



INCUBIVE

IT'S MORE THAN YOU THINK

FOREWORD BY THE VICE CHANCELLOR, BUAN

It is with great pleasure that I can write this introduction to INCU-HIVE, which is a new and very exciting initiative that will open the way for many young people to enter the business world.

Over the past 10 years BUAN and LEA have been involved in various projects to develop entrepreneurial skills in young people, through programmes such as Agripreneur at BUAN and Glen Valley Horticulture at LEA. In addition, some BUAN students have had the opportunity to travel to Israel for a year to train and work in farm and processing facilities there, which gave them exposure to high performance commercial systems of agricultural production and agro-processing.

It is fair to say that while these programmes did meet many of their intended objectives, that they were mainly focused on training and technology transfer in production techniques, but without the development of business skills required for the creation of sustainable businesses by the participants.

During the COVID-19 lockdown in 2020, it was possible to spend time reflecting on the past programmes, and to work with a group of graduates who had previously worked in the various earlier programmes and were now engaged at BUAN for further training. After this time, a team of BUAN staff, particulate Mr Kealeboga Pifelo, Dr Israel Legwaila and myself, together with the team responsible for BUAN farm operations, had many discussions about the future of entrepreneurship training and how to improve our programme with the aim of creating sustainable businesses, owned by the entrepreneurial trainees. From this process, we then engaged the staff at LEA for their input, and from this a collaboration was formed, to set up the BUAN/LEA Graduate Entrepreneurship Programme. In October 2020, the first participants were selected, and the Ministry of Agricultural Production and Food Security approved funding for the GEP in the BUAN budget for 2021/22, so that we can support the 30 participants in the first group from 2020.

Following competitions for naming, development of a tagline and logo, the

GEP has been launched as INCU-HIVE, with its new logo, which both emphasize the concepts of incubation and business.

The model is that the participants are trained in production methods for their specific areas of the industry, and they learn business skills, build contracts and reputation, and start their own companies within the programme. They will then take their business out the University environment as independent and sustainable enterprises, which they own and operate, enabling them to create jobs, contribute to agricultural production and food security, and alleviate poverty in their communities.



INTRODUCTION

The Botswana University of Agriculture and Natural Resources (BUAN) exists to develop human capital for the public and the private sector, as well as for self-employment. To fully execute its mandate, INCU-HIVE has been developed to equip the University graduates with practical and entrepreneurial skills to make them better prepared for self-employment. The programme facilitates the development and promotion of entrepreneurship in agricultural and natural resources in Botswana. Through training, mentorship, and partnering with industry players, it is envisaged that the programme will graduate industry ready individuals with start-up enterprises which can migrate out of the University and grow to become sustainable businesses.

INCU-HIVE is a three-year programme with three levels each running for 12 months as follows;

- Level 1:** New entrants into the programme. This level caters for new BUAN graduates who will be involved solely in production of different agriculture and natural resources produce.
- Level 2:** Graduates of Level 1 enrol in this level and undertake production agriculture and natural resources commodities and supervision of Level 1 Incubates.
- Level 3:** Graduates of level 2 enrol in this level and will run a business enterprise.

The programme is coordinated by the Department of Business Development in partnership with the Local Enterprise Authority (LEA), a parastatal organization of the Ministry of Investments, Trade and Industry.

PROJECTS

Incubates are allocated to different project within the BUAN farmland to run business enterprises in agriculture and natural resources. The INCU-HIVE Coordinator in conjunction with the Farm Manager, will from time to time decide the types of projects to be undertaken guided by availability facilities including but not limited to;

1. Horticulture (vegetables, herbs, ornamentals, fruits, mushrooms, seedlings).
2. Livestock (dairy, beef, piggery, poultry, rabbit, sheep and goat production).
3. Agricultural Engineering (manufacturing of simple agricultural structures and tools, services including repair and servicing of machinery).
4. Agricultural Products Processing such as leather industry, cheese and yoghurt production, biltong production and others.
5. Forestry projects such as bee keeping and nursery seedling production.
6. Enterprises adding value to agriculture such as fodder production, consultancy, marketing.
7. Any other enterprises related to agriculture and natural resources.

THE ROLE OF BUAN

BUAN shall;

1. Pay the Incubates a personal allowance of an amount as maybe determined by the University from time to time.
2. Provide facilities, equipment, tools, transport, and utilities for the INCU-HIVE projects.
3. Assist with any other logistical support to the projects where feasible
4. Provide the Incubates with documentation of project income and expenditure per business cycle.
5. Provide advice to Incubates on financial matters related to the project.
6. Run relevant workshops for the programme Incubates to prepare them for business ventures in partnership with LEA, TheNeoHub and

other mentors.

7. Award a completion certificate to the Incubates at the end of the programme and after the Incubates has completed clearance with the University.
8. Make good the damage/loss incurred by the Incubates owing to non-performance of obligations by BUAN; upon BUAN satisfying itself of such.
9. Provide security at project premises.
10. Provide technical expertise to projects as and when required.
11. Ensure that all facilities and equipment are always in serviceable condition.
12. Provide any other logistical support to the projects.
13. Pay Incubates their share of project revenue as outlined in the contract.

THE ROLE OF THE LOCAL ENTERPRISE AUTHORITY (LEA)

LEA shall;

1. Run relevant training workshops for the programme Incubates from their menu of short courses to prepare them for business ventures which include;
 - 1.1 Entrepreneurship Development Training (EDT)
 - 1.2 Sales and Marketing
 - 1.3 Records Keeping
 - 1.4 Business Planning
 - 1.5 Cluster (Cooperative) Awareness workshop
 - 1.6 Branding
 - 1.7 intellectual property
2. Provide technical and entrepreneurship mentoring to Incubates.
3. Provide opportunities for networking with stakeholders and visibility of Incubates projects.
4. Where possible, provide access to land for the programme graduates.
5. Where possible, provide funding for programme activities.

THE ROLE OF THENEOHUB

TheNeoHub shall;

1. Run relevant training workshops for the programme Incubates from their menu of short courses to prepare them for business ventures which include;
 - 1.1. Business Etiquette Training Startup Bootcamps
 - 1.2. Sustainable Social Investing for Startups and Entrepreneurs
 - 1.3. Leadership foundation Masterclass
 - 1.4. Investor Readiness Masterclass
 - 1.5. Excel Masterclass
 - 1.6. Character Building and Personal Development
 - 1.7. Investment Master Class
 - 1.8. Customer Experience 101
 - 1.9. Customer Experience 201
 - 1.10. Emotional Intelligence
 - 1.11. Basics of Financial planning Public Speaking Masterclass
 - 1.12. Go to Market Masterclass Mental health
2. Coordinate education and training to promote innovation and technology in the agriculture sector.
3. Coordinate entrepreneurial activities and business development for entrepreneurs.
4. Coordinate and creating of knowledge transfer on digital platforms.
5. Provide business advisory, mentoring and training needed to capacitate Incubates using both local and global mentors.
6. Provide bootcamp and pitching sessions.

THE ROLE OF INCUBATES

1. The Incubates shall sign a contract with BUAN.
2. Incubates shall run projects under the supervision of the programme Coordinator.
3. Incubates shall undergo training provided in a training plan.
4. The Incubates shall submit reports on a frequency to be determined by the programme Coordinator.
5. Incubates shall conduct themselves in a manner expected of

themselves and in accordance with the programme requirements for the duration of the programme.

COMPLETION OF PROGRAMME

1. Incubates who complete the 3years in the programme will be awarded a certificate.
2. Incubates may choose to discontinue from the programme as provided for in the contract.
3. The University in partnership with LEA will endeavour to assist graduates with migration of their businesses whenever possible.

SELECTION CRITERIA

The purpose of this tool is to assist in identifying deserving candidates for the programme. It is also meant to create a transparent selection process free of prejudice and favour.

1. All citizen BUAN graduates will be eligible for selection into the incubation programme.
2. Potential Incubates should show interest by submitting a letter of intent and resume highlighting;
 - a. Qualification (with copies of certificate)
 - b. Three referees
 - c. Certified copy of National Identity card
 - d. Entrepreneurial traits / skills
3. Summary of enterprise of interest outlining;
 - a. The enterprise
 - b. Justification
 - c. Market
 - d. Potential challenges for the enterprise
4. Potential Incubates will interviewed to determine;
 - a. Why they want to be considered for the programme.
 - b. Their future intentions (post-programme)
 - c. How the applicant intends to utilize the skills acquired during the programme.
 - d. Proposed place of operation after completion of the

programme (if any)

PROPOSED TRAINING WORKSHOPS

Participants of the INCU-HIVE will from time to time be offered training based on needs assessment to develop in different aspects to build their character as entrepreneurs. Training will be provided in-house by experts from the University and by partners of the University. The table below present a bouquet of workshops offered by BUAN and partners.

INSTITUTION	YEAR 1	YEAR 2	YEAR 3
BUAN	Agrochemicals		
	Sprayer calibration		
	Farm implement calibration		
	Vegetable Production		
	Dairy Production		
	Broiler Production		
	Layer Production		
	Mushroom production		
LEA	weed management		
	Pig Production		
	EDT	Business Planning	
TheNeoHub	Records keeping		
	Sales & Marketing		
	Business Etiquette Training	Start-up Bootcamps	Sustainable social investing for start-ups and entrepreneurs
	Character Building and Personal Development	Leadership Foundation Masterclass	
	Customer Experience 101	Investor Readiness Masterclass	Excel Masterclass
	Emotional Intelligence	Customer Experience 201	
	Basics of Financial Planning	Investment readiness	
	Go to Market Masterclass	Mental health	

KEY PERFORMANCE AREAS / EXIT OUTCOMES

During the course of the programme, Incubates are expected to perform certain activities some general and others specific to their enterprises in order for them to gain knowledge and skills relevant to turn them into entrepreneurs. The list below provides a brief overview of the general knowledge, skills, work

habits, and character traits which Incubates are expected to have acquired at the end on their incubation.

1. Critical thinking, problem solving, reasoning, analysis, interpretation, synthesizing information.
2. Applied Research skills and practices, interrogative questioning.
3. Creativity, curiosity, imagination, innovation, personal expression.
4. Perseverance, self-direction, planning, self-discipline, adaptability, initiative.
5. Oral and written communication, public speaking and presenting, listening.
6. Leadership, teamwork, collaboration, cooperation, use of virtual workspaces.
7. Information and communication technology (ICT) literacy, data interpretation and analysis.
8. Civic, ethical, and social-justice literacy.
9. Economic and financial literacy, entrepreneurship.
10. Environmental and conservation literacy, ecosystems understanding.
11. Health and wellness literacy.
12. Public health and safety.

The following tables provides a brief overview of the enterprise specific knowledge, skills which Incubates are expected to have acquired at the end on their incubation.

Vegetable and Herbs Production

KPA's/EXIT OUTCOMES	SUB-KPA's
Attitudes	
Time management	
Records keeping	Financial
	Production
	Management
Cost benefit analysis	
Marketing	Market identification
	Negotiation skills
Sales	
communication	Written
	Verbal
Value chain	
Labour issues	
Cropping programme	
Select appropriate tillage system	
Prepare field layout	
Intercropping	
Soil management	
Soil sampling	
Soil testing	
Fertilizer management	Selection
	Quantities
	Fertigation
	Granular
	Application
Develop fertilization schedule	
Develop pest control schedule	
Propagation	
Transplanting	
Seedling production	
Hydroponics	
Weed control	

Design and instal Irrigation	Drip
	Overhead
Growth regulators	
Climate monitoring	Rain
	Humidity
	Temperature
Calibration	Sprayers
	Tractor implements
Harvesting	Timing
Postharvest handling	Storage
	Washing
	Waxing
	Grading
	Packaging
	Precooling
	Hydrocooling

Mushroom Production

KPA's/EXIT OUTCOMES	SUB-KPA's
Attitudes	
Time management	
Records keeping	Financial
	Production
	Management
Cost benefit analysis	
Marketing	Market identification
	Negotiation skills
Sales	
communication	Written
	Verbal
Value chain	
Labour issues	
Design and build mushroom houses	Spawn room
	Spawn running room

	Growing room
Prepare mushroom spawn	
Prepare different type of substrates for production	
Provide appropriate conditions for different stages of production	
Manage pests	
Provide appropriate biosecurity measures	
Harvest, grade, preserve and package	
Conduct cost-benefit analysis using Biological Efficiency (BE)	

Piggery

KPA's/EXIT OUTCOMES	SUB-KPA's
Attitudes	
Time management	
Records keeping	Financial
	Breeding numbers
	Animals of different categories
	Feeds and feeding
	Vaccinations
	Farrowing
	Mortalities
	Growing/finishing
Cost benefit analysis	
Marketing	Market identification
	Negotiation skills
Sales	
communication	Written
	Verbal
Value chain	
Labour issues	
Design housing facility	
Provide appropriate housing conditions	Appropriate lighting

	Appropriate warmth
Establish suitability for breeding	Select breeding pigs
	Prepare farrowing crates
Manage sows	Feed appropriately
	Identify signs of heat in pigs
Manage boars	Feed appropriately
Raise piglets to appropriate market weight	Put sows in farrowing crates
Control and treat diseases	Ensure piglets feed appropriately
	Provide clean water all the time
	Provide appropriate feed
	Cut canine teeth
	Perform tail docking
	Monitor piglet weight
	Provide appropriate
	biosecurity measures
	Clean and sanitise surfaces
	Deworm and dip animals
Identify and treat infected animals separately	
Vaccinate animals on schedule	
Manage waste appropriately	
Slaughtering of animals	Slaughtering process line
	Establish hygienic slaughtering conditions
	Abattoir regulations and policies
Process animal products	Slicing
	Making bacon
	Sausage making
	Packaging

Dairy

KPA's/EXIT OUTCOMES

SUB-KPA's

Attitudes	
Time management	
Records keeping	Financial
	Production
	Management
Cost benefit analysis	
Marketing	Market identification
	Negotiation skills
Sales	
Communication	Written
	Verbal
Value chain	
Labour issues	
Establish disease free dairy animals	Selection of dairy animals
	Vaccination of animals
Prevent disease	Bio security
	Maintenance healthy animals
Develop a health management programme	Use of Identification tags
	Scouting and monitoring of diseases
	Keep records of all treatments
	Identify & keep records of sick animals and those under treatments
	Identify & keep records of treated animals
Use chemicals and medicines appropriately	Avoid contamination of milk
	Storage of chemicals and medicines
Prevent injury to animals during milking	Identify animals that require special treatment

	Prepare udder appropriately
	Maintain milking equipment
Harvest milk under hygienic environment	Ensure milk storage is clean and/or sanitised as needed Ensure storage equipment can hold milk at specific temperatures
Provide herd with sufficient feed and water	Establish feed and water requirements Establish local supplies Produce and/formulate feed Establish feeding and watering schedule
Store animal feed appropriately	Prevent contamination of feed
Protect animals against extreme climate conditions	Provide housed animals with adequate ventilation Provide enough space allowance
Design handlings facility	
Develop & Implement appropriate waste management system	

Layer Production

KPA's/EXIT OUTCOMES

SUB-KPA's

Attitudes	
Time management	
Records keeping	Financial Production Management
Cost benefit analysis	
Marketing	Market identification Negotiation skills
Sales	

Communication	Written
	Verbal
Value chain	
Labour issues	
Rearing system	Cages
	Deep litter
Building design	Open sided house
Water system	Clean water always
Feed requirements	110 – 120 g/hen/day
Vaccination + lighting programme	Provided by the pullets rearing company
Sanitary conditions	Litter management
Biosecurity	Foot bath at entrance
Economic traits of layers	Age at point of lay
	Body weight @ maturity
	Number of eggs
	Egg weight
	Feed consumption /kg of eggs
	Mortality rate
	Collection / storage / packaging

Broiler Production

KPA's/EXIT OUTCOMES

SUB-KPA's

Attitudes	
Time management	
Records keeping	Financial
	Production
	Management
Cost benefit analysis	
Marketing	Market identification
	Negotiation skills
Sales	
Communication	Written

	Verbal
Value chain	
Labour issues	
Select breed	
Select appropriate production facility	
Design broiler house	
Prepare input requirements and budget	
Biosecurity/Biosafety	
Cleaning/ Disinfecting	
Brooding	
Surfacing (deep litter)	Husk, sawdust, wood shavings
Manage Watering	Drinkers, Nipple
Manage Feed + Feeding	
Vaccinating (disease control program)	
Waste management	
Lighting	
Marketing	
Slaughtering	
Packaging	
Housing design	
Feed efficiency	
Season variation	
Quality of feed	
Growth promoters	
Collect, grade and package eggs	
Climate	
Mortality	
Floor space adjustment	

INCUB-HIVE CODE OF CONDUCT

1. STATEMENT OF THE CODE

- 1.1. The code serves to outline to Incubates of the INCUBATEE HIVE, the acceptable standards of behaviour expected of them.
- 1.2. This code underscores that at all times, the Incubate shall act in a way that is consistent with University values, ethics and moral standards both as individuals and as representatives of the University.

2. OBJECTIVES OF THE CODE

- 2.1. Set out ethical principles that promote and maintain confidence and trust in the University.
- 2.2. Promote a culture of ethical conduct in the University.
- 2.3. Promote compliance with best governance and management practices in all the activities of University.
- 2.4. Promote high performance culture amongst the Incubates.

3. GENERAL PRINCIPLES

- 3. The University expects Incubates to conduct themselves at all times in a manner, which preserves the good name of the University.
- 4. Incubates are expected to act according to ethical and professional standards of conduct. and report any conduct or action that is perceived to be unethical or illegal.
- 5. The University is committed to providing a conducive environment free from harassment and discrimination. In this respect, Incubates are expected to;
 - 5.1. Treat others with fairness, dignity, and respect.
 - 5.2. Promote a respectful culture that is free from harassment, intimidation, discrimination, threat, or violence.
 - 5.3. Report harassment, discriminatory, threatening, or violent activities or behaviour immediately.
 - 5.4. Communicate with honesty, civility, and respect.
 - 5.5. A breach of the Code of Conduct shall be considered a misconduct and will result in a disciplinary action.

4. ATTENDANCE

- 4.1. All Incubates are expected to report for duty at the prescribed hours

of work.

- 4.2. Any Incubate who leaves their normal place of work to attend to official business elsewhere must obtain prior authority from their supervisor and provide full details of the reasons for such absence.
- 4.3. Absence from duty without the prior permission of the supervisor shall render the Incubate liable for disciplinary action. Such permission shall be sort at the start of the day on which he/she is absent.
- 4.4. Sick off means the approved absence of any Incubate from duty on account of illness, hospitalization, and any period of absence for purposes of recuperating immediately following such illness.
- 4.5. Sick leave must be recommended and accompanied by a certificate from a recognized medical practitioner.
- 4.6. Any periods of absence unsupported by a medical certificate from a recognized medical practitioner, shall be treated as unauthorised absence and may result in disciplinary action being taken against the Incubate.
- 4.7. Unauthorised absence from duty for five (5) consecutive working days shall constitute grounds for breach of contract and the contract may be terminated without further notice.
- 4.8. Any absence from duty without permission shall result in deduction of funds from an Incubates' monthly allowance up to a maximum of five (5) consecutive working days after which disciplinary action will be taken against the Incubate.
- 4.9. Should an Incubate fall ill during a working day, they should furnish the Coordinator with proof of sickness provided by a medical practitioner.

5. DUTIES

- 5.1. Incubates shall, always, carry out their specified duties diligently and to the best of their ability.
- 5.2. Poor performance because of an Incubates' negligence or carelessness shall constitute grounds for appropriate disciplinary action.
- 5.3. Year one Incubates shall perform hand-on activities at 100%. Define hand-on activities as outlined in the Key Performance Areas index for

the different enterprises.

- 5.4. Year two Incubates shall perform 70% hand on and 30% administrative activities including sales and marketing. They shall also supervise Year one Incubates.
- 5.5. Year three Incubates shall run a business enterprise with 10% hands on and 90% administration activities including sales and marketing.
- 5.6. Where necessary, clauses 4 to 5 may vary.

6. CONFIDENTIALITY

- 6.1. All information obtained during placement with the University is confidential, and the strictest confidentiality shall be observed by all Incubates.
- 6.2. Incubates shall handle the personal information of other Incubates, staff, students and stakeholders in line with applicable privacy laws and regulations.
- 6.3. Access to records and information shall be authorized and Incubates shall not exploit information for personal benefit nor misuse such information for any purpose.
- 6.4. Incubates shall maintain data security using electronic and physical safeguards including protecting assigned access codes, passwords, and other authentications.
- 6.5. Incubates shall not communicate or allow to be communicated to any unauthorised person any information made available to them in their capacity as Incubates of the University, unless authorised by the University or instructed by a Court of Law.
- 6.6. No Incubate shall seek profit, financial or otherwise, by making use either directly or indirectly, of information acquired during his or her duties at the University.
- 6.7. Any breach of confidentiality in terms of this section shall be treated as a serious offence and the Incubate concerned liable for disciplinary action which can result in the cessation of the relationship.

7. REMOVAL OF DOCUMENTS

No Incubate shall remove any books, records, papers or written

documents, or computer records, relating to the activities of the University without permission.

8. CARE OF THE UNIVERSITY'S PROPERTY

- 8.1. All Incubates shall take care of the University's property and shall be held personally responsible for the care of any property under their control.
- 8.2. If for any reason arising out of a Incubates' negligence, or carelessness, property of the University is lost or damaged, such Incubate may be required to reimburse the cost of repair or replacement of such property and may also be subject to disciplinary action.
- 8.3. Property, in terms of this section, shall also include any cash and physical assets, being the property of the University.

9. ERASURES

- 9.1. No Incubate shall tamper with, or make erasures to, any books, paper, computer records, documents, or any other records of the University without authority.
- 9.2. All Incubates shall be expected to report suspicious activities to the Programme Coordinator.

10. PRESS STATEMENTS, INTERVIEWS AND PUBLICATIONS

Incubate University shall not issue any press statement, or give any interview, or submit articles for publication, or take part in any public debate or discussion, on any matter relating to the business of the University except with the prior authority of the Vice Chancellor,.

11. GIFTS

- 11.1. Incubates shall not accept gifts from any person with whom they have official dealings, either in respect of services rendered or in exchange for services to be rendered.
- 11.2. Any offer of such gifts or similar considerations must be promptly reported to the Programme Coordinator.
- 11.3. From time to time, Incubates may be offered gifts of a seasonal nature

and as acceptance may result in a conflict between their personal interests and their duty to the University, such gifts may only be accepted provided they are modest and are declared for registration in the University Gift Register.

12. USE OF THE UNIVERSITY'S PROPERTY

- 12.1. Incubates are reminded that the University's property such as motor vehicles, buildings, telephones, faxes, photocopiers, computers, and printers are for official use and should not be used for personal business.
- 12.2. Any misuse of the University's property shall constitute a disciplinary offence.

13. INTOXICANTS

- 13.1. The consumption of intoxicating liquor at the University's work areas, on or off duty is strictly prohibited, except during official functions approved by the Vice Chancellor at a designated area.
- 13.2. Any Incubate consuming liquor, contrary to the clause above, or if found to use narcotics within University premises will be liable for disciplinary action.
- 13.3. Reporting for duty under the influence of intoxicants will a breach of this Code and shall attract disciplinary action.
- 13.4. Incubates shall be taken as intoxicated where there is reasonable suspicion of intoxication gauged by for instance, alcohol smelling breath, ungainly gait and other possible sobriety tests.

14. GAMBLING

- 14.1. Unauthorised collections, gambling, betting and formal or informal lotteries and sweepstakes on the University's premises, whether during working hours, or otherwise, are strictly prohibited.
- 14.2. No Incubate shall conduct their own trading activities on the University premises.

15. DRESS

- 15.1. All Incubates should ensure that their dress and appearance reflect a

positive image of the University.

- 15.2. Incubates issued with protective clothing and/or uniform shall be required to use such as per the demands of their jobs.
- 15.3. The University shall not be liable for any incidences or accidents in the workplace where safety measures have not been observed by the Incubate when performing their respective tasks.
- 15.4. Protective clothing and/or uniform are to be fit for purpose at all times and well maintained, i.e. clean and tidy.

16. **OUTSIDE EMPLOYMENT**

Incubates are not permitted to accept any outside position or employment during official working hours, without the prior written permission of the Coordinator.

17. **GREVIANCE**

- 17.1. Incubates are encouraged to raise their grievances at the earliest possible opportunity to enable timely resolution of the grievance. The Incubates are at liberty to raise the grievances with the Coordinator informally at the opportune period.
- 17.2. Where attempts to resolve the matter informally have been unsuccessful, it may be appropriate for a formal grievance to be raised.
- 17.3. All efforts shall be made to address grievances before they reach the stage of becoming formal grievances.
- 17.4. Incubates have the right to be accompanied by a fellow Incubate at every stage of the grievance procedure.
- 17.5. All Incubates will be treated fairly and their grievances investigated promptly and in confidence.
- 17.6. Incubates have a right of appeal against the outcome of the grievance procedure.
- 17.7. An Incubate may not be penalised or victimised in any way for having raised a grievance. All parties shall approach a grievance in a constructive manner consistent with 'best practice' and shall attempt to settle the issue(s) in a fair and equitable way.

18. GRIEVANCE PROCEDURES

- 18.1. A grievance must be filed within five (5) working days following awareness of the grievance or the date an Incubate who feels aggrieved learns of the problem.
- 18.2. Every effort should be made to resolve the grievance by informal discussion within three (3) working days of the reported grievance.
- 18.3. The normal course of action in the grievance procedure is as follows:
 - 18.3.1. Step 1 File with Coordinator - If not resolved within three (3) working days, take next step.
 - 18.3.2. Step 2 File with Director Business Development - If not resolved within three (3) working days, take next step.
 - 18.3.3. Step 3 File with Deputy Vice Chancellor - If not resolved within three (3) working days, take next step.
 - 18.3.4. Step 4 File with Vice Chancellor who shall have the final say on the matter.
- 18.4. The aggrieved Incubates is responsible for providing documentation when escalating the grievance to the next step in the grievance procedure.

19. DISCIPLINARY ACTION

Should an Incubate be unable to correct his/her conduct after a warning has been issued, or the offence is of a serious nature, then the Incubates' contract may be terminated with or without notice, depending on the severity of the offence.

20. SCHEDULE OF DISCIPLINARY OFFENCES

- 20.1. Arriving at project site late or leaving early without permission.
- 20.2. Unauthorised absence from the project during working hours.
- 20.3. Abuse of the University's property such as telephones or **other** office equipment.
- 20.4. Gambling, canvassing on University property.
- 20.5. Substandard performance.
- 20.6. Idling or loafing.
- 20.7. Carelessness resulting in minor damage or loss to University and/or client. property.

- 20.8. Unauthorised use of University property.
- 20.9. Misconduct off duty likely to tarnish the image of the University.
- 20.10. Sleeping on duty.
- 20.11. Negligence and/or dereliction of duties.
- 20.12. Feigning illness.
- 20.13. Use of abusive language at work.
- 20.14. Threatening violence.
- 20.15. Sexual harassment.
- 20.16. Insubordination (Wilful disobedience of instructions).
- 20.17. Intentionally interfering with or obstructing other Incubates or the University employees in the performance of their duties.
- 20.18. Bullying.
- 20.19. Misappropriation of monies or property belonging to the University, other Incubates, staff, and customers.
- 20.20. Habitual neglect of duties.
- 20.21. Acts of dishonesty.
- 20.22. Revealing the University's trade secrets/Unauthorized disclosure of information.
- 20.23. Being under the influence of intoxicating substances or habit-forming drugs whilst on duty or in control of the University property.
- 20.24. Tampering with, or falsification of records with an intent to mislead
- 20.25. Failure to report an accident/incident or damage to the University's equipment, tools or other property within 24 hours.
- 20.26. Any conviction for any criminal offence that may make the Incubate concerned no longer a suitable person to have in the employ of the University.
- 20.27. Bribery or Corruption.
- 20.28. Any act that may bring the University's name into **disrepute**.
- 20.29. Any other offence which may be deemed to warrant disciplinary action.

