



# Covenant University Employment Policy

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# Covenant University Employment Policy

## 1. Purpose

This policy is designed to:

- i. define the University's role in fulfilling its equal employment responsibilities;
- ii. serve as a guide for staff on matters of equal employment;
- iii. outline employee rights;
- iv. explain the functions of structures governing equal employment.

## 1.0 Definitions and Concepts Related to Employment Policy

This policy intends to ensure that Covenant University complies with employment legislation by adopting fair and unbiased practices for hiring, developing, retaining, and exiting employees. It also provides guidelines for hiring candidates, managing employee growth, and handling promotions and exits.

**1.1 Affirmative Action:** Actions taken to address barriers and ensure that qualified individuals from designated groups receive equal job opportunities and fair representation in all workforce levels.

**1.2 Barriers:** Any hindrance identified through analysis that prevents the achievement of equal employment and affirmative action goals.

**1.3 Employee:** Anyone working for the University (except independent contractors) who receives pay and contributes to the University's operations.

**1.4 Employment Practices:** Includes, but is not limited to, recruitment, advertising, selection, job classification, pay, benefits, work environment, training, performance evaluations, promotions, and disciplinary actions, except dismissal.

**1.5 Persons with Disabilities:** Individuals with long-term or recurring physical or mental impairments that limit their employment opportunities.

**1.6 Qualified Person:** An individual who is suitably qualified based on education, prior learning, relevant experience, or the ability to perform the job within a reasonable timeframe.

## Scope and Objectives

This policy applies to all permanent and fixed-term employees, part-time staff, and job applicants, but excludes volunteers, independent contractors, and other recruitment forms.

2.1 The University is dedicated to fostering equal opportunity and fair treatment in employment, eliminating discrimination, and using affirmative action to address employment imbalances and achieve workforce representation across levels.

## Policy Principles

The University aims to create an equitable work environment by adhering to these principles:

3.1 Staffing policies will be aligned with the strategic and operational needs of the University and support the full utilization and ongoing development of staff.

3.2 All staffing decisions must be rational and objective.

3.3 The Board of Regents sets the institution's strategic and operational requirements, which influence central, college, and departmental management.

3.4 All aspects of talent management—including hiring, structuring, promotion, and retention—must be non-discriminatory, except as specified in this policy.

3.5 Fair representation across all levels considers:

- i. The interests of all employees;
- ii. The University's commitment to excellence;
- iii. Efficiency needs.

3.6 The University promotes a culture of respect, inclusion, and non-marginalization, removing any barriers to employee potential.

3.7 As an Employment Equity employer, the University gives preference to suitably qualified individuals from designated groups until all levels reach targeted representation.

3.8 **Transparency:** All decisions related to Employment Equity will be transparent and well-justified.

3.9 **Consultation:** Employment Equity policies and procedures will be developed in consultation with relevant stakeholders to ensure inclusivity in decision-making.

3.10 **Resources:** Adequate resources will be allocated to support the implementation of this policy.

3.11 All employees meet the qualifications defined in this policy.

3.12 The University promotes an empowering environment free from bias, allowing all employees and students to reach their full potential.

## **Implementation**

### **4.1 Affirmative Action:**

- i. As a designated employer, the University implements affirmative action measures to promote employment equity.
- ii. These measures aim to provide equal opportunities to qualified individuals from designated groups and ensure fair representation in all workforce levels.
- iii. Affirmative action includes steps to remove barriers to employment, promote diversity, accommodate disabilities, recruit and develop talent from designated groups, and employ preferential treatment where necessary.

## **Employment Equity**

5.1 As a designated employer, the University is committed to affirmative action and the promotion of equal employment opportunities.

5.2 Steps will be taken to remove any unfair discrimination in employment policies and practices.

5.3 Unfair discrimination based on race, gender, disability, religion, and other protected grounds is strictly prohibited.

5.4 Affirmative action measures or distinguishing based on inherent job requirements are not considered unfair discrimination.

5.5 Harassment, including racial and sexual harassment, is prohibited and will result in disciplinary action.

5.6 Pay disparities on unjustifiable grounds are prohibited; equal pay for work of equal value will be ensured for all employees.

## **Recruitment and Selection**

6.1 Recruitment and selection will be conducted fairly to enhance diversity and ensure an expanded pool of qualified candidates.

6.2 The selection process will be open and transparent, focusing on verified competence, growth potential, and alignment with the University's values.

## **Career Advancement**

7.1 The University values both upward mobility and lateral transfers to support representation goals.

7.2 Promotion and transfer processes, guided by the University's policies, help meet employment equity goals through targeted programs like succession planning and leadership development.

7.3 Employee development is prioritized, with special focus on designated groups.

7.4 Staff learning opportunities prioritize designated groups until desired representation goals are met.

7.5 The University will accommodate job applicants and employees from designated groups, including those with disabilities.

7.6 Education and Training:

- i. Deans and Department Heads will receive training to handle discrimination, harassment, and diversity.
- ii. HR will train committees on appointment, evaluation, and performance management.

## **8 Dispute Resolution**

8.1 Any HR-related grievances should be promptly directed to the HR Unit for resolution.

## **9 Monitoring and Evaluation**

The Human Resources Unit will review this policy every four years or as necessary to align with legislative and strategic objectives of the university.