overall university productivity and rally every employee towards upholding university standards and values whilst helping staff to professionally develop in the process.
- 9.4 To establish an ongoing coaching and feedback, and measuring outcomes in formal performance evaluations of employees.

10. Principles

- 10.1 Staff shall be informed specifically of their duties, responsibilities and the required level of performance. Regular feedback on their performance shall be given and staff shall be informed of any area of improvement, as they become known.
- 10.2 Staff shall relevant formal induction into their roles as well as training and ongoing support to ensure that they are able to perform to a high standard of competence. Informal induction may also be expected.
- 10.3 Staff are expected to cooperate fully and respond positively to informal and formal feedback and targets relating to their performance.
- 10.4 The opportunity for performance improvement shall be provided to staff.
- 10.5 Performance will normally be assessed against the requirements of the role, except where a line manager is informed of a staff member's disability or

circumstances which may have an impact on their performance, in which case, reasonable adjustments will be considered.

- 10.6 The performance management process will be fair, equitable, transparent and expedited in a timely manner.
- 10.7 Where performance falls below the acceptable standards during the life of a formal written warning (which is 12 months), the next stage of the procedure will normally be invoked.

11. Monitoring and Support

- 11.1 The Management team shall have the responsibility to manage the performance of all staff at the strategic level. The management team shall do so under specific references.
- 11.2 Heads of departments are considered first line managers and are expected to report cases of under-performance to the management team for consideration. However, the heads of departments as direct supervisors shall have the primary responsibility to monitor and support each member of staff under them on a daily basis.

12. Performance of Management Team (Principal officers)

The management team shall be responsible for;

- 12.1 Strategic Planning and Mapping: having full understanding of what needs to be done, where, when and how.
- 12.2 Conceptualisation and Delegation: drafting concept notes or facilitating their drafting, to demonstrate understanding. Delegate towards value creation and addition to the process according to terms of reference.
- 12.3 Supervision and evaluation: going through what subordinates have provided and ensuring it measures to standard and organisational expectation.
- 12.4 Organising: ensuring that things are done according to plan including the calendar observing due diligence. This includes chairing and attending

meetings as planned and attending to ad hoc matters towards raising organisational integrity.

- 12.5 Communication: Encouraging open communication lines between the principal officers and their subordinates.

13. Academic Staff Appraisal Criteria

- 13.1 The performance of academic staff members shall be according to the five tenets of Education 5.0 (teaching, research, community service, innovation, industrialization) and according to responsibilities allocated by heads of department and employment contract.
- 13.2 Self-evaluation - individual employees shall provide a performance report for the appraisal period, which can be quarterly or yearly. In this regard, the academic staff performance evaluation instrument shall be completed.
- 13.3 In addition to the self-evaluation, the heads of departments or immediate supervisors shall evaluate an employee's performance through consultations with other stakeholders like students (through student satisfaction surveys), co-workers or other relevant stakeholders in the university.

14. Junior Non-academic Staff Appraisal Criteria

- 14.1 Normally junior non-academic staff shall operate on delegated tasks, usually on a medium and short-term basis.
- 14.2 The supervisors must do time-to-time resource mappings and tracking.
- 14.3 The terms of reference must be clear from the supervisors.
- 14.4 Time sheets and work schedules shall be designed and tasks traceable.
- 14.5 Immediate supervisors shall appraise each employee using the Non-Academic Staff Performance Evaluation Instrument.

15. Senior Non-academic staff

- 15.1 Senior non-academic staff shall operate on agreed duties with their supervisors.

15.2 Both the senior non-academic staff and his/her supervisor shall formulate agreed targets upon which the senior non-academic staff will be appraised.

15.3. The terms of references must be clear to both parties.

16. Performance Rating

16.1 A rating scale of 1 to 6 will be used to rate individual member's performance at the end of the cycle.

16.2 Rating '1' represents the lowest level of performance with the rating '6' being the highest score, which clearly surpasses set targets.

16.3 It is important to refer to the rating of '4' to measure how far the appraisee's performance falls above or below the set targets.

16.4 The rating scale will be interpreted as follows:

Rating	Description
6	Clearly exceeds set targets - beyond variance
5	Performance above set targets
4	Met all agreed set targets
3	Performance below set targets- but within variance
2	Performance below set targets -below variance
1	Nothing was accomplished

17. Performance below set targets

17.1 Where a member of staff fails to achieve the expected standards of performance for their grade or role,

- performance problems must be identified and discussed with the member of staff;
- a performance improvement plan with objectives and targets shall be set;
- the member of staff shall be given time to improve;
- monitoring, measuring and reviewing improvement against the objectives and targets set shall take place;
- training, alternative options or support shall be provided;

- the member of staff shall be made aware of the consequences of not improving within the required timescales;
- the member of staff shall be issued with two formal written warnings in cases of repeated poor performance;
- the management team may decide other procedures for further consequences of poor performance after the two written warnings.

17.2 Reasons for Performance below set targets

- Where a member of staff does not meet the requirements of the role, the Head of Department or line manager must seek advice from the Human Resources Department. The reasons for under-performance must be fully explored to ensure that the case is appropriately managed.
- Concerns about the under-performance of a member of staff may arise from a number of factors, including (but not limited to):
- Lack of aptitude, skill or relevant experience (consideration should be given to induction and training);
- Lack of proficiency or organisation skills;
- Lack of facilities or resources essential for individual performance;
- Changes in the nature and allocation of work, including workload;
- Changes in technology;
- Personal/domestic/family issues;
- Short-term or persistent health problems;
- Departmental restructuring or changes to the job description;
- Lack of motivation.

18. Performance Management and Grievances

18.1 In the case of a grievance raised by a member of staff during a formal performance management process, the performance management process may be temporarily suspended by the University so as to take care of the grievance. Where the grievance and formal performance management case are related, it may be appropriate for the University to deal with both issues concurrently.

18.2 The decision to suspend or continue the performance management process will normally be made by the Vice Chancellor or the Registrar through the management team.

19. Reasonable Adjustments

19.1 The University will consider making reasonable adjustments to a staff member's responsibilities where there are legitimate reasons, which might be affecting their performance.

19.2 It is the responsibility of the staff member to inform their line manager of any issues which may have an adverse or detrimental effect on performance, including (but not limited to) issues relating to the workplace, health or disability.

20. Documentation

20.1 All documentations in terms of the performance management process, reviews and evaluations, shall be accurately prepared by heads of departments or their alternatives.

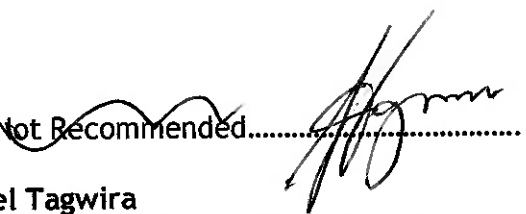
20.2 The documents shall be held in confidence and shall reside with the Registrar's office for filing on the staff member's file.

ADOPTION AND SIGNATURE


I submit, for the Minister's approval, the Marondera University of Agricultural Sciences and Technology Research Employee Performance Management Ordinance (Ordinance No. 6), made by the MUASt Council, as provided for in section 27 (1)(k) of the Marondera University of Agricultural Sciences and Technology Act [Chapter 25:29].

Recommended/Not Recommended.....  Date: 07/06/2023

Professor Justice Nyamangara
Vice Chancellor, Marondera University of Agricultural Sciences and Technology

Recommended/Not Recommended.....  Date: 7/06/23

Professor Fanuel Tagwira
Permanent Secretary for Higher and Tertiary Education, Innovation, Science and Technology Development

Approved/Not approved.....  Date: 12/6/23

Honourable Professor dr. Amon Murwira
Minister of Higher and Tertiary Education, Innovation, Science and Technology Development

