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# CHUKA UNIVERSITY

## Standard Operating Procedure


For

## Administration, Resources & Planning Management CU/SOP/RAPD/04

### Document Review Sheet

The signatures below certify that this Standard Operating Procedure has been reviewed and accepted, and demonstrate that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.


Action	Name & Signature	Position	Date
Prepared by	Mr. J. K. Sendeyo	Senior Assistant Registrar (Administration & Planning)	30.8.2017
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## 2.0 GENERAL

### 2.1 Purpose

The purpose of this procedure is to ensure that all pertinent activities are managed effectively to ensure compliance with the International Standard, The Chuka University's and the Government's statutory policies, procedures and regulations.

### 2.2 Scope

This procedure shall apply to and define all the processes and activities carried out within the Division of Administration, Finance, Planning and Development.

### 2.3 References

- Kenya Constitution, 2010
- Universities Act No. 42 of 2012
- CU Charter, 2013
- CU Statutes, 2014
- CU Strategic Plan, 2017-2022
- CU Code of Conduct and Ethics Policy, 2014
- ISO 9001:2015 Standard Clauses 4 to 10
- CU ISO Quality Management System Manual, 2017
- Collective Bargaining Agreements (UASU, KUSU, KUDHEIHA Workers)
- CU Performance Contract (Current)

### 2.4 Abbreviations

<b>AA</b>	Administrative Assistant
<b>AR</b>	Assistant Registrar
<b>CBA</b>	Collective Bargaining Agreement
<b>KUDHEIHA</b>	Kenya Union of Domestic, Hotels, Educational Institutions, Health and Allied workers
<b>KUSU</b>	Kenya Universities Staff Union
<b>PCA</b>	Pay Change Advice
<b>R (A&amp;P)</b>	Registrar (Administration & Planning)
<b>RADP</b>	Department of Registrar (Administration & Planning)
<b>SO</b>	Strategic Plan Objective(s)
<b>SOP</b>	Standard Operating Procedures
<b>UASU</b>	Universities Academic Staff Union
<b>UNTESU</b>	Universities Non-Teaching Staff Union


### 2.5 Definitions

In addition to the relevant definition of terms given in ISO 9000:2005, the following specific definitions shall apply:

**Collective Bargaining Agreement:** This is a Memorandum of Agreement between the University and the employee unions that govern the terms of employment.

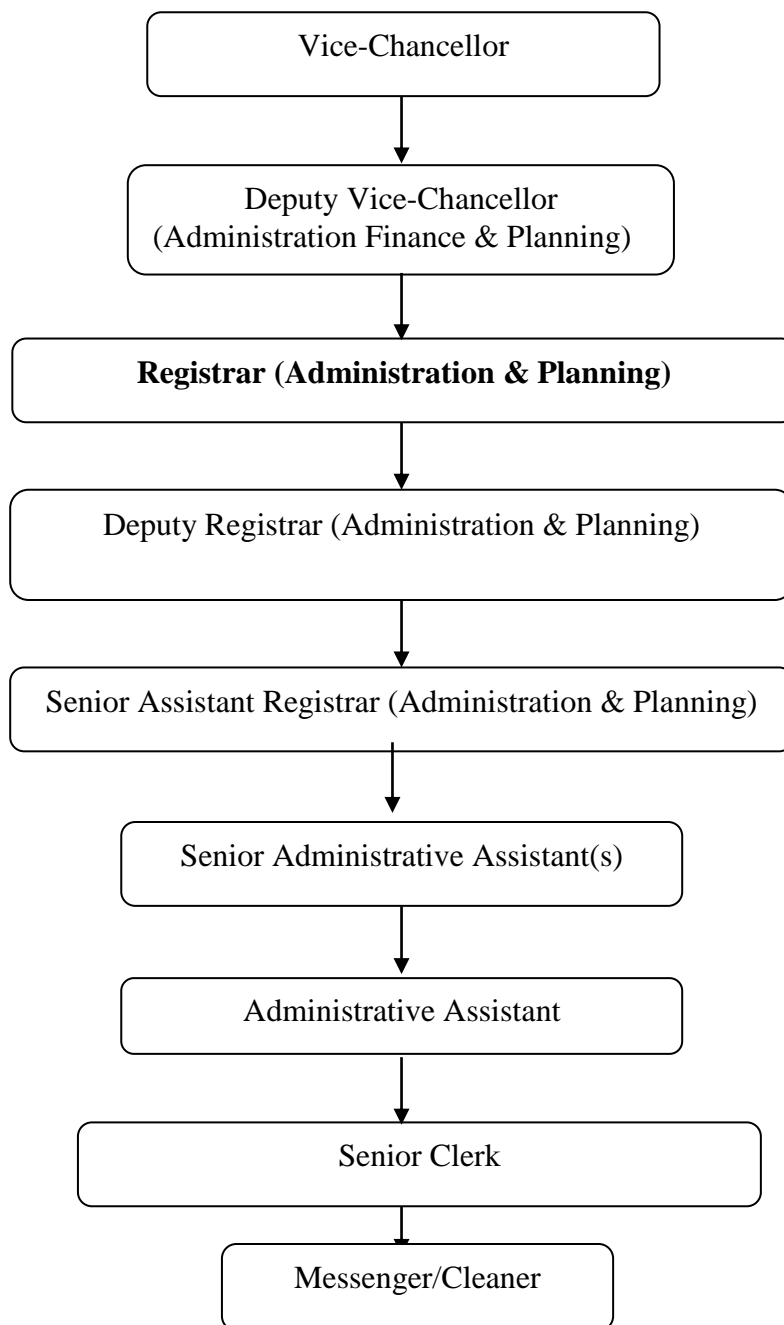
### 2.6 Responsibility


The R (AP) has the primary responsibility of ensuring that these processes are implemented and remain adequate for their intended purpose, providing the information for documentation of the processes and initiation of actions to keep them updated. All departmental staff members are responsible for implementing and ensuring that these processes are followed.

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### 3.0 ADMINISTRATIVE STRUCTURE

The current administrative structure for the Department is as follows:



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## 4.0 PROCESSES

### 4.1 Overview

The Office of the Registrar (Administration and Planning) is responsible for the Administrative activities in the University. The core activities of the office include:

- (i) Staff Induction
- (ii) Deployment of Staff
- (iii) Managing and Administering Staff Leave
- (iv) Performance Appraisal
- (v) Customer Satisfaction Surveys
- (vi) Clearing of Staff on Separation
- (vii) Verifying the Payroll
- (viii) Preparing Pay Change Advice (PCA) of Employees
- (ix) Coordinating the Central Registry and Filing Index

### 4.2. Process for Staff Induction

#### Source

CU/SOP/DVCF/02

#### Inputs

Induction programme, refreshments budget, stationery, Top Management, facilitators, venue

#### Outputs


Inducted staff, an induction programme and report, attendance list, job descriptions

#### Receiver(s)

Top Management, New employees

#### Process Details

No.	Description	Output	Responsibility
1.	New employees are issued job descriptions with obligations, duties and responsibilities and referred to their respective HODs.	Job Description	Registrar (A&P)
2.	The new employees are taken on a tour of the University within the first week of reporting to work. The inductees complete induction forms and submit to R (A&P)	Filled Employee Induction Form	Respective HOD
3.	A staff induction is organised once every year where senior members of staff address the new employees about the institution. Employees ask questions and clarifications which are provided by the facilitators	Attendance list Induction Minutes	Registrar (A&P)
4.	Inducted employees are issued with a certificate of attendance and participation	Copies of certificates	Registrar (A&P)

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### 4.3. Process for Deployment of Staff

#### Source

Departmental vacant posts; CU/SOP/VCIM/01

#### Inputs

Staff members are deployed from one department to the other as need arises.  
Deployment need/request

#### Outputs

Transfer letter/Handing over report

#### Receiver(s)

Needy/Justified ISO Departments

#### Process Details

No.	Description	Output	Responsibility
1.	A department requests for staff to fill an identified position.	Request from HOD	Respective HOD
2.	A suitable employee for the post is identified		Registrar (A&P)
2.	The letter of deployment is sent to the employee through his/her current HOD.	Letter of Deployment	Registrar (A&P)
3.	Upon release by the current HOD, the employee reports to the new HOD for allocation of duties.	Staff movement form signed by the new HOD	Respective HOD
4.	The Management is handed the staff personal file to note the transfer in the file copy.	Personal file bearing noted initials	Respective Officer

### 4.4. Process for Managing and Administering Staff Leave

#### Source

Employee requests, ISO Departments, CU/SOP/VCIM/01

#### Inputs


Leave request duly approved by the supervisor (non-office bearers), or VC (office bearers)  
Staff personal file  
Navision leave entry log

#### Outputs

Staff on leave  
Leave release letter

#### Receiver(s)

Employee  
HOD where staff works

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### Process Details

No.	Description	Output	Responsibility
1.	The employee sends leave request electronically to the respective HOD.	Leave Request	Employee
2.	The application is approved electronically and forwards to the R (A&P) by supervisor	Duly approved leave application form	HOD
3.	The leave application is approved electronically and balance if any calculated	Application form duly approved	Registrar (A&P)
4.	The leave is recorded in a register to monitor the date to resume duty.	Register entry	Registrar (A&P)

## 4.5. Process for Performance Appraisal System and Customer Satisfaction Surveys

### (a) Performance Appraisal System

#### Source

CU/SOP/QAPC/11,

#### Inputs

Appraisal forms; signed Performance Contract

#### Outputs

Appraisal forms/reports with recommendations for reward or sanctions


#### Receiver(s)

CU/SOP/RADP/04; Appraisee

### Process Details

No.	Description	Output	Responsibility
1.	In a preceding year, staff set targets in a Performance Contract. And sign with HOD	Performance Contract	Individual staff HOD
2.	By 5 <sup>th</sup> July of the following year, a circular is issued to all HODs to undertake performance appraisal for the previous Financial Year.	Memo	Registrar (A&P)
3.	Staff members fill the Performance Appraisal Forms upon expiry of each year.	Appraisal form duly filled by the staff	Respective staff
4.	The Performance Appraisal Form is returned to the supervisor/HOD.	Performance Appraisal Form	Respective staff
5.	HODs complete their part on the staff Performance Appraisal Form.	Appraisal Form duly filled by the HOD	HOD
6.	The Staff Performance Appraisal Form is returned to the Registrar (A&P) who completes the Human Resource section	Duly filled form by the staff and HOD	Registrar (A&P)
7.	The duly completed Performance Appraisal Form is filed in the employees personal files	Performance appraisal form	SAA/AA



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## b) Customer satisfaction surveys

### Source

CU/SOP/QAPC/11; Signed Performance Contract

### Inputs

Appointed survey team; Stationery; Facilitation Budget; Survey tool/questionnaire/guidelines

### Outputs

Survey reports with recommendations for continual improvement

### Receiver(s)

Top Management

Performance Contract MDAs

### Process Details

No.	Description	Output	Responsibility
1.	A committee is appointed to conduct a customer satisfaction survey.	Appointment letter	VC
2.	Data collection tools e.g. questionnaires and interview schedules, are prepared/developed	Questionnaires and interview schedules	Survey team leader
3.	The survey tool is administered to gather information from the customers.	Filled questionnaires	Survey team leader
4.	The data is analysed, compiled into a report that identifies areas of improvement. The report is then presented to the VC.	Survey report	Survey team leader
5.	The HOD or chair responsible for the recommendation/complaint/non-conformity identified by the surveys ensures corrective action is done within a minimum of 30 days.	Corrective Action Report	Respective COD/HOD
6.	Records of survey recommendations/reports are retained and presented in the MRM/PC	Survey report	QA&PC

## 4.6. Process for Clearing of Staff

### Source


ISO Departments; Exiting staff

### Inputs

When staff separate from CU employment, either through resignation, retirement or dismissal they have to clear with the University. Inputs include an approved request letter to leave the University, a dully filled form in 3 copies and signed off by the HODs clearing the employee

### Outputs

Dully filled and cleared staff

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### Process Details

No.	Description	Output	Responsibility
1.	Letter of impending action is issued	Letter	Employee
2.	The letter is checked to confirm that adequate notice has been given	Initialled letter	Registrar (A&P)
3.	The letter is delivered to the VC for approval	Letter	Registrar (A&P)
4.	The approved letter is received	Letter	Registrar (A&P)
5.	A clearance form is issued to the employee to fill and move for signing by all HODs.	Duly filled clearance form	Employee
6.	Upon clearance, the employee returns the staff ID card and name tag and is issued with a copy of the clearance form for retention.	Returned ID & name tag	Employee Registrar (A&P)
7.	The original clearance form is filed in the personal file of the employee.	Duly filled clearance form	Registrar (A&P)
8.	The cleared employee is de-activated in the email system and payroll to deter express, non-controlled access to University records	De-activation notice	ICT Manager & Finance Officer

### 4.7. Process for Verifying the Payroll

#### Source

CU/SOP/FIND/24

#### Inputs

Staff salaries are prepared and paid every month. To harmonize the list of employees maintained in the R (A&P) Office and those paid by the Finance Department, the payroll is verified every month. Inputs include: payroll with staff payment entries

#### Outputs


Audited payroll and observations report

#### Receiver(s)

CU/SOP/IAUD/26; CU/SOP/FIND/24

### Process Details

No.	Description	Output	Responsibility
1.	The payroll is received from Finance Department at the end of each month.	Payroll	Registrar (A&P)
2.	The payroll is checked to ensure there are no ghost workers or double payments.	Signed payroll	R(AP)
3.	The audited payroll is signed, stamped and taken to the Audit Department for thorough examination and validation of the entries (CU/SOP/IAUD/26)	Signed and stamped payroll	R(AP)

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#### **4.8. Process for Drafting Pay Change Advice (PCA) of Employees**

##### **Source**

CU/SOP/VCIM/01, CU/SOP/DVCF/02

##### **Inputs**

Each time remuneration of an employee changes, be it salary, allowance or deduction, a pay change advice, indicating the amount involved and the reason(s) for the change, is issued by the Office of R (A&P) to the Finance Office to implement the change. Inputs include: interview profile, minutes of the interview, employee testimonials

##### **Outputs**

Dully approved PCA

##### **Receiver(s)**

Employee; CU/SOP/FIND/24

##### **Process Details**

<b>No.</b>	<b>Description</b>	<b>Output</b>	<b>Responsibility</b>
1.	Documents authorizing the change of pay are authorized and submitted to the registrar (A&P) office.	Approval documents	Management
2.	The PCA is drafted after verifying supportive documents	PCA	Registrar (A&P)
3.	The PCA is reviewed and submitted to the authorising office	Approved PCA	R (A&P)
4.	The PCA is then delivered to the Finance Department for processing (CU/SOP/FIND/24).	Duly authorized PCA	Registrar (A&P)

#### **4.9. Process for Coordinating the Central Registry and Filing Index**

##### **Source**

Outgoing and incoming mail

##### **Inputs**


The Central Registry receives all incoming hard copy mails and other correspondence and dispatches all outgoing hard copy mails and other correspondence. Inputs include: incoming mail, outgoing mail, stamps, postage schedules

##### **Outputs**

Receipts/schedules for postage

##### **Receiver(s)**

Employees; ISO Departments

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### Process Details

No.	Description	Output	Responsibility
1.	Mails are received in the Registry	Received mails	Registry Clerk
2.	The incoming mails are stamped with a received stamp.	Stamped mails	Registry Clerk
3.	The mail is sorted and taken to the specific departments/addressees.	Mail Register/ Delivery Book	Registry Clerk
4.	Alternatively, the addressee is telephoned to collect the mail.	Signed Delivery Book	Addressee/Registry Clerk
5.	Outgoing mail is received, recorded and then handed to an officer who dispatches the mail through the Post Office or courier.	Mail Dispatch Register	Registry Clerk
6.	Staff personal files and other files are recorded and signed for in a File Movement Register each time they are removed from the Registry.	File Movement Register	Registry Clerk
7.	The files are again recorded and signed for in the File Movement Register each time they are returned to the Registry.	File Movement Register	Registry Clerk
8.	For ease of tracing documents, each file is coded and placed in a specific filing cabinet.	Coded files	Registry Clerk
9.	Codes are added as the Departments are created. <b>Ref. CU/MR/FORM/16</b>	New codes	Registry Clerk


### 5.0 RECORDS

1. Staff profiles
2. Staff leave records
3. Pay Change Advice
4. Staff appraisal records
5. Customer survey reports
6. Minutes of Departmental meetings
7. Minutes of Management meetings
8. Correspondences with the public

### 6. KEY PERFORMANCE INDICATORS/QUALITY OBJECTIVES

#### 6.1 Indicators

- (i) Files safely kept in cabinets.
- (ii) Accurate employee information kept in soft copy format.
- (iii) Up to date staff records maintained in the Registry.
- (iv) Advertisements for employment opportunities done when Management authorises.
- (v) Cultivation of peaceful industrial relations by holding meetings with staff.
- (vi) Recruitment and retention of qualified support staff.
- (vii) Annually appraised staff.

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## 6.2 Quality Objectives

### Linked Strategic Objective(s):

SO 22: Strengthening of University Governance for Effective Decision Making  
SO 26: Improvement of Productivity, Efficiency and Effectiveness  
SO 28: Recruitment and Retention of Qualified Staff

**Quality Objective 1:** Recruit highly qualified staff to support organizational objectives within six months of approval to recruit.

### Strategy (Activities required to achieve the objective)

- Needs identification
- Advertisement
- Shortlist and schedule interviews
- Issuance of appointment letters

Responsibility	Resources required	Timeline	Measure of Success (KPIs)
1. HOD	Stationery	As needs arise	Approved establishment
2. R (A&P)	Stationery	Annual	Prepared budget
3. Management	Budget	When need arises	Advert
4. DVC (AFP&D)	Budget	Within 3 months	List of shortlisted applicants
5. Management	Budget	1 month post-listing	Number of offers
6. DVC (AFP&D)	Stationery	2 wks after interviews	Appointment letters

### Linked Strategic Objective(s):

SO 22: Strengthening of University Governance for Effective Decision Making  
SO 25: Maintenance and Improvement of Quality Assurance  
SO 26: Improvement of Productivity, Efficiency and Effectiveness  
SO 27: Compliance with Statutory Requirements  
SO 30: Development of Motivated Staff

**Quality Objective 2:** To conduct induction of all newly appointed staff within three months of reporting

### Strategy (Activities required to achieve the objective)

- Drawing the budget
- Planning the logistics
- Co-ordination and conduction of actual induction

Responsibility	Resources required	Timeline	Measure of Success (KPIs)
Registrar (A&P)	Stationery	1 month after reporting	Drawn budget
Registrar (A&P)	Stationery, time	1 week post-approval	Induction programme
Registrar (A&P)	Stationery, laptop, LCD, meals, trainers	Within three months after new staff report	Number of inductees

**Review dates:** **Monthly**

### Linked Strategic Objective(s):

SO 27: Compliance with Statutory Requirements  
SO 30: Development of Motivated Staff


**Quality Objective 3:** To ensure timely payment of staff salaries by approving the payroll within two days of receipt from Finance Department.

### Strategy (Activities required to achieve the objective)

- Auditing the payroll
- Approving the payroll

Responsibility	Resources required	Timeline	Measure of Success (KPIs)
Registrar (A&P)	Stationery	Two days upon receiving the payroll	Initialled payroll Approved/stamped payroll

**Review dates:** **Monthly**

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**Linked Strategic Objective(s):**

SO 26: Improvement of Productivity, Efficiency and Effectiveness  
SO 27: Compliance with Statutory Requirements  
SO 28: Recruitment and Retention of Qualified Staff  
SO 29: Promotion of Staff Development Programmes

**OBJECTIVE 4:** Improve staff performance by conducting staff performance appraisal in July each year.

**Strategy (Activities required to achieve the objective)**

1. Issue circular to supervisors asking them to appraise their staff
2. Receive appraisal forms from CODs/HODs
3. Review the completed appraisal forms and give comments

Responsibility	Resources required	Timeline	Measure of Success (KPIs)
Registrar (A&P)	Stationery	By 31 <sup>st</sup> July every year	Duly filled performance appraisal forms

**Review dates:** **Annually**

**Linked Strategic Objective(s):**

SO 22: Strengthening of University Governance for Effective Decision Making  
SO 23: Assignment of Duties and Delegation of Authority  
SO 28: Recruitment and Retention of Qualified Staff  
SO 30: Development of Motivated Staff  
SO 31: Enhancement of Gender and Affirmative Action Compliance

**Quality Objective 5:** To effect deployment of staff from one department to another within one week from the date of receipt of the approval letter.

**Strategy (Activities required to achieve the objective)**

1. Receive approval letter
2. Draft and issue a posting/deployment letter with staff movement form enclosed
3. Receive, acknowledge and file the staff movement form that is duly filled by the COD/HOD.

Responsibility	Resources required	Timeline	Measure of Success (KPIs)
Registrar (A&P)	Stationery	Within a week of receiving approval	Duly filled staff movement form

**Review dates:** **Weekly**

**Linked Strategic Objective(s):**

SO 24: Development and Projection of a Positive Image of the University  
SO 25: Maintenance and Improvement of Quality Assurance  
SO 26: Improvement of Productivity, Efficiency and Effectiveness  
SO 27: Compliance with Statutory Requirements  
SO 28: Recruitment and Retention of Qualified Staff  
SO 29: Promotion of Staff Development Programmes  
SO 30: Development of Motivated Staff


**Quality Objective 6:** To coordinate customer surveys (satisfaction, competence, work environment, employee, training needs) at the end of every fourth quarter and prepare management reports.

**Strategy (Activities required to achieve the objective)**

1. Development of survey tools
2. Administer the survey tools
3. Analysis and report writing

Responsibility	Resources required	Timeline	Measure of Success (KPIs)
Survey Committee	Stationery, meals, funds, transport	End of quarter 4 of financial year	Survey reports

**Review dates:** **Annually**

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**Linked Strategic Objective(s):**

SO 24: Development and Projection of a Positive Image of the University  
 SO 26: Improvement of Productivity, Efficiency and Effectiveness  
 SO 27: Compliance with Statutory Requirements  
 SO 30: Development of Motivated Staff

**Quality Objective 7:** To maintain harmonious industrial relations with the relevant trade unions in the University through negotiations and signing of Collective Bargaining Agreement every four years.

**Strategy (Activities required to achieve the objective)**

1. Receive CBA proposal from the respective union
2. Seek for University Council beacons and give a counter offer to the proposing union
3. Convene a Joint Negotiation Committee and commence negotiations
4. Seek approval of negotiated CBA from SRC
5. Register the negotiated CBA
6. Implement the negotiate CBA

Responsibility	Resources required	Timeline	Measure of Success (KPIs)
DVC (AFP&D) Registrar (A&P) Joint Negotiation Cttee	Stationery, meals	Every four years	Signed CBAs

**Review dates:** **Annually**

**Linked Strategic Objective(s):**


SO 22: Strengthening of University Governance for Effective Decision Making  
 SO 24: Development and Projection of a Positive Image of the University  
 SO 25: Maintenance and Improvement of Quality Assurance  
 SO 26: Improvement of Productivity, Efficiency and Effectiveness  
 SO 27: Compliance with Statutory Requirements

**Quality Objective 8:** To enhance implementation of customer service delivery charter on daily basis by ensuring that staff report to their work stations in time

**Strategy (Activities required to achieve the objective)**

1. Supervision of staff
2. Monitoring staff attendance

Responsibility	Resources required	Timeline	Measure of Success (KPIs)
Registrar (A&P)	Biometric kits	Daily	Attendance reports
<b>Review dates:</b>	<b>Weekly</b>		

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### Risk Identification Table

<b>Department: CU/SOP/RADP/04 - REGISTRAR (ADMINISTRATION AND PLANNING) OFFICE</b>			
<b>Project /Process Name: RESOURCES ADVANCEMENT &amp; DEVELOPMENT</b>			
SN	Risk	Source (How can the risk occur)	Impact/consequences (What is the impact of the risk occurring)
1	Failure to appropriately attract, manage, develop and retain staff	Failure to follow laid down employment regulations	High staff turnover
2	Staff negligence	Lack of staff orientation	Litigations from service recipients
3	Strained labour relations	Poor relationship between Management and staff unions	Industrial unrests
4	Engaging unsuitable staff	Failure to conduct background checks during recruitment	Engaging unsuitable personnel
5	Occupational hazards	Failure to follow/enforce public health requirements	Low productivity; Increased costs; Litigation

### Risk and Opportunities Register

Note for monitoring, the following is the response: What = risk described. Why = prevent/correct consequence. How = mitigations/controls. Who = risk owner

Risk name/ description	Risk Consequences	Raw Risk			Mitigations/ controls	Risk Owner	Monitoring
		Likelihood (L)	Consequence (C)	Raw Risk (L x C)			
High staff turnover	Failure to attract, manage, develop and retain appropriate staff Poor service delivery	1	3	3	Staff development/training Competitive compensation Adoption of best practices Effective marketing	Registrar (A&P)	What: Number of staff employed, trained or left Who: Registrar (A&P) When: Semi-annually How: Seminars, workshops, meetings, conferences
Staff negligence	Litigations from service recipients	1	3	3	Proper staff orientation Issuance of staff handbooks Operations manuals	Registrar (A&P) HODs	What: No. of reported cases Who: Registrar (A&P) When: Semi-annually How: Reports review
Strained labour relations	Industrial unrests	1	3	3	Negotiating and signing of CBAs with unions Clear Terms and Conditions of Service	VC/CEO DVC (AFPD)	What: Signed CBAs; Terms & Conditions of Service Who: Registrar (A&P) When: As time arises How: Document review
Engaging unsuitable personnel	Poor service delivery	1	2	2	Conduct thorough background and reference checks	VC/CEO DVC (AFPD) R (A&P)	What: Complaint reports Who: R (A&P) When: Annually How: Staff appraisal





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Failure to follow laid down employment regulations	Litigations Over-employment Staff turnover	1	2	2	Clear schemes of service Staff establishment Clear recruitment procedure	VC/CEO DVC (AFPD) R (A&P)	What: Criteria followed Who: R (A&P) When: Annually How: Minutes audit
Delayed salaries	Reduced employee productivity	2	2	4	Start Income Generating Units Austerity measures	VC/CEO FO HIA	What: Salary delay Who: HIA When: Quarterly How: Payroll release time
Health hazards	Hefty penalties and fines Litigation	1	3	3	Adopt occupational health and safety policy Follow/enforce public health requirements	R (A&P)  CMO	What: No. of litigations Who: CMO When: Semi-annually How: Staff medical files
Occupational hazards	Low productivity Increased healthcare costs Litigation	1	3	3	Proper staff orientation Operations manuals Employee handbooks Signage and Protective gear	HODs CMO R (A&P) HOD Estates	What: Reported cases Who: CMO When: Continuously How: Staff medical files

Notes: Risk register can be reviewed when the mitigation has been applied. It may be removed or the level reduced.



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### APPENDIX I: PROCESS MAPS

#### (i) Leave Process Map


RESPONSIBILITY	ACTION
EMPLOYEE	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Applies for leave /Off</p>
SUPERVISOR	Grants leave electronically. Yes/No
AR/SAA/AA	Verifies leave details
REGISTRAR (ADMINISTRATION & PLANNING)	Approves leave electronically. Yes/No
AR/SAA/AA	Records leave in a Register
EMPLOYEE	<p>Officer proceeds on leave</p> <p style="text-align: center;">End</p>

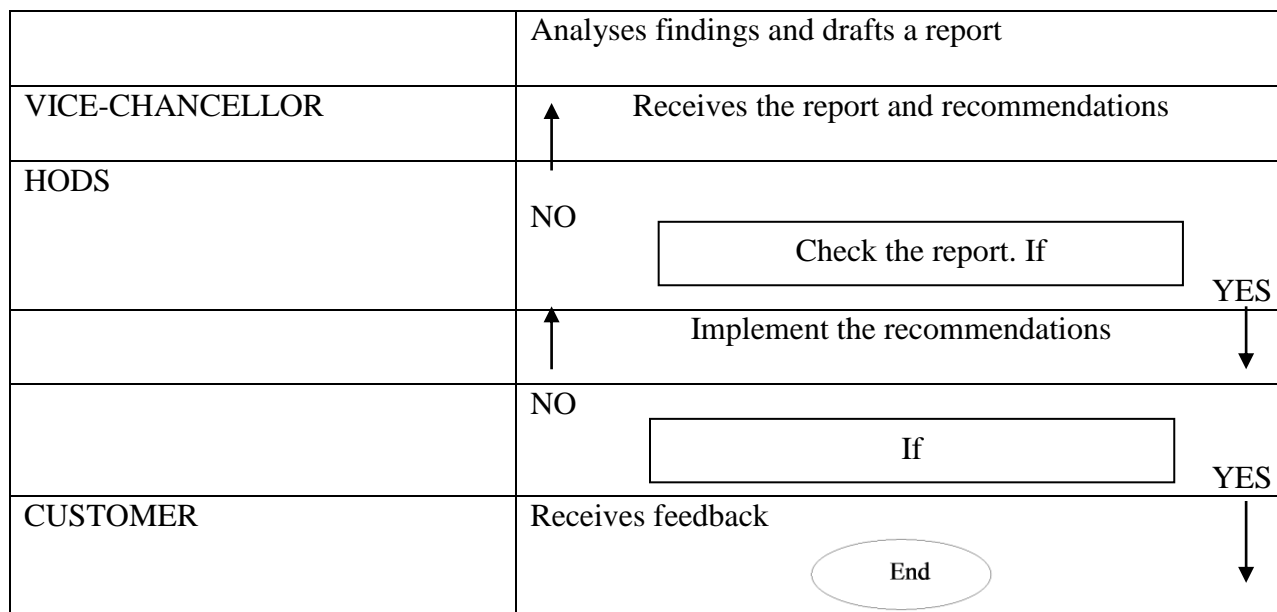
#### (ii) Performance Appraisal Process Map

REGISTRAR (ADMINISTRATION & PLANNING)	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Issues Circular</p> <p>Downloads and distributes SPAFs</p>
COD/HOD	Completes their section in the presence of appraisee
HRM	Completed forms submitted to the HRM for final evaluation and feedback
VC	Arbitrates where there is no consensus
APPRAISEE	<p>Receives feedback</p> <p style="text-align: center;">End</p>

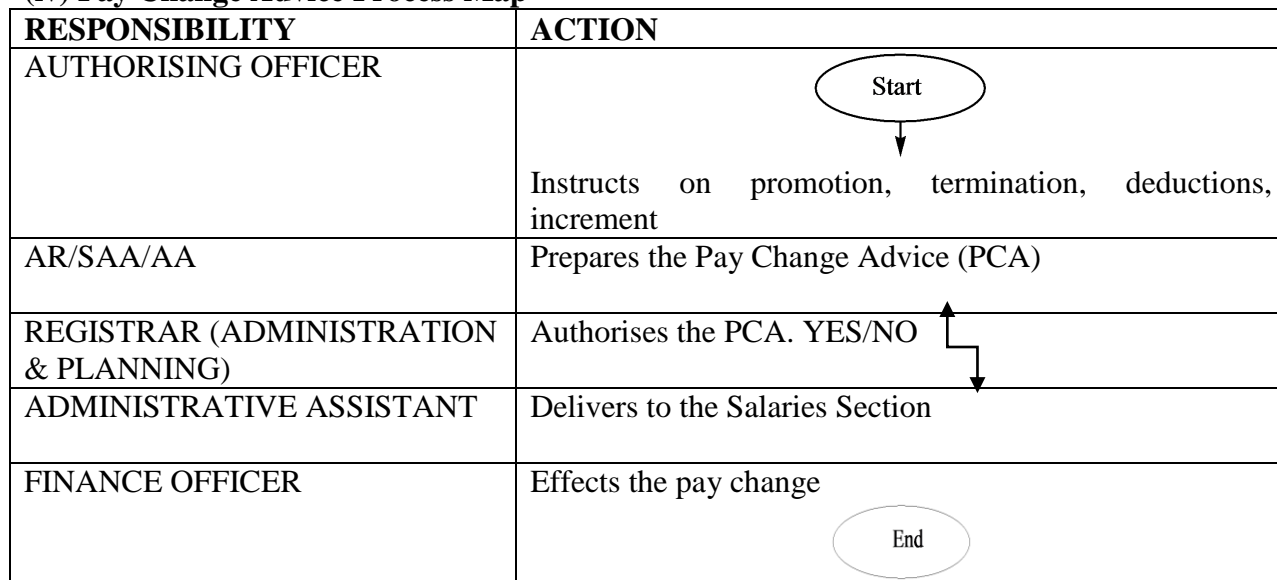
#### (i) Customer Satisfaction Survey

VICE-CHANCELLOR	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Appoints a committee</p>
SURVEY COMMITTEE	<p>Develops a survey tool</p> <p>Conducts survey</p>

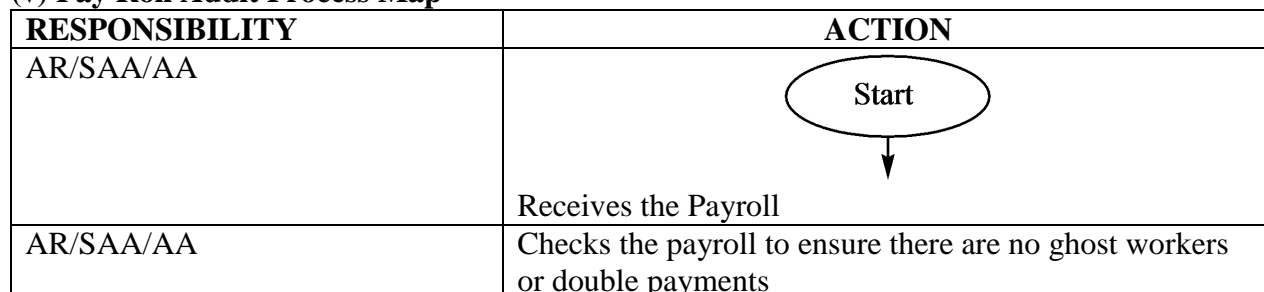
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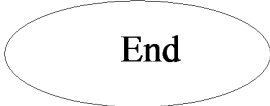
**(iv) Pay Change Advice Process Map**



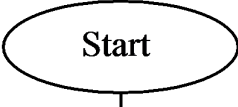
**(v) Pay Roll Audit Process Map**



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REGISTRAR (ADMINISTRATION & PLANNING)	Signs and stamps the payroll
AR/SAA/AA	Delivers the Pay roll to Finance Department
	

**vi. Procedure for handling of mails/letters**

RESPONSIBILITY	ACTION
OFFICE ASSISTANTS	
MAIL OWNER/OFFICE ASSISTANTS	Receipt and dispatch of mails Delivery of outgoing mail/letters to the Office of the Principal for franking/stamping and delivery to the external Post Office/courier service.
DRIVER OFFICE ASSISTANTS	Receipt/collection of incoming mails/letters from the Post Office, sorting and delivery/dispatch to the relevant offices/recipients in the University.
	