



THE UNIVERSITY
OF THE
WEST INDIES
MONA CAMPUS
JAMAICA, WEST INDIES

BURSARY

NEWSLETTER

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Spotlight on our Bursary Units:

- **Billings & Receivables**
- **Student Administrative Services Section**

THE UWI MONA BURSARY'S STATEMENT OF PURPOSE:

“DEDICATED TO CUSTOMER SERVICE & FINANCIAL INTEGRITY”

Editor's Note

Good day colleagues,

In this our 3rd Issue of the Mona Bursary Newsletter, we have captured some special moments as we bid farewell to our Bursary stalwart and friend, Clive McLean. He has begun a new chapter of his life---RETIREMENT. We wish him all the very best.

During the February-April quarter, we invited our Human Resources practitioners to deliver re-sensitization sessions for the entire Bursary staff which was well received. It is also in this quarter that we welcome our Assistant Editor, Sheree Holness who has shared her thoughts on Succession Planning. As per usual, Our Learning Corner – Looking at the Financial Code continues.

Finally, we want to begin showcasing each unit in the Bursary, so we turned our spotlight on the Billings and Receivables/SASS Unit. In our next issue, we will highlight the happenings in the Payroll unit.

Please enjoy the read, and as always, send us your feedback and articles.

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The Bursary Newsletter Team welcomes Ms. Sheree Holness to the team as the Assistant Editor



Mrs. Kay Bruce, Senior HR Assistant

Re-Sensitization of Performance Appraisal

Just a few months after the Bursary Management Retreat, the Workgroup assigned to developing a work plan for Fostering a Caring, Articulate, Motivated, Professional team, it delivered on its first initiative; that is, re-sensitization sessions for the entire Bursary staff. Attendance was fair, and participation was very high. This was hosted in association with the Human Resource Department with full backing from the Mona Campus Bursar. Our presenter was Kay Bruce supported by Erica Francis.

WHO'S NEXT?

The Question of Succession

Recently, the Bursary said farewell to one of its managers and the question of succession was brought to the forefront. Organizations may have some kind of mechanism for filling vacancies but few have a formal succession plan in place to deal with this occurrence. "What is succession planning?" you may ask. If you will, look at it as a type of talent management mechanism, whose specific objective is to fill future vacancies created by attrition such as retirement, through the identification and development of internal talent ahead of time; as well as to recruit externally and groom for leadership positions. Such a strategy increases the availability of capable individuals who are prepared to assume such roles whenever there is a clear vacancy. An organization may choose to implement succession planning through formal or informal channels. Succession is a question every organization grapples with but, proper prior preparation will ensure a smooth transition and seamless business continuity.

The concept of succession planning is not new; however, more organizations are implementing such a strategy as the advantages cannot be ignored. It serves as a contingency plan that keeps the organization well prepared for any sudden attrition that may happen and greatly reduces the impact of losing key employees. Existing employees are already a part of the system and possess a clear understanding of the organization and its goals thus, saving a considerable amount of time and money for the organization in hiring and inducting new candidates for these positions. On the flip side, organizations may choose to recruit and develop employees for key roles. Succession planning is a well-planned, long-term process which creates a pool of qualified candidates, able to fill vacancies as they emerge and reduces risk associated with a loss of experienced leadership.

In addition to the above mentioned advantage, succession planning aids in business continuity as it reduces confusion and enables a smooth transition. It provides the organization with the opportunity for the timely transfer of knowledge and training of persons on the day-to-day duties and larger concerns regarding the organization's business. Included in the

transfer of knowledge is the exchange of tacit information. Over time, persons acquire knowledge, which is information only known to them, which they apply seamlessly and automatically while executing their daily functions. Succession planning provides an opportunity for this data to be preserved for continued use.

Succession planning allows managers to assess their staff and identify and develop various skill-sets, tailoring them towards the organization's needs. Building competencies is an integral component of an effective succession plan. Employees who are identified as successors, based on the skill-sets they possess, can be groomed well to handle pertinent positions. It also allows time for the training and development of any skill-set that is deemed to be lacking.

Where internal selection is engaged in, the possibility of advancement will boost staff morale. When employees have the notion that their organization has future plans for them and they can chart a well-defined road map of their career, it acts as a motivating factor that drives them to perform beyond expectation. A very positive working atmosphere will exist within the organization as employees feel highly motivated that there is a chance for career advancement. It is this aspiration that increases productivity and extends the skill set available. They will tend to stay with the organization for a longer time.

Where external selection is engaged in, this can serve to re-energize persons and teams who may have become bored with monotony or who lack motivation, among others. This influx of 'fresh blood' creates the avenue for fresh ideas and approaches which benefits all.

Every organization needs to conceive its own succession plan. There is no one-size-fits-all approach. In creating an effective succession plan, a organization should identify succession requirements including the key positions that have the highest risks as well as the requisite skills and competencies. It should also identify potentials amongst its staff ; identify performance and skills gap and engage in the requisite training and development activities to address the shortcomings. Once the plan has been formulated, it should be made available to all employees and implemented throughout the organization.

**Submitted by Assistance Editor
Ms. Sheree Holness**

DID YOU KNOW?

SPOTLIGHT ON OUR BURSARY UNITS

Billings & Receivables/ S.A.S.S.

This Unit was established in 1997 in recognition of the need to manage and monitor receivables from students and other stakeholders.

The Billings and Receivables Unit in the Bursary is responsible for billing students and non-students to ensure collections are done. It provides an accurate statement and accounts for students as well as on-campus clients. Students receive an electronic invoice or statement to see what they have been charged and what they have paid. Our stakeholders include: students, employees, donors, the Student's Loan Bureau, the governments of the contributing territories.

For students, we bill for tuition, miscellaneous fees, and residence fees. Students have myriad of options to pay fees such as online at our e-commerce gateway (by credit card), National Commercial Bank, Paymaster, Bill Express, JN Bank, Western Union, EduCom Credit Union and UWI Bursary Cashier. Students are not required to bring physical proof of payment but are encouraged to check their ac-

counts online to see if the payments have been updated.

The Billings and Receivables Unit processes payments and refunds for students. Our service extends even to the Western Campus of The UWI in Montego Bay.

In recognizing the differing needs of students, we know some students may experience difficulties from time to time. As such, we encourage students to communicate difficulties to us early to set up a payment plan. This can be done online using the BOSS website.

We are also responsible for billing and collecting utility charges such as electricity, water, and telephone from our on-campus customers. These include the various restaurants and financial institutions on campus.

We provide letters and statements to students and donors. In addition, we tactfully and with sensitivity communicate to students who owe via mail, telephone, email, and text messaging. Over the last three to five years, independent surveys have shown a sharp increase in the levels of service provided to students and other stakeholders. This is largely due to a thrust to automate and re-engineer many of our business processes. One of the ways we have improved service to our clients is the implementation of the Bursary Online Student System (BOSS).

The Billings and Receivables/Student Administrative Services Section Unit remains committed to the University's Vision and Mission Statement.

Spotlight on Billings & Receivables/S.A.S.S. Unit



The Campus Bursar visited the Billings/SASS section at their Unit meeting and gave a pep-talk, encouraging the staff to continue their hard work, while accomplishing the UWI's strategic goals.

The meeting also saw two hardworking team members being acknowledged for their efforts. Mrs. Tricia Momoh and Ms. Gizelle Fraser were selected as **Employee and Student Worker of the Quarter** respectively.



Spotlight on Billings & Receivables/S.A.S.S Unit



The Billings/SASS team had a presentation with a representative from The Jamaica Money Market Brokers (JMMB), where important financial matters regarding investments were discussed. The staff were well tuned-in. This was a feature of the Unit's Monthly Performance Reporting Meeting.





BILLINGS & RECEIVABLE

STUDENT ADMINISTRATIVE SERVICES SECTION



THE CALL CENTRE

Clive McLean's Send Off

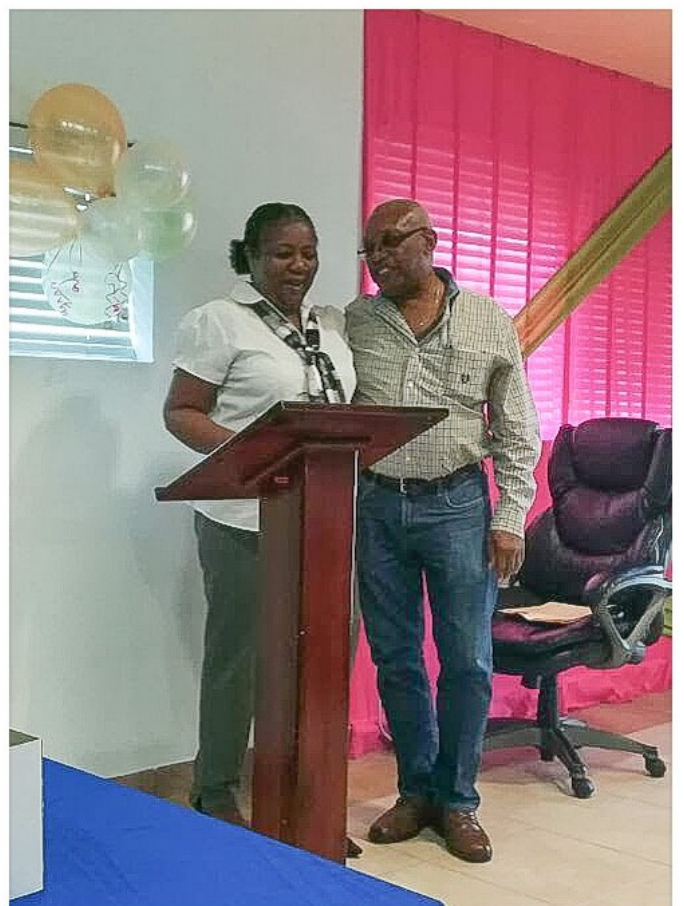
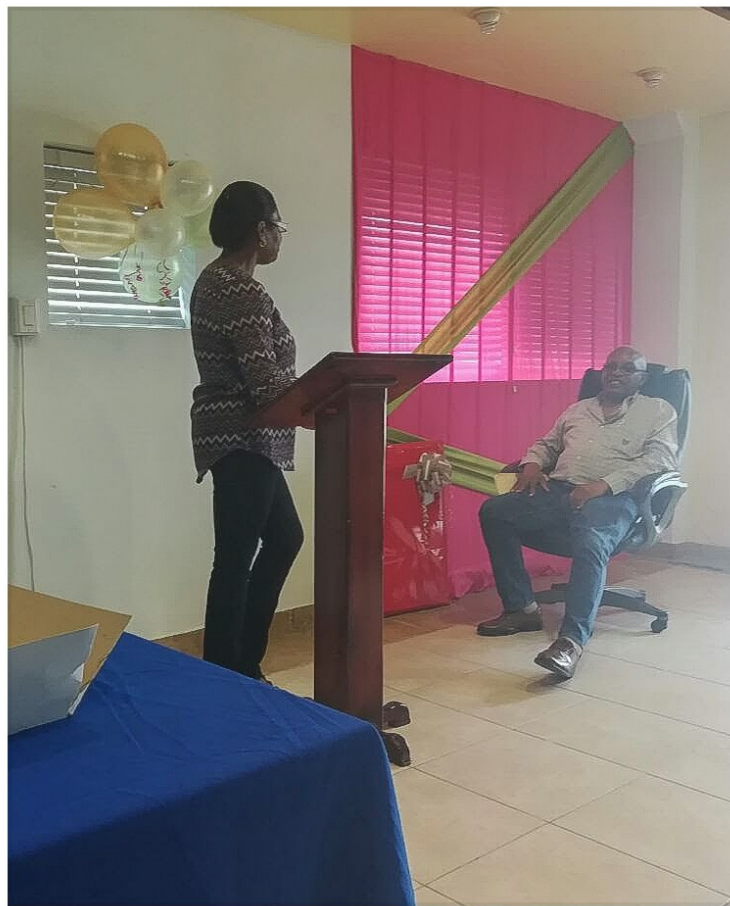
We bid farewell to our beloved colleague and friend who served The UWI community for decades.

The team sang, reminded him of hilarious and momentous events passed, spoke of his service as their leader, and just expressed appreciation for who he was as a person, co-worker and friend.

The event ended with music, frolicking and sumptuous finger licking food and delicious cake. Thanks again Clive. Enjoy every moment of your well deserved Vacation/Retirement!



Clive McLean's Send Off Cont'd



CRAZY CORNER



"I would like you to be more self-reliant, show more initiative, and take greater personal responsibility — but check with me first!"

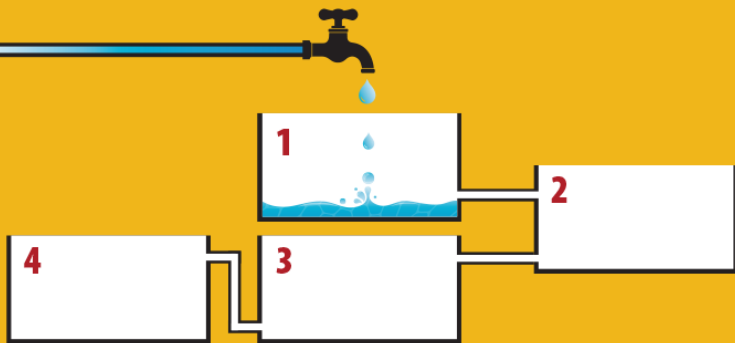
GLASBERGEN



"Leadership experience? I have 13 people following me on Twitter!"

GLASBERGEN

WHICH TANK WILL BE FULL FIRST?



RIDDLE:
THE MORE YOU TAKE
THE MORE YOU LEAVE BEHIND.
WHAT AM I?

THREE DOCTORS SAID THAT ROBERT WAS THEIR BROTHER. ROBERT SAID HE HAD NO BROTHERS.



WHO IS LYING?

Press Any Key
To Start.

WHERE IS THE
"ANY" KEY?!



FINANCIAL CODE

Revenues

01. The University Bursar/Campus Bursars shall ensure that all amounts due to the University are properly and promptly assessed, collected and duly credited into the accounts of the University.

02. The University Bursar/ Campus Bursars shall ensure that all monies received on the University's account are properly accounted for and lodged with the bank with the least delay. All receipts should be lodged into the bank no later than on the next working day after receipt, unless otherwise approved in writing by the relevant Bursar.

03. All monies received by or on behalf of the University shall be brought into the appropriate accounts of the University.

04. The University Bursar/Director of Finance shall ensure that contributions due to the University, including amounts from the various contributing governments, are properly and promptly assessed, collected and duly recorded into the accounts of the University.

05. Contributions received from Governments and from other sources for Capital Expenditure (including the amount equivalent to the provision for depreciation provided in the Budgets for replacement of Capital Assets) shall not be appropriated for recurrent expenditure, without the approval of the Finance and General Purposes Committee.

06. Any amount or receivable due to the University shall not be abandoned, or written off, save with the approval of the appropriate Campus Finance and General

Purposes Committee, and the approval of the University Finance and General Purposes Committee.

07. Any monies received for specific purposes such as endowments, grants and special projects, shall be spent and invested strictly in accordance with the relevant agreement. Where there is a breach of any such agreement, the officers and other members of staff responsible for the disbursements of such monies may be subject to sanctions resulting in disciplinary action, dependent upon the circumstances of each case.

Excerpt from The UWI FINANCIAL CODE (2008)

