



GWANDA STATE UNIVERSITY CODE OF CONDUCT

AND

**GRIEVANCE PROCEDURE
FOR
EMPLOYEES**

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MINISTRY OF PUBLIC SERVICE, LABOUR
AND SOCIAL WELFARE
Compensation House
Cnr. Simon Vengai Muzenda Street and Central
Avenue
HARARE

FORM ECC2

CERTIFICATE NO: 919

LABOUR ACT, [CHAPTER 28:01]

REGISTRATION CERTIFICATE

This is to certify, in terms of Section 3 of the Labour Relations (Employment Codes of Conduct) Regulations, 1990, that I have registered the following Employment Code of Conduct/ ~~an~~ amendment to the following Employment Code of Conduct*

GWANDA STATE UNIVERSITY

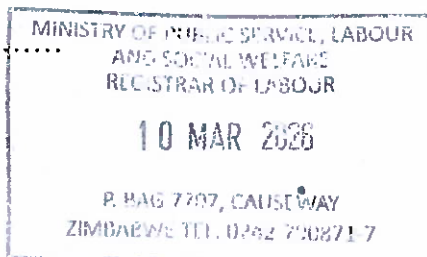
.....
EPOCH MINE CAMPUS

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P.O BOX 30

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FILABUSI, ZIMBABWE
.....

and that I have endorsed the Code/~~Amendment~~* with my signature

Date: 10TH March 2026



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Registrar of Labour

GWANDA STATE UNIVERSITY CODE OF CONDUCT AND GRIEVANCE PROCEDURE FOR EMPLOYEES

1. PREAMBLE

- 1.1 Gwanda State University is a State University established by the Gwanda State University Act (Chapter 25:30) as amended.
- 1.2 The University, by virtue of the Act, is a body corporate with perpetual succession and, as such, is capable of suing and being sued in its corporate name and subject to this Act, it is also capable of performing all other acts that bodies corporate may by law perform.
- 1.3 Because of the above (1.1 and 1.2) Gwanda State University has come up with this Code of Conduct, prepared in terms of Section 101 of the Labour Act Chapter 28:01 in conjunction with the Labour Relations (Employment Codes of Conduct) Regulations, Statutory Instrument 379/1990. Once registered, this Code of Conduct shall be binding on both the employer and employees.
- 1.4 The Code of Conduct must be reviewed annually, provided that there is mutual agreement between the employer and the representatives of all persons employed by the Gwanda State University, and provided that any amendment conforms with the provisions of the Labour Relations (Employment Code of Conduct Regulations, 1990) and is duly registered.
- 1.5 This Code of Conduct is not intended to be a substitute of good management but sets out general policies and guidelines. Although it is a reasonably comprehensive document, the Code cannot cover every specific case. A common-sense and reasonable approach to every case is required. Similarly, the terms of this Code of Conduct should be given their ordinary meaning and, in the event of doubt, a reasonable and common sense interpretation shall be given to any word, term, phrase or part, as the case may be.
- 1.6 The disciplinary action should initially be educational, constructive and corrective and thereafter punitive.
- 1.7 All Disciplinary and Grievance Procedures in terms of this Code will be administered by Investigating Officials, the Disciplinary Committee and the Appeals Committee. Their composition and powers and the procedure to be employed by each is set out more fully in this document.

2. GENERAL

- 2.1 The University recognises its staff as its greatest asset. The purpose of the Code of Conduct is to guide and enhance the conduct of staff in performing their duties in the collegial environment of the University. This Code of Conduct establishes guidelines for professional conduct by employees of the University. These include Deans, Directors, and all other academic and non-academic staff using University resources or facilities, and volunteers and representatives acting as agents of the University. This is not an attempt to define specifically what one should and should not do, but to communicate the University's expectations of proper conduct and what professional conduct the University values.

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3. Scope

3.1. This Code of Conduct applies to employees from Grade 16 to Grade 3.

3.2. Exclusions:

3.2.1. This Code does not cover employees from Grade 3a to Grade 1. Disciplinary cases involving employees in this grade shall be charged in terms of the Statutory Instrument 15 of 2006.

4. Conduct

4.1. Employees acting on behalf of the University have a general duty to conduct themselves in a manner that will maintain and strengthen the public's trust and confidence in the integrity of the University and take no actions incompatible with their obligations to the University.

With regard to professional conduct, those acting on behalf of the University should practice:

- **Integrity** by acting honestly and holding high principles for proper conduct;
- **Equity** by exercising fairness and impartiality;
- **Innovativeness** by being creative;
- **Accountability** by being answerable and responsible;
- **Excellence** by upholding quality and outstanding standards;
- **Esprit De Corps** the feeling of pride and mutual loyalty shared by members of the University;
- **Ubuntu/Unhu/Botho/Vhuthu/Umntu/Bunhu** by being socially compatible.

5. INTERPRETATION OF TERMS

"University" in this Code shall refer to Gwanda State University

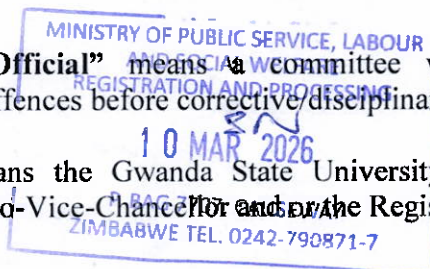
"Council" shall refer to the Gwanda State University Council

"Disciplinary Committee" means a committee set up at a workplace/establishment composed of employer and employees' representatives, to preside over and adjudicate disciplinary cases and/or worker grievances;

"Appeals Committee" means the Committee established in terms of Section 15.2 of this Code.

"Investigating Official" means a committee which provides machinery for careful investigation of offences before corrective/disciplinary action can be administered.

"Employer" means the Gwanda State University Council as represented by the Vice-Chancellor, the Pro-Vice-Chancellor and the Registrar.



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"Employee" means an individual who is in the paid employment of the University whether fulltime or part time, and irrespective of whether the University is their primary employer.

"Academic Staff" means all persons employed whether full-time or part-time by the University who are:

- a) Professors, Lecturers of any class, or persons engaged in research or
- b) Holders of posts declared by the Senate to be academic posts.

"Non-Academic Staff" means all persons employed, whether full-time or part-time by the University who perform non-teaching, management, administrative, operational, and support roles that ensure the smooth running of the University.

"Proctor" means all persons appointed as such by the Vice-Chancellor or his/her delegate to conduct prosecutions in disciplinary proceedings in terms of this Code of Conduct.

"Accused Person" means an employee accused or suspected of having committed an act of misconduct in breach of this Code of Conduct.

"Appellant" means an employee who appealed against a decision taken by the Disciplinary Committee.

"Grievance" means a feeling or belief that an injustice or unfair treatment has been suffered within the work place. It involves complaints or reports of dissatisfaction in relation to the employment situation.

"Offence" means any act of misconduct specified in the Schedules attached to this Code of Conduct. The word "offence" is used synonymously with the word "misconduct" and vice versa.

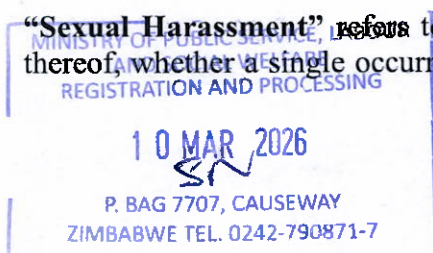
"Commencement of Proceedings" means the commencement of a disciplinary hearing

"Disciplinary Proceedings" means the entire process of the disciplinary procedure from commencement of investigations into alleged acts of misconduct, the hearing of the case by the Disciplinary Committee, the rendering of the verdict by that committee and the decision of the Appeals Committee where there has been an appeal noted.

"Referral" shall mean the date of reference of the matter by the Vice Chancellor to a Disciplinary Committee as constituted in terms of section 26 of the Amended State Universities Act or to the Appeals Committee.

"Education 5.0 Philosophy" is a five-mission model of Teaching, Research, Community Service, Innovation and Industrialisation.

"Sexual Harassment" refers to a range of unacceptable behaviours and practices, or threats thereof, whether a single occurrence or repeated, that aim at, result in, or are likely to result in



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physical, psychological, sexual or economic harm, and includes gender-based violence and harassment”.

Any reference to the singular shall include the plural, where appropriate and any reference to any one gender should apply to the other.

Where an official is supposed to take a role in this Code, that role can be taken by his or her representative.

6. ACRONYMS

“GSU” means Gwanda State University

“SI” means Statutory Instrument

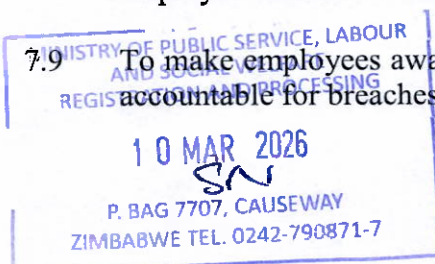
“DC” means Disciplinary Committee

“CPR” means Close Personal Relationships

7. OBJECTIVES

The objectives of this Code of Conduct and Grievance Procedure are:

- 7.1 To promote healthy, cooperative and constructive relations between the employer and employees.
- 7.2 To give guidance to all University staff/employees on the standards of conduct required by the University.
- 7.3 To define breaches of conduct.
- 7.4 To give detail to the consequences of breaches of conduct.
- 7.5 To provide equitable and consistent treatment of disciplinary cases.
- 7.6 To provide a means of ensuring that disciplinary matters, the management of grievances and the settlement of disputes within GSU are settled in a prompt and effective manner and in accordance with the laws of Zimbabwe.
- 7.7 To enable any grievances felt by employees to be properly investigated and resolved in accordance with an established procedure.
- 7.8 To encourage better conduct and enhance a sense of responsibility and make the employee a more efficient and productive worker.
- 7.9 To make employees aware of the standards they must maintain before they can be held accountable for breaches of conduct.



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8. RIGHTS AND DUTIES OF THE EMPLOYER

GSU shall have the right to manage its business through the Vice-Chancellor, Pro-Vice-Chancellor, Registrar, Bursar, Librarian and Heads of Departments, Deans and Chairpersons at various levels and shall, in particular, have the right in relation to its employees:

- 8.1 To organise the operation of the University so as to make efficient use of its resources;
- 8.2 To develop in consultation with employee representatives, workplace industrial relations policies in accordance with the laws of Zimbabwe;
- 8.3 To safeguard the property of GSU against loss or damage;
- 8.4 To ensure that the job descriptions of employees are adequately defined and understood;
- 8.5 To draw up and implement productivity standards or other means of assessing performance;
- 8.6 To ensure compliance with all laws and other applicable instruments;
- 8.7 To protect its image and standing as a public University;
- 8.8 To provide a safe and conducive working environment;
- 8.9 To ensure fair treatment, and exercise care and diligence to employees.
- 8.10 To exercise the duty not to infringe the rights of its employees in terms of laws relating to employment.

9. RIGHTS AND DUTIES OF EMPLOYEES

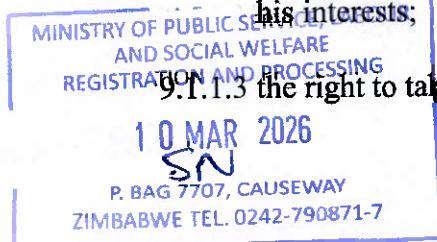
9.1. RIGHTS

9.1.1 Notwithstanding anything contained in any other enactment, every employee shall, as between himself and his employer, have the following rights:

9.1.1.1 the right, if he so desires, to be a member or an officer of a trade union;

9.1.1.2 where he is a member or an officer of a trade, the right to engage in the lawful activities of such trade union for the advancement or protection of his interests;

9.1.1.3 the right to take part in the formation and registration of a trade union;



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9.1.1.4 the right to be a member of a trade union which is registered for the undertaking or industry in which he is employed if he complies with the conditions of membership.

9.1.1.5 the right to retain prior membership of a trade union upon joining GSU.

9.1.1.6 the right to have legal representation at a disciplinary hearing.

10. ACADEMIC FREEDOM

10.1 The University recognizes the concept and practice of academic freedom as central to the proper conduct of teaching, research, community services, innovation and industrialisation.

10.2 Academic and Non-academic staff are expected to use this freedom in a manner that is consistent with a responsible and honest search for knowledge and its dissemination.

10.3 Academic freedom does not extend to behaviour that is harassing, disruptive and intimidating or that interferes with the academic or work performance or freedom of others.

10.4 Within the ambit of academic freedom lies the traditional role of academics in making informed comment on social mores and practice, including comment that challenges established beliefs, policies and structures. However, the language used in exercising academic freedom must be in accordance with the principles of justice and respect.

11. DUTIES

Responsibilities under the Code fall into five categories as follows:

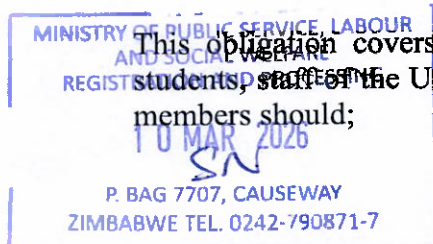
11.1 Respect for the Law and University Governance

11.1.1 All employees are required to act in accordance with University goals, policies and procedures and to respond positively to any lawful and reasonable directions given by persons who are authorised to give such a direction.

11.1.2 They should also uphold the good name of the University and exercise judgement in the best interests of the University. This obligation does not detract from the notion of academic freedom where members of the University examine social values and criticise and challenge societal beliefs in the honest search for knowledge and its dissemination.

11.2 Fair Treatment of other Employees and Stakeholders

This obligation covers the conduct of staff in their dealings with others including students, staff of the University and members of the community. For example, all staff members should;



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- 11.2.1 treat other employees, students and stakeholders with dignity,
- 11.2.2 engage in conduct that is respectful of differences and non-discriminatory on the basis of gender, race, sexuality, disability, cultural background, religion, marital status, age, union affiliation, political conviction or family responsibilities;
- 11.2.3 avoid behaviour or conduct that may be reasonably perceived as harassing, intimidating, overbearing, bullying or physically or emotionally threatening
- 11.2.4 refrain from acting in a way that would unfairly harm the reputation and career prospects of other employees, students and stakeholders;
- 11.2.5 be responsive, courteous and prompt in dealing with other employees, students and stakeholders;
- 11.2.6 refrain from insulting the personal beliefs of other employees, students and stakeholders and respect their legitimate right to practice their beliefs;

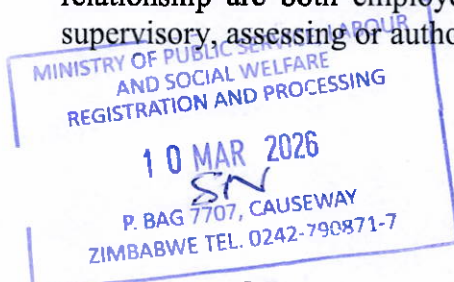
11.3 Personal and Professional Behaviour/Conduct

- 11.3.1 Staff members are placed in a position of trust and are expected to be honest in carrying out their duties.
- 11.3.2 This trust is placed at risk when the staff members fail to recognise and avoid:
 - 11.3.2.1 conflict between their private interests and University responsibilities, and
 - 11.3.2.2 situations where there is a reasonable basis for the perception of such a conflict
- 11.3.3 Situations that may give rise to conflict of interest are typically: financial interest in matters the University deals with - University staff may find themselves in a position in which fulfilment of their functions and duties may confer material benefits to themselves, their families, relatives or close associates;

11.4 Close Personal Relationships

Close Personal Relationships "CPR" are those between family members or someone with whom a person has, or had had a personal or other significant relationship with. Members of the University should strive to achieve high professional and ethical standards. CPRs between members of the University community may place this objective at risk, or might reasonably be seen by others to involve a breach of trust and/or a conflict of interest.

The University does not concern itself with the private lives of its staff unless they affect its proper operation or reputation. Where staff who are relatives or who have a close personal relationship are both employed in the University it will not normally be appropriate for a supervisory, assessing or authorising relationship to exist between them.



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11.5 Exercising Care and Diligence in Employment

It shall be the duty of every employee to undertake the work for which he/she was employed in a manner consistent with the express or implied terms and conditions of his/her employment and more particularly;

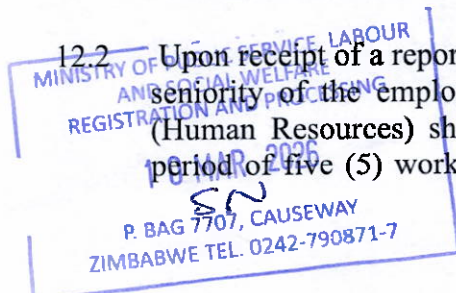
- 11.5.1 To carry out his/her work with diligence, reasonable skill and competency as he/she expressly or impliedly holds himself /herself out to possess in accordance with the terms and conditions of employment.
- 11.5.2 Take care of the property of GSU in order to avoid any damage, loss, destruction or deterioration.
- 11.5.3 Produce work of acceptable standard and quality;
- 11.5.4 An Academic staff has the responsibility and duty to organise his/her own tasks to fulfill his/her commitment to and responsibility for Education 5.0 philosophy as set out in the appropriate Ordinances. Accordingly, Academic Staff can be working in other places than his/her office or fulfill his/her commitments by working at other than the formal business hours of the University. It is the responsibility of Academic Staff to inform the Department so as to ensure that he/she can be contacted by the Department and can respond appropriately to communications (unless the staff has taken formal leave) as well as to take due care of the University property that may be in their possession.
- 11.5.5 Cooperate with the employer in establishing work place policies in accordance with the laws of Zimbabwe.
- 11.5.6 To observe agreed procedures for handling allegations of misconduct and for the settlement of collective or individual grievances or disputes.

12. DISCIPLINARY PROCEDURE

INVESTIGATING CASES OF ALLEGED MISCONDUCT

- 12.1 Where an employee is accused or suspected of having committed an act of misconduct in breach of this Code of Conduct, the Head of Department, shall without delay conduct a preliminary investigation to establish whether an act of misconduct has taken place. The Head of Department shall forward his/her finding, in writing, to the Deputy Registrar, Human Resources and Administration within three working days after concluding the preliminary investigations.

- 12.2 Upon receipt of a report concerning an act of misconduct and depending on the level of seniority of the employee, the employer through the Registrar or Deputy-Registrar (Human Resources) shall appoint an Investigating Committee to establish, within a period of five (5) working days, whether the offence warrants referral to the DC. All



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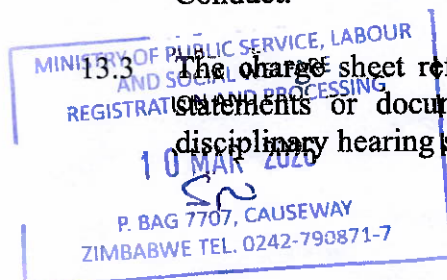
offences are investigated by the Head of Department, Chairperson of Department, an Official from the Human Resources Office, the Chief Security Officer or any other member appointed by the Vice-Chancellor.

- 12.3 In the event that the Investigating Committee concludes that the alleged offence warrants referral to the DC they shall forward the findings to the Deputy – Registrar (Human Resources) who shall seek the opinion of the Senior Proctor and after such consultation decide on whether there is an actionable cause and then refer the matter to the Registrar who will decide on whether the case has merit to be forwarded to the Vice-Chancellor. The Registrar shall forward the matter to the Vice-Chancellor, the Vice-Chancellor has the discretion to appoint a Disciplinary Committee in terms of Section 26 of the Amendment of State Universities Statutes Number 4 of 2022.
- 12.4 In the event that the Investigating Committee concludes that the employee concerned has no prima facie case to answer, they shall record details of the allegation and the basis of their findings and transmit the finding in writing to the Deputy Registrar (Human Resources) who shall seek the opinion of the Senior Proctor and after such consultation refer the matter to the Registrar who shall seek the opinion of the Vice-Chancellor.
- 12.5 An employee suspected of having committed an act of misconduct in breach of this Code of Conduct may be suspended pending disciplinary proceedings, in terms of this Section as read with Section 8 (3) (a) of the Gwanda State University Act [Chapter 25:30], through a written letter of suspension by the Vice-Chancellor. The Vice-Chancellor may suspend such employee with or without pay and benefits, and shall forthwith serve the employee with a letter of suspension with reasons and grounds of suspension.
- 12.6 If an employee while on suspension takes up alternative employment, without the specific consent of the Employer, this shall be treated as a resignation.
- 12.7 Nothing shall prevent an employee, who is a party to pending disciplinary proceedings from tendering his/her resignation before, during or after any disciplinary or grievance proceedings.

13. PROSECUTION OF CASES OF ALLEGED MISCONDUCT

- 13.1 All prosecutions of cases of alleged misconduct by a member of staff shall be conducted by a team appointed by the Vice Chancellor. The team shall be headed by a Chairperson.
- 13.2 The Senior Proctor or his/her nominee shall be responsible for the drafting of charge sheets which clearly describe the alleged breach of a provision(s) of this Code of Conduct.

13.3 The charge sheet referred to in the preceding paragraph and copies of any witness' statements or documentary evidence that the Proctor intends to use in the staff disciplinary hearing shall be furnished to the member of staff alleged to have breached



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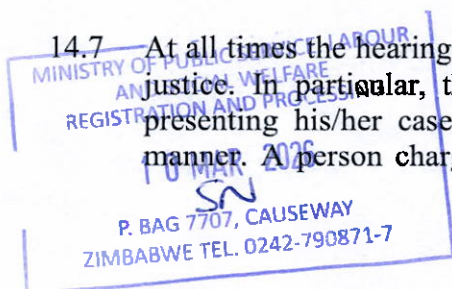
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a provision(s) of this Code at least three (3) working days before the date on which the staff disciplinary hearing is to be held.

- 13.4 The member of staff who is charged in terms of this Code of Conduct shall serve the Chairperson of the Disciplinary Committee with his/her defense outline and copies of any witness statement(s) or documentary evidence that the said member of staff intends to use in the Disciplinary Committee within a period of three (3) working days before the date on which the staff disciplinary hearing is to be held.
- 13.5 After consultation with the Registrar and Deputy-Registrar (Human Resources) the Senior Proctor or his/her nominee may offer a plea bargain to an accused person in terms of which the accused person will plead guilty and forfeit his/her right to a staff disciplinary hearing in terms of this Code of Conduct in return for a recommendation of a lesser sentence in terms of the relevant sections of this Code of Conduct.
- 13.6 If a member of staff is accused of having breached a provision of Schedule A to this Code of Conduct and pleads guilty of having contravened the provision, then the Registrar or Deputy Registrar (Human Resources) can administer a verbal warning in the presence of the Senior Proctor or his/her nominee.
- 13.7 The recommendations of the Disciplinary Committee shall be made in the form of a written document prepared by the Chairperson of the Disciplinary Committee.

14. COMPOSITION OF THE DISCIPLINARY COMMITTEE AND CONDUCT OF DISCIPLINARY PROCEEDINGS

- 14.1 The Disciplinary Committee shall be composed of eight (8) members including the Chairperson, four (4) members representing management and four (4) members representing employees.
- 14.2 In the event of a tie, the Chairperson shall have a casting vote.
- 14.3 Fifty percent (50%) of the members of the Disciplinary Committee shall form a quorum.
- 14.4 All matters to be decided at any meeting of the Disciplinary Committee shall be decided by a simple majority and, in the event of an equality of votes, the Chairperson or person presiding shall have a casting vote in addition to his deliberative vote.
- 14.5 Every case of misconduct shall be heard and finalised by the Disciplinary Committee within fourteen (14) days from the date of referral.
- 14.6 The effective date of termination is the date the dismissal is formally communicated.
- 14.7 At all times the hearing shall be conducted in accordance with the principles of natural justice. In particular, the employee concerned shall be given every opportunity of presenting his/her case and the hearing shall be conducted in a fair and unbiased manner. A person charged with misconduct shall have a right of audience and to be



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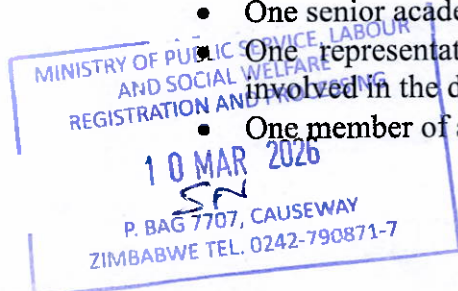
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represented by a legal practitioner or by a member of the Workers Committee or the relevant Staff Association before the Disciplinary Committee.

- 14.8 He/she shall have the right to call witnesses in his/her defense. The Employer shall release such witnesses to enable them to attend the hearing for the purpose of giving evidence. Where a witness or representative fails to attend, the hearing may proceed without them or an alternate representative may attend in his/her place. At any hearing, the employee concerned and any representative shall be given access to all relevant documents and shall be permitted to question any witness who gives evidence.
- 14.9 The Chairperson should call for arguments in mitigation and aggravation, or may ask for mitigating and aggravating circumstances.
- 14.10 The Disciplinary Committee shall keep a detailed record of the proceedings before it.
- 14.11 Records of all proceedings, statements, decisions and reports on all alleged offences and grievances shall be recorded in the employee's file and be kept in a safe place by an appropriate official.
- 14.12 All warnings given shall be in the form specified in this Code of Conduct. The warning should have details of the date and nature of the misconduct and the action taken save for a verbal warning.
- 14.13 All written warnings should be completed in duplicate. The employee should retain one copy of the warning, and the employer should retain the other.
- 14.14 Any warnings given in terms of this Employment Code of Conduct should be handed personally to the employee concerned, in the presence of an employee representative and a senior member of staff who shall witness the warning.
- 14.15 Warnings which have expired and are no longer valid shall be struck from the employee's disciplinary records and may not be used in future cases of misconduct.

15. APPEAL PROCEDURE

- 15.1 Any employee who is aggrieved by a disciplinary decision taken against him/her has the right to appeal to the Appeals Committee in writing against the decision within seven (7) working days of being notified thereof.
- 15.2 The Appeals Committee shall comprise:
- One of the Principal Officers other than the Registrar, who shall be the Chairperson of the Appeals Committee.
 - One senior academic or administrator not involved in the disciplinary hearing.
 - One representative from the Workers' Committee or Staff Associations not involved in the disciplinary hearing.
 - One member of a similar status not involved in the disciplinary hearing



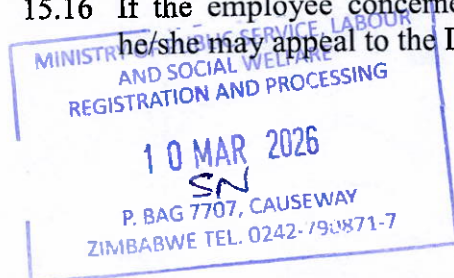
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- 15.3 Employees are required to exhaust all internal University disciplinary and appeals procedures before seeking recourse through external forums such as Labour Officers, Arbitrators, or the Labour Court.
- 15.4 50% of the members of the Appeals Committee shall form a quorum.
- 15.5 The employee concerned shall have the right to legal representation.
- 15.6 All members in the Appeals Committee should not have been actively involved in any disciplinary proceedings that are the subject of the appeal.
- 15.7 An Appeal shall be noted by delivering to the Registrar a written notice setting out the grounds of appeal and the relief sought by the employee.
- 15.8 Immediately upon receipt of such notice, an Appeals Committee shall be formed in terms of Section 15.2 above.
- 15.9 Immediately upon receipt of such notice, the Appeals Committee shall call for the record of proceedings from the Disciplinary Committee, as the case may be.
- 15.10 The Appeal shall not take the form of re-hearing but shall consist of a review by the Appeals Committee of the record of proceedings before the Disciplinary Committee. The employee concerned has the right to appear before the Appeals Committee. Should the Appeals Committee consider it necessary, it may in its sole discretion call for and hear additional arguments from any other person whom the Appeals Committee considers relevant in order to arrive at a just decision.
- 15.11 At any hearing of the Appeals Committee the majority decision shall prevail. In the case of an equality of votes the Chairperson will have a casting vote.
- 15.12 The Appeals Committee will make a decision.
- 15.13 All records of proceedings in the disciplinary and appeal proceedings shall be kept on personal file for twelve months.
- 15.14 The appeal procedures must be completed within fourteen (14) days from the date that the case was referred for appeal.
- 15.15 If a matter is not determined within thirty days of the date of the notification referred to, the employee or employer concerned may refer such matter to a Labour Officer, who may then determine or otherwise dispose of the matter in accordance with section ninety-three of the Labour Act.
- 15.16 If the employee concerned is aggrieved by the decision of the Appeals Committee he/she may appeal to the Labour Court.



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16. OFFENCES SCHEDULES

ISSUES FOR CONSIDERATION IN DECIDING ON PENALTIES

Maximum penalties are specified in each of the scheduled offences. Guidelines are given below of some considerations, which may be taken into account in deciding on the appropriate penalty for a particular case:

- 16.1 The history of previous disciplinary warnings, if still valid and before expiry date.
- 16.2 The service period of the offender and personal circumstances of the offender.
- 16.3 The position of the offender and the example they are expected to show.
- 16.4 The nature of the offence in the context of the offender's duties.
- 16.5 The seriousness of the offence, including the amount of the actual or potential prejudice suffered by the employer or a complainant.
- 16.6 The possible consequences of the offence, particularly, but not only, with regard to the reputation of the University as a leading academic institution.
- 16.7 The submission of a Legal Practitioner or a representative from the Workers' Committee or a Staff Association.
- 16.8 Where the Disciplinary Committee has found a person guilty of misconduct, the Committee shall impose any one or more of the following:
 - 16.8.1 that the person be censured or reprimanded;
 - 16.8.2 that the person pays a fine to the University not exceeding 25% of the employee's gross salary.
 - 16.8.3 that the person be demoted;
 - 16.8.4 that the person's employment be terminated;
 - 16.8.5 such other penalty or order as may be provided for by or in terms of the statutes.



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17. CODE OF CONDUCT SCHEDULE: OFFENCES AND PENALTIES

MINOR OFFENCES	PENALTY
SCHEDULE A	
1. Absenteeism: Absenteeism in this context means absence from work without permission. 1.1 Absence from work for one working day without a valid excuse. 2. Poor Timekeeping and Related Breaches 2.1 Reporting for work late. 2.2 Leaving work early. 2.3 Extended or unauthorized breaks during working hours. 2.4 Unauthorized absence from the workplace. 3. Performance of duty without the exercise of due care and attention, where there are no significant consequences. 4. Failure to carry out correct handovers or follow correct reporting procedures. 5. Failure to wear protective clothing and/or to use equipment, where applicable. 6. Unauthorised use of or abuse of telephones - for either in-coming or outgoing calls. 7. Entertaining visitors during working hours when on duty, without permission. 8. Calling a meeting of employees during working hours to discuss workers' committee or trade union business.	RECORDED VERBAL WARNING



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MODERATE OFFENCES SCHEDULE B	PENALTY
1. Absence from work for two consecutive working days, without a valid reason. 2. Unauthorized use of University property. 3. Violating safety rules or measures as prescribed in the Health and Safety Policy. 4. Covering up or concealing defective work. 5. Failure to exercise proper care and diligence in discharging one's duties to the extent that tasks have to be repeated or equipment or persons are at risk of damage or injury. 6. Deliberately giving untrue, incorrect information, whether orally or in writing. 7. Gambling while on University premises. 8. Indulging in rough or unruly behavior. 9. Abuse and Related Breaches 9.1 Using abusive language or the uttering of any words or the publication of any writing expressing or showing hatred, ridicule, or contempt, for any person or group of persons, employees, students or the public. 9.2 Insubordination: Insolence towards a supervisor shown by demeanor, action or words. 9.3 Making false accusations or allegations against another University employee. 10. Being absent from scheduled meetings, lectures, tutorials or practicals without permission or valid reason. 11. Conducting private work, without permission, for any organisation or group where there is a potential conflict of interest.	RECORDED WARNING (VALID FOR 6 MONTHS)



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SERIOUS OFFENCES, SCHEDULE C	PENALTY
CATEGORY A	
1. Negligent loss, damage, or misuse of University property. 1.1 Negligent loss of University property: any act whereby an employee, through carelessness or negligence, loses University property or is unable to account for it satisfactorily. 1.2 Negligent damage to University property: Any act whereby an employee, through carelessness or negligence, causes or allows University property, whether or not in his charge, to become damaged. 1.3 Misuse of University property: Using University property or accommodation for a purpose or purposes other than that for which it was intended. 2. Conducting private business or consultancy during normal University working hours without permission. 3. Failure to carry out work to the required standards of skill and speed without reasonable cause. 4. Refusing to obey an instruction: Deliberate refusal to carry out a lawful instruction given by a person in authority 4.1 Failing to obey an instruction: Failure to obey a lawful instruction given by a person in authority. 4.2 Non-compliance with established procedures/standing instructions: Failure to follow established procedures or failure to handle complaints or grievances in the prescribed manner. 4.3 Refusing to work overtime without a valid reason: Failure to work overtime when required to do so in terms of any existing agreement. 5. Incapable of working properly or reporting for work whilst apparently under the influence of alcohol and/or drugs. 5.1 Being in possession of alcohol and/or drugs other than medically prescribed drugs whilst on duty. 5.2 Taking alcohol or drugs: Taking, injecting or inhaling alcohol and/or drugs other than medically prescribed drugs whilst on duty. 6. Threatening to harm, or threatening to do physical injury to any other person in the workplace, or connected with it. Obstructing any person from performing his/her duties or using undue influence or duress to compel another person not to	FINAL WRITTEN WARNING (VALID FOR 12 MONTHS)

10 MAR 2026
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perform his/her duties.

7. Refusal to obey a lawful order or instruction given by an immediate superior or other members of management.

8. Misuse of funds, assets, or property belonging to the University.

9. Unprofessional behavior showing favouritism or victimization of any student or member of staff.

10. Obtaining leave, especially sick leave, by false pretences, or obtaining false medical certificates to obtain leave.

11. Inciting discontent or disunity amongst fellow employees and students with the intention of creating conflicts or turning people against one another. This includes intimidation, threatening, victimizing other employees or spreading rumors.

12. Failing to take steps to ensure that examination papers and examination scripts are kept securely prior to, and on completion of, examination sessions.

13. Using University property to view, download or send offensive material including pornographic material.



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SERIOUS OFFENCES, SCHEDULE C	PENALTY
CATEGORY B	
1. WILLFUL LOSS, DAMAGE OR MISUSE OF UNIVERSITY PROPERTY 1.1 Willful Loss: Any act where an employee willfully or deliberately loses or causes to be lost University property. 1.2 Willful damage: Act where an employee willfully or deliberately damages or allows or causes to be damaged University Property. 1.3 Willful misuse: Any act whereby an employee willfully or deliberately misuse University property, funds, facilities, assets or accommodation. 2. TRESPASS 2.1. Any intrusion by an employee into a restricted area of the University property without permission or authority. 3. UNLAWFUL COLLECTIVE JOB ACTION 3.1 No employer or employers' organisation or federation, or official or office-bearer of such employers' organisation or federation, shall threaten, recommend, encourage, incite, organise, or engage in an unlawful collective job action referred to in paragraph (b) of the definition of that term in section two of the Labour Act. 4. INTIMIDATION AND/OR INCITMENT 4.1 Any act by an employee, whether by himself or in concert with other persons (whether or not such other persons are employees), to intimidate any employee with the object of compelling him to take any action referred to in Section 3 above. 5. SABOTAGE 5.1 Any act by an employee of the University to interfere with the normal operations of the University by damaging any plant machinery or equipment or by interrupting any supplies of power, fuel, materials, or services necessary to the operations. 6. BREACHES RELATED TO SAFETY AND HEALTH 6.1 Negligence or responsibility for a wrongful act or omission that causes accidents, injury or death at work.	DISMISSAL

MINISTRY OF PUBLIC SERVICE, LABOUR
AND SOCIAL WELFARE
REGISTRATION AND PROCESSING

10 MAR 2026

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7. ABSENCE FROM WORK

7.1. Absence from work for five (5) or more consecutive working days without reasonable excuse, or without prior permission.

8. FRAUD

8.1 Intending to deceive another person or realizing that there is a real risk or possibility of deceiving another person; and

8.2 Intending to cause another person to act upon the misrepresentation to his or her prejudice, or realizing that there is a real risk or possibility that another person may act upon the misrepresentation to his or her prejudice; shall be guilty of fraud if the misrepresentation causes actual prejudice to another person or is potentially prejudicial to another person.

9. THEFT OF UNIVERSITY PROPERTY OR THAT OF A STUDENT OR FELLOW STAFF MEMBER.

9.1 Any person who takes property capable of being stolen, or knowing that another person is entitled to own, possess, or control the property, or realising that there is a real risk, or possibility that another person may be so entitled.

9.2 Intending to deprive the other person permanently of his or her ownership, possession, or control, or realizing that there is a real risk or possibility that he or she may so deprive the other person of his or her ownership, possession, or control, shall be guilty of theft.

9.3 Knowingly aiding or assisting the theft of property belonging to the University, a student or a member of the University staff.

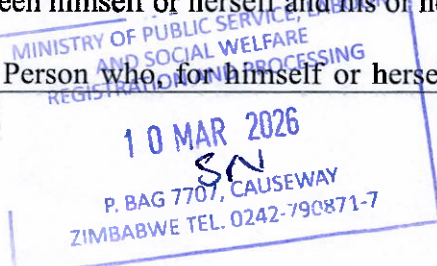
10. BRIBERY

10.1 Any University employee who obtains or agrees to obtain or solicits or agrees to accept for himself or herself or any other person any gift or consideration as an inducement or reward:

10.1.1 For doing or omitting to do, or having done or omitted to do, any act in relation to his or her principal's affairs or business.

10.1.2 For showing or not showing, or having shown any favour or disfavour to any person or thing in relation to his or her principal's affairs or business, knowing or realising that there is a real risk or possibility that such gift or consideration is not due to him or her in terms of any agreement or arrangement between himself or herself and his or her principal.

10.2 Person who, for himself or herself or any other person, gives or agrees to



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give or offers to an agent any gift or consideration as an inducement or reward:

10.2.1 For doing or omitting to do, or having done or omitted to do, any act in relation to his or her principal's affairs or business.

11. CORRUPTION

11.1 Corruption is dishonest exploitation of power for personal gain.

12. FORGERY

12.1 Any person who forges any document or item by:

12.1.1 Making a document or signature which purports to be made by a person who did not make it or authorize it to be made, or by a person who does not exist, or

12.1.2 Tampering with a document or item by making some material alteration, erasing, or obliteration: with the intention of defrauding another person or realizing that there is a real risk or possibility of defrauding another person thereby, shall be guilty of forgery

12.2 Uttering, knowingly presenting a forged or counterfeit document with the intent to defraud.

12.3 Falsifying qualification certificates or changing any document with fraudulent intent or attempting to do so.

13. MONEY LAUNDERING

13.1 Money laundering is to pass illegally acquired money through a legitimate business or bank account in order to disguise its illegal origins. In this case passing illegally acquired money through the Gwanda State University bank account in order to disguise its illegal origins.

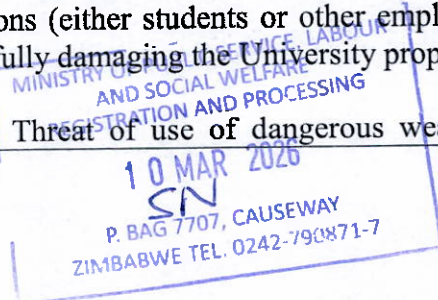
14. LACK OF ESSENTIAL SKILL

14.1 Lack of a skill which the employee expressly or implied held himself or herself out to possess.

15. RIOTOUS BEHAVIOUR

15.1 Meaning with two or more persons, engaging in or inciting a group of persons (either students or other employees) or engaging in violent behavior or willfully damaging the University property.

15.2 Threat of use of dangerous weapons such as firearms or knives on the



premises.

15.3 Any violence, such as fighting or assaults involving other employees, students other connected with the University or the public on the University premises.

16. SEXUAL HARASSMENT

16.1 This is unwarranted contact/conduct of a sexual nature which affects the dignity of men and women at work. It includes physical contact/conduct or verbal utterances which are/is offensive, intrusive, degrading, or intimidatory.

16.2 Making false accusations of sexual harassment.

16.3 Sexual harassment of a verbal and non-verbal nature, including the unsolicited sending/display of pornographic material to a student or staff member.

17. OTHER OFFENCES

17.1 Conviction for any offence where imprisonment for thirty (30) days without option of a fine is imposed.

17.2 Conviction in a court of law for any drug offence, relating to possession, purchase, sale or use of drugs.

17.3 Disclosing confidential information obtained in the course of one's duties, which could damage University's interests.

17.4 Plagiarizing, i.e. claiming as your own, another person's thoughts, writings (including research) or inventions.

17.5 Any act or conduct which brings or tends to bring the University into disrepute or causes it disrespect.

17.6 Defaming another staff member or student, by word or conduct which results in seriously impairing the dignity of that other person.

17.7 Gross Incompetence or inefficiency in the discharge of one's duties.

17.8 Publication of any writing expressing hatred, ridicule or contempt for any person or group of persons. This offence is considered more serious if it is partially or wholly because of race, tribe, religion, place of origin, colour and sex.



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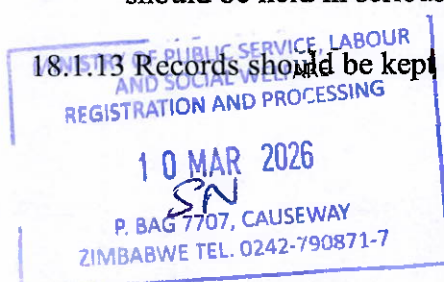
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18. GRIEVANCE PROCEDURE

18.1 GENERAL PRINCIPLES

- 18.1.1 Every employee has the right to seek redress for any grievances, whether it affects him personally or a group of employees.
- 18.1.2 All grievance cases will be dealt with without recrimination, victimization or prejudice to the employee.
- 18.1.3 It is acknowledged that even small grievances can develop into larger frustrations affecting both productivity and human relations. All such matters should be investigated and resolved expeditiously in the interests of maintaining a harmonious atmosphere in the work place.
- 18.1.4 As far as possible grievances should be settled at the lowest level.
- 18.1.5 If an employee is dissatisfied with any aspect of his employment he should follow the steps outlined in this grievance procedure in an effort to resolve the problems as quickly as possible.
- 18.1.6 This procedure is intended so that such issues can be resolved internally.
- 18.1.7 Where a grievance arises out of a reasonable order given, that order shall be complied with first, before the employee takes action in terms of the grievance procedure.
- 18.1.8. Unless there are reasonable grounds for a longer period, it shall be presumed that decision made under parts 3 and 4 are accepted by the employee unless he/she submits an appeal, or written notice of continued dissatisfaction, within the time limits set out in this Ordinance.
- 18.1.9. No employee shall be entitled to deal with a grievance where the complaint is directed against him/her. In such cases, the matter shall be referred immediately to a higher-level authority.
- 18.1.10 Individuals who do not follow the laid down grievance procedures will be liable to disciplinary action.
- 18.1.11 A counseling approach should be adopted where possible, and every effort should be made to arrive at an equitable settlement.
- 18.1.12 Those who investigate grievances should handle their investigation in a fair and unbiased manner, and should concentrate on the facts of the case. Formal hearings should be held in serious cases or group grievances.

18.1.13 Records should be kept of all proceedings.



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19. PROCEDURE FOR INDIVIDUAL GRIEVANCES

19.1. Stage One

An aggrieved employee shall bring the issue to the attention of his immediate Supervisor or Head of Department, unless the aggrieved employee is making a complaint against his/her immediate supervisor. The supervisor or Head of Department shall identify the grievance and the relevant circumstances, and shall arrange for a hearing as soon as possible. There should be consultation with the employee and the employee's representative. The Supervisor or Head of Department will investigate and attempt to resolve the grievance and within four (4) working days, the matter will be referred to stage 2 if it is unresolved.

19.2. Stage Two

If the Supervisor or Head of Department is unable to solve the grievance within the given time period, or if the aggrieved employee remains discontented, the matter shall be referred within four (4) working days to the Grievance Committee. The Grievance Committee composed of the Head of Department, any representative from management and a member of the relevant Association, will then conduct a formal enquiry and attempt to resolve or settle the grievance and in doing so it shall:

19.2.1 Investigate the grievance fully; and

19.2.2 Allow the employee and any other interested party to present his/her case in person; and

19.2.3 Counsel or attempt to counsel the employee and any other person involved in the grievance with a view to arriving at an equitable negotiated solution. Employee representatives and any witnesses shall be entitled to reasonable time off during working hours provided that permission shall first be obtained from the Supervisor or Head of Department in order that the normal work routine is not unduly interrupted.

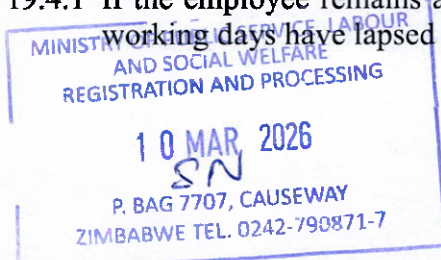
19.2.4 The Grievance Committee shall make a decision concerning the grievance ten (10) working days from the date upon which the matter was referred to it.

19.3. Stage Three

If the Grievance Committee is unable to resolve the matter or if the employee remains dissatisfied with the outcome of the enquiry, the matter may be referred to the Vice-Chancellor's office within three (3) working days. The Vice Chancellor's office shall deal with the matter within four (4) days from the date upon which the matter was referred.

19.4. Stage Four

19.4.1 If the employee remains aggrieved and the matter remain unresolved when thirty (30) working days have lapsed the matter may be referred to a Labour Officer.



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19.4.2. The Grievance Procedure set out in Section 18 may be used in respect of any feeling of injustice which an employee may have regarding his/her conditions of work or employment, provided that the grievance procedure cannot be used for any matter which arises out of the application of the disciplinary procedure.

20. PROCEDURE FOR COLLECTIVE GRIEVANCES

- 20.1 Collective or group grievances will usually be raised by the Workers Committee or representatives from a Staff Association but can also be raised by other groups of employees
- 20.2 A collective or group grievance will be dealt with by a Grievance Committee whose composition is specified in sub-paragraph 19.2 of this Code of Conduct.

Stage One

The Grievance Committee shall, within a period of fourteen (14) working days from the date of receipt by it of the collective or group grievances, attempt to resolve or settle the grievances with a view to arriving at an equitable negotiated solution. In this regard, the provisions of sub-paragraph 19.2 shall 'mutatis mutandis' apply.

Stage Two

- 20.3 If the Grievance Committee is unable to resolve the grievances or if the group concerned remains discontented, the matter shall be referred to the Vice-Chancellor's Office within a period of three (3) working days. The Vice Chancellor's office shall take ten (10) working days to resolve the matter.

Stage Three

- 20.4 If the matter remains unresolved or after thirty (30) working days has lapsed either party may refer the matter to a Labour Officer.



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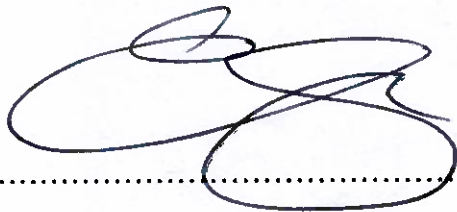
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AGREEMENT AND APPROVAL OF THE CODE OF CONDUCT

Following consultation, discussion and amendment of the draft Code of Conduct by the University and Employee Representatives, the Code of Conduct has been agreed.

Following this agreement, the Ministry of Public Service, Labour and Social Welfare shall now approve the Code of Conduct.

Signed and agreed at Filabusi on this.....27th..... day of February 2026 by the following:



University Representative Signature

ERASMUS MUPFIGA

Name (Please Print)



University Representative Signature



Employee Representative

Signature Gwanda State University

Non-Teaching Staff Association

MTHOKOZISI NCUBE

Name (Please Print)



Employee Representative Signature
Gwanda State University Lecturers' Association



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SAMSON NDOVU

Name (Please Print)

[Signature]

Witness Signature

HEBERT MASUKUTU

Name (Please Print)

[Signature]

APPROVED/ ~~NOT APPROVED~~

NAME (PLEASE PRINT)

S. NZEMA

REGISTRAR OF LABOUR

MINISTRY OF PUBLIC SERVICE, LABOUR
AND SOCIAL WELFARE
REGISTRATION AND PROCESSING

10 MAR 2026

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P. BAG 7707, CAUSEWAY
ZIMBABWE TEL. 0242-790871-7

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GWANDA STATE UNIVERSITY

COC1

Epoch Mine Campus, P. O. Box 30 Filabusi, Zimbabwe

Telephones: 263-84 2824720, 2824714 – 2824729

Fax: 263-284 2824720

human.resources@gsu.ac.zw

Date

(Employee Address)

Dear

RE: NOTIFICATION OF CHARGE AND DISCIPLINARY HEARING

Please be advised that you are hereby being charged with the following act of misconduct in terms of Gwanda State University Code of Conduct and Grievance Procedure for Employees Section.....which reads: “.....”

It is alleged that you

.....

.....

.....

You are hereby notified that you are required to attend a disciplinary hearing on the of
....., at hours in the Main Boardroom.

The purpose of the hearing will be to enquire into the alleged act of misconduct committed by yourself as stated above.

You are entitled to call witnesses in your defense. Please note that your witnesses may be cross-examined on their evidence.

You are also entitled to cross-examine witnesses that may be called to give evidence against you. You are also free to bring a person of your choice to represent you.

If you fail to attend the hearing without a reasonable excuse, the Disciplinary Committee will proceed with the hearing and make a determination in your absence.

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Please sign and date the second copy of this letter as an acknowledgment of receipt and confirmation that you will be able to attend the hearing.

Yours sincerely

Deputy Registrar, Human Resources and Administration

cc Registrar
Proctor
Disciplinary Committee File

I, ...acknowledge receipt of notice.

Relationship..... Identity Number.....

Signed..... Date..... Time.....



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GWANDA STATE UNIVERSITY

COC2

Epoch Mine Campus, P. O. Box 30 Filabusi, Zimbabwe

Telephones: 263-84 2824720, 2824714 – 2824729

Fax: 263-284 2824720

human.resources@gsu.ac.zw

HUMAN RESOURCES SECTION

DISCIPLINARY HEARING VERDICT FORM

Name of employee:..... E.C.

No.....

Position

held.....

Department.....

Nature of

Offence.....

Disciplinary Action Taken

Signed:.....

Date:.....

I acknowledge that the nature of this warning and consequences has been explained to me without prejudice to my right of appeal:

Signature of Employee..... Date:.....

This form is to be completed in duplicate and distributed as follows:

- One copy to the offender.
- One copy to the personal file



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GWANDA STATE UNIVERSITY

Epoch Mine Campus, P. O. Box 30 Filabusi, Zimbabwe

Telephones: 263-84 2824720, 2824714 – 2824729

Fax: 263-284 2824720

human.resources@gsu.ac.zw

COC3

HUMAN RESOURCES SECTION

INTERNAL APPEAL FORM

Name of employee:..... E.C. No.....

Position held.....

Department.....

Nature of Offence.....

Reasons/Grounds for Appeal

Employee's Signature:.....

Date Submitted:.....

Human Resources Signature:

Date Signed:



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GWANDA STATE UNIVERSITY

COC4

Epoch Mine Campus, P. O. Box 30 Filabusi, Zimbabwe

Telephones: 263-84 2824720, 2824714 – 2824729

Fax: 263-284 2824720

human.resources@gsu.ac.zw

HUMAN RESOURCES SECTION

GRIEVANCE HANDLING PROCEDURE FORM

Name of employee:..... E.C. No.....

Position held.....

Department.....

Nature of grievance.....

.....

.....

.....

Date Submitted:..... Aggrieved Employee's Signature:

1. Supervisor's Remarks.....

.....

.....

Resolved/Not Resolved.....

Supervisor's Signature:..... Date Recorded:

Aggrieved Employee's Signature:..... Date.....

Workers Committee Representative Signature (if any)..... Date:.....



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2. Head of Department's Remarks.....

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.....

Resolved/Not Resolved.....

Date Recorded: Head of Department's Signature:.....

Aggrieved Employee's Signature:..... Date.....

Workers Committee Representative Signature (if any)..... Date:.....

3. Grievance Committee Remarks.....

.....

.....

Resolved/Not Resolved.....

Date Recorded: Grievance Committee Chairperson's Signature:.....

Aggrieved Employee's Signature:..... Date.....

Workers Committee Representative Signature (if any)..... Date:.....

4. Vice-Chancellor's Recommendations.....

.....

.....

Date Recorded: Vice-Chancellor's Signature:.....





GWANDA STATE UNIVERSITY

Epoch Mine Campus, P. O. Box 30 Filabusi, Zimbabwe

Telephones: 263-84 2824720, 2824714 – 2824729

Fax: 263-284 2824720

vice-chancellor@gsu.ac.zw

COC5

Date

(Employee Address)

Dear

RE : SUSPENSION FROM DUTY

In terms of the Gwanda State University Code of Conduct, this letter serves to formally notify you that you are hereby suspended from duty without pay, effective from to....., pending the outcome of the investigations into the alleged misconduct.

The background of this suspension is as follows: *(give the background)*

It is alleged that you
.....

During this suspension, you are not permitted to perform any work-related activities or access University premises, unless otherwise instructed. However, you are expected to remain available to respond to any queries as and when requested to do so.

You will receive further communication regarding the outcome of the investigations into the alleged misconduct.

Should you have any questions regarding this matter, you may contact the undersigned through the Human Resources Section.

Yours sincerely,

Vice-Chancellor

I hereby acknowledge receipt of this suspension letter in terms of the Gwanda State University Code of Conduct.

Signature..... Date..... Time.....

MINISTRY OF PUBLIC SERVICE, LABOUR
AND SOCIAL WELFARE
REGISTRATION AND PROCESSING

10 MAR 2026

P. BAG 7707, CAUSEWAY
ZIMBABWE TEL. 0242-790871-7

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GWANDA STATE UNIVERSITY

COC6

Epoch Mine Campus, P. O. Box 30 Filabusi, Zimbabwe

Telephones: 263-84 2824720, 2824714 – 2824729

Fax: 263-284 2824720

human.resources@gsu.ac.zw

OFFICE OF THE SENIOR PROCTOR

SUBPOENA

From :

Date :

To :

RE: DISCIPLINARY COMMITTEE HEARING

The Disciplinary Committee will be meeting to hear the case of, who has been charged with breaching Gwanda State University Code of Conduct. We invite you to provide evidence as a University Witness at this Committee meeting, as outlined below:

DATE :

TIME :

VENUE :

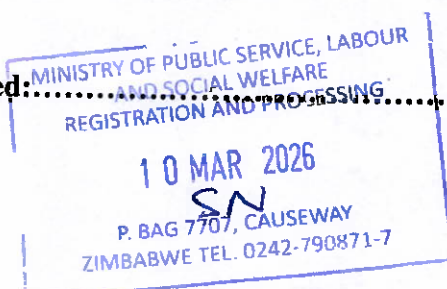
Yours sincerely

Senior Proctor

I, ... Identity Number acknowledge receipt of this document.

Signed:

Date:



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