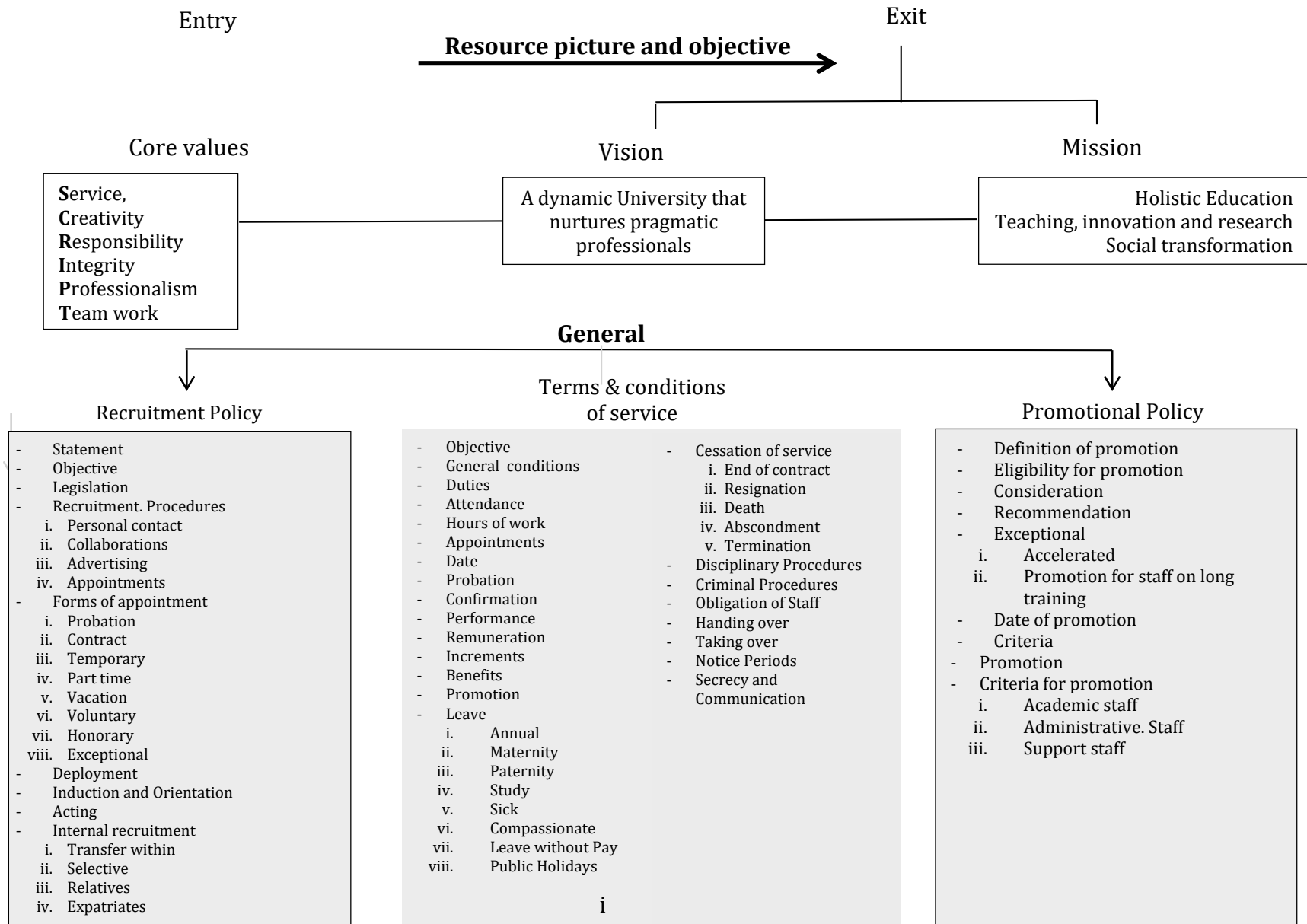


# UNIVERSITY OF KISUBI



## THE HUMAN RESOURCE MANUAL

NOVEMBER 2018



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## **Declaration**

This Human Resource Manual was presented to the 15<sup>th</sup> meeting of the Governing Council of the University of Kisubi on December 01, 2018 where it was approved as a legal document.

Signed .....

Prof. John Ddumba Ssentamu

**Chairman, University Council**

Signed .....

Sr. Margaret Magoba

**Chairman, Finance, Planning and Development Committee**

Signed .....

Prof. John Ssebuwufu

**Vice Chancellor**

Date .....

## **Preamble**

The Brothers of Christian Instruction of the St. Teresa of the Child Jesus Uganda Province, drawing from their long standing mission and experience in the field of education, which stretches back to 1926, and wishing to respond to the growing need for higher education grounded in the catholic ethos, conceived the idea of founding a University in Uganda.

In 2004, the Brothers sought collaboration with Uganda Martyrs University (UMU) to realise this project. The Memorandum of Understanding (MoU) signed on August 15, 2004, allowed the Brothers of Christian Instruction to establish Kisubi Brothers Centre of Uganda Martyrs University (KBUMU). The University Centre was to provide university level courses at Kisubi campus, coordinated by UMU.

On March 27, 2009, the National Council for Higher Education (NCHE) granted Kisubi Brothers Centre of Uganda Martyrs University a constituent college status and thus became Kisubi Brothers University College (KBUC), a Constituent College of Uganda Martyrs University. Six years later, KBUC became a fully-fledged University, after the NCHE granted it an operating license on 29<sup>th</sup> June 2015.

The mandate of University of Kisubi is stated in Section 96 (1) of the Universities and Other Tertiary Institutions Act, 2001, which defines the mandate of a private University to be:

- a) The provision of higher education, promotion of research and advancement of learning;
- b) Dissemination of knowledge and giving opportunity of acquiring higher education to all persons including persons with disabilities wishing to do so regardless of race, political opinion, colour, or sex;
- c) The provision of accessible physical facilities to the users of the private University.

The different stakeholders of the University of Kisubi are cognizant of the fact that the University cannot realize this noble mandate, as well as its stated goals, objectives, mission and vision without strategically positioning itself to attract, retain, develop, nurture and mentor staff of a truly unique calibre that can deliver the best results. This policy has been conceived to help the University select the very best of the human resources that will steer it to become a truly competitive University of choice, among its peers.

## **Vision**

A Dynamic University that Nurtures Pragmatic Professionals of Integrity.

## **Mission Statement**

To provide a holistic education through teaching, innovation and research for social transformation.

## **Core Values**

University of Kisubi in the pursuit of its mission will be guided by the following Core Values:

- a) Service
- b) Creativity
- c) Responsibility
- d) Integrity
- e) Professionalism
- f) Teamwork

## **The University Governance and Administrative Structure**

The University Council is the organ responsible for the overall administration of the University in terms of policies. Senate is the organ responsible for the control and direction of the academic matters of the University and reports to Council on matters concerning policy. The Chancellor is the ceremonial head of the Institution while the Vice-Chancellor and deputy vice chancellor shall be in charge of its Administrative and Academic Heads.

The Human Resource Office shall control the policies, procedures and practices of the human resource to realize the above Mission and Vision which demands efficiency and effectiveness of a strong work force. This can only be achieved through:

1. Recruiting and retaining, active, qualified and competent staff that possesses actual and future potential;
2. Commit the right persons into the right jobs, at the right time in the right numbers;
3. Maintaining a resourceful, motivated, developed, and highly creative and innovative human resource.

The achievement of the aforesaid objectives requires comprehensive policies, procedures and practices. The manual addresses the areas of recruitment, staff terms and conditions of service and staff disciplinary codes conducts, promotion, and staff training and development and shall act as a guide and tool for the best policies, procedures, and practices.



## PRELIMINARY PROVISIONS

### Introduction

The Human Resource Manual will be cited as the University of Kisubi Human Resource Manual. It shall constitute the University Terms and conditions of Service for its employees. It shall complement and be read together with the University Charter and statutes as well as other policies made there under and all relevant laws of Uganda that may be in force at any given time.

In case of a conflict between the charter and this manual, the charter shall prevail. This Human Resource Manual, terms and conditions of service, shall be subject to amendment from time to time by the Council's approval, as circumstances may warrant.

If any matter arises which is not covered by this Human Resources Manual, it shall be brought to the attention of the University Management for a decision. Where further discretion is required, the decision of Council shall be final.

### Definition of terms

For purposes of this manual, unless the context otherwise requires:-

1. **"Abscondment"** - means a situation where a member of staff does not report for duty without good cause for thirty consecutive days.
2. **"Academic staff"** - means, in accordance with the Universities and Other Tertiary Institutions Act, 2001:-
  - a) Deans of Faculties or schools;
  - b) Professors, Associate Professors, Senior Lecturers, Lecturers, and Assistant Lecturers appointed for teaching and research;
  - c) University Librarian and other library staff designated as academic members of staff;
  - d) Other persons as the University Council SHALL designate Academic members of staff.
3. **"Administrative staff"** - means, in accordance with the Universities and Other Tertiary Institutions Act, 2001, persons employed by the University, other than academic staff, holding administrative, professional or technical senior posts in salary scales UniK1 - UniK8 established by the University Council for the efficient and effective management of the University.
4. **"Appointment"** - mean conferment upon a person of an office or post of emolument in the service of the University.
5. **"Appointing Authority"** - means the University Council or its delegate.
6. **"Child"** - means, for purposes of this manual, a person who is:-
  - a) Born to a member of staff and aged not above 23 years;

- b) Legally adopted by a member of staff, and aged not above 25 years;
  - c) Born to a member of staff, who, in the case of people with disabilities, may be outside the age range in (i) above, but deemed worthy consideration by the University Management.
7. **“Contract”** - means a formal agreement signed between UniK and another party, to the effect that the other party should work for the University for a specified time period.
  8. **“Day”** - means a period of 24 hours.
  9. **“Exempted member of staff”** - means the Vice Chancellor, Deputy Vice Chancellor.
  10. **“Failing to complete a course of study”** means a situation where one does not get the required results or qualifications due to reasons attributable to the candidate herself/himself, such as drunkenness, deliberately refusing to attend classes or exams, or abandoning the course or engaging in unlawful or irregular activities that may result in discontinuation from the program of study.
  11. **“Family”** - means legally married spouse/spouses registered with the University and their biological or legally adopted children.
  12. **“Gratuity”** - means money paid to the University employee at the expiry of his/her contract.
  13. **“Leave”** - means a period competently granted to a member of staff to be off duty for a specific reason and time.
  14. **“Long course”** - means a course of study lasting one academic year and above.
  15. **“Laboratory Practitioner”** - means a qualified laboratory attendant, duly registered and approved according to the written law.
  16. **“Member of Staff”** - means a person appointed by UniK to work in its service.
  17. **“Month”** - means calendar month of the year.
  18. **“Deputy Vice Chancellor”** – means the secretary to the UniK Council.
  19. **“Short course”** - means a course of study lasting less than one academic year.
  20. **“Support Staff”** - means persons employed by the University who are not members of the academic staff, or the administrative staff in accordance with the Universities and Other Tertiary Institutions Act, 2001, and are in salary scales UniK 7 - UniK 11.
  21. **“Top Management”** means a committee officers of the University appointed by the Vice Chancellor for the purpose of spearheading the strategic and administrative operations of the University;
  22. **“University”** – means University of Kisubi established under the Universities and Other Tertiary Institutions Act 2001.
  23. **“University Council”** - means the governing body of the University appointed in accordance with the Universities and Other Tertiary Institutions Act, 2001.
  24. **“University Senate”** - means the senate for UniK appointed in accordance

with the Universities and Other Tertiary Institutions Act, 2001.

25. **“Vacation Employment”** means employment offered to students on holidays.
26. **“Year”** - means calendar period of twelve months from January to December.
27. **UniK-** Shall be the acronym for University of Kisubi

### **Interpretation**

Subject to the provisions of section (3), the various expressions used in these terms and conditions shall, except where a contrary intention appears, have the same meaning as in the Universities and Other Tertiary Institutions Act 2001.

### **The interpretation of this manual shall rest with:-**

- a) the Vice Chancellor in respect of academic staff and administrative staff as provided for under Section 31 sub-section 1(a) of the Universities and Other Tertiary Institutions Act 2001;
- b) the University Deputy Vice Chancellor in respect of support staff as provided for under Section 33 sub-section 2 of the Universities and other Tertiary Institutions Act 2001;
- c) where a dispute arises in regard to the interpretation of this manual, appeals shall be made to the University Council;
- d) where any of the provisions of this manual may not be in conformity with the existing legislation, the provisions of such legislation shall prevail.

### **Objective of the Manual**

The manual is a comprehensive guide and tool for efficient recruitment, development and management of the University’s human resources. The manual is made of five chapters - Recruitment policy, Terms and Conditions of Service, Staff Disciplinary Code of Conduct, Promotions Policy and Staff Training and Development policy.

## **CHAPTER 1: RECRUITMENT**

### **1.1 Policy Statement**

The University is committed to hiring and retaining creative, qualified and competent staff that possess actual and future potential to effectively and efficiently perform their duties and responsibilities to achieve the University's vision, mission, and strategic objectives and targets.

### **1.2 Policy Objectives**

The objectives of the Staff Recruitment Policy are to:

- a) Attract, hire and retain creative, qualified and competent staff;
- b) Commit the right persons into the right jobs, at the right time in right numbers.

### **1.3 Policy Legislation**

The University shall:

- a) Comply with the existing employment laws of Uganda;
- b) Be committed to the principle of non-discrimination and equal opportunity for all.

### **1.4 Recruitment Procedures**

- a) The need to fill a vacant post in the University shall be identified by the Head of department/section, who shall accordingly make a written submission through the Dean to the Human Resource Management department.
- b) The Human Resource Management Department shall refer the matter to the Deputy Vice Chancellor (DVC) who shall initiate the recruitment process.
- c) A vacant post shall be filled with the best available person either internally – from within or externally - from outside the University depending on the university's requirements as stipulated in Section 2.7 of UniK Terms and Conditions of Service. The minimum requirements for recruitment into the University Service, which shall be reviewed from time to time.
- d) All appointments, with the exception of those under Section 1.6 of this policy, are subject to availability of vacancies in the approved University establishment for the time being in force.
- e) In case recruitment has to be sourced outside the University, the methods of advertising, personal contact, and collaboration with appropriate organizations shall be used.

#### **1.4.1 Personal Contact Method**

This method shall be used where:

- a) The University has not been able to attract any suitable candidate through advertising.

- b) A staff must be appointed immediately to handle emergencies resulting from death, resignation, termination, and other forms of cessation of employment during or immediately before semester time.

#### **1.4.1.1 Mode of Application**

Persons contacted through this method shall be required to apply for vacant posts as stipulated in 1.4.3.2.

#### **1.4.1.2 Terms of Appointment**

- a) Senior staff in the salary scales of UniK 3 – UniK 6 appointed through this method shall initially be offered temporary appointment for six months by the authority of the Vice Chancellor.
- b) Support staff in the salary scales of UniK7 – UniK11 appointed through this method shall initially be offered temporary appointment for six months by the authority of the Deputy Vice Chancellor.

#### **1.4.1.3 Ratification of Temporary Appointments**

Appointments made in 1.4.1 shall be presented to the Appointments Board for possible ratification. Ratification shall be considered only in cases of satisfactory performance while on temporary terms.

#### **1.4.2 Collaboration with Appropriate Organisations**

- a) Where necessary and appropriate, the University shall recruit staff through agreements, protocols and staff exchanges with other organizations and governments.
- b) Persons recruited through this method shall be offered employment on terms stipulated in section 1.5.3 (b) of this policy.

#### **1.4.3 Advertising**

Where this method is used, an advertisement shall be placed in the print media for all vacant posts.

##### **1.4.3.1 Contents of a Job Advertisement**

The job advertisement shall contain:

- a) Summary information about the University;
- b) The job title;
- c) Job salary scale and pay;
- d) Allowances and other benefits;
- e) Reporting hierarchy;
- f) Overall Objective of the job;
- g) Job description;
- h) Job specification and summary competences for the position;
- i) Job profile;
- j) Application procedure;
- k) Closing date for applications.

#### **1.4.3.2 Application**

The job application shall include:

- a) The application letter;
- b) Copies of relevant academic/professional certificates;
- c) Detailed typed curriculum vitae;
- d) Names and addresses of three referees;
- e) Applicant's address, telephone contact, email or electronic address;
- f) Any other relevant information.

#### **1.4.3.3 Screening of Applications**

- a) The Human Resource Officer in liaison with the user department/section, shall vet all applications against the job specifications, and make a short list of the most qualified candidates.
- b) Copies of Academic and Professional certificates submitted by the applicant shall be verified.
- c) Referees for the short-listed candidates shall be contacted to provide confidential comments on the candidates.
- d) The information obtained through references shall constitute an important factor in making the final selection of the most suitable candidate.

#### **1.4.3.4 Unsolicited Applications**

The University may receive unsolicited applications from people looking for employment prospects. These shall be received, studied and applicants advised accordingly.

#### **1.4.3.5 Interview Procedures**

- a) Interview Panels

The Human Resource Officer and internal staff ad-hoc committee to be appointed by the Vice Chancellor will be responsible for:

- i. interviewing staff in the salary scales of Unik3 – UniK11;
- ii. making written reports to the Human Resource Committee on the interviews carried out for ratification;
- iii. keeping records of all interview proceedings, reports and related documents and information for future reference;

#### **1.4.3.6 Types of Interviews**

All or any of the following types of interviews shall be used depending on the job and the competences required for it:-

- a) Oral interviews
- b) Structured interviews
- c) Tests

#### **1.4.3.7 Interview Processes**

- a) Short-listed candidates shall be invited for interviews through addresses provided on the application letters.
- b) The short-lists shall also be displayed on the University main notice boards.
- c) The deputy vice chancellor/ Secretary, in collaboration with the appropriate supervisors, shall design interview guidelines that will be used in all types of interviews. Such guidelines shall be specific to the job to be filled and the competences required for it.
- d) At the interview, candidates shall present original copies of certificates and testimonials for verification.
- e) The score sheet shall be determined and agreed upon before the interview session.
- f) The best candidate (s) shall be selected during the same interview session the candidates are interviewed.
- g) The Secretary to the interview panel shall prepare a report and forward it to the Deputy Vice Chancellor or his or her delegate for issuance of appointment letter (s).
- h) The Secretary of the Interview panel shall keep record of the report in 1.4.3.5 (c) (vi) and full minutes of the panel meeting for future reference.

#### **1.4.4 Appointments**

- a) The Vice Chancellor and the Deputy Vice chancellor(s) shall be appointed by the Chancellor in accordance with the procedures laid out in the University Charter and the applicable statutes and any other policies of the University.
- b) The Deputy Vice Chancellor(s) shall be appointed by the Chancellor in consultation with the board of trustees.
- c) Any appointment, whether direct into the University service or appointment on promotion or transfer within the University service, or appointment on transfer to or from the other service, which is not made by the proper authority as described in this policy shall be null and void.
- d) All appointments to the University service shall always be in writing.
- e) The appointment letter shall specify the job title, terms, duties and responsibilities of appointment, benefits attached to the appointment, and reporting relationships.
- f) Persons who have attained the age of 65 years may be appointed into the University Service on contract.
- g) Staff appointed to the University service on information that is falsified or forged in any way shall have their appointments automatically terminated any time the falsification or forgery is discovered.

## **1.5 Forms of Appointment**

The University shall offer probationary, contractual, temporary, part-time, vacation, voluntary, honorary, and professor emeritus appointments.

### **1.5.1 Probationary Appointment**

All staff recruited as in 1.4.3, and those ratified in 1.4.1.3 shall be offered probationary appointments.

### **1.5.2 Contractual Appointment**

Contractual appointments shall be offered to all following categories of staff:

- a) The Vice Chancellor and Deputy Vice Chancellor shall be appointed on agreed terms which vary from time to time.
- b) Persons with special qualifications, competences and skills may be offered contract employment for durations to be determined by Management, and renewable by mutual consent;
- c) UniK staff whose services are still required after they have attained 65 as retirement age. The benefits and duration of their appointment shall be determined by Management, and renewable by mutual consent;
- d) Assistant lecturer for a period of one year renewable by mutual consent.
- e) Appointments in 1.5.2 (b) - (d) in the salary scales UniK3 – UniK6 shall be made after the council approvals, those in the scales of UniK7 – UniK11 shall be made after managements' approvals.
- f) Staff appointed in 1.5.1 shall attain contractual employment in the university's Service on successful completion of the probationary period, and subsequent confirmation in the university's Service.
- g) Where an appointee has already held an appointment at a lower grade in the University service or in any other case the Human Resource Committee of the Council may deem fitting, the Human /resource Committee may waive the whole or part of the probation.

### **1.5.3 Temporary Appointment**

Temporary appointments may be given to the following categories of staff:

All staff recruited in 1.4.1 for a period of six months, which may be renewed or ratified or terminated depending on University needs and individual performance;

### **1.5.4 Part Time Appointment**

Part-time appointments shall be made in cases where specialized skills are required intermittently.

### **1.5.5 Vacation Appointments**

Vacation employment, whenever possible and appropriate, may be offered on terms to be determined by the University Management.



### **1.5.6 Voluntary Appointment**

Persons with appropriate skills who offer themselves to serve UniK at minimum or no cost to the University may be offered Voluntary appointment.

### **1.5.7 Professor Emeritus**

Staff members at the rank of professor, who retire from the University Service after at least five years of service, and having made a contribution such as to bring distinction to the individual, the University, and the nation, may be appointed Professor Emeritus in the service of the University.

### **1.5.8 Honorary Appointment**

The University may offer honorary appointments whenever necessary and appropriate.

## **1.6 Exceptional Appointments**

There may be certain exceptions to the provisions of Sections 1.4 and 1.5.1 The acquisition by the University of an expert, advisor, or volunteer, by whatever name called, and whether from local or external sources, shall be considered as an appointment in the University service, regardless of the existence or otherwise of a vacancy on the establishment of the University against which to hold the expert, advisor or volunteer, as the case may be. This shall mainly cover projects, collaborations and other similar arrangement.

## **1.7 Deployment of Staff**

Upon acceptance of the job offer, a member of staff shall be deployed to work for the University in any department or section as the University Management may deem appropriate, in consultation with the respective departments.

## **1.8 Induction and Orientation**

The Human Resource Management department shall coordinate the induction and orientation of all new staff in conjunction with the departments to familiarize them with the vision, mission, objectives, policies, structures, systems, working relationships, and practices of the University.

## **1.9 Acting Appointments**

- a) Where a post is likely to remain unoccupied or vacant for at least thirty (30) consecutive days, an appropriate staff in the same or next lower level may be appointed, by the authority of the Vice Chancellor, to fill the unoccupied post in an acting capacity.
- b) Such cases may involve instances where the incumbent is away on approved leave, or where the position is vacant pending recruitment.
- c) Individuals in acting appointments shall be paid Acting allowance as may be determined in the university's policy on duty of facilitating allowances.

## **1.10 Internal Recruitment**

### **1.10.1 Transfer within the University Service**

Staff may be reappointed or re-designated horizontally into different positions for which they are qualified within the University service.

### **1.10.2 Promotion**

Internal appointments through promotion shall be encouraged and the guidelines for such appointments are stipulated in the Staff Promotions Policy.

### **1.11 Selective Recruitment**

- a) The University shall, where appropriate, identify good candidates from the student data bank at the University for Recruitment into its service.
- b) In every case, other recruitment procedures will be complied with.

### **1.12 Employment of Relatives**

Where a person entering the University service is a relative or close friend to an existing employee, the existing staff shall declare the relationship within thirty (30) days. The same shall apply when they are entering the university at the same time. The declaration shall help management to take appropriate administrative decisions.

### **1.13 Employment of Expatriates**

- a) The University may employ expatriate staff where appropriate.
- b) Management, in liaison with the University Council, shall legislate on the issue of employing expatriates from time to time as it may deem necessary.

### **1.14 The Role of Human Resource Management Department in Policy Management**

The Human Resource Management department shall:

- a) Ensure that quality standards are complied with and are cost effective;
- b) Identify and clarify the merits and anticipated effectiveness of the sourcing options;
- c) Help supervisors in setting key result areas and defining competences;
- d) Participate in the recruitment process;
- e) Advise on the issues of Labour and Employment laws, and human resource related issues;
- f) Maintain an updated data bank on potential candidates;
- g) Maintain updated open and confidential personnel files for all staff;
- h) Provide technical advice as may be necessary.

### **1.15 Handling other issues on Recruitment Policy**

The Human Resource Management department as the custodian and initiator of staff policy shall, from time to time, advise Management on how to resolve issues that may not be specifically regulated by this policy.

## **CHAPTER 2: STAFF TERMS AND CONDITIONS OF SERVICE**

### **2.1 Introduction**

- a) These terms and conditions shall be known as University of Kisubi terms and conditions of service.
- b) Each member of staff shall be issued a copy of the Terms and Conditions of service. Management shall also maintain an up-to-date copy of the staff Terms and Conditions of service that shall be available for staff at a specified place.
- c) All Ignorance of any of the terms and conditions shall in no way constitute an excuse for or defence against the violation of that regulation by a member of staff.
- d) These terms and conditions may be amended from time to time by the University Council.

### **2.2 Objectives of Terms and Conditions of Service**

The objectives of these terms and conditions of Service are to:-

- a) Enable the University to attract and retain high quality personnel;
- b) Help the University to create a favourable working environment for its staff and promote good working relations;
- c) Act as a basis for the management and development of its staff.

### **2.3 General Conditions of Service**

- a) No discrimination shall be made by the University in its appointments on grounds of gender, religion, ethnicity, race or region of origin; and equal opportunity will be afforded to disabled persons for posts in which their disability does not impair their performance.
- b) On appointment to UniK, officers must be prepared to serve in any of the Departments of the University to which they may be appointed or to which they may later be transferred and will be expected to undertake any duties within the terms of reference of UniK, reasonably required of them.
- c) Officers of UniK at all times must behave with due dignity and integrity. Breaches of behaviour, discipline and the law of Uganda shall be dealt with as provided for in these conditions of service.
- d) Any member of staff of UniK has a right to membership of an appropriate Association or Trade Union; but no Association or Trade Union will be granted any rights to sole representation or to a closed shop policy in respect of UniK.

### **2.4 Duties**

University members of staff shall, on appointment or promotion, be allocated duties and responsibilities for their jobs.

## **2.5 Attendance to Duty**

- a) Staff employed on these terms will normally be required to remain on duty at all times except during Leave, public holidays, or when permission for absence has been granted by the Vice Chancellor or Deputy vice chancellor or their delegate as the case may be, in consultation with the relevant heads of departments.
- b) During semester time, a Head of Department may, for good cause, grant permission to a member of staff to be away from duty for a period not exceeding one working day per month.
- c) Heads of Departments and Deans may, for good cause, be away for a period not exceeding one working day per month.
- d) Sub-paragraphs 2.5(a) - (c) notwithstanding, the Vice Chancellor or the deputy vice chancellor or their delegate, as the case may be, shall have power to require an individual member of staff to remain in residence or on duty during vacations or gazetted public holidays or portions thereof as they think fit or as duties require.
- e) All members of staff appointed on these terms are required to obtain permission from the Vice Chancellor to travel outside Uganda.

## **2.6 Hours of Work**

- a) Staff will be required to work regulated hours fixed by Council from time to time.
- b) The emergencies of service may require staff to work outside the regulated hours (minimum of 40 hours per week) or to work periods of overtime/extra load for which they will be paid.
- c) Nothing in these terms and conditions of service shall prevent staff from working voluntarily outside the regulated hours.

## **2.7 Appointments**

- a) The University Council shall have ultimate authority and responsibility for all appointments, promotions, rewards, awards, and salary increments for all the staff of the University.
- b) Vacancies will preferably be advertised in the press by the Deputy Vice Chancellor, but vacant posts may be filled by personal contact, collaboration with appropriate organizations or internal promotion or re-designation or reappointment. In every case, the relevant Heads of Departments shall be consulted.
- c) The University shall offer probationary, permanent, contract, temporary, part-time, vacation, voluntary, honorary, or professor emeritus appointment as detailed in the Recruitment policy.
- d) The procedure and requirements of recruiting staff into the University Service shall be as stipulated in section 1.4 of the Recruitment policy.
- e) Appointments under these terms shall be specified in the letter of appointment.

- f) The Council reserves the right to locate, outside these terms, special posts under special conditions in accordance with its conception of the interests and efficiency of the University.

## **2.8 Date of Appointment**

- a) Date of appointment on the first appointment shall be the date of assumption of duty.
- b) Date of appointment on reappointment or re-designation or promotion shall be stated in the letter of appointment.

## **2.9 Probation**

There shall be a minimum probationary period of six months for all persons appointed to the University service except the grade of professor which shall have no probationary period.

## **2.10 Confirmation**

- a) All staff appointed on probationary terms shall be confirmed on satisfactory completion of the probationary period.
- b) Where a member of staff has already held an appointment at a lower grade on the staff of the University or in any other case that the Appointments Board may deem fitting, the Appointments Board may waive the whole or part of the period of probation.
- c) Where an officer's probationary period elapses and it is established that his/her performance has not been satisfactory, such officer's probationary appointment may be terminated, or the probationary period may be extended as the Appointments Board may deem fit, but not beyond two years. The appointment of such an officer shall be terminated if performance does not improve after the extension.
- d) When a member of staff is confirmed in appointment, subject to continued satisfactory conduct and performance, the staff member can anticipate employment by the University up to the age of compulsory retirement.
- e) Confirmation of a member of staff shall be counted starting from the date of appointment on probation.

## **2.11 Staff Performance Appraisal**

- a) There shall be conducted, by Heads of Academic Departments, constant reviews of academic staff performance at which staff discuss with their Heads of Departments their progress.
- b) Thereof shall be conducted, by Administrative Heads of Departments, constant reviews of administrative staff and support staff performance at which staff discuss with their Heads of Departments progress.

## **2.12 Remuneration**

- a) The University shall pay a salary/wage to all its staff members as determined by

the University Council.

- b) All salaries of full time staff shall be paid on a monthly basis.
- c) Salaries of members of staff shall be subject to statutory and other approved deductions.
- d) Part-time staff shall be paid on hourly rates or other rates determined by the University Council.
- e) For each appointment, the scale and entry point shall be specified in the letter of appointment.
- f) A member of staff may apply for a salary advance subject to the approval of the relevant authorities.

### 2.13 **Increment**

- a) Salary increments shall be determined, on annual basis, by the University Council.
- b) Members of staff who have reached the bar/maximum in their scales shall not be granted increments unless they are elevated to higher scales.

### 2.14 **Benefits in Service**

- a) The University may provide benefits during the service as the University Council deems fit.
- b) Cost of Burial - The University may contribute to the cost of burial of a member of staff.

### 2.15 **Promotion**

- a) All promotions shall be on merit.
- b) All serving officers who are regarded as promotable by the relevant Department/Faculty Committees in the annual performance evaluation procedure shall be considered for promotion.
- c) Members of staff on contractual terms may be eligible for promotion.
- d) The academic and professional requirements for promotion to any position in the University shall be as set out in the Promotions policy.

### 2.16 **Leave**

A member of staff may be granted one or more of the following types of leave:

#### 2.16.1 **Annual Leave**

A member of staff is entitled to 22 working days Annual Leave,

#### 2.16.2 **Maternity Leave**

A female member of staff shall be entitled to three (3) months maternity leave.

#### 2.16.3 **Paternity Leave**

Paternity Leave of 4 working days in a year shall be granted to a male staff immediately after birth of child or miscarriage of a wife.

#### **2.16.4 Study Leave**

A study leave may be granted to a deserving member of staff as may be determined by the University Council.

#### **2.16.5 Sick Leave**

- a) A member of staff who is prevented by illness from carrying out his/her duties is required to furnish a Medical Certificate signed by a Medical Practitioner.
- b) Annual leave entitlement shall not be affected by sick leave.

#### **2.16.6 Compassionate Leave**

The Vice Chancellor may in his discretion grant special leave for any deserving purpose.

#### **2.16.7 Leave without Pay**

- a) A member of staff may be granted Leave without pay under special circumstances up to a maximum of 6 months beyond which one would have to reapply.
- b) Leave without pay shall be granted for the sole purpose of preserving continuity.

#### **2.16.8 Public Holidays**

The University shall observe all statutory public holidays and other public holidays as the Government may declare from time to time.

### **2.17 Cessation of Service**

#### **2.17.1 End of Contract**

- a) An employee's service to the University shall cease at the expiry of his/her contract.
- b) An employee's service to the University shall also cease if the contract is terminated before its expiry.

#### **2.17.2 Resignation**

A member of staff may resign by written notice through his/her Dean/Director or Head of Department to the Appointing Authority of the University provided the staff gives a notice of not less than three months.

#### **2.17.3 Death**

Employment of any member of staff shall automatically cease on the death of that member of staff.

#### **2.17.4 Abscondment**

Any staff of the University who absconds from duty shall forfeit his/her emoluments, benefits and privileges attached to his/her employment.

## **2.17.5 Termination of Appointment on Disciplinary Grounds**

### **2.17.5.1 Dismissal**

- a) Any member of staff under these terms of service may be dismissed from the University service by the relevant authority.
- b) A member of staff who is dismissed from the University service shall have the right to appeal.

### **2.17.5.2 Summary Dismissal**

- a) A staff shall be granted a summary dismissal in very exceptional cases, subject to approval by the University Council.
- b) A member of staff who is summarily dismissed from the University service shall have the right to appeal.

## **2.18 Disciplinary Procedures**

All disciplinary procedures should be done in accordance with University regulations.

## **2.19 Criminal Procedures**

An employee convicted of a criminal offence, shall cease to be a staff of the University.

## **2.20 Obligation of Staff upon Cessation of Service**

A member of staff who ceases to be in the service of the University shall be required to discharge the following obligations before receiving his/her entitlements:-

- a) Account for all moneys drawn from the University for official business;
- b) Surrender UniK identification documents, university property, and any other documents in his/her possession;
- c) Provide a comprehensive written handover report.

## **2.21 Handing Over and Taking Over**

The handing over notes shall be in writing, with a copy to the Dean and/or Head of Department.

## **2.22 Notice Periods**

On termination of appointment, notice shall be given as follows:-



**Table 1: Cause of Termination Notice**

| <b>Cause of Termination</b>                                           | <b>Notice</b> | <b>Notice</b> |
|-----------------------------------------------------------------------|---------------|---------------|
| a) Retirement on due date                                             |               | 3 months      |
| b) Termination of probationary appointment                            |               | 30 days       |
| c) Retirement on abolition of office                                  |               | 3 months      |
| d) Compulsory retirement to facilitate improvement or improve economy |               | 6 months      |
| e) On being medically boarded out of service                          |               | 6 months      |
| f) Retirement in University interest                                  |               | 2 months      |
| g) Termination of contract appointment                                |               | 3 months      |
| h) Termination of temporary appointment                               |               |               |
| i. professors (or equivalent)                                         |               | 6 months      |
| ii. Other staff                                                       |               | 3 months      |
| iii. Probationary appointment                                         |               | 1 month       |

- ✓ No notice shall be given to an employee on:-
  - a) his or her dismissal;
  - b) his or her summary dismissal;
  - c) Termination of his or her contract agreement in which the period of employment is expressed, following the expiry of such period.
- ✓ Wherever notice is expressed, it shall be consecutive days or months including Saturdays, Sundays and public holidays which fall therein and shall exclude the day of service but include the day of discharge.

### **2.23 Secrecy and Communication**

- a) All staff members shall exercise a high degree of secrecy in handling official information and documents that come into their knowledge and possession in the course of their University duties.
- b) A member of staff shall not communicate, without permission, to any person or body, any confidential official information.

## **CHAPTER 3: PROMOTIONS**

### **3.1 Definition of Promotion**

- a) It frequently happens that when there is a vacancy in the University Service, the Appointing Authority fills the vacancy by appointing to it an employee who is already serving in the University Service in a lower grade. When this happens, it is referred to for administrative convenience as promotion although statutorily it comes under the definition of appointment. For this reason, whenever the word “promotion” is used in these terms, it must be considered in this context.
- b) Promotion takes place when an officer is appointed to a position which is graded on a higher rung in the grading ladder of the University than the position he/she holds immediately prior to the promotion.

### **3.2 Eligibility for Promotion**

- a) Employees who are regarded as suitable for promotion by the relevant departments/Faculty committees in the annual performance procedure or on attainment of higher qualifications shall be considered for promotion.
- b) Only employees appointed on permanent terms shall be eligible for promotion.
- c) All promotions to vacant positions shall be on merit.

### **3.3 Consideration for Promotion**

An employee shall not be considered for promotion in the University Service during his or her absence on:-

- a) scholarship/training course which lasts more than one calendar / academic year;
- b) Study leave without pay.

### **3.4 Recommendation for Promotion**

When deciding to recommend whether a vacancy should be filled by promotion, the recommending department/committee shall be guided by the following considerations:-

- a) no employee shall be recommended for promotion while he or she is on probation;
- b) no employee shall be recommended for promotion until he or she has served a minimum period of one year in his or her substantive grade;
- c) an employee shall not be recommended for promotion to a post more than one step up the promotion ladder except in exceptional circumstances outlined in section 3.6.

### 3.5 Exceptional Promotion

#### 3.5.1 Accelerated Promotion

Accelerated promotion occurs when one is promoted to a post more than one step up the promotion ladder, notwithstanding section 3.4 (c) of this policy.

#### 3.5.2 Promotion of Staff on Long Training Programs

Notwithstanding section 3.4.(a) of this policy, staff on scholarship/training course which lasts more than one calendar/academic year may be promoted if the promotion was earned and recommended before course commencement.

### 3.6 Date of Promotion

The date of promotion of an employee is the date the Appointing Authority directs and is clearly indicated in the promotion letter.

### 3.7 Criteria for Promotion

The academic and/or professional requirements for promotion to any position in the University Service, which shall be reviewed by the University Council from time to time, shall be as stated in the staff manual, the statutes as well as other policies.

#### 3.7.1 Promotion of Academic staff

##### Scores for Academic Performance Indicator (APIs) Career Advancement Scheme (CAS) Promotions of University Lecturers

- i. Research and scholarly activities
- ii. Professional and academic qualifications publications and research awards
- iii. Service to the University and outside community
- iv. Teaching competences (ability and experience) and other academic activities

**Table 2: Category I - Teaching, Learning and Evaluation Related Activities**

| No.                | Nature of Activity                                                                                                                                 | Maximum Score (%) | Actual Score |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------------|
| 1.                 | Lecture, seminars, tutorials, practical's, contact hours undertaken taken as percentage of lecture allocated                                       | 25                |              |
| 2.                 | Preparation and Imparting knowledge/ instruction as per curriculum, syllabus enrichment by providing additional resources to students              | 25                |              |
| 3.                 | Use of participatory and innovative teaching-learning methodologies; updating of subject content, course improvement etc.                          | 25                |              |
| 4.                 | Examination duties (Invigilation; question paper setting, evaluation/assessment of answer scripts, internal /external examining) as per allotment. | 25                |              |
| <b>Total score</b> |                                                                                                                                                    | <b>100</b>        |              |

**Minimum API score required (60+1)**

**Table 3: API Calculation under Category I**

| Category    | Nature of activity                                                                                                        | Teaching, Learning and Evaluation Related Activities                                            |                                             |            |  |
|-------------|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|---------------------------------------------|------------|--|
|             |                                                                                                                           | Notes                                                                                           | Unit of measurement (points)                |            |  |
| 1A          | Classroom teaching (including lectures, seminars)                                                                         | As per allocation                                                                               | Hours per academic year                     | 15         |  |
| 1B          | Tutorials and Practical                                                                                                   | Actuals as per attendance register                                                              | Hours per academic year                     | 10         |  |
| Subtotal 1  |                                                                                                                           | Score = 25 points (max score)                                                                   |                                             |            |  |
| 2A          | Preparation for teaching and learning                                                                                     | Submission of the Course outline and any other required materials                               | Availability of the course outline          | 5          |  |
| 2B          | Methods of Delivery                                                                                                       | Imparting knowledge and skills instruction as per curriculum                                    | Student-teacher rating                      | 20         |  |
| Sub-total 2 |                                                                                                                           | Score = 25 points (max score)                                                                   |                                             |            |  |
| 3           | Teaching innovation including preparation of innovative course, use of innovative methodologies for teaching and learning | Designing of projects, giving special assignments, integration of ICTs in teaching and learning | Student-teacher rating                      | 25         |  |
| Sub-total 3 |                                                                                                                           | Score = 25 points (max score)                                                                   |                                             |            |  |
| 4A          | Question paper setting. Moderation and related work                                                                       | Setting exams/moderation of the courses taught by the lecturer                                  | Actual number of papers/exams set/moderated | 10         |  |
| 4B          | Invigilation/supervision and related examination duties                                                                   | Time spent in the invigilation/supervision of exams                                             | Actual numbers of hours spent               | 7          |  |
| 4C          | Evaluation/assessment of answer scripts and assignment related to internal assessment, external and re-evaluation         | Time spent in marking scripts, internal and external exams as well as ability to meet deadlines | • Marking scripts and meeting deadlines (4) | 8          |  |
|             |                                                                                                                           |                                                                                                 | • Internal exams (2)                        |            |  |
|             |                                                                                                                           |                                                                                                 | • External exams (2)                        |            |  |
| Total       |                                                                                                                           |                                                                                                 |                                             | <b>100</b> |  |

**Note:** Under 2B and 3, the lecturer is only required to give a proof that he/she administered an anonymous feedback questionnaire wherein the students can give their assessment of the quality of his/her teaching. He/she would be entitled to the points irrespective of the contents of feedback. The comments given by the students may not be used against the lecturer in this exercise.

**Table 4: Category II: Community Outreach, Extension and Professional Development Related Activities**

| No.                                    | Nature of Activity                                                                                                                                                                                                               | Maximum Score |  |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--|
| 5.                                     | Student related co-curricular, extension and field based activities (such as extension work and other channels, cultural activities, subject related events, advisement and counselling).                                        | 35            |  |
| 6.                                     | Contribution to corporate life and management of the department and institution through participation in academic and administrative committees and responsibilities.                                                            | 30            |  |
| 7.                                     | Professional development activities (such as participation in seminars, conferences, short term, training courses, talks, lectures, membership of associations, dissemination and general articles, not covered in category III) | 35            |  |
| <b>Total score</b>                     |                                                                                                                                                                                                                                  | <b>100</b>    |  |
| <b>Minimum API Score Required 60.1</b> |                                                                                                                                                                                                                                  |               |  |

**Table 5: API Calculation under Category II**

| Category                                                                                     | Nature of activity                                                                                                                                                | Notes                                                                      | Unit of assessment |
|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|--------------------|
| <b>Category II: Co-curricular, extension and professional development related activities</b> |                                                                                                                                                                   |                                                                            |                    |
| 5A                                                                                           | Discipline related co-curricular activities (e.g. field work, study visit, student seminars, events, career counselling etc.)                                     | Evidence to be provided. Scores to be finalized by the screening committee | 15                 |
| 5B                                                                                           | Other co-curricular activities (Community outreach etc.)                                                                                                          | Scores to be finalized by the screening committee                          | 8                  |
| 5C                                                                                           | Extension and dissemination activities (public lectures, talks, seminars, popular writings not covered under Category III)                                        | Evidence to be provided. Scores to be finalized by the screening committee | 12                 |
| <b>Sub-total 5</b>                                                                           |                                                                                                                                                                   | <b>Score = 35 points (Max Score)</b>                                       |                    |
| 6                                                                                            | Overall contribution to the collective corporate life of the institution (including 5. 6 and any other contribution)                                              | Evidence to be provided. Scores to be finalized by the screening committee | 30                 |
| <b>Sub -total 6</b>                                                                          |                                                                                                                                                                   | <b>Score = 30 points (Max Score)</b>                                       |                    |
| 7A                                                                                           | Administrative responsibilities (including Dean, Chairperson, Convener, lecturer in-charge or similar duties that require regular office hours for its discharge) | Evidence to be provided. Scores to be finalized by the screening committee | 20                 |
| 7B                                                                                           | Participation in Board of Studies, Academic and Administrative committees                                                                                         | Evidence to be provided. Scores to be finalized by the screening committee | 15                 |
| <b>Sub -total 7</b>                                                                          |                                                                                                                                                                   | <b>Score = 35 points (Max Score )</b>                                      |                    |
| <b>Total</b>                                                                                 |                                                                                                                                                                   | <b>100</b>                                                                 |                    |

**Table 5: Category III - Research and Academic Contributions**

| No.                                      | Nature of Activity                                                                                                                                                                | Maximum Score |  |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--|
| 8.                                       | Book Publications (in related area/subject) edited and published by International/National publishers with ISBN                                                                   | 35            |  |
| 9.                                       | Research papers published in recognized and reputable journals and periodicals, and peer reviewed Conference proceedings (in related area/subject) as full papers, etc. with ISSN | 30            |  |
| 10.                                      | Research Supervision: Ph.D. Research completed, Master's Research completed, Undergraduate Research Completed,                                                                    | 32            |  |
| 11.                                      | Papers in Conferences/ Seminars/ Workshop: Presentation of Research paper; International and National Conferences                                                                 | 3             |  |
| <b>Total score</b>                       |                                                                                                                                                                                   | <b>100</b>    |  |
| <b>Minimum API Score Required : 60.1</b> |                                                                                                                                                                                   |               |  |

**Table 6: Table for API Calculation under Category III**

| No. | APIs                       | Nature of activity                                                                                                                                             | Unit of measurement (Points)                                              |              |
|-----|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|--------------|
|     |                            |                                                                                                                                                                | Max. Score                                                                | Actual Score |
| 8A  | Book Publications          | Books based on field research (in related area/subject) published by International/National publishers with an established peer review system and ISBN numbers | 20 points if sole author;<br>15 points if co-author.                      |              |
| 8B  |                            | Books based on Library research (in related area/subject) edited and published by International/National publishers with ISBN                                  | 10 points if Sole editor;<br>5 points if co-editors                       |              |
| 8C  |                            | Book chapter (in related area/subject) published by International/National publishers with an established peer review system and ISBN/ISSN numbers             | 5 points if sole author<br>2 points if co-authored                        |              |
| 9A  | Research Papers / Journals | Research papers (in related area/subject) published in recognized and reputable journals and periodicals, having ISBN/ISSN                                     | 5 points if international<br>2 points if Local journal<br>(maximum 3)= 15 |              |
| 9B  |                            | Published and peer reviewed Conference proceedings (in related area/subject) as full papers, etc. with ISSN                                                    | 5 points if international;<br>2 points if Local conference;               |              |

| No.          | APIs                                      | Nature of activity                                                     | Unit of measurement (Points)                          |              |
|--------------|-------------------------------------------|------------------------------------------------------------------------|-------------------------------------------------------|--------------|
|              |                                           |                                                                        | Max. Score                                            | Actual Score |
|              |                                           |                                                                        | (maximum 3) =15                                       |              |
| 10           | Research Supervision                      | Undergraduate Research Completed                                       | 5 students per year (2 points per student) = 10       |              |
|              |                                           | Master's Research completed                                            | 2 students per year (5 points per student) = 10       |              |
|              |                                           | Ph.D. Research completed                                               | 1 student per year (12 points per student) = 12       |              |
| 11           | Papers in Conferences/ Seminars/ Workshop | Presentation of Research paper; International and National Conferences | 3 conferences/ papers (1 points per presentation) = 3 |              |
| <b>Total</b> |                                           |                                                                        | <b>100 points</b>                                     |              |

**Minimum API score required 60.1**

### 3.7.2 Promotion of Administrative Staff

Promotion of Administrative staff shall require that:

- i. The vacancy above must exist; unless it is promotion to personal to holder position.
- ii. The candidate should be evaluated by a Department evaluation Committee
- iii. Annual Staff Appraisal Report
- iv. Work Experience
- v. Academic/ Professional
- vi. Qualifications and additional qualifications since his/her employment
- vii. Participation in Community activities
- viii. Conduct

#### **Procedures**

- a) A Candidate Requests for promotion through Heads of Department
- b) Evaluated and report to Members of management
- c) Members of management forward to Review Committee where applicable
- d) Then to the University Governing Council
- e) Director, Human Resources gives feedback.

### **3.7.3 Promotion of Support Staff**

Promotion of support staff shall require that:

- i. The vacancy above must exist; unless it is promotion to personal to holder position.
- ii. The candidate should be evaluated by a Department Evaluation Committee
- iii. Annual Staff Appraisal Report
- iv. Work Experience
- v. Academic/Professional
- vi. Qualifications and additional qualifications since his/her employment
- vii. Community
- viii. Conduct

#### **Procedures**

- a) A Candidate requests for promotion through Heads of Department
- b) Evaluated and report to members of Management
- c) Members of management forward to Review Committee where applicable
- d) Then to the University Council
- e) Human Resource officer gives feedback.



## **MISCELLANEOUS PROVISIONS**

### **1. Decency**

Members of staff are expected to display dignity and command respect of fellow workers and the public, especially in relation to communication and dress code.

### **2. Sexual Harassment in Employment**

The University shall have a Sexual Harassment Policy to ensure that sexual harassment does not take place within the University, with the aim of enhancing a favorable work and academic environment.

### **3. Certificate of Service**

Any employee who leaves the service of the University may on request be given a written record showing the nature and duration of employment.

### **4. Addendum to the Human Resource Manual**

Council may provide appropriate additional guidelines to the Human Resource Manual as may be deemed appropriate.

### **5. Amendment of Human Resource Manual**

The University Council may amend the Human Resource Manual from time to time.