Senior Administrative and Professional Categories of Staff

LEVEL	Assistant Registrar / Administrative Officer	Project/ Programme Officers	Assistant Registrars (Records)	Librarians	Medical Officers / Counsellors	Legal Officers	Information Technologists	Accountants	Engineers / Estate Manager / Superintendent of Works
Assistant Lecturer = I	AR I / AO I	PO I	AR(R) I	L I	---	---	IT I	Asst. A	Asst. EM I
Lecturer below the Merit Bar = II	AR II / AO II	PO II	AR(R) II	L II	MO II / C II	LO II	IT II	A II	Asst. EM II
Lecturer above the Merit Bar = III	AR III / AO III	PO III	AR(R) III	L III	MO III / C III	LO III	IT III	A III	Asst. EM III
Senior Lecturer below the Bar = I	SAR I / SAO I	SPO I	SAR(R) I	SL I	SMO I / SC I	SLO I	SIT I	SA I	Deputy EM I
Senior Lecturer above the Bar = II	SAR II / SAO II	SPO II	SAR(R) II	SL II	SMO II / SC II	SLO II	SIT II	SA II	Deputy EM II
Professorial Level	SAR III / SAO III	SPO III	SAR(R) III	SL III	SMO III / SC III	SLO III	SIT III	SA III	Deputy EM III
	Deputy Registrar	Deputy Director (Programme / Unit/ Centre)		Deputy Librarian				Deputy Bursar	Estate Manager
	Campus Registrar	Director	University Archivist	Campus Librarian			Chief IT	Campus Bursar	

Key:

AR	= Assistant Registrar	MO	= Medical Officer
AO	= Administrative Officer	LO	= Legal Officer
PO	= Project/Programme Officer	IT	= Information Technologist
L	= Librarian	A	= Accountant
C	= Counsellor	EM	= Estate Manager

Although levels for the positions corresponding to Deputy Registrar/Bursar and to Campus Registrar/Bursar are indicated, it is understood that these levels are not normally attained by promotion but rather by appointment. The Joint UWI/WIGUT Committee on Career Path has agreed that it ought to be possible for any Senior Administrative or Professional staff member to be able to rise to a top level, i.e. the professoral level) as in the case of Academic staff. This would necessarily rely on a clear statement as to the criteria and standards that would be required for this advancement for each sub-category of staff. A comprehensive proposal to this effect has now been prepared.

ASSESSMENT CRITERIA 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.

TABLE 1 A

Weightings For Assessment Criteria – Senior Administrative Staff

R	AR I / AO I	W	R	AR II / AO II	W	R	AR III / AO III	W	R	SAR I / SAO I	W	R	SAR II / SAO II	W	R	SAR III / SAO III	W
1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Leadership	2.5
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Industry/Productivity	2.0	1	Leadership	2.5	1	Distinguished Original Work*	2.5
1	Service Delivery	2.5	3	Service Delivery	2.0	3	Service Delivery	1.5	2	Leadership	2.0	3	Creativity/Innovation	2.0	3	Professional Competence	1.5
4	Leadership	1.0	4	Leadership	1.5	3	Leadership	1.5	4	Creativity/Innovation	1.5	4	Industry/Productivity	1.0*	3	Outreach/University Service	1.5
4	Outreach/University Service	1.0	5	Outreach/University Service	1.0*	6	Outreach/University Service	1.0	5	Outreach/University Service	1.0	4	Outreach/University Service	1.0*	5	Creativity/Innovation	1.0
6	Creativity/Innovation	0.5	5	Creativity/Innovation	0.5	5	Creativity/Innovation	1.0	5	Service Delivery	1.0	6	Service Delivery	1.0	5	Industry/Productivity	1.0

R - Ranking
W - Weighting
* - Changes

NB. WEIGHTINGS LISTED IN DESCENDING ORDER ACROSS GRADE LEVELS

TABLE 1   B

Weightings For Assessment Criteria – Senior Administrative Staff

R	AR I / AO I	W	R	AR II / AO II	W	R	AR III / AO III	W	R	SAR I / SAO I	W	R	SAR II / SAO II	W	R	SAR III /SAO III	W
1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	3	Professoional/ Competence	1.5
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Industry/Productivity	2.0	4	Industry/Productivity	1.0*	5	Industry/Productivty	1.0
1	Service Delivery	2.5	3	Service Delivery	2.0	3	Service Delivery	1.5	5	Service Delivery	1.0	6	Service Delivery	1.0	1	Distinguished Original Work*	2.5
4	Leadership	1.0	4	Leadership	1.5	3	Leadership	1.5	2	Leadership	2.0	1	Leadership	2.5	1	Leadership	2.5
4	Outreach/University Service	1.0	5	Outreach/University Service	1.0*	6	Outreach/University Service	1.0	5	Outreach/University Service	1.0	4	Outreach/University Service	1.0*	3	Outreach/University Service	1.5
6	Creativity/Innovation	0.5	5	Creativity/Innovation	0.5	5	Creativity/Innovation	1.0	4	Creativity/Innovation	1.5	3	Creativity/Innovation	2.0	5	Creativity/Innovation	1.0

R   -   Ranking
W   -   Weighting
*   -   Changes

NB.   ORDER OF CRITERIA LISTING KEPT CONSTANT ACROSS GRADE LEVELS

ASSESSMENT CRITERIA FOR LIBRARIANS

Professional Competence:

- Knowledge of and effective application of library policies and procedures
- Ability to use specialised knowledge effectively
- Awareness of current trends and important developments in library and information science and related areas
- Comprehensiveness, accuracy, neatness and reliability in performance of duties
- Ability to communicate effectively and present ideas and concepts orally and in writing
- Professional growth through continuing education and training.

Industry/Productivity:

- Volume of acceptable work generated in relation to the amount expected relative to the job standards
- Preparation of research aids, e.g. guides, pathfinders, brochures, databases bibliographies and manuals
- Maintenance of schedule and ability to meet deadlines.

Service Delivery:

- Quality of service delivered to students, colleagues and other clients
- Quality of interactions with students, colleagues and other clients
- Level of client satisfaction as measured by the feedback received on services provided.

Leadership:

- Ability to initiate, plan, organise, implement a programme of work
- Ability to manage a unit, i.e. keep work running smoothly, assign work skilfully, delegate responsibility and guide the work of others
- Ability to train, develop and motivate staff
- Ability to evaluate and assist in the development of staff
- Demonstration of effective interpersonal skills
- Contribution to team building
- Leadership by example.

Creativity and Innovation:

- Demonstrated ability to analyse problems and propose innovative solutions
- Level of initiative and resourcefulness demonstrated, as evidenced by such activities as developing resources or solving bibliographic or administrative problems
- Evidence of scholarly work completed or in progress (e.g. books, articles, reviews, bibliographies, indexes, research studies,reports)
- Presentation of scholarly papers to professional, educational or other organisations.

Outreach and University Service:

- Membership on University Committees
- Contribution to the wider community through participation in national, regional or international organisations relating to both professional and other concerns
- Planning and implementing programmes or workshops relating to the library profession
- Professional consultancies.

TABLE 2   A

Weightings For Assessment Criteria – The Librarians

R	Librarian I	W	R	Librarian II	W	R	Librarian III	W	R	Sr. Librarian I	W	R	Sr. Librarian II	W	R	Sr. Librarian III	W
1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.0
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Industry/Productivity	2.0	1	Leadership	2.5	1	Industry/Productivity	2.0
1	Service Delivery	2.5	3	Service Delivery	2.0	3	Service Delivery	1.5	2	Leadership	2.0	3	Creativity/Innovation	2.0	1	Leadership	2.0
4	Leadership	1.0	4	Leadership	1.5	3	Leadership	1.5	4	Creativity/Innovation	1.5	4	Industry/Productivity	1.5	1	Creativity/Innovation	2.0
4	Outreach/University Service	1.0	5	Outreach/University Service	1.0*	6	Outreach/University Service	1.0	5	Outreach/University Service	1.0	4	Outreach/University Service	1.0*	5	Outreach/University Service	1.5*
6	Creativity/Innovation	0.5	5	Creativity/Innovation	0.5	5	Creativity/Innovation	1.0	5	Service Delivery	1.0	6	Service Delivery	0.5*	6	Service Delivery	0.5*

R - Ranking
W - Weighting
* - Changes

NB. WEIGHTINGS LISTED IN DESCENDING ORDER ACROSS GRADE LEVELS

Notes:

1. The Deputy Librarian post is by Appointment
2. The posts of Deputy & Campus Librarian are by appointment

    NB: Variation of 5 percentage points on either side of these norms are permissable, to accommodate differences in personal aptitude and the opportunities afforded by the librarian's position. Where such variations are employed,compensating adjustments should be made in other categories.

TABLE 2   B

Weightings For Assessment Criteria – The Librarians

R	Librarian I	W	R	Librarian II	W	R	Librarian III	W	R	Sr. Librarian I	W	R	Sr. Librarian II	W	R	Sr. Librarian III	W
1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.0
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Industry/Productivity	2.0	4	Industry/Productivity	1.5	1	Industry/Productivity	2.0
1	Service Delivery	2.5	3	Service Delivery	2.0	3	Service Delivery	1.5	5	Service Delivery	1.0	6	Service Delivery	0.5*	6	Service Delivery	0.5*
4	Leadership	1.0	4	Leadership	1.5	3	Leadership	1.5	2	Leadership	2.0	1	Leadership	2.5	1	Leadership	2.0
4	Outreach/University Service	1.0	5	Outreach/University Service	1.0*	6	Outreach/University Service	1.0	5	Outreach/University Service	1.0	4	Outreach/University Service	1.0*	5	Outreach/University Service	1.5*
6	Creativity/Innovation	0.5	5	Creativity/Innovation	0.5	5	Creativity/Innovation	1.0	4	Creativity/Innovation	1.5	3	Creativity/Innovation	2.0	1	Creativity/Innovation	2.0

R - Ranking
W - Weighting
* - Changes

N.B.   ORDER OF CRITERIA LISTING KEPT CONSTANT ACROSS GRADE LEVELS

Notes:

1. The Deputy Librarian post is by Appointment
2. The posts of Deputy & Campus Librarian are by appointment

NB: Variation of 5 percentage points on either side of these norms are permissable, to accommodate differences in
        personal aptitude and the opportunities afforded by the librarian's position. Where such variations are employed,   compensating adjustments should be made in other categories.

ASSESSMENT CRITERIA FOR PROJECT OFFICERS

Professional Competence:

- Knowledge of the University's policies and procedures
- Ability to collect and analyse data
- Ability to organise and co-ordinate complex projects
- Quality (i.e. comprehensiveness, accuracy and reliability) of work produced
- Level of efficiency in utilising the University's resources
- Membership in professional organisations
- Ability to communicate effectively and present ideas and concepts orally and in writing.
- Professional growth through continuing education and training.

Industry/Productivity:

- Level of achievement of work targets
- Ability to meet deadlines
- Quantity of work produced (e.g. proposals, project documents, reports produced)

Service Delivery:

- Quality of interaction between colleagues, clients and students
- Level of client satisfaction as measured by feedback received.

Leadership:

- Ability to plan, organise and implement work programme
- Level of team work generated where applicable
- General deportment and personal example demonstrated
- Ability to evaluate and assist in the development of staff.

Creativity/Innovation:

- Ability to introduce more efficient procedures
- Ability to adapt and manipulate new systems and programmes
- Ability to achieve cost effectiveness without compromising quality through the use of creative/innovative applications.

Outreach and University service:

- Involvement in international conferences and professional organisations
- Contribution to the wider community e.g. though participation in other service organisations.

TABLE 3

A

Weightings For Assessment Criteria – Project/Programme Officers

R	Project/Programme Officer I	W	R	Project/Programme Officer II	W	R	Project/Programme Officer III	W	R	Snr. Project / Programme Officer I	W	R	Snr. Project / Programme Officer II	W
1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Industry/Productivity	2.0	1	Leadership	2.5
1	Service Delivery	2.5	3	Service Delivery	2.0	3	Service Delivery	1.5	2	Leadership	2.0	3	Creativity/Innovation	2.0
4	Leadership	1.0	4	Leadership	1.5	3	Leadership	1.5	4	Creativity/Innovation	1.5	4	Industry/Productivity	1.0*
4	Outreach/University Service	1.0	5	Outreach/University Service	1.0*	6	Outreach/University Service	1.0	5	Service Delivery	1.0	4	Outreach/University Service	1.0*
6	Creativity/Innovation	0.5	5	Creativity/Innovation	0.5	5	Creativity/Innovation	1.0	5	Outreach/University Service	1.0	6	Service Delivery	1.0

R - Ranking
W - Weighting
* - Changes

N.B. WEIGHTINGS LISTED IN DESCENDING ORDER ACROSS GRADE LEVELS

TABLE 3

B

Weightings For Assessment Criteria – Project/Programme Officers

R	Project/Programme Officer I	W	R	Project/Programme Officer II	W	R	Project/Programme Officer III	W	R	Snr. Project / Programme Officer I	W	R	Snr. Project / Programme Officer II	W
1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Industry/Productivity	2.0	4	Industry/Productivity	1.0*
1	Service Delivery	2.5	3	Service Delivery	2.0	3	Service Delivery	1.5	5	Service Delivery	1.0	6	Service Delivery	1.0
4	Leadership	1.0	4	Leadership	1.5	3	Leadership	1.5	2	Leadership	2.0	1	Leadership	2.5
4	Outreach/University Service	1.0	5	Outreach/University Service	1.0*	6	Outreach/University Service	1.0	5	Outreach/University Service	1.0	4	Outreach/University Service	1.0*
6	Creativity/Innovation	0.5	5	Creativity/Innovation	0.5	5	Creativity/Innovation	1.0	4	Creativity/Innovation	1.5	3	Creativity/Innovation	2.0

R - Ranking
W - Weighting
* - Changes

N.B. WEIGHTINGS LISTED IN DESCENDING ORDER ACROSS GRADE LEVELS

ASSESSMENT CRITERIA FOR MEDICAL OFFICERS AND COUNSELLORS

Professional Competence:

- Level of medical/psychological knowledge and/or requisite expertise associated with the profession
- Awareness and application of current developments in the relevant discipline/profession
- Effectiveness and efficiency in utilising available resources
- Membership of professional organisations
- Professional growth through continuing education and training
- Ability to communicate effectively and present ideas and concepts orally and in writing.

Industry/Productivity:

- Actual patient/client contact hours
- Production of timely and relevant reports
- Level of research activities and publications.

Service Delivery:

- Quality of patient/client care
- Quality of relationships with clients and colleagues
- General deportment

Leadership:

- Ability to plan, organise and implement work programmes
- Organisation of clinics
- Contribution to team building and staff motivation
- Image and personal example provided
- Ability to evaluate and assist in the development of staff.

Creativity and Innovation:

- Introduction of new and more effective/efficient clinic procedures
- Initiative in responding to crises and in proposing solutions towards improved physical and mental well-being of the University community
- Evidence of scholarly work completed or in progress (e.g. books, articles, research studies, reports)

Outreach and University service:

- Contribution to the wider community through participation in local, regional or international organisations relating to both

professional and other concerns

- Planning and implementing programmes or workshops relating to the Profession
- Level of participation, presentation of papers or panel membership at professional conferences.

TABLE 4   A

Weightings For Assessment Criteria – Medical Officers/Counsellors

R	Counsellor II / Medical Officer II	W	R	Counsellor III/ Medical Officer III	W	R	Snr. Counsellor I/ Snr. Medical Officer I	W	R	Snr. Counsellor II/ Snr. Medical Officer II	W	R	Snr. Counsellor III/ Snr. Medical Officer III	W
1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional Competence	2.5
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Industry/Productivity	2.0	1	Leadership	2.5	1	Creativity/Innovation	2.5
1*	Service Delivery	2.5*	3	Service Delivery	2.0*	2	Leadership	2.0	3	Creativity/Innovation	1.5*	3	Leadership	1.5
4	Leadership	1.0*	4*	Leadership	1.0*	4*	Outreach/University Service	1.5*	3*	Industry/Productivity	1.5	3	Industry/Productivity	1.5
5	Outreach/University Service	1.0*	4*	Outreach/University Service	1.0	5	Service Delivery	1.0	3*	Outreach/University Service	1.5	3	Outreach/University Service	1.5
6*	Creativity/Innovation	0.5	4*	Creativity/Innovation	1.0	5*	Creativity/Innovation	1.0*	6	Service Delivery	0.5*	6	Special Delivery	0.5

R   -   Ranking
W   -   Weighting
 *   -   Changes

N.B. WEIGHTINGS LISTED IN DESCENDING ORDER ACROSS GRADE LEVELS

TABLE 4   B

Weightings For Assessment Criteria – Medical Officers/Counsellors

R	Counsellor II / Medical Officer II	W	R	Counsellor III/ Mecidal Officer III	W	R	Snr. Counsellor I/ Snr. Medical Officer I	W	R	Snr. Counsellor II/ Snr. Medical Officer II	W	R	Snr. Counsellor III/ Sne. Medical Officer III	W
1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional Competence	2.5
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Industry/Productivity	2.0	3*	Industry/Productivity	1.5	3	Industry/Productivity	1.5
1*	Service Delivery	2.5*	3	Service Delivery	2.0*	5	Service Delivery	1.0	6	Service Delivery	0.5*	6	Service Delivery	0.5
4	Leadership	1.0*	4*	Leadership	1.0*	2	Leadership	1.0	1	Leadership	2.5	3	Leadership	1.5
5	Outreach/University Service	1.0*	4*	Outreach/University Service	1.0	4*	Outreach/University Service	1.5*	3*	Outreach/University Service	1.5	3	Outreach/University Service	1.5
6*	Creativity/Innovation	0.5	4*	Creativity/Innovation	1.0	5*	Creativity/Innovation	1.0*	3	Creativity/Innovation	1.5*	1	Creativity/Innovation	2.5

R - Ranking
W - Weighting
* - Changes

N.B.   ORDER OF CRITERIA LISTING KEPT CONSTANT ACROSS GRADE LEVELS

CRITERIA FOR THE ASSESSMENT OF LEGAL OFFICERS

Professional Competence:

- Application of the laws of UWI's participating countries
- Knowledge of the University's organisational structure, systems, policies and procedures
- Quality (i.e. comprehensiveness, accuracy, reliability) of advice provided and work produced, e.g. drafting papers
- Ability to interpret UWI's charter, statutes, ordinances and regulations
- Membership of professional organisations
- Professional growth through continuing education and training
- Ability to communicate effectively and present ideas and concepts orally and in writing.

    NB: The position of Administrative Officer (Legal) could be used without the above minimum entry level requirement being applied.

Industry/Productivity:

- Level of achievement of targeted work goals
- Quantity of work produced
- Ability to meet deadlines.

Service Delivery:

- Manner of dealing with colleagues and clients
- Quality of service provided.

Leadership:

- Ability to plan, organise and implement work programme
- Contribution to team work
- Demonstration of effective interpersonal skills
- General deportment and personal example demonstrated
- Ability to evaluate and assist in the development of staff.

Creativity and Innovation:

- Innovative approach to problem solving
- Creative problem solving
- Initiative in offering proposals on the University's position re new areas of the law affecting the University

- Initiative in offering proposals and solutions for reducing the potential for legal action against the University
- Initiative in proposing changes to the University's existing legal instruments and policies with a view to improving its effectiveness/efficiency of its operations.

Outreach and University Service:

- Participation in University's programmes and activities
- Relationship with and recognition by the wider professional bodies
- Contribution to the wider community (e.g. through involvement in professional and service organisations at the local, national, regional and international levels).

TABLE 5   A

Weightings For Assessment Criteria – Legal Officers

R	Legal Officer II	W	R	Legal Officer III	W	R	Snr. Legal Officer I	W	R	Snr. Legal Officer II	W	R	Snr. Legal Officer III	W
1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Industry/Productivity	2.0	1	Leadership	2.5	1	Leadership	2.5
3	Service Delivery	2.5*	3	Service Delivery	2.0*	5	Service Delivery	2.0*	3	Creativity/Innovation	2.0	3	Creativity/Innovation	2.0
4	Leadership	1.5	3	Leadership	1.5	2	Leadership	2.0	6	Service Delivery	1.5*	6	Service Delivery	1.5*
5	Outreach/University Service	0.5*	5	Creativity/Innovation	1.0	4	Creativity/Innovation	1.0*	4	Industry/Productivity	1.0*	4	Industry/Productivity	1.0*
5	Creativity/Innovation	0.5	6	Outreach/University Service	0.5*	5	Outreach/University Service	0.5*	4	Outreach/University Service	0.5*	4	Outreach/University Service	0.5*

R   -   Ranking
W   -   Weighting
 *   -   Changes

N.B. WEIGHTINGS LISTED IN DESCENDING ORDER ACROSS GRADE LEVELS

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TABLE 5 B

Weightings For Assessment Criteria – Legal Officers

R	Legal Officer II	W	R	Legal Officer II	W	R	Snr. Legal Officer I	W	R	Snr. Legal Officer II	W	R	Snr. Legal Officer III	W
1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Industry/Productivity	2.0	4	Industry/Productivity	1.0*	4	Industry/Productivity	1.0*
3	Service Delivery	2.5*	3	Service Delivery	2.0*	5	Service Delivery	2.0*	6	Service Delivery	1.5*	6	Service Delivery	1.5*
4	Leadership	1.5	3	Leadership	1.5	2	Leadership	2.0	1	Leadership	2.5	1	Leadership	2.5*
5	Outreach/University Service	0.5*	6	Outreach/University Service	0.5* 1.0	5	Outreach/University Service	0.5*	4	Outreach/University Service	0.5*	4	Outreach/University Service	0.5*
5	Creativity/Innovation	0.5	5	Creativity/Innovation	1.0	4	Creativity/Innovation	1.0*	3	Creativity/Innovation	2.0	3	Creativity/Innovation	2.0

R - Ranking
W - Weighting
 * - Changes

N.B.   ORDER OF CRITERIA LISTING KEPT CONSTANT ACROSS GRADE LEVELS

ASSESSMENT CRITERIA FOR INFORMATION TECHNOLOGY PROFESSIONALS

Professional Competence:

- Knowledge of, and the effective application of the current state of methodologies, techniques and practices of information/telecommunications technologies
- Knowledge of the University's strategic objectives, core business systems, processes and information requirements
- Ability to function effectively in the highly dynamic IT environment
- Ability to communicate effectively and present ideas and concepts orally and in writing
- Quality of work produced relative to industry standards
- Membership in professional organisations
- Professional growth through continuing education and training.

Industry/Productivity:

- Quantity of work produced
- Level of design and programme development
- Level of business process performance in relation to IT
- Level of system implementation and network troubleshooting
- Level of development and delivery of training
- Ability to meet deadlines.

Service Delivery:

- Timeliness and quality of service provided
- Manner of dealing with colleagues and clients
- Client and customer satisfaction based on feedback on service provided.

Creativity and Innovation:

- Ability to re-engineer and improve business processes, networks and information systems in conjunction with end-users
- Innovative application of IT tools and techniques
- Initiative and innovativeness in problem solving.

Leadership:

- Ability to plan, organise and implement work programme/project
- Level and quality of guidance and direction provided for work-team
- Level of training and development opportunities provided for staff supervised
- Contribution to team building

- Ability to evaluate and assist in the development of staff
- General deportment and personal example demonstrated.

Outreach and University Service:

- Participation in University programmes and activities, e.g. committees
- Contribution to the wider community (e.g. through involvement in professional organisations and service groups at the local, regional and international levels)
- Involvement in professional consultancies.

TABLE 6 A

Weightings For Assessment Criteria – Information Techonolgists (IT)

R	IT I	W	R	IT II	W	R	IT III	W	R	Senior IT I	W	R	Senior IT II	W
1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Industry/Productivity	2.0	1	Leadership	2.5
1	Service Delivery	2.5	3	Service Delivery	1.5	3	Service Delivery	2.0*	5	Service Delivery	2.0*	3	Creativity/Innovation	2.0
4	Leadership	1.0	4	Leadership	1.5	3	Leadership	1.5	2	Leadership	2.0	6	Service Delivery	1.5*
4	Outreach/University Service	1.0*	5	Outreach/University Service	1.0*	5	Creativity/Innovation	1.0	4	Creativity/Innovation	1.0*	4	Industry/Productivity	1.0*
6	Creativity/Innovation	0.5	5	Creativity/Innovation	1.0*	6	Outreach/University Service	0.5*	5	Outreach/University Service	0.5*	4	Outreach/University Service	0.5*

R - Ranking
W - Weighting
* - Changes

N.B. WEIGHTINGS LISTED IN DESCENDING ORDER ACROSS GRADE LEVELS

TABLE 6   B

Weightings For Assessment Criteria – Information Techonolgists (IT)

R	IT I	W	R	IT II	W	R	IT III	W	R	Senior IT I	W	R	Senior IT II	W
1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Industry/Productivity	2.0	4	Industry/Productivity	1.0*
1	Service Delivery	2.5	3	Service Delivery	1.5	3	Service Delivery	2.0*	5	Service Delivery	2.0*	6	Service Delivery	1.5*
4	Leadership	1.0	4	Leadership	1.5	3	Leadership	1.5	2	Leadership	2.0	1	Leadership	2.5
4	Outreach/University Service	1.0*	5	Outreach/University Service	1.0*	6	Outreach/University Service	0.5*	5	Outreach/University Service	0.5*	4	Outreach/University Service	0.5*
6	Creativity/Innovation	0.5	5	Creativity/Innovation	1.0*	5	Creativity/Innovation	1.0	4	Creativity/Innovation	1.0*	3	Creativity/Innovation	2.0

R - Ranking
W - Weighting
 * - Changes

N.B.   ORDER OF CRITERIA LISTING KEPT CONSTANT ACROSS GRADE LEVELS

ASESSMENT CRITERIA FOR ACCOUNTANTS

Professional Competence:

- Knowledge of generally accepted accounting principles and procedures as dictated by local and international standards
- Ability to interpret accounting principles, practices and standards to meet the needs of the University environment
- Quality (i.e. accuracy and thoroughness) of work done
- Knowledge of the University's organisational structure, systems, policies and procedures
- Knowledge of the University's financial software application and ability to participate in the selection of appropriate financial software
- Awareness and application of current developments in the discipline
- Membership in professional organisations
- Professional growth through continuing education and training
- Ability to communicate effectively and present ideas and concepts orally and in writing
- Ability to present accurate and user friendly financial and management reports
- Knowledge of current statements of standard accounting practice appicable to the Caribbean as well as an understanding of the accounting framework used by universities in the USA, Canada and the United Kingdom.

Industry/Productivity:

- Timeliness, quality and reliability of work produced
- Quantity of work produced in relation to expected output and accepted industry standards
- Cost-effective and efficient management of budgets
- Level of achievement of targeted work goals
- Ability to meet deadlines
- Ability to plan, organise and implement complex work projects.

Service Delivery:

- Timeliness and accuracy of reports and other service delivery
- Contribution to and facilitation of the management audit process and external audit process
- Manner of dealing with students, colleagues and other clients, including technocrats in contributing countries
- Quality of service delivered to students in particular where there is high student contact
- Level of client satisfaction as measured by the feedback received on services provided

- Quality of internal control systems established and maintained
- Contribution to and facilitation of the external audit process.

Leadership:

- Ability to plan, organise and implement work programme
- Ability to manage a unit/section
- Ability to motivate and empower staff supervised
- Ability to build effective teams
- Level and quality of guidance and instructions provided for staff supervised
- Good interpersonal relations
- General deportment and personal example demonstrated
- Ability to evaluate and assist in the development of staff.

Creativity and Innovation:

- Ability to re-engineer business/work processes (i.e. introduce new and improved procedures)
- Innovative problem solving
- Ability to review and recommend revisions to accounting systems and practices and internal control procedures in light of the changing body of knowledge and best practices
- Ability to adapt and configure new systems.

Outreach and University Service:

- Active membership in professional associations
- Contribution to the wider community (e.g. through involvement in service organisations at the local, regional or international levels)
- Professional consultancies
- Contribution to education and training of information technology/professionals.

TABLE   7   A

Weightings For Assessment Criteria – Accountants

R	Asst. Accountant	W	R	Accountant II	W	R	Accountant III	W	R	Sr. Accountant I	W	R	Sr. Accountant II	W
1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Industry/Productivity	2.0	1	Leadership	2.5
1	Service Delivery	2.5	3	Service Delivery	2.0	3	Service Delivery	1.5	2	Leadership	2.0	3	Creativity/Innovation	2.0
4	Leadership	1.0	4	Leadership	1.5	3	Leadership	1.5	4	Creativity/Innovation	1.5	4	Industry/Productivity	1.5
6	Creativity/Innovation	1.0*	5	Creativity/Innovation	1.0*	6	Outreach/Univsersity Service	1.0*	5	Service Delivery	1.0	6	Service Delivery	1.0
4	Outreach/University Service	0.5*	5	Outreach/University Service	0.5*	5	Creativity/Innovation	1.0	5	Outreach/University Service	1.0*	4	Outreach/University Service	0.5*

R   -   Ranking
W   -   Weighting
*   -   Changes

N.B. WEIGHTINGS LISTED IN DESCENDING ORDER ACROSS GRADE LEVELS

TABLE 7

TABLE 7   B

Weightings For Assessment Criteria – Accountants

R	Asst. Accountant	W	R	Accountant II	W	R	Accountant III	W	R	Sr. Accountant I	W	R	Sr. Accountant II	W
1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Industry/Productivity	2.0	4	Industry/Productivity	1.5
1	Service Delivery	2.5	3	Service Delivery	2.0	3	Service Delivery	1.5	5	Service Delivery	1.0	6	Service Delivery	1.0
4	Leadership	1.0	4	Leadership	1.5	3	Leadership	1.5	2	Leadership	2.0	1	Leadership	2.5
4	Outreach/University Service	0.5**	5	Outreach/University Service	0.5*	6	Outreach/Univsersity Service	1.0*	5	Outreach/University Service	1.0*	4	Outreach/University Service	0.5*
6	Creativity/Innovation	1.0*	5	Creativity/Innovation	1.0*	5	Creativity/Innovation	1.0	4	Creativity/Innovation	1.5	3	Creativity/Innovation	2.0

R - Ranking
W - Weighting
* - Changes

N.B.   ORDER OF CRITERIA LISTING KEPT CONSTANT ACROSS GRADE LEVELS

**ASSESSMENT CRITERIA FOR ENGINEERS/ESTATE
MANAGER/SUPERINTENDENT OF WORKS**

Professional Competence:

- Level of engineering knowledge and/or requisite expertise associated with the profession
- Awareness and application of current developments in the relevant engineering discipline
- Ability to communicate effectively and present ideas and concepts orally and in writing
- Efficiency in utilizing available resources
- Quality of work done
- Membership in professional organisations
- Professional growth through continuing education and training.

Industry/Productivity:

- Level of achievement of targeted work goal
- Quantity of work completed
- Ability to organise and implement complex work projects
- Ability to meet deadlines
- Maintaining reliable records.

Service Delivery:

- Quality of service delivered
- Quality of relationships with clients and colleagues
- Level of client satisfaction as measured by feedback received (e.g. complaints, commendations)

Leadership:

- Ability to plan, organise and implement work programme
- Ability to delegate authority effectively
- Level and quality of guidance and instruction provided to subordinates
- Contribution to team building and staff motivation
- General deportment and personal example provided
- Ability to evaluate and assist in the development of staff.

Creativity and Innovation:

- Ability to re-engineer business processes
- Introduction of new and more efficient procedures
- Ability to adapt and configure new systems
- Application for a patent.

Outreach and University Service:

- Level of participation in local, regional or international organisations including service clubs
- Membership on University Committees
- Service to University, e.g. through mentoring.

TABLE 8   A

Weightings For Assessment Criteria – Engineers/Estate Manager/Superintendent of Works

R	Asst. Estate Mgr. I	W	R	Asst. Estate Mgr. II	W	R	Asst. Estate Mgr. III	W	R	Dep. Estate Mgr. I	W	R	Dep. Estate Mgr. II	W	R	Dep. Estate Mgr. III	W
1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Leadership	2.5
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Industry/Productivity	2.0	1	Leadership	2.5	1	Distinguished Original Work*	2.5
1	Service Delivery	2.5	3	Service Delivery	2.0	3	Service Delivery	1.5	2	Leadership	2.0	3	Creativity/ Innovation	2.0	2	Professional/ Competence	1.5
4	Leadership	1.0	4	Leadership	1.5	3	Leadership	1.5	4	Creativity/Innovation	1.5	4	Industry/ Productivity	1.0*	2	Outreach/ University Service	1.5
4	Outreach/University Service	1.0	5	Outreach/University Service	1.0 *	6	Creativity/Innovation	1.0	5	Service Delivery	1.0	6	Service Delivery	1.0	5	Creativity/ Innovation	1.0
6	Creativity/Innovation	0.5	5	Creativity/Innovation	0.5	5	Outreach/University Service	1.0	5	Outreach/University Service	1.0	4	Outreach/ University Service	1.0*	5	Industry/ Productivity	1.0

R - Ranking

W - Weighting

 * - Changes

N.B. WEIGHTINGS LISTED IN DESCENDING ORDER ACROSS GRADE LEVELS

35

TABLE 8 B

Weightings For Assessment Criteria – Engineers/Estate Manager/Superintendent of Works

R	Asst. Estate Mgr. I	W	R	Asst. Estate Mgr. II	W	R	Asst. Estate Mgr. III	W	R	Dep. Estate Mgr. I	W	R	Dep. Estate Mgr. II	W	R	Dep. Estate Mgr. III	W
1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	1	Professional/ Competence	2.5	2	Professional/ Competence	1.5
1	Industry/ Productivity	2.5	1	Industry/ Productivity	2.5	1	Industry/ Productivity	2.5	2	Industry/ Productivity	2.0	4	Industry/Productivity	1.0*	5	Industry/Productivity	1.0
1	Service Delivery	2.5	3	Service Delivery	2.0	3	Service Delivery	1.5	5	Service Delivery	1.0	6	Service Delivery	1.0	1	Distinguished Original Work*	2.5
4	Leadership	1.0	4	Leadership	1.5	3	Leadership	1.5	2	Leadership	2.0	1	Leadership	2.5	1	Leadership	2.5
4	Outreach/ University Service	1.0	5	Outreach/ University Service	1.0*	6	Outreach/ University Service	1.0	5	Outreach/ University Service	1.0	4	Outreach/ University Service	1.0*	2	Outreach/ University Service	1.5
6	Creativity/ Innovation	0.5	5	Creativity/ Innovation	0.5	5	Creativity/ Innovation	1.0	4	Creativity/ Innovation	1.5	3	Creativity/Innovation	2.0	5	Creativity/Innovation	1.0

R - Ranking
W - Weighting
* - Changes
N.B. ORDER OF CRITERIA LISTING KEPT CONSTANT ACROSS GRADE LEVELS

**PROPOSED CRITERIA AND WEIGHTINGS FOR RECORDS
AND INFORMATION STAFF**

Professional Competence:

- Knowledge or and effective application of archives and records management policies and procedures
- Ability to use specialised knowledge effectively
- Knowledge of University archival and records holdings
- Knowledge of requisite records and information management technology and technology developments
- Awareness of current trends and important developments in records and information management and related areas
- Knowledge of University organisational structure, policies, procedures, systems, processes and key external liaisons
- Quality of work produced
- Ability to communicate effectively and present facts and ideas both orally and in writing
- Professional growth through continuing education and training
- Membership in professional organisations.

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 complex work projects

Service Delivery:

- Timeliness and quality of service provided to members of the public, students, and colleagues
- Manner in dealing with members of the public, students and colleagues
- Feedback received on services provided (complaints, commendations, etc.

Leadership:

- Ability to initiate, plan, organize and implement a programme of work
- Ability to manage a unit (e.g. keep work running smoothly, assign work skillfully, delegate responsibility and guide the work of others)
- Ability to train and develop staff
- Demonstration of effective interpersonal skills
- Contribution to team building

- General deportment and personal example demonstrated
- Ability to evaluate and assist in the development of staff.

Creativity and Innovation:

- Demonstrated ability to analyse problems and propose innovative solutions
- Ability to assist in the re-engineering of business processes (e.g. by suggesting new process designs, developing implementation plans and supporting business units in the achievement of implementation objectives through training, writing new policies and procedures and the like)
- Innovative and spontaneous problem-solving
- Evidence of scholarly work completed or in progress (e.g. books, articles, reviews, research studies, reports, training material and the like)
- Presentation of scholarly papers to professional, educational or other organizations
- Evidence of initiative and resourcefulness.

Outreach and University Service:

- Contribution to the education and training of other records and information management professionals in the wider community
- Contribution to the wider community through participation in national, regional and international organisations relating to both professional and other concerns
- Professional consultancies.

TABLE   9   A

Weightings For Assessment Criteria – Records Managers

R	AR (Records) I	W	R	AR (Records) II	W	R	AR (Records) III	W	R	SAR (Records) I	W	R	SAR (Records) II	W
1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Leadership	2.5	1	Leadership	2.5	1	Leadership	2.5
1	Service Delivery	2.0	3	Leadership	2.0	2	Industry/Productivity	2.0	3	Industry/Productivity	1.5	1	Creativity/Innovation	2.0
3	Leadership	1.5	3	Creativity/Innovation	1.5	3	Creativity/Innovation	1.5	3	Creativity/Innovation	1.5	4	Industry/Productivity	1.5
4	Creativity/Innovation	1.0	4	Service Delivery	1.0	5	Service Delivery	1.0	4	Service Delivery	1.0	4	Outreach/University Service	1.0
6	Outreach/University Service	0.5	6	Outreach/University Service	0.5	6	Outreach/University Service	0.5	5	Outreach/University Service	1.0	5	Service Delivery	0.5

R -   Ranking
W -   Weighting

N.B. WEIGHTINGS LISTED IN DESCENDING ORDER ACROSS GRADE LEVELS

TABLE   9   B

Weightings For Assessment Criteria – Records Managers

R	AR (Records) I	W	R	AR (Records) II	W	R	AR (Records) III	W	R	SAR (Records) I	W	R	SAR (Records) II	W
1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5	1	Professional/Competence	2.5
1	Industry/Productivity	2.5	1	Industry/Productivity	2.5	2	Industry/Productivity	2.0	3	Industry/Productivity	1.5	4	Industry/Productivity	1.5
1	Service Delivery	2.0	3	Service Delivery	2.0	5	Service Delivery	1.0	4	Service Delivery	1.0	5	Service Delivery	0.5
3	Leadership	1.5	3	Leadership	2.0	2	Leadership	2.5	1	Leadership	2.5	1	Leadership	2.5
6	Outreach/University Service	0.5	6	Outreach/University Service	0.5	6	Outreach/University Service	0.5	5	Outreach/University Service	1.0	4	Outreach/University Service	1.0
4	Creativity/Innovation	1.0	3	Creativity/Innovation	1.5	3	Creativity/Innovation	1.5	3	Creativity/Innovation	1.5	1	Creativity/Innovation	2.0

R - Ranking
W - Weighting

N.B.   ORDER OF CRITERIA LISTING KEPT CONSTANT ACROSS GRADE LEVELS

PROPOSED CRITERIA AND WEIGHTINGS FOR DISTANCE EDUCATION CENTRE STAFF

Professional Competence:

- Core knowledge in the are of specialization as indicated by qualifications, experience and work
- Awareness of current trends and important developments in distance education and information technology as it relates to distance education
- Ability to organise and coordinate complex projects related with distance eduation
- Knowledge of the University organisational structure, policies, procedures, systems, processes and key external liaisons
- Constructive use of studyleave/grant or sabbatical leave for professional growth through further study
- Knowledge of software applications of distance delivery and University's software applications appropriate to the functional area of UWIDEC's operations
- Ability to communicate effectively and present facts and ideas both orally and in writing
- Knowledge and use of human resource development skills
- Evidence of Scholarly work completed or in progress which contributes directly to aspects of advancement in distance education in particular or education in general (e.g. books, chapters in books, articles, reviews, bibliographies, indexes, research studies, reports)
- Presentation of scholarly papers on distance education and education in general to professional, educational or other organisations
- Professional growth through continuing education and training
- Membership in professional organisations.

Industry/Productivity:

- Quality of products (e.g. printed course packages and course delivery instruments), as assessed/rated by students, local tutors, peers and externally
- Output as it relates to meeting deadlines
- Level of organisation and timely completion of complex projects
- Proposals for and preparation and delivery of multi-media packages
- Level of the utilization of distance education network systems, maintenance, and network troubleshooting
- Level of development and delivery of training for faculty, tutors and staff involved in distance education
- Cost effective and efficient management of resources and budgets.

Service Delivery:

- Quality of service to students, colleagues, faculty, external agencies and other stakeholders
- Quality of interaction with students, colleagues, faculty, external agencies and stakeholders
- Level of client satisfaction as measured via complaints, commendations, and through formative and summative evaluation
- Timeliness and quality of service provided, as measured through complaints, commendations and other feedback
- Feedback on technical quality of service received
- Quality of interpersonal relationships with students, faculty, colleagues and other clients.

Leadership:

- Ability to motivate staff and faculty
- Ability to initiate, plan, organise and implement a programme of work/project
- Ability to be a team leader, team player, and to contribute to team building
- Ability to mentor staff, students, colleagues and faculty
- General deportment and personal example as a leader
- Level and quality of guidance and instruction provided to staff
- Ability to evaluate performance of staff
- Level of training and development opportunities provided for staff supervised
- Ability to delegate authority effectively.

Creativity and Innovation:

- Ability to analyse problems and propose innovative solutions
- Level of initiative and resourcefulness as evidenced by solving technical/administrative problems and/or in the production and delivery of course materials
- Ability to introduce more efficient procedures
- Ability to adapt and manipulate new media technologies for distance education
- Ability to achieve cost effectiveness without compromising quality through the use of creative/innovative applications.

Outreach and University Service:

- Membership of University committees
- Contribution to the wider community through participation in service groups, professional organisations and specialist groups

such as distance education committees and organisations
- Associations with international organisations for networking and promoting the University's distance education programmes
- Engagement in professional consultancies
- Involvement in national and international conferences
- Level of participation, presentation of papers or panel membership at professional conferences
- Relationship with and recognition by the wider professional bodies
- Involvement with other activities geared towards serving the University generally.

NOTE:

Currently there are four (4) positions only in the Distance Education Centre that are considered career path positions, namely, Editor (Assistant Curriculum Development Specialist), Curriculum Development Specialist, Deputy Telecommunications Manager and Telecommunications Manager. There are five (5) other positions in the DEC that are non-career path positions at present. Since the Distance Education is still relatively new, more time is required for the development of job positions and a career path.

ASSESSMENT CRITERIA FOR PROMOTION TO
THE SENIOR LEVEL III

Librarians

To be considered for this level, staff members must meet the following criteria:

1. a) A post-graduate qualification preferably beyond the MLS;

    b) Outstanding success in the field of Library and Information Science in terms of quality and quantity of work over a number of years;

    c) Substantial contribution to the knowledge base of the profession, which should be manifestly recognised as having been achieved by others of professorial rank.

2. The individual must have:-

    a) A record of distinguished original work (e.g. scholarly annotated bibliographies, creation of original databases of high academic value and quality, outstanding contribution to the knowledge of the field based on original research as evidenced by books, articles in refereed professional journals; chapters in books)

    b) Made outstanding contributions to and obtained wide recognition for involvement in professional activities, e.g. membership of the executive of professional bodies, consultancies to national and/or international organisations; involvement in the organisation of and/or presentation at national and international professional conferences.

    3. a) Any other distinguished contribution to the field of Library and information Science resulting from his/her involvementwith other projects or activities.

    b) Any other evidence of scholarly activity.

ASSESSMENT CRITERIA FOR PROMOTION
TO THE SENIOR LEVEL III

Medical Officers and Counsellors

To be considered for this level, staff members must meet the following criteria:

1. a) post-graduate qualification beyond the Masters level or its equivalent;

   b) at least ten (10) years of experience and outstanding success in the field of his/her discipline.

2. The individual must have:

   a) a record of distinguished original work e.g. reaching a level of internationally recognised proficiency in his/her area of specialization; publications of scholarly work such as articles in refereed journals; chapters in books, and books;

   b) outstanding success in, and wide recognition of, involvement in professional activities e.g. membership of recognized professional monitoring/assessment bodies; consultancies to national and/or international organisations; involvement in the organisation of and/or presentation at, national and international professional conferences;

   c) enhancement of the reputation of the University through:

      i) personal contributions as stated at 1(b), 2(a) and 2(b) above and/or,

      ii) involvement in post-graduate education and training and mentoring within his/her discipline and/or;

      iii) any other distinguished contribution to his/her discipline resulting from his/her involvement with other projects or activities.

ASSESSMENT CRITERIA FOR PROMOTION TO THE
SENIOR LEVEL III

Senior Administrative Staff

To be considered for this level, staff members must meet the following criteria:

1. a. Post-graduate qualification with a minimum of 10 years experience related to the discipline preferably beyond the Masters level;

    b. Demonstrated leadership in the particular field in terms of quality, quantity and impact of work over a number of years;

    c. Substantial contribution to the knowledge base of the profession, which should be manifestly recognised as having been achieved by others of professorial rank.

2. The individual must have:-

    a) A record of distinguished original work (e.g. designing new procedures which have significant impact on the campus and beyond AND/OR publications in professional or related journals, conference proceedings, books or other media)

    b) Made outstanding contributions to and obtained wide recognition for involvement in related professional activities, e.g. membership of the executive of professional bodies, consultancies to national and/or international organisations; involvement in the organisation of and/or presentation at national, regional and international professional conferences.

3. a) Any other distinguished contribution to the field of Management and Administration, Tertiary/Higher Education, Human Resource Development, Adult Education or Project Management resulting from his/her involvement with other projects or activities.

    b) Any other evidence of scholarly activity and outstanding professional service.

ASSESSMENT CRITERIA FOR PROMOTION TO THE
SENIOR LEVEL III

Accountants

1. Record of distinguished original work, e.g., designing new accounting or related applications; publication of scholarly work such as articles in refereed professional journals, chapters in books and books;

2. Outstanding success in and wide recognition of professional activities such as, membership on the executive committee of professional monitoring/ assessment bodies; consultancies to national and/or international organisations; involvement in the organisation of, and/or presentation at national and international organisations;

3. Enhancement of the reputation of UWI, etc.

ASSESSMENT CRITERIA FOR PROMOTION TO THE
SENIOR LEVEL III

Legal

1. A record of distinguished, original legal work, <u>and/or</u>
    <u>publications in professional or related journals</u>
    published in refereed journals;

2. Outstanding success in and wide recognition of
    professional activities, such as presentations at
    national, regional and international conferences and
    seminars;

3. Enhancement of the reputation of the University in
    his/her field through his/her contribution to the
    develoment of a particular areas of law, such as
    leadership in the area, post-graduate studies and/or
    projects or activities.

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May 19, 2000