



WEST INDIES SCHOOL  
OF THEOLOGY

# STAFF HANDBOOK

AUGUST 2020



Educating ■ Equipping ■ Empowering

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## DISCLAIMER

This Handbook provides employees with general information and guidelines. It is neither a legal contract nor a promise of employment and as such, its acquisition does not confer any contractual right to the employee or potential employee, either expressed or implied, to remain in the employ of the organization, nor does it guarantee any fixed terms and conditions of employment. Therefore, your employment with West Indies School of Theology (WIST) may be resigned from or terminated at any time in accordance with your contractual terms and conditions.

# From the Desk of THE PRESIDENT

## WELCOME!



**W**E WELCOME YOU to the **West Indies School of Theology (WIST)** and wish you every success here.

At WIST, each employee contributes directly to the growth and success of the Institution, and the achievement of the mission: **“Providing higher education to equip Christians to be godly servant-leaders.”** This **Staff Handbook** is intended to promote the values, mission and vision of the West Indies School of Theology (WIST) and to foster a harmonious relationship between administration and employees. It highlights some of the expectations of our employees, outlines our employee-related policies and procedures, and describes the benefits available to all employees. It also contains information pertinent to your performance and well-being and, hence, it is of utmost importance that you familiarize yourselves with its contents.

We believe that professional relationships are formed and fostered when all employees are aware of the culture and values of the organization. Because WIST considers its human resource to be its most important asset, every effort is made to ensure that the physical, social and psychological environment provided is conducive to optimal performance. This handbook will help you to better understand the vision for WIST, the associated challenges, and how you fit in to the big picture.

When using the handbook there are some important considerations to bear in mind. Firstly, it provides only general information and guidelines and, therefore, is not intended to comprehensively address all the possible applications of, or exceptions to, the general policies and procedures.

Secondly, the procedures, practices, policies and benefits outlined here may be modified or discontinued from time to time as deemed appropriate. You will be informed of any changes as they occur.

Thirdly, this handbook and all the information herein should be treated with the utmost confidentiality. No portion of this handbook should be disclosed to others, except WIST employees and affiliates for whom the information is required in the School’s normal operations.

Finally, some of the topics covered in this handbook are explained in greater detail in other official policy documents. These documents should be referred to for more detailed information.

We hope that your experience here will be challenging, enjoyable, and rewarding and that you will take pride in being a member of the team.

Again, welcome!

A handwritten signature in blue ink that reads "Pat P. Glasgow".

**Pat Phillip Glasgow**  
President



# Introduction

**T**HE WEST INDIES SCHOOL OF THEOLOGY (WIST) is the official training centre of the Pentecostal Assemblies of the West Indies (PAWI). The main campus is located at Fourth Bridge, Maracas Royal Road, St. Joseph. There are additional sites in South Trinidad, Tobago, Barbados, St. Lucia and St. Vincent. WIST is a member of the Caribbean Evangelical Theological Association (CETA) formerly Caribbean Association of Bible Colleges (CABC).

The School has been accredited by CETA and the Accreditation Council of Trinidad and Tobago (ACTT), and its bachelor and diploma programmes are approved for funding through the Government Assisted Tertiary Education (GATE) programme offered by the Government of Trinidad and Tobago for qualifying students.

WIST is dedicated to high ethical, moral and spiritual values in keeping with good Christian principles. Students applying to WIST should understand that enrolment is granted to those who desire to actively support the aims and values of the Institution. It is expected that staff would also actively support the Institution's aims and values.

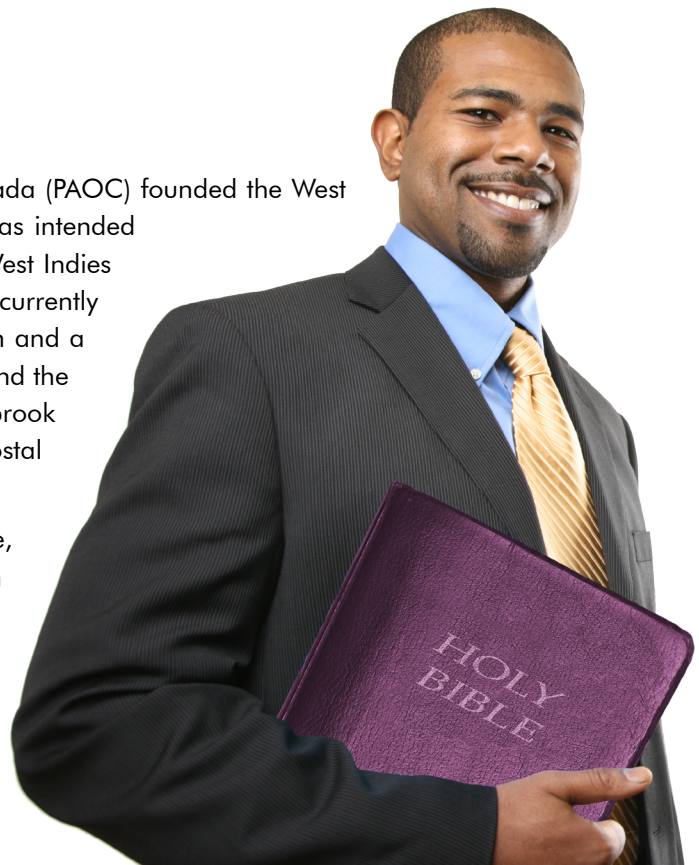
The charter and bylaws provide the overarching guidelines by which WIST is governed. It is our firm belief that Scripture demands appropriate response in Christian service. This service is demonstrative of the application of the theological concepts theorized in the classroom.

Within the broad confines of the church, the Christian worker relates truth through evangelism, worship, preaching, teaching, counselling and general service to both God and man. It is our mandate to prepare each worker for effective ministry.

## History

In 1946, missionaries of the Pentecostal Assemblies of Canada (PAOC) founded the West Indies School of Theology (WIST) in Trinidad. This school was intended to provide training for people who became pastors in the West Indies District of the Pentecostal Assemblies of Canada. The District currently embraces most of the English-speaking islands in the region and a small part of Venezuela and Brazil. As the vision expanded and the student body increased, classes were moved from the Woodbrook Pentecostal Chapel, its birthplace, to the El Dorado Pentecostal Church.

In 1954, the six-and-one-third-acre campus at Fourth Bridge, Maracas Valley, was purchased, and from that time has been the home of the School. Since its founding, the scope of the School has gone beyond training for pastoral ministry and now includes training for evangelism, missions, counselling, Christian education, leadership in para-church organizations, and general church leadership.



In 1966 the Pentecostal Assemblies of the West Indies (PAWI) became an independent body and four years later, a Caribbean national was appointed as President of the School for the first time. Since then the leadership of the Institution has rested entirely in the hands of Caribbean nationals and all Presidents have been WIST graduates. PAWI continues to enjoy fraternal relations with PAOC.

The student population has increased significantly, from six in 1946 to an average of 250 over the past five years. Approximately 85 percent of our students come from member churches of PAWI. The remaining 15 percent comprise representatives from other evangelical church groups. Students are drawn mainly from the English-speaking Caribbean countries.

Graduates of WIST fill 98 percent of the pulpits of PAWI member churches. Other graduates are presently ministering in the United Kingdom, the United States, Canada, Kenya, Zambia, Ghana, Venezuela, Brazil and most of the English-speaking Caribbean islands.

The curriculum of the School has been broadened significantly since its foundation. Students are now able to read for the certificate programme through Extension Schools in Grenada, St. Vincent, Antigua, St. Lucia, Montserrat, North, South and Central Trinidad, and for the interdisciplinary diploma programmes through branch campuses in Tobago, Barbados, St. Lucia, St Vincent, as well as the main campus. They are also able to pursue the interdisciplinary bachelor programmes at the main campus and the South Trinidad site. Several WIST graduates have gone on to earn master's and doctoral degrees abroad. The School also offers honorary doctorates during its graduation exercises to persons who have made outstanding contributions to the spread of the Gospel regionally and internationally.

WIST enjoys dual accreditation with the Accreditation Council of Trinidad and Tobago (ACTT), and the Caribbean Evangelical Theological Association (CETA), of which WIST is a member. WIST is

committed to complying with the requirements of all national accreditation bodies, and to this end, our branch campuses are currently pursuing registration status with their respective Accreditation Councils. Students who are nationals of Trinidad and Tobago have access to the Government Assistance for Tertiary Education (GATE) programme which allows qualifying students to apply for tuition assistance.



At WIST, it is our mandate to prepare Christian workers for effective ministry.

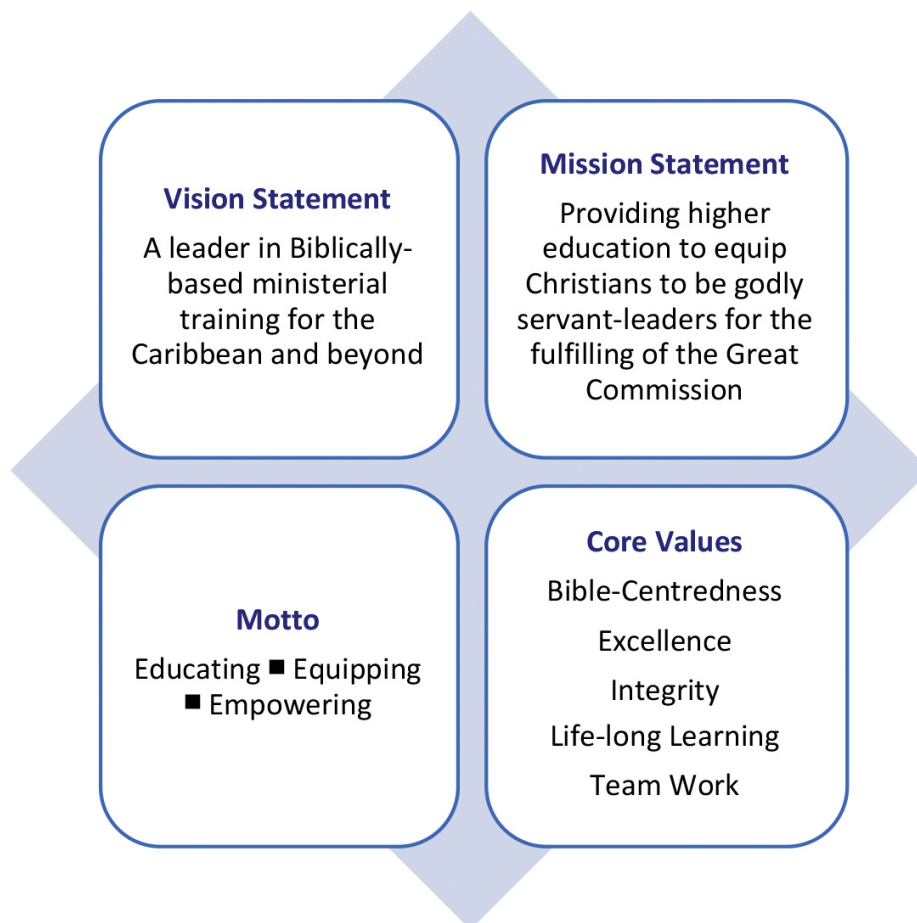
## Presidents

NAME	YEARS
<b>Rev. A. T Jacobson</b>	<b>1946-1955</b>
<b>Rev. Robert Eames</b>	<b>1955-1964</b>
<b>Rev. C.A. Barker</b>	<b>1964-1970</b>
<b>Rev. Dennis White</b>	<b>1970-1974</b>
<b>Rev. Thomas Maginley</b>	<b>1974-1979</b>
<b>Rev. Alvin Nicholson</b>	<b>1979-1986</b>
<b>Rev. Cecil Vincent</b>	<b>1986-1988</b>
<b>Rev. Lew Thomson</b>	<b>1989-1991</b>
<b>Rev. Pat Glasgow</b>	<b>1991-Present</b>



# Guiding Statements

The following are the Institution's key guiding statements:



## Quality Policy Statement

It is the absolute policy of WIST to maintain a quality-driven educational management system that ensures we meet or exceed the requirements of our stakeholders. The Educational Quality Management System (EQMS) provides the framework for the rest of the Institution's governance and internal control systems. In addition to other commitments, WIST commits itself to satisfying: (i) the purpose for which the Institution has been established, (ii) identified requirements, (iii) our social responsibility; to managing intellectual property and to the continual improvement of the EQMS. It is our aim to "get it right, the first time and every time".

## Institutional Goals

The Institution's goals are found in Article V of the Charter. They are to:

- (1) prepare men and women for Christian ministry.

- (2) foster missionary interest and to help missionary candidates to prepare for their fields of calling.
- (3) help students develop wholesome spiritual, intellectual, social and moral attitudes that they may be better prepared to live a Christian life, for effective Christian service and to be worthwhile citizens.
- (4) provide opportunities for student participation in Christian Education and various Church ministries.
- (5) provide opportunities for life-long learning and continuing professional development.
- (6) promote the continuing professional development of all staff of the School.
- (7) promote research into and publication on subjects which advance the cause of the School's vision and mission.
- (8) do all things incidental and consistent with its purpose to fulfil its mission.

## Key Strategic Commitments

### STUDENT COMMITMENT

- To establish, implement, maintain and continually improve, administrative and other systems, so that student and curriculum development commitments are met.

### GEOGRAPHICAL/SCOPE COMMITMENT

- To provide sound Biblical training through WIST campuses and extension sites throughout the nations of the Caribbean and beyond.

### EMPLOYEE COMMITMENT:

- To provide faculty and staff with optimum opportunities for spiritual and professional development.

### CONSTITUENCY COMMITMENT:

- To provide ministry training and training support to churches to advance PAWI's mission.

### DONOR COMMITMENT:

- To provide accurate and timely information, feedback and appreciation to donors and related organizations on programmes, performance, needs, grants, gifts and other involvement opportunities.

### COMMUNITY RELATIONS COMMITMENT

- To establish and maintain mutually beneficial relationship with government, leaders and the communities in which the school operates.

### ETHICAL COMMITMENT:

- To carry out all services in accordance with Biblical principles, lawful and ethical behaviour and sterling reputation.

### FUNCTIONAL COMMITMENT

- To effectively manage personnel, administration and resources.

# Conditions for Employment

## Pre-Conditions for Employment

WIST relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring and employment process. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in the exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

## Employment Contracts

All new employees are given a contract or letter of employment which outlines the terms and conditions under which they have been employed with WIST. Employees sign two (2) copies of the letter, one for the employee and the other which stays on the employee's file.



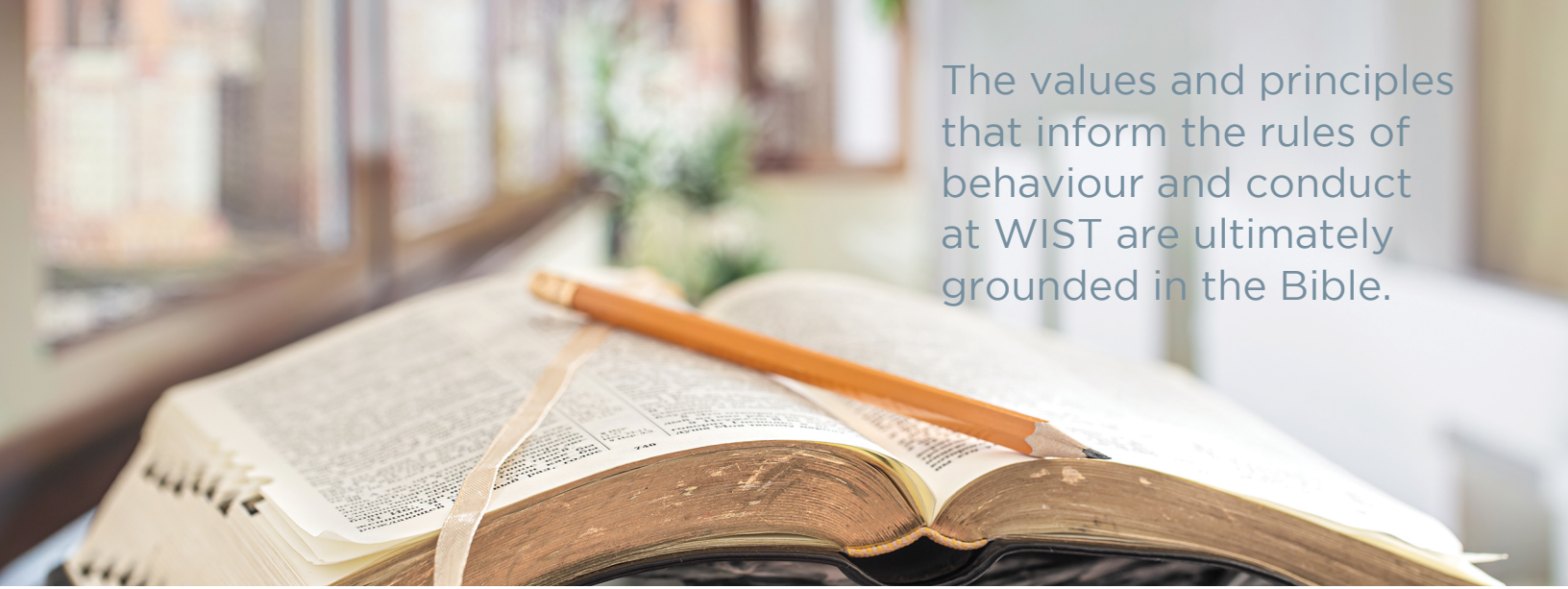
## Job Descriptions

WIST maintains job descriptions for all positions within the Institution. Employees receive a copy of the job description with their employment contract.

Employees should remember that job descriptions do not necessarily cover every task or duty that is designated, and that additional responsibilities may be assigned in keeping with the position. The President can be contacted if any questions or concerns arise about job descriptions or job functions.

WIST reserves the right to make changes to job titles, descriptions and functions based on the needs of the Institution. Employees will be informed in writing of any changes to their job functions or the job specifications for their positions.





The values and principles that inform the rules of behaviour and conduct at WIST are ultimately grounded in the Bible.

## Probation

All new, re-hired and re-assigned employees work on a probationary basis for the first ninety (90) calendar days after their date of employment. The probation period is intended to give these employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. WIST uses this period to evaluate employees' capabilities, work habits, and overall performance. If WIST determines that the designated probation period does not allow sufficient time to thoroughly evaluate an employee's performance, the probation period may be extended for a specified period.

After the employee has completed the initial probationary period of three (3) months, the immediate Supervisor evaluates the employee's performance and adjustments are made to the probation period if necessary. Any significant absences during the probation period will automatically extend the probationary period by the length of the absence.

Upon satisfactory completion of the probation period, employees become eligible for all provided benefits subject to the terms and conditions of their employment.

## Conduct

Organised groups and institutions produce rules and norms that govern behaviour. This is especially true of Christian institutions that seek explicitly to build Christian values and principles into its lifeways and ethos. The values and principles that inform the rules of behaviour and conduct at WIST are ultimately grounded in the Bible, but many are also present, either explicitly or implicitly, in the mission, values and key strategic commitments. WIST recognizes that different Christians will have different understandings about how Christian values and principles ought to be translated into communal practice, but the School simultaneously has a responsibility to delineate and communicate the specific moral guidelines and pragmatic rules that govern life in our community.

It is the responsibility of employees to be supportive of the School's positions and help students understand the commitment that students have made to live according to the Student Code of Conduct while enrolled at the Institution. All employees, having voluntarily joined the WIST community, are expected to preserve and enhance the good name and image of the School by their conduct, at all times and to support and abide by the behavioural expectations outlined below:

## Behavioural Expectations

- We will treat each other with dignity and respect and will not engage in speech or behavior that is abusive, threatening, intimidating, demeaning or harassing.
- We will avoid behavior that is manipulative, racist or sexist or materially interferes with the basic rights of others and/or the educational functions of WIST.
- We will speak to each other honestly and will refrain from malicious gossip and innuendo.
- We will perform our assigned responsibilities with diligence and sound judgment and follow the policies and protocols of the School.
- We acknowledge that a power differential exists between employees and Supervisors and, therefore, avoid amorous relationships with those whose work we oversee.
- We will treat each other with collegial respect, even when we disagree.
- We will abide by professional standards in our relationships with students by avoiding amorous relationships with students as well as any conduct that could be experienced as unprofessional or compromised, except in the case of a legally married spouse.
- We will support the mission, values and this code of conduct by:
  - Not taking an adversarial stance against WIST when we hold or express positions that are different from WIST's, making it clear, in such instances, that we are not speaking for the School.
  - Being judicious when mentoring students who have questions about WIST's or PAWI's beliefs and behaviour expectations for students.
  - Treating WIST's position as a valid and responsible Christian approach and not demeaning, seeking to undermine or advocate against the Institution's position even when we might not fully affirm it, given that we may present alternative viewpoints to ensure that students understand these perspectives.
- As a community committed to an historical Biblical understanding of God's design for human sexuality, WIST affirms Christian marriage to be the union of one man and one woman. Because of this, we view premarital and extramarital intercourse and same-sex sexual expression as falling outside of God's design for human sexuality. Thus, these behaviours are to be avoided.
- We will avoid conflicts of interest that advance personal gain above the benefit or interest of the Institution.
- We will not use tobacco products or alcoholic beverages on campus, while attending WIST-sponsored events, or in the presence of students.
- Employees will not possess or use drugs illegally.



## Access to Personnel Files

WIST maintains a personnel file on each employee. The personnel file includes information such as the employee's job application, résumé, certificates, transcripts, training records, performance appraisals, salary increases, and other employment records.

Personnel files are the property of WIST, and access to the information they contain is restricted. Generally, only Supervisors and management personnel of WIST—who have a legitimate reason to review information in a file—are allowed to do so.

Employees who wish to review their own file may contact the President, and with reasonable advance notice, review their file in WIST's offices in the presence of the individual appointed by WIST to maintain the files.

## Personnel Data Changes

It is the responsibility of each employee to promptly notify WIST of any changes in personnel data. Personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of an emergency, educational accomplishments and other such status reports must be accurate and current at all times. If any personnel data has changed, the President's office must be notified and—where applicable—original documents presented for verification of copies that are to be maintained on file, for example, certificates or other evidence of additional training or change in marital status.





# Orientation

## On-the-Job Orientation Training

New and re-assigned employees undergo orientation training as part of their initial probationary period. Records of this process are maintained. Employees are required to sign-off as having received information and/or training on the areas listed on the orientation checklist. A copy of the completed orientation checklist is kept on the personnel file.



## Parking

WIST provides on-compound parking at the front and side of the compound for employees. There are no assigned spots and so parking is available on a first-come, first-served basis. All vehicles are required to reverse-park on the compound.



## Identification, Access and Security

All employees are provided with identification badges which they are required to display, while on the school compound. At some campuses, employees are also provided with key cards to allow entrance to controlled points on the campus. It is the employee's responsibility to ensure that these cards are secured. Replacement cards are available at a cost to the employee in the event the card is lost or stolen.

Employees are also assigned a username and password, which allows access to the restricted areas of the website where the Institution's controlled-documents and forms are kept. Staff is encouraged to use the website to ensure that the most recent copies of documents are used.



All persons accessing the offices and library are required to sign the logbooks located at the entrance of the library and at the receptionist's desk. Staff are to ensure that they and any visitors to the office sign the logs on entry and when exiting the building. This is especially important in the event of an emergency as a means of ensuring that all persons are accounted for. The use of the logs is mandatory for staff.

## Dress Code

WIST is a Christian-based institution in the education service industry and requires that all staff be well-groomed in accordance with a professional environment. Employees should be aware that the way they dress impacts the culture of excellence that we are trying to build and what we communicate to students, visitors and stakeholders.

As a general rule, clothing should be neat, modest, and appropriate. Clothing should be appropriately sized – not too small and not too large. Staff members should not be dressed in such a way as to draw attention to their bodies, but to respect and honour God, themselves and others. While staff have the primary responsibility to understand and adhere to the dress code, WIST retains the final authority to determine, in its discretion, whether staff and students are in compliance with the dress code. The administration reserves the right to amend the dress code as needed to address new fads and styles. Some general guidelines are provided below.

### Guidelines

1. Hair, beards and moustaches must be neatly groomed. Cross-gender dressing will **not** be allowed under any circumstances.
2. Hemlines, necklines and clothing styles must at all times reflect an image that conforms to a professional environment.
3. Footwear: Casual wear is not permitted while on duty except in special circumstances.

As a general rule, clothing should be neat, modest, and appropriate.



## Attire for Men

Male office staff are expected to wear tailored or shirt-jack suits, or trousers and shirts with or without neckties or shirt-jacks.

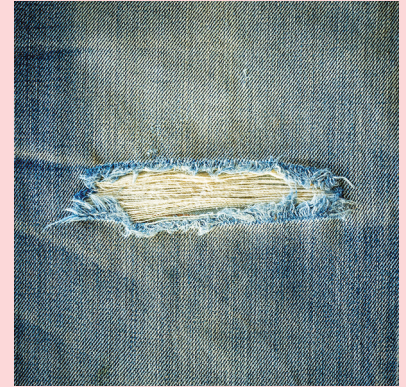
1. **Shirts:** Shirts with collars, business casual crewnecks and V-neck shirts, golf and polo shirts are appropriate. Ties, coats, and jackets are not required. Examples of inappropriate shirts include T-shirts, shirts with inappropriate slogans, muscle shirts, camouflage, and crop tops.
2. **Pants:** Casual slacks, pants, and nice jeans (without holes, frays, etc.) are appropriate. Examples of inappropriate pants include any that are wrinkled, holey, frayed, stained, patched, sagging, and/or worn below the waist or hip line. (Skin or undergarments should not be visible above pants in front or back.) Camouflage, sweatpants, athletic gear, shorts, overalls, leggings and any spandex or other form-fitting pants are also inappropriate. (Form-fitting pants and skinny jeans may be worn with loose fitting tops or jackets that cover hips.)
3. **Footwear:** Examples of inappropriate footwear include floppy sandals, flip-flops, slippers, athletic shoes, and construction or hunting boots.



## Attire for Women

Female office staff are expected to wear tailored skirt or trouser suits, dresses, or skirts or trousers with blouses.

1. **Pants:** Slacks, pants, dressy mid-calf or longer Capri's are acceptable. Inappropriate pants include any that are sagging (no skin showing above pants in front or back), wrinkled, holey, frayed, stained or patched. In addition, sweatpants, athletic wear, shorts, leggings and any spandex or other form-fitting pants are inappropriate. (Form-fitting pants and skinny jeans may be worn with loose fitting tops that cover hips.)
2. **Skirts, Dresses and Skirted Suits:** Dresses and skirts – no more than two (2) inches above the knees when standing – are appropriate. Short, tight-fitting skirts are inappropriate. Mini-skirts, strapless, see-through, and spaghetti-strap dresses are also inappropriate.
3. **Shirts, Tops, Blouses and Jackets:** Dress shirts/blouses, sweaters, casual shirts/blouses, turtlenecks and polo-shirts are appropriate. Inappropriate attire includes tank tops, spaghetti strap tops, midriff tops, T-shirts, halter tops, tops with bare shoulders, and undershirts. Exposure of cleavage is inappropriate.
4. **Footwear:** Dressy or casual shoes, sandals, and boots are appropriate. Back straps are encouraged for safety reasons. Additionally, for safety and comfort, we strongly recommend flats or low heel shoes. Examples of inappropriate footwear include floppy sandals, flip-flops, slippers, and athletic shoes.



# Quality, Health, Safety and Environment

## Quality

WIST has established an educational quality management system based on the requirements of ISO 21001:2017 Educational organizations—Management systems for educational organizations—requirements with guidance for use.

The quality manual is available on the website. It states how WIST meets the requirements of the standard and references the policies and procedures that provide additional information on how the system is implemented.

Supervisors are responsible for ensuring that employees are aware of and understand the policies and procedures that affect them. Staff are not to make unauthorised changes to documents or forms. Employees are expected to understand the part that they play within the WIST ecosystem and how they contribute to ensuring that our quality standards are maintained and improved.

The quality management system is continually evolving, and staff are encouraged to make suggestions to improve the services that we offer and the way we do things for the benefit of our students, staff and other stakeholders.

## Health, Safety and Environment

WIST takes seriously its responsibility to the health and safety of its employees, students and other stakeholders and is committed to the preservation of the environment. It is our intention to create a culture where safety is a way of life. We are committed to the provision of a safe and healthy work and study environment, and to the prevention of occupational injuries and illnesses.

Faculty, staff, students, and other members of the WIST community must function in compliance with applicable laws and regulations, as well as the Institution's health, safety and environment policies and standards. Faculty and staff are expected to familiarise themselves with these policies and standards.





# Classifications and Schedules

## Purpose

It is the intention of WIST to define staff positions in a manner which will support and promote sound human resource administrative practices. Broad employment categories have been established and defined. These categories assist the Institution in complying with appropriate laws as well as the goals of the Institution.

## Employment Categories

Employees at WIST are categorised as follows:

### Executive/Administrators

These include the President of the Institution and the employees who are responsible for planning, organizing, directing, controlling and evaluating the activities of a major segment or function of the Institution. These persons form the management base of WIST. Management employees are those whose duties exempt them from being classified as workers in the Industrial Relations Act of Trinidad and Tobago.



## Faculty

These include members of the School who are appointed to positions that are responsible for, and whose performance evaluations are primarily based on teaching, research and public service goals and objectives of the Institution. The faculty of the West Indies School of Theology is comprised of the President, the Vice President - Academic Affairs, the Vice President - Student Affairs, the Registrar, and members of the teaching staff of the School. Other non-teaching staff who have faculty status include the quality manager and librarian. Faculty is categorized as full-time faculty, part-time faculty, adjunct faculty and visiting faculty.



It is the intention of WIST to define staff positions in a manner which will support and promote sound human resource administrative practices.

## Office and Clerical

These positions encompass a wide range of activities involved with processing, collecting, recording and distributing various records, reports, communications and other informational data required in support of the administrative, teaching, research and service functions.



## Service and Maintenance

These positions involve support service activities relating to building and grounds maintenance, food services, labourers and other auxiliary functions of a nontechnical nature.



## Full-Time

An employee who works the standard working hours of the School each week (for these purposes, 40 hours per week) is classified as a full-time employee.

Full-time faculty are teaching faculty that teach a minimum of twelve (12) contact hours a week.

## Part-Time

Part-time employees work a regular schedule of sixteen (16) hours or more, but less than 40 hours per week.

## Temporary Employees

A temporary employee is hired for a specified project or timeframe. Temporary employees can be paid by the hour or in accordance with the contract terms for that individual. Temporary employees do not receive any additional compensation or benefits provided by the Institution outside of those agreed upon. Employment assignments in this category are of a limited duration, thus employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain that status unless and until notified of a change.

## Hours of Work

### Staff

Each employee's working hours are defined in their employment letter as staggered work hours are negotiated with staff from time to time. Our core business hours are 9am to 5pm, however, the office building will be open for work between 7am and 9pm for those who have obligations before or after work.

Library staff work on a rotation of hours to fulfil a 40-hour work week, as arranged by their Supervisor to ensure that the library is available to students.

Service and maintenance staff are required to work on assigned tasks, with designated time schedules as directed by the plant manager.



### Full-time Teaching Faculty

Working hours for full-time teaching faculty shall be consistent with the teaching duties/working hours, as contracted by the President in consultation with the Vice President - Academic Affairs. Full-time teaching faculty will be required to keep stated office hours, to facilitate meetings with students on a weekly basis, and engage in activities that support the administration of the academic office.

## Daily Breaks

Full-time and part-time employees are allowed one hour paid lunch break.



## Overtime

It is not the policy of WIST to facilitate “overtime pay”. WIST will compensate time for time as agreed with staff, **prior** to proceeding to work in excess of regular hours. In order to qualify for compensatory time-off, overtime worked must be pre-approved by the President.

## Attendance Policy

Employees are expected to be at their workstations on time. Employees must notify their immediate Supervisor, at least half an hour before starting time, in the event that they will be late for work. Habitual tardiness becomes a part of the employment record of the employee and disciplinary action may be taken. All employees are expected to sign the assigned staff logbook on entering the building and signing out when they are leaving. This book serves the dual function of a record of all persons on site, in the event of an emergency.

Employees are also required to inform their immediate Supervisors, in advance, if they are going to be absent outside of pre-approved leave.

The following are considered authorized absences for which employees may receive compensation:

1. Approved leave as outlined under the section entitled ‘**Leave**’
2. Sick leave
3. Time off for employee’s compensation injury
4. Family bereavement
5. Jury duty
6. Time off to vote

Vacation days must be scheduled in advance as outlined in the section titled ‘**Leave**’, except in cases of emergency.

Employees may be granted excused absences for sickness/illness when the immediate Supervisor is notified prior to the start of work. Pre-scheduled medical/professional appointments (lawyers, clergy, counsellors, etc.) or other compelling reasons, with prior supervisory approval, may also be considered as excused absences.

**NOTE: Absences of three or more consecutive scheduled working days without notifying your immediate Supervisor will be considered voluntary termination.**

Any absence becomes a part of the employee’s employment record.



# Compensation and Benefits

## Salaries

Employees are usually paid by the last working day of the month. Employees may have their salaries paid directly into their personal bank accounts or by cheque.

## Pension Plan

The School has established a group pension plan to cover all non-temporary employees. The plan, which is participative, becomes effective upon the confirmation of employment. WIST and the employee both contribute the equivalent of five percent (5%) of the individual's salary.

The plan is transferable, and employees may continue making contributions on their own if the relationship with the Institution is severed.

Districts at the various campuses may choose to have similar arrangements based on national policies and availability of funds.



## Training

WIST provides training to improve the skills, effectiveness and efficiency of employees. Training needs are identified based on the requirements of the Institution and during employees' performance appraisals. It is expected that when such training courses or programmes are scheduled, designated employees shall attend.

Employees may also identify training courses that they wish to pursue. In such cases, it is up to the employee's direct Supervisor to evaluate relevancy and approve or deny requests for training, education and workshops.

## Immediate Family Tuition Waiver

Staff members, their spouses and children will be given a fifty percent (50%) discount per term on administrative and non-government funded tuition fees for courses taken at WIST.

# Leave

## Application for Leave

Application for annual leave shall be submitted to the President's office by January 31st of each year.

## Accumulation of Leave

An employee who becomes entitled to leave in any year must take at least half ( $\frac{1}{2}$ ) of such leave when it becomes due. The balance of any leave not taken at due dates may, in arrangement with the President, be accumulated and taken with full leave entitlement for the following year. Leave may not be accumulated for more than two (2) years.

It is not the policy of WIST to pay for vacation leave. Any accumulated leave that is not taken outside of the stipulated period will be forfeited.

## Time of Leave

Given the nature of the Institution, there are peak periods when a full complement of staff is required. Administration reserves the right to defer vacation leave during these periods. For example: registration, the first two (2) weeks of school, and two (2) weeks before graduation.

All annual leave for full-time faculty must be taken between July and August each year. The Administrative Committee must grant permission for full-time faculty to take vacation leave at any other time of the year.

## Types of Leave



Application for annual leave is to be submitted to the President's office by January 31st of each year.

### Annual Vacation Leave

#### Entitlement

Permanent, full-time staff shall be granted annual leave with pay after completing one (1) year's-service in accordance with the following schedules:

ADMINISTRATION AND FULL-TIME FACULTY (LEAVE ENTITLEMENT)	
1-2 years - 15 working days	
3-5 years - 20 working days	
6-10 years - 30 working days	
Over 10 years - 35 working days	

ALL OTHER STAFF (LEAVE ENTITLEMENT)	
1-2 years - 10 working days	
3-5 years - 15 working days	
6-10 years - 20 working days	
Over 10 years - 30 working days	

## Casual Leave

An employee may be allowed casual absence from work up to a maximum of six (6) days in each calendar year; such leave shall not be taken in units of more than two (2) days. Casual leave will not be deducted from the employee’s annual vacation leave eligibility and shall be non-cumulative.

Casual leave cannot be taken with other leave being applied for as an extension of such leave except in extenuating circumstances as approved by the President.

Employees requiring casual leave shall submit a written application for such leave in advance of the period of the leave sought and must obtain prior approval from their Supervisor before actually absenting themselves from work.

In cases where an emergency arises, staff may complete the leave application on returning to work. Approval of emergency leave with compensation is at the discretion of the President.

## Special Leave

Special leave with pay may be granted to an employee to permit him/her to participate in a church or para-church organization event or educational convention or conference, relative to the development of that employee’s job function up to a maximum as given below:

**Administration and Full Time Faculty** - Seven (7) days in each calendar year

**Office and Non-office Staff** - Three (3) days in each calendar year

Additional days may be granted by the Administrative Committee of the Institution.

Any employee who is a member of a recognized organization and who is selected by that organization to attend a local or overseas event beyond five working days may be granted leave of absence without pay, after exhausting all vacation/casual leave available. This leave is non-cumulative.



## Sick Leave

Every employee shall be entitled to fourteen (14) working days sick leave per annum.

An employee who is away from duty as a result of illness for a period exceeding two (2) consecutive days shall be required to tender a medical certificate. Any leave taken under this provision shall be counted in calculating the total sick leave for the year. Absences must be reported to the President's office.

Extension of sick leave on full pay shall be granted at the discretion of the Administrative Committee provided that the leave is supported by a medical practitioner.

An employee, who is certified by a medical practitioner to be suffering from prolonged illness and therefore unfit for duty, shall be granted sick leave on full pay for a period of three (3) months in the first instance, followed by a further extension of three (3) months leave with half pay.

Following the above provision, if in the view of the School's appointed medical practitioner the employee's health is irrecoverable and he/she will not be able to function in the position, the medical practitioner may request that the employee be medically boarded.

## Study Leave

The School may grant study leave **without pay** to permanent employees to pursue a certificate, diploma or degree programme in a field of study related to its operations. Guidelines are as follows:

1. Employees must have completed the minimum of five (5) years of continuous service.
2. Employees must be accepted to the approved institution of learning before the application can be considered.
3. The application for study leave must be submitted at least six (6) months before the requested period of leave.
4. The course or programme of study must not exceed four (4) years in the first instance but must be greater than one (1) year.
5. Employees' last performance appraisal, determined by the performance appraisal process, must be satisfactory, or above.
6. Employees must sign agreements or contracts specifying the terms under which the study leave is granted. This shall include service with the school for a period equivalent to the length of the study leave granted.
7. The period of study leave shall be a hiatus in service.





8. On return, employees shall be placed in jobs of at least similar status to that vacated prior to proceeding on study leave without prejudice to the employee.
9. Paid study leave may only be granted in cases where the programme of study is directly related to the employee's job function.
10. Subject to available finances, employees on study leave may be eligible for half-pay for twelve (12) months after five (5) continuous years of service, and full pay for twelve (12) months after ten (10) continuous years of service. Additional financial arrangements can be made at the discretion of the Board of Directors.
11. Where such financial arrangements have been made, employees shall be bonded to WIST for a further three (3) years upon their return from study leave.
12. In cases where an employee continues to work whilst studying and receives financial assistance from WIST, the employee shall be bonded to WIST on completion of their course of study for a period based on the financial contribution received as outlined in Table 1 below.

**TABLE 1**

Amount of scholarship	Duration of service
Up to \$50,000	2 years of service
Up to \$70,000	3 years of service
Up to \$100,000	4 years of service

13. In cases where financial arrangements are made in accordance with 10 to 12 above, the employee will be required to sign an agreement, which outlines the terms under which the financial assistance is provided. In the event that the employee:
  - i. is guilty of any serious misconduct or any serious breach of employment that results in termination;
  - ii. fails to observe any of the terms and conditions of the agreement;
  - iii. fails to complete the training; or
  - iv. voluntarily resigns employment with WIST, or fails to serve WIST during the bonded period or any part of it thereof due to voluntary resignation or abandonment of post,
 the employee shall be liable to refund the total or a proportional part of the cost of the training as outlined below:
  - a. In the event of (i), (ii), or (iii), repayment of the total amount, over an agreed timeframe. If the employee remains within WIST's employ, WIST reserves the right to inter alia garnish the employee's salary to recover the total or partial cost of the sum owed.
  - b. In the event of (iv), the employee shall be liable to immediately refund WIST the total or a proportional part of the cost, based on the following scale:
    - i. Voluntary separation up to 12 months of bonded period (< 12 mths), repay 80% of the costs.



- ii. Voluntary separation over 12 months and up to 24 months of bonded period (> 12mths, < 24mths), repay 60% of the costs.
  - iii. Voluntary separation over 24 and up to 36 months of bonded period (> 24mths, < 36mths), repay 40% of the costs.
  - iv. Voluntary separation over 36 months of bonded period (> 36 mths), repay 20% of the costs.
14. Extensions of leave may be granted at the discretion of the Board of Directors of WIST. However, failure to return within thirty (30) days of the agreed date without good cause will be regarded as resignation.

## Maternity Leave

Maternity leave shall be granted to female employees with full pay for two (2) months followed by leave with half pay for one (1) month. However, where the total of National Insurance Benefits (NIB), plus half pay, during the period of such maternity leave is less than the full pay of the employee, the difference shall be paid by the School. The employee shall not suffer any loss in salary provided that:

1. The employee has served for at least one (1) year in the school at the date of commencement of such leave;
2. Six (6) weeks before the expected date of delivery, the expectant mother produces a certificate from a medical practitioner attesting to the expected date of delivery;
3. The expectant mother proceeds on maternity leave at least one (1) month before the expectant date of the birth of the child.

The taking of maternity leave shall not be in any way prejudicial to or affect the eligibility of the employee for annual leave.

These provisions also apply to part-time employees who have been employed in the school for at least one (1) year as at the date of commencement of such leave.

## Bereavement Leave

An employee shall be eligible for bereavement leave in the case of death in the individual's "immediate family" on the following basis:

1. Death occurring in Trinidad and Tobago - three (3) days
2. Death occurring outside of Trinidad and Tobago - five (5) days

**NOTE: 'Immediate family' shall refer to spouse, children, parents, brothers and sisters, and in-laws.**

**PLEASE NOTE: With the exception of sick-leave, maternity leave and bereavement leave, part-time staff are granted leave on a prorated basis determined by the number of hours they work per week.**



# Performance



## Assessment

Employee performance assessments will be based on essential duties as outlined in their job descriptions, agreed objectives and on behavioural expectations. Administrators will also be assessed on the achievement of institution-wide Key Performance Indicators (KPIs).

Employees are assessed by their immediate Supervisors. In the case of the President, the assessment is done by the Chairman of the Board of Directors in consultation with other Board members.

Employees who have more than one function or more than one direct report, will be assessed by each Supervisor and a combined score assigned based on the average of individual scores as applicable.

## Review

At WIST, Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal basis periodically. We believe that quarterly reviews are too frequent to be an accurate indicator of success. For this reason, in addition to end-of-probation evaluations, formal performance reviews are conducted annually. This provides both Supervisors and employees the opportunity to discuss job tasks, identify and correct weaknesses, encourage and recognize strengths, and discuss positive, purposeful approaches for meeting goals.

The specific objectives of the reviews are to:

1. highlight and assess the actual performance of employees over a defined period.
2. help employees discover their potential in order to improve present job performance and to qualify for future positions.
3. heighten employee morale and understanding of the Institution's expectations and vision.
4. empower employees to perform in accordance with the School's objectives.

## Process

1. The Supervisor establishes work objectives for each subordinate at the beginning of the review period and submits it to the President.
2. The Supervisor monitors each subordinate's performance on an on-going basis, holds periodic reviews at least semi-annually, and documents same.
3. At the end of the review year, reviews are scheduled a minimum of two weeks in advance to give the employee fair time to review their year.
4. Both the employee and the Supervisor complete the performance evaluation form and meet to discuss the appraisal before finalising the required documentation. Any training needs should be identified and documented on the form and used to update training documents as required.
5. Employees who disagree with the results of their performance appraisal can submit written comments to be attached within twenty-one (21) calendar days of completion. They can also lodge their appeals in keeping with the appeals procedure to the next line of authority.



# Grievances

Any complaint, grievance, dispute or claim arising out of the operation of, or relating to your agreement, shall be dealt with in accordance with the Grievance Policy and in the following manner, provided that during the time any matter is being processed as outlined hereunder, there shall in no circumstances, be any lockout, go slow or stoppage of work, except in accordance with the provisions of the Industrial Relations Act, 1972. (See Appendices).

It is agreed that both parties shall make every effort to resolve any differences arising between them. Should there be failure to resolve the matter between themselves, they may then proceed as follows:

## Step 1

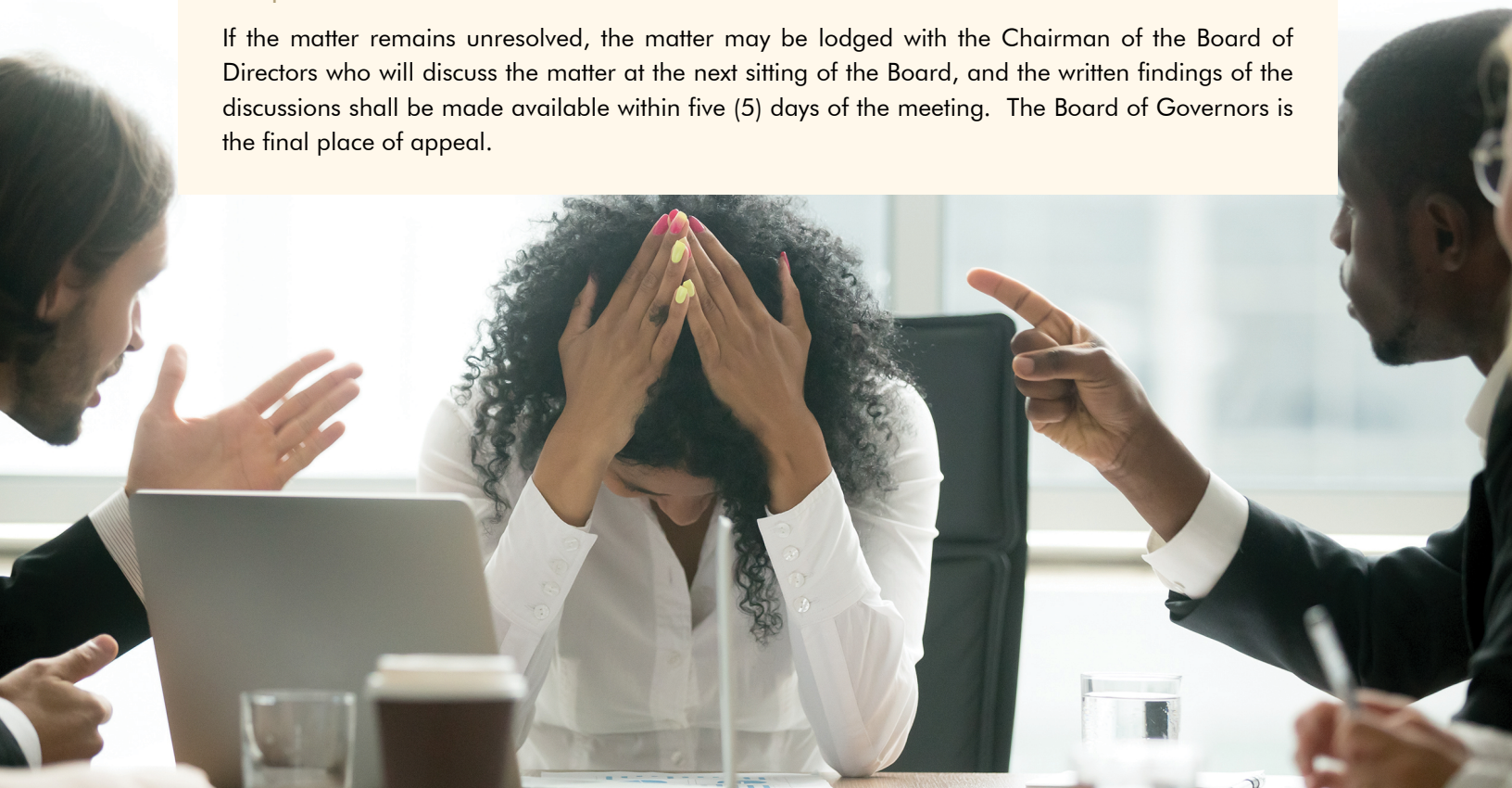
The complaint may be taken up by the employee's Supervisor.

## Step 2

If there is no solution at step 1, the matter may—within two (2) working days following the decision at step 1—be referred to the Administrative Committee. The Administrative Committee shall conduct a hearing and give a written decision within two (2) working days following the hearing.

## Step 3

If the matter remains unresolved, the matter may be lodged with the Chairman of the Board of Directors who will discuss the matter at the next sitting of the Board, and the written findings of the discussions shall be made available within five (5) days of the meeting. The Board of Governors is the final place of appeal.



# Disciplinary Action

Due to its denominational nature, WIST reserves the right to discipline, suspend, or dismiss an employee for any practice inconsistent with Biblically upheld standards. Any violations of the code of conduct and the behavioural expectations outlined in this document, can result in disciplinary action, including dismissal.

All reports of misconduct will be thoroughly investigated by a committee established by the administration. WIST reserves the right to suspend an employee pending investigation for misconduct, negligence in the discharge of duties, or infringement of the School's rules, and to impose such penalties as it deems appropriate.

Where an employee has committed an offence in breach of the terms and conditions of employment, disciplinary action shall be taken against that employee, subject to the following:

1. Where the offence is considered to justify dismissal, a recommendation to this effect shall be submitted by the employee's Supervisor to the School's administration. A committee comprising of three persons appointed by the Administrative Committee shall investigate the matter and present a report to the Administrative Committee, before a final decision is made.
2. Where the offence, by its nature, does not justify dismissal or suspension, repeated occurrences will result in two (2) oral warnings, followed by three written warning notices, the final being a written warning with suspension. These notices, which will be entered on the employees' records, will clearly set out all details of the alleged offences. Such warning notice(s) will be removed from the record of the employee, if after one (1) year his/her conduct has been satisfactorily improved. However, should the practice continue, the final warning can be followed by a notice of termination of employment.
3. Complaints which remain on the employee's record shall be taken into account whenever further disciplinary action is being considered.
4. The School shall not record anything on an employee's personal file inimical to his/her best interest unless a copy is sent to the employee. The employee shall have the right to use the measures outlined under the "Grievance Procedure" to contest the action, if he/she so desires.

The School reserves the right to discipline any employee who absents himself/herself from work for three (3) consecutive days or more, without permission or reasonable excuse, without prejudice to the agreement on leave.

An employee, who was stopped from work pending the hearing of a complaint against him/her, shall not be paid for that period. If, however, acting under the procedure provided in this agreement, it is decided that an employee's suspension was unjustified, then the employee shall be reinstated without loss of pay or other benefits.

Any violations of the code of conduct and the behavioural expectations of this Institution, can result in disciplinary action, including dismissal.





## Causes for Discipline

The following will result in disciplinary action up to and including dismissal:

1. **Breach of trust or dishonesty**
2. **Conviction as a felony**
3. **Wilful violation of an established policy or rule**
4. **Falsification of institutional records**
5. **Gross negligence**
6. **Insubordination**
7. **Violation of the Equal Employment Opportunity policy**
8. **Sexual harassment**
9. **Undue and unauthorized absence from duty during regularly scheduled work hours**
10. **Refusal to carry out assigned responsibilities that are within the school's policies**
11. **Larceny or unauthorized possession of, or the use of, property belonging to any co-worker, visitor, or client of WIST**
12. **Unauthorized possession of dangerous weapons on the premises**
13. **Unauthorized possession, use, or copying of any records that are the property of WIST**
14. **Unauthorized posting or removal of notices from bulletin boards**
15. **Unbiblical sexual conduct**
16. **Excessive absenteeism or lateness**
17. **Marring, defacing, or other wilful destruction of any supplies, equipment or property of WIST**
18. **Failure to call or directly contact the immediate Supervisor at the knowledge of lateness or absence from work**
19. **Fighting or serious breach of acceptable behaviour**
20. **Abuse of alcohol and/or drugs**
21. **Violation of the Institution's Conflict of Interest policy**
22. **Gambling, conducting games of chance, or possession of such devices on the premises or during work hours**

This list is intended to be representative of the types of activities that may result in disciplinary action. It is not exhaustive and is not intended to be comprehensive and does not change the employment-at-will relationship between the employee and the Institution.

In the event of dismissal for misconduct, all benefits are terminated at the end of the month.

# Appropriate Use of Resources

## Appropriate Use of Institutional Resources

WIST requires that all employees protect its assets. All assets should be used for legitimate purposes, efficiently, and for the Institution's business only. Assets include facilities, equipment, computers and information systems, telephones, employee time, confidential and proprietary information and company funds.

Suspected incidents of fraud, theft, negligence, and waste should be reported to the President.

## Appropriate Use of Telephone

Because a large percentage of business is conducted over the phone, it is essential to project a professional telephone manner at all times.

Although WIST realizes that there are times when an employee may need to use the telephone for personal reasons, it is expected that good judgment will be used in limiting the length and frequency of such calls. Additionally, long-distance personal calls should **not** be made on WIST's phones without prior approval from the employee's Supervisor.





## Appropriate Use of Technology Resources

Use of the Institution's technological resources is guided by the policy on use of technological resources. In addition to the information contained in the policy, employees are asked to note the following on appropriate use of the items below.

### Internet

WIST understands that occasional personal use of the internet during work hours is a reasonable request and allows this, within reason. However, we do not allow internet use to support a personal business or political venture, or to embarrass the company and its stakeholders.

### Email

Employees are accountable for any information they publish or send online including emails. Please do not use your **'wistef'** or other WIST-related email accounts to send personal emails, especially those that include inappropriate or sensitive material.



## Social Media

The following provides guidance for employee use of social media, which should be broadly understood to include blogs, wikis, microblogs, message boards, chat rooms, electronic newsletters, online forums, social networking sites, and other sites and services that permit users to share information with others in a contemporaneous manner. It applies to the professional use of social media on behalf of WIST as well as personal use of social media when referencing WIST.

1. Employees should be aware of the effect their actions may have on their images, as well as WIST's image, bearing in mind that the information employees post or publish may be public information for a long time.
2. Employees should be aware that WIST may observe content and information made available by employees through social media. Employees should use their best judgment posting material that is neither inappropriate nor harmful to WIST, its employees, or customers.
3. Although not an exclusive list, some specific examples of prohibited social media conduct include posting commentary, content, or images that are defamatory, pornographic, proprietary, harassing, libellous, or that can create a hostile work environment.
4. Employees are not to publish, post or release any information that is considered confidential or not public. If there are questions about what is considered confidential, employees should check with the President.
5. Social media networks, blogs and other types of online content sometimes generate press and media attention or legal questions. Employees should refer these inquiries to authorized WIST spokespersons.
6. If employees encounter a situation while using social media that threatens to become antagonistic, employees should disengage from the dialogue in a polite manner and seek the advice of a Supervisor.
7. Employees should get appropriate permission before referring to or posting images of current or former employees, students, vendors, suppliers or other stakeholders. Additionally, employees should get appropriate permission to use a third party's copyrights, copyrighted material, trademarks, service marks or other intellectual property.
8. Social media use should not interfere with employee's responsibilities at WIST. As mentioned before, WIST's computer systems are to be used for business purposes only. When using WIST's computer systems, use of social media for business purposes is allowed (for example: Facebook, Twitter, WIST blogs and LinkedIn), but personal use of social media networks or personal blogging of online content is discouraged and could result in disciplinary action.
9. Subject to applicable law, after-hours online activity that violates any of the Institution's policies may subject an employee to disciplinary action or termination.
10. If employees publish content after hours that involves work or subjects associated with WIST, a disclaimer should be used, such as this: *"The postings on this site are my own and may not represent WIST's positions, strategies or opinions."*
11. It is highly recommended that employees keep WIST-related social media accounts separate from personal accounts, if practical.





# Leaving WIST

## Resignation

When an employee decides to terminate employment for any reason, his/her Supervisor and the President must be given the opportunity to discuss the resignation before final action is taken. Unless otherwise specified in the employment letter or contract, at least one (1) month's advance notice must be given in writing.

## Post-Resignation/Termination Process

The following processes are to be employed when there is a voluntary separation from the Institution. In the case where WIST terminates the relationship with the employee, arrangements will be made to ensure that the Institution's property is returned.

### Exit Interview

The President or designate is responsible for scheduling an exit interview with an employee on the employee's last day of employment, and for arranging the return of the Institution's property including:

1. WIST Security Card
2. Picture Identification Card
3. Office keys
4. WIST-issued credit cards
5. WIST manuals
6. Assigned computer system
7. Any additional WIST-owned or issued property

Specific information will be provided at the exit interview.

### Benefits

All benefits end on the last day of employment. If an employee is in the pension plan, information regarding this plan will be provided at the exit interview. In the event that the agreed notice is not given, the employee will forfeit any accrued compensation and benefits due.

### Final Remuneration

Employees leaving the Institution must return all School property before their final pay cheque can be issued. If there are unpaid obligations to the Institution, the final pay cheque will reflect the appropriate deductions.

# APPENDICES

# APPENDIX 1



West Indies School of Theology

## Conflict of Interest Policy

The West Indies School of Theology (WIST) is committed to the practice of good governance and ensuring that due diligence is exercised in all business conducted by the School. Whereas WIST has historically encouraged filial relationships and widespread participation by the constituency in various levels of the school's affairs, it is the policy of the School that actual or perceived conflicts of interest be avoided.

Conflict of interest exists where a governor, director or employee of WIST, has a competing professional or personal interest inconsistent with the objectives or interests of WIST. Such competing interests may make it difficult for his or her duties and responsibilities to be fulfilled impartially. A conflict of interest can exist even if no unethical or improper act results and can create an appearance of impropriety that may undermine confidence in the integrity of the institution.

As such:

- It is an individual's responsibility to disclose any interest in a transaction or decision where there may be a conflict between the School's best interests and an individual's, or a conflict between the best interests of another organisation or institution with which that person is involved; or perceived conflict that may limit fair and impartial participation in deliberations or decisions. If in doubt, the potential conflict must still be declared, and clarification sought from the relevant authority.
- A governor, director or an executive member shall not cast a vote, nor take part in the final deliberation in any matter in which he or she, members of his or her immediate family, or any institution to which he or she has allegiance, or an interest that may be seen as competing with the interests of WIST. This includes—but is not limited to—matters related to financial decisions, contracts, employment and compensation. Compensation refers to any form of benefit including—but not limited to—salary, retainer, honoraria, intellectual property rights or royalties, or promised, deferred, or contingent interest, sponsored travel or reimbursement.
- Specifically, in cases where:
  - One family member reports to another, any issues that can result in an actual or perceived conflict will be addressed by the direct report's superior.
  - Members of the board serve as members of faculty or staff any conflict issues shall be referred to the respective boards.
  - Staff members are also students of the Institution, matters shall be referred to the Administrative Committee.
- Where it is determined that a conflict of interest exists, the individual must recuse himself/herself from any related deliberations and decisions.

- Should circumstances require the abstinence of participation of the affected governor, director and/ or executive member in the conduct of deliberations, decisions or actions, any appropriate non-confidential information which might inform a decision may nonetheless be requested from the individual.
- Minutes of meetings shall reflect the disclosure of any conflict of interest and the recusal of the interested individual.
- All members of staff and faculty reserve the right to use the Institution's grievance procedure to have any conflict of interest decisions that they are not satisfied with, addressed.

Any person found in breach of the policy will be subject to disciplinary action.

Conflict of interest exists where a governor, director or employee of WIST, has a competing professional or personal interest inconsistent with the objectives or interests of WIST.



# APPENDIX 2



West Indies School of Theology

## Equal Opportunity Policy

The West Indies School of Theology (WIST) is dedicated to equipping Christians to be godly servant-leaders for the fulfilling of the Great Commission. The Institution has a culture that fosters respect for diverse backgrounds and perspectives in keeping with Christian values. As such, WIST is committed to understanding and practising non-discrimination, and in providing equal opportunity to all persons without regard to race, sex, colour, disability, nationality, ethnic origin or age, as guided by the principles of the Bible.

WIST ensures that it does not discriminate in student admissions, staff and faculty employment, or the administration of any of its programmes. Specifically, that:

- An atmosphere is provided where students and staff, through their behaviour, exhibit respect and appreciation for each other.
- The criteria used for admission are not based on race, sex, colour, disability, nationality, ethnic origin or age.
- No student or member of staff is disadvantaged as a result of physical disability, although the current physical site and building layout may restrict individuals with particular disabilities.
- All staff appointments are filled by the best applicants based on professional criteria, experience and organizational fit irrespective of race, sex, colour, disability, nationality or ethnic origin.
- Students, staff and faculty may access resources according to need regardless of race, sex, colour, disability, nationality, ethnic origin or age.

Any form of discrimination by anyone within the Institution is unacceptable.

The President of WIST is responsible for ensuring that this policy is adhered to. Any student, member of staff, parent or spouse who considers that there has been a breach in this policy should inform the President, who will have the matter investigated.



# APPENDIX 3



West Indies School of Theology

## Grievance Policy

WIST is committed to fostering and maintaining an environment of mutual respect and professionalism.

The purpose of the policy is to ensure that staff, faculty and students have a means and opportunity to resolve concerns, problems or complaints, which are alleging unfair or other impermissible treatment. The policy also relates to conditions that adversely affect them.

The Grievance Policy may be used by persons who: (a) are enrolled or registered at the School; (b) were enrolled at the School during the preceding semester; (c) are on approved academic leave or other approved leave; (d) participated in a WIST-sponsored educational event at the time of the incident; or (e) are members of staff or faculty.



This policy requires that:

- Grievances are dealt with promptly and as near as possible to the point of origin;
- Grievance procedures promote fairness and consistency in the treatment of individuals, and reflect the relevant policy on equal opportunities and avoidance of discrimination;
- Demonstrable attempts are made to resolve matters informally before formal grievance procedures are initiated;
- The person raising the grievance must be the alleged victim of unfair treatment or his/ her representative;
- A fair appeal procedure is available;
- All staff, faculty and students be made aware of the procedure to be followed to address their grievances.

The President of WIST is responsible for ensuring that this policy is adhered to.



**THE WEST INDIES SCHOOL OF THEOLOGY**

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