



**BUSITEMA
UNIVERSITY**
Pursuing Excellence

**BUSITEMA UNIVERSITY
HUMAN RESOURCE
MANUAL**

**APPROVED BY
BUSITEMA UNIVERSITY COUNCIL**

JUNE, 17th 2020

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| a) | Staff shall support the communication initiatives implemented by the University and shall have rights and obligations to express their views to their superiors about the University activities and vice versa..... | 107 |
| b) | Views raised by staff shall be respected, listened to and considered carefully and questions raised shall be attended to by Management in an effective and efficient manner and be treated with confidence. | 107 |
| c) | There shall not be any prejudice against individuals due to differences in opinions. | 107 |
| d) | Members of staff shall be well informed of the developments and major events of the University, in particular those that may have an impact on their duties and/or welfare. | 107 |
| e) | The University shall welcome Suggestions regarding improvement of communication and staff relations. | 107 |
| 15.3 ROLE OF MANAGEMENT IN COMMUNICATION | | 107 |

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| a) | Management shall be responsible for understanding their staff's concerns at work, sharing information and encouraging suggestions. | 107 |
| b) | Management shall treat communication as equally important to the image and development of the University. | 107 |
| c) | Management shall treat matters raised by members of staff in a balanced and fair manner and in strict confidence. | 107 |
| d) | Management shall facilitate publication of a quarterly newsletter about key events in the University, and make the information accessible to staff. | 107 |
| | 15.4 COMMUNICATION ON BEHALF OF THE UNIVERSITY..... | 108 |
| | The authority to communicate on behalf of the University shall be vested in the Vice Chancellor. | 108 |
| a) | The Public Relations Officer shall communicate on behalf of the University with clearance from the Vice Chancellor. | 108 |
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| | Staff are encouraged to discuss their views of the University with their immediate supervisors, Heads of Units, Departments, the Director, Human Resources and or the Vice Chancellor..... | 108 |
| a) | Staff members shall be responsible for clarifying with Management about the issues which are deemed to be hearsay and may hamper staff relations and demotivate the staff performance. | 108 |
| b) | Employees shall actively communicate their views, express their opinions, and raise their concerns verbally or in writing through the following communication channels as appropriate: | 108 |
| i. | Staff briefing sessions; | 108 |
| ii. | Private interviews with superiors or human resources directorate; | 108 |
| iii. | The University publication or newsletter | 108 |
| iv. | Training and development activities; | 108 |
| v. | During staff parties or other institutional social functions and clubs. | 108 |
| vi. | Official communication from an employee shall be channelled through his or her immediate supervision. | 108 |
| vii. | Through the respective staff Associations..... | 108 |
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| a) | The University Secretary and heads of departments, units, may appoint specific officers whom they authorize to open official mail and a definite process established for the handling of mail from the time of opening it to the time it reaches the officer who shall deal with it. | 108 |
| b) | The attention of staff who open official mail shall be drawn to Treasury Accounting Instruction No. 796 which lays down the procedure to be followed when money remittances are received by post and the existing registry procedures. | 108 |
| c) | Delivery books shall be used to transfer correspondences from one Department to another and from one office to another within the University..... | 108 |
| d) | All communication documents shall follow the approved channels of communication for signing before delivery to the registry or to its final destination. | 108 |
| e) | When a communication is routed "thru" an office or Department, a copy of the communication should be attached for each office or Department, through which it has to pass. | 109 |
| f) | Where the final addressee of the communication is likely to consult another Department or officer concerning the subject matter of the communication, a copy may be forwarded to such department or officer..... | 109 |
| g) | An officer "thru" whom the communication is being routed to a final destination shall ensure timely forwarding of the communication to the next level..... | 109 |
| h) | When an officer writes an official communication, on behalf of his or her head of department or other responsible officer. He or she shall sign over his or her principal's designation | |

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| e.g. "For Vice Chancellor", "For University Secretary", "For Head of Department" or whatever the title of the responsible officer may be..... | 109 |
| i) All correspondences received whether from public bodies, firms and private individuals are acknowledged and dealt with promptly. If the answer cannot be provided immediately, the communication should be acknowledged and action taken thereafter..... | 109 |
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| i Black Minutes shall mean comments in response to red minutes and these shall be officially filed in the inner left hand cover of files..... | 109 |
| ii Loose Minutes shall mean communication on a loose sheet of paper, normally from a senior to a junior officer..... | 109 |
| iii Red Minutes or Folio shall mean letters or any written communication which has to be filed in the main body of the files and shall be numbered in black ink..... | 109 |
| iv Memos shall mean short reminders or notes on matters previously agreed upon or established. | 109 |
| 15.8 UNIVERSITY ANNUAL REPORT | 110 |
| The Annual Report shall be compiled by the Director of Planning and Development indicating the performance of the University, during the past financial year, in virtually all spheres of the University. | 110 |
| a) The Director of Planning and Development shall submit the draft report to the Vice Chancellor which shall be presented to Management Committee for discussion, and subsequently to the University Council for approval in any case not later than 30th September of the following financial year. | 110 |
| b) Contributions from Faculties and Departments to annual reports shall be comprehensive and factual. Any information presented in the form of figures should be set out as simply as possible and special attention should be paid to their accuracy. | 110 |
| c) The approved Annual Report shall be disseminated to stakeholders, not later than three (3) months after the end of each Financial Year. | 110 |
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DEFINITIONS:

In this Human Resource Manual, unless the context otherwise requires;

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| Abscondment | Shall mean absence from duty without permission for a continuous period of thirty (30) calendar days. |
| Academic Department | Shall mean units under a faculty which run their own academic programmes as approved by the National Council for Higher Education on the recommendation of University Council. |
| Act | Shall mean the Universities and Other Tertiary Institutions Act 2001, as Amended. |
| Allowances | Shall mean monetary benefits payable to a member of staff or person to facilitate the proper execution of a University assignment or duty. |
| Appointing Authority | Shall mean the Chancellor, University Council, Appointments Board or the Vice-Chancellor pursuant to the powers vested in him or her. |
| Appointment | Shall mean the formal engagement of an individual in the service of Busitema University, in accordance with applicable laws and approved policies. |
| Appointments Board | Shall mean the Committee of the University Council under Section 50 of the Universities and Other Tertiary Institutions Act 2001 as Amended responsible for appointment, promotion, removal from service and discipline of all officers and staff of the University. |
| Salary | Shall mean the salary exclusive of allowances. |
| Casual worker | Shall mean a person employed to perform defined tasks on a day to day basis or hourly basis where payment of wages is due at the completion of each day's work. |
| Chancellor | Shall mean the Chancellor of the University as defined in the Universities and Other Tertiary University Institutions Act 2001 as Amended |
| Child | Shall mean a biological or legally adopted child of a member of staff who has not attained his or her 18 th birthday and is registered with the University. |
| Conflict of Interest | Shall mean a situation where staff's personal interests conflict with his or her duties and responsibilities or those of the University. |
| Consent | Shall mean mutual knowledge of and acceptance/permission between and among staff members. |
| Consolidated Salary | Shall mean the basic salary, plus allowances indicated in the letter of appointment and reflected on the pay slip. |
| Contract | Shall mean employment in the service of the University for a specific, prescribed period under such terms and conditions as shall be agreed upon and prescribed in a service agreement entered into between individual and the University. |

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| Contract Gratuity | Shall mean benefit of staff on contract received during the respective period of service expressed as a percentage of the staff's annually salary. |
| Council | Shall mean the governing body of Busitema University |
| Dean/Director | Shall mean a person appointed and designated by the University Council as Dean or Director. |
| Department | Shall mean units which run administrative or academic programs as approved by Council. |
| Dependant | Shall mean a spouse, parents and the children of a staff. |
| Disciplinary Committee | Shall mean the people appointed by the University Council to hear disciplinary cases or matters. |
| Dismissal | Shall mean the termination of employment by the University against the will of a member of staff under serious cases of misconduct. |
| Established Position | Shall mean the approved and declared job position as stipulated in the staff establishment. |
| Faculty/ Institute | Shall mean an academic unit comprising of academic or research units. |
| Family | Shall mean the staff's spouse and biological or legally adopted children registered with the University |
| Grievance | Shall mean a complaint concerning an issue arising from staff's work, workplace and or work environment within the University. |
| Head of Department | Shall mean a person appointed and designated by the Appointments Board as being accountable for a department or unit administratively. |
| Home | Shall mean a place of origin, within Uganda as stated by the staff on the HURIS form at the time of appointment. For non-residents, home shall be defined as place of residence while in Uganda. |
| Human Resource Manual | Shall mean Busitema University Human Resource Manual. |
| Increment | Shall mean the increase in salary granted to a staff on merit until the top of the salary scale is reached |
| Industrial Training | Shall mean the attachment of a student to a University department or unit, for purposes of the student gaining hands on experience and knowledge |

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| Interdiction | Shall refer to temporary removal of a staff member from exercising the duties of his or her while investigations over a particular conduct are being carried out. |
| Leave | Shall mean the official time off from the University work as provided for in this Manual. |
| Management | Shall mean a composition of officers of the University appointed by Council for the purpose of spearheading the strategic and administrative operations of the University |
| Misconduct | Shall mean a breach of the terms and conditions of service and or the service regulations, professional, ethical or other law in force at the time. |
| Occupation category | Shall mean a group of jobs within a career path with similar or related tasks varying in degrees of complexity. |
| Over time | Shall mean any additional hours worked in a day that is over and above the normal hours staff is expected to work. |
| Plagiarism | Shall mean the unauthorized use or close imitation of the language and thoughts of another author and the representation of them as one's own original work. |
| Probation | Shall mean a six months period an employee serves on trial, with a view of learning his or her work and being tested so as to ascertain his or her suitability for retention by way of confirmation in the service. |
| Resignation | Shall mean termination of service with the University, at will by an individual staff, after giving due notice as stipulated in the Human Resources Manual. |
| Mandatory Retirement | Shall mean retirement of a member of staff on attainment of statutory retirement age of 60 years. |
| Spouse | Shall mean one wife or husband of a staff member who shall be registered in the staff's bio-data. |
| Staff | Shall mean all persons appointed by the University in the Academic, Administrative and Support categories. |
| Staff Tribunal | Shall be an organ that handles staff appeals against decisions of the Appointments Board. |
| Suspension | Shall mean the temporary removal of staff from exercising the duties of her or his office after he or she has been convicted of a criminal offense until such a time as the results of the disciplinary proceedings against him/her are known. |
| Teaching | Shall mean lecturing, actual teaching, drawing course outlines, setting course works and marking, setting and marking examinations, supervision, research, guidance and interaction with students. |

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| University Secretary | Shall mean the Secretary to the University Council. |
| University | Shall mean Busitema University as established under Statutory Instrument No. 22 of 2007 |
| University Council | Shall mean Shall mean Busitema University Council as established under the Universities and Other Tertiary Institutions Act 2001 as amended |
| Vetting Committee | Shall mean the sub-committee of Management mandated to review and recommend all applications/publications for appointment/promotion. |
| Vice-Chancellor | Shall mean the Vice-Chancellor of Busitema University who is the Chief Executive Officer of the University. |
| Volunteer | Shall mean an individual who is authorized to render services to the University without salary payment but may be paid facilitation allowance. |

ABBREVIATIONS:

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|---------------------|---|
| BUASA | Busitema University Academic Staff Association |
| BUADSA | Busitema University Administrative Staff Association |
| DoHR | Directorate of Human Resources |
| DVC(AA) | Deputy Vice-Chancellor for Academic Affairs |
| DVC(F&A) | Deputy Vice-Chancellor for Finance and Administration |
| URIS | Human Resource Information System |
| ICT | Information Communication Technology |
| NUEI | National Union of Educational Institutions |

PREAMBLE:

1. Establishment of the University

Busitema University was established as a public University under the Universities and Other Tertiary Institutions Act, 2001 (Establishment of Busitema University Instrument 2007 No. 22 made on 25th day of May, 2007, having been enacted by Parliament on the 10th Day of May, 2007)

The University was established as a Multi – Campus model with its Headquarters located at Busitema along Jinja- Tororo highway. The Campuses that form Busitema University are as

follows: Busitema, Nagongera, Namasagali, Arapai, Mbale , Pallisa and Kaliro which is not yet operational..

2. Mandate of the University

The mandate of the University is to provide higher education through quality teaching, research and outreach.

3. Vision

“A Centre of academic and professional excellence in science, technology and innovation”.

The vision sets out the University’s strategy for rethinking and repositioning itself to meet the demands of teaching, research and knowledge exchange.

4. Mission:

To provide high standard training, engage in quality research and outreach for societal transformation and sustainable development.

5. University Core Values:

- i) Professionalism: At all times we act with integrity, providing quality service, being reliable and predictably consistent commitment to honour moral, ethical, spiritual and artistic values and principles
- ii) Respect for Diversity: The University respects diversity of opinions, racial differences, gender, faith, people with different physical abilities and different political ideologies.
- iii) Innovativeness: The University will apply better solutions that meet new requirements and articulate the market/community needs.
- iv) Internationalization: Participating in the regional and global world of scholarship by being receptive and responsive to issues pertinent to the international community.
- v) Team work: The University listen and respect each other whilst working together to achieve mutually beneficial results.

6. University Governance and Administrative Structure

The University Council is the supreme organ of the University responsible for the overall administration of the University and ensuring the due implementation of the objects and functions of the University.

The Senate is the academic organ responsible for the organization, control and direction of the academic matters of the University and reports to Council.

The Chancellor is the Titular head of the University who shall preside over all ceremonial assemblies of the University and, in the name of the University, confer degrees and other academic titles and distinctions of the University.

The Vice Chancellor is the Chief Executive Officer of the University. He or she shall be responsible for the academic, administrative and financial affairs of the University, and in the absence of the Chancellor preside at ceremonial assemblies of the University and confer degrees and other academic titles and distinctions of the University.

The Vice Chancellor and Deputy Vice Chancellors shall be appointed by the Chancellor.

7. Busitema University Oath of Office and Secrecy

All members of Council, Senate and their working Committees shall take the Oath of Office and Secrecy within the first three months from the date of assumption of office.

All Members of Staff shall take the Oath of Office and Secrecy upon assumption of duty.

SECTION 1: INTRODUCTION

1.1 Rationale for Review

The review of the Busitema University Human Resource Manual was necessitated by:

- a) The changes in the legal framework that had to be incorporated into University policies.
- b) Proposals for review from the staff and the University Council.
- c) The need to continuously define the rights and obligations of the University Council as the employer, and the rights and obligations of the employees of the University.
- d) The need for guidelines for human resource planning, management and development.

1.2 Human Resource Policy

The University shall recruit the best qualified candidate for the job and maintain a pool of human resources that is in line with the University's human needs and plan.

The University shall recruit, promote and appoint competent candidates or persons to fill vacancies as follows:

- a) All job applicants shall be treated fairly and equitably, and no person shall be denied employment opportunity on the basis of gender, marital status, pregnancy, family status, disability, race, nationality or religion.
- b) The University shall be an equal opportunity employer and all appointments, promotions to any positions in the University service shall be based on the principle of merit.
- c) Appointments shall be offered only to the best qualified applicants.
- d) The Appointments Board shall, except where provided otherwise by the Universities and Other Tertiary Institutions Act 2001 as amended be responsible to the Council for the appointment, promotion, removal from service and discipline of all officers and staff of the University as determined by Council.
- e) All appointments into the service of the University shall be effected by the Chancellor and the University Secretary as authorised.
- f) The University Council shall approve the Staff Establishment on the recommendation of the Appointments Board.
- g) The University Council reserves the right to waive any provision of this Manual under **special circumstances**.

1.3 Accessibility of the Manual

The Director, Human Resources shall ensure that all staff access the Human Resources Manual by:

- a) Distributing hard copies of the Manual to each Directorate, Department, Faculty and Units.
- b) Placing hard copies of the Human Resources Manual at all the reference sections of the University Campus Libraries.
- c) Causing a secured copy to be uploaded on the University website.

1.4 Citation and Legal Framework

- a) This Manual may be cited as the Busitema University Human Resource Manual 20..... as Amended
- b) The drafting of this Manual has been informed by provisions in the 1995 Constitution of the Republic of Uganda as Amended, Universities and Other Tertiary Institutions Act 2001, as Amended, the Employment Act 2006, Public Service Standing Orders 2012, Employment Regulations of 2012, Workers Compensation Act 2000, Labour Union Arbitration and Settlement Act 2006, Occupational Safety Act 2006, Minimum wages Act 2000 and approved University policies and regulations.

If any provision of this Manual is or becomes inconsistent with the provision of a law, the law shall take precedence to the extent of such inconsistency.

- c) If any matter arises which this Manual does not cover, it shall be brought to the attention of the University Council through the Appointments Board for consideration and review.
- d) All other University Human Resources policies approved by the University Council shall remain binding to all staff.
- e) Ignorance of the provisions of this Manual by staff of the University shall in no circumstance be accepted as defense.

1.5 Interpretation

Interpretation of this Manual shall rest with the University Secretary in consultation with the Director Human Resource subject to appeal to the Vice Chancellor, Appointments Board with a further appeal to **the University Council**.

1.6 Implementation of the Manual

- a) The overall implementation of the provisions of this Manual is vested in the Directorate of Human Resources in conjunction with line managers and supervisors at all levels.
- b) The role of staff in the implementation process is to observe, defend and abide by all the provisions as stipulated herein.

1.7Revision

This Manual shall be reviewed from time to time whenever deemed necessary. The proposals for review shall be submitted to the person responsible for Human resources for further management.

1.8Commencement:

This manual will come into force with effect from the date of approval by the University Council

SECTION 2: EMPLOYMENT INTO UNIVERSITY SERVICE

This section provides for the University policy and guidelines on terms of employment, human resource planning and control, and categories of employment.

2.1 HUMAN RESOURCE PLANNING

Human resource planning is the continuous process of systematic planning ahead to achieve optimum use of the University's most valuable asset (quality employees). Human resources planning shall ensure best fit between employees and jobs while avoiding shortages or surpluses.

- a) Human Resource Planning shall set out the number of posts by level or position and by directorate, unit, department and faculty as well as the number of positions that are filled or expected to be filled and vacant during the financial year.
- b) Heads of Departments, Directorates, Units and Faculty Deans shall be required to conduct a thorough review of the operations, structure and staff of their directorates, departments, faculties, units each year, in order to furnish recommendations of Human Resource Plan for the following financial year to the Directorate of Human Resources.
- c) The Human Resources Directorate shall be responsible for reviewing the recommendations and compiling an integrated Human Resource Plan for the financial year.
- d) The Human Resource Plan shall be within the limits provided for by the establishment approved for each Department.

2.2 TERMS OF APPOINTMENTS

Appointment into Busitema University service shall be on the following terms:

2.2.1 Permanent Terms

- a) Appointment on permanent terms shall be the type of appointment, where the employment period in the service is up to the mandatory retirement age of 60 years subject to other provisions contained in this Manual.
- b) Staff appointed on probation shall attain permanent employment in the University service upon successful completion of the probationary period, and subsequent confirmation in the University service.
- c) Notwithstanding paragraph a) above the University may terminate the services of a person employed on permanent terms at any time in accordance with this Manual and the laws of Uganda.
- d) Permanent appointments shall be open only to Ugandan citizens.
- e) Eligibility to Permanent appointments shall be as follows:
 - i) Assistant Lecturer below the age of forty (40) years;
 - ii) All other academic staff below the age of fifty (50) years;
 - iii) All administrative staff below the age of fifty (50) years; and
 - iv) All support staff below the age of fifty (50) years.

2.2.2 Contractual Terms

A contractual term means an agreement of employment in which a specific period of employment and a terminal gratuity **may** be expressed. The following categories of staff shall be eligible for contractual appointments:

- a) The Vice Chancellor and the Deputy Vice Chancellors shall be appointed on five year contractual terms and shall be eligible for re-appointment for one more term upon satisfactory performance.
- b) All appointments for administrative staff at salary scale M3 and above shall be initially for a period of five (5) years contract, which may be renewable once upon satisfactory performance.
- c) Non-citizens shall be appointed on contract terms which may be renewed depending on satisfactory performance and whether their services are still required.
- d) The position of Graduate fellows (not exceeding the age of 30 years for Masters and 45 for PhD) shall be a training position and such appointments shall be on non-gratuity contractual terms of two year renewable once.
- e) Professors and Associate Professors who have reached the mandatory retirement age of sixty (60) years and whose services are still needed.
- f) The age of applicants for all positions at salary scale M3 and above shall not exceed 55 years of age at the time of deadline for submission of applications.
- g) All new Academic, administrative and Support staff appointments at the age of fifty (50) years and above;
- h) Temporary or administrative appointments authorized by the Vice-Chancellor
- i) Only staff designated by the Act as Officers of the University shall be entitled to gratuity and any other Administrative Directors at salary scale M3 as approved by Council.
- j) Staff employed on contract after attaining the mandatory retirement age shall not be eligible for gratuity.
- k) Any exceptional cases as may be determined by the Appointments Board and recommended to Council for approval.

2.2.3: Part-time Terms

Appointment on Part-time Terms shall be the type of employment where the working hours per month by part-timer staff do not exceed 20 hours per a course unit or as may be reviewed by Council from time to time. The terms of service shall be as follows:

- a) A part-time staff shall be appointed where a vacancy exists and it has not been possible to fill that vacancy substantively on fulltime basis.
- b) Part-time appointments maybe renewable every semester depending on the need and upon

mutual consent.

- c) The qualifications of a part-time staff shall be comparable to the minimum requirements for the established position such staff is appointed against.
- d) Part-time appointment shall be made by the Vice Chancellor on recommendations of the recipient Department.
- e) All part time staff shall only be entitled to the benefits specified in their appointment letters.
- f) For avoidance of doubt, part time employees shall not be entitled to terminal benefits, National Social Security fund (NSSF) or gratuity.

2.2.4 Casual Terms

Appointment on Casual Terms shall be the type of employment where a person is engaged to perform defined tasks on a day to day basis and whose remuneration is on a piece rate basis.

2.2.5 Voluntary Terms

Persons with appropriate skills who offer themselves to serve the University voluntarily and may be offered Voluntary appointment for a specific period of six (6) months renewable once. A volunteer shall not receive salary but may be paid an allowance subject to availability of funds.

2.2.6 Temporary Appointments (short term contracts)

- a) Temporary employment refers to a short-term administrative contract of employment not exceeding 12 months.
- b) All temporary appointments shall be made by the Vice-Chancellor on the recommendation of the Appointments and Promotions Committee of the Department in need through the Director Human Resources.
- c) At the expiry of the temporary appointment, the position may be advertised either internally or externally except where circumstances render it impossible to do so.
- d) All staff appointed on a temporary basis shall enjoy such terms and conditions of service as may be specified in his or her letter of appointment.
- e) The qualifications of temporary staff shall be comparable to the requirements of the level they are appointed against.
- f) Persons employed on Temporary terms shall not be eligible for gratuity.

2.2.7 Honorary Appointments

This shall be a non-salaried appointment of distinguished scholars in their various academic disciplines and or areas of professional specialization. A proposal for an honorary position within an Academic Unit should demonstrate a significant contribution to one or more of the following areas:

- i) Training or Teaching, for example in curriculum development, programme design or delivery with emphasis on practical skills
- ii) Research i.e. direct contribution to research collaboration.
- iii) where an appointment could significantly benefit the Unit's objectives
- iv) Strategy development where an appointment contributes significantly to the development of strategy in any of the areas of current or future University activity.

2.2.8 Joint or Cross Appointment

Joint or Cross Appointment is where a staff member from one discipline or Department offers service in another and the service offered could be any scholarly activity like teaching or participation in research.

2.1.8.1 Procedure for Joint or Cross Appointments

- a) The Terms and duties under joint appointment shall be agreed upon by both Departments.
- b) A formal agreement shall be signed between the parent and service unit and witnessed by the Director, Human Resources.
- c) This agreement shall, among other things, specify the terms of recognition of the service to be rendered and the period to be covered in terms of hours per semester or academic year.
- d) The contract for joint appointment shall range from two (2) to five (5) years.
- e) The primary unit shall remain responsible for handling the appointment and promotion of a staff on cross appointment.
- f) Joint appointments shall not affect staff establishment of the new Department (i.e. staff appointment under this arrangement should not fill existing positions in their place of new employment).
- g) Joint appointment shall not lead to double salary payment on the pay roll. Payment if any shall be on the basis of hours offered or honorarium as agreed between Departments.
- h) The rank the staff member currently holds will be the equivalent rank he or she shall be appointed to in the secondary unit.
- i) That academic staff in administration (DVC/AA, DVC/FA, Deans, Directors and other Administrators) may be recommended for promotion or appointment at an appropriate level by the primary unit as long as they continue to engage in scholarly work. This is in recognition of the fact that the administration is not an academic unit.

2.2.8.2 Industrial Training/Attachment

- a) The University may accept students for attachment to any of its units for training purposes. Such students shall apply for attachment to the Director, Human Resources through their respective Institutions and the recipient units.

- b) While on Industrial training, the students shall not be entitled to any remuneration and will be subjected to rules and regulations of the University.

2.2.8.3 Visiting Academic Staff

- a) Appointment of Visiting Professor, Associate Professors, Senior Lecturers and Lecturers shall be made by the Vice Chancellor on the recommendations of the Heads of Department submitted through the responsible Dean of Faculty and the Director Human Resources.
- b) Visiting Professor or Lecturer shall be appointed by Busitema University based on their status from the parent Institution as long as the parent Institution where he or she is serving is a recognized University or an academic Institution of repute.
- c) A Visiting Professor or Lecturer shall be appointed for two (2) years renewable on the recommendation of their respective unit. Their appointment shall not be subjected to age limits.
 - i) The Primary Institution shall be responsible for the promotion of Visiting Academic Staff.
 - ii) A Visiting Academic Staff shall not be entitled to salary from the University but may receive honorarium as may be approved by the Accounting Officer.

2.2.8.4 Adjunct Terms

Appointment on adjunct terms shall be employment where a member of staff of one department may render part time services to another department of the University on agreed terms and authority.

2.2.8.5 Professor Emeritus

- a) Staff members at the rank of professors, 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.
- b) Staff appointed as Professor Emeritus may get office space, use university address and write proposals for funding but shall not be paid salaries.

2.2.8.6 Acting Appointments

- a) There shall be two types of acting appointments namely where one acts in a vacant post; and where one acts in the place of an incumbent who is temporarily out of office.
- b) Acting Allowance shall be the full difference between the minimum salary of the higher post and the consolidated salary of the substantive post of the staff appointed to act.
- c) Acting Allowance shall be paid for a period of six (6) months. The period may be renewable for a maximum period of six (6) months and subject to the approval of the Appointing Authority.
- d) When one is appointed in an acting position, the staff so appointed shall enjoy all benefits attached to the post.

- e) The acting appointment shall be applicable in the following circumstances:
 - i) Acting appointment for positions falling in the salary scale M1-M2 shall be authorised by Council and shall not exceed a period of twelve (12) months.
 - ii) For positions falling in M3, Council shall approve the Acting Appointments recommended by Appointments Board which shall not exceed the period of twelve (12) months.
 - iii) Acting appointment for Deans of Faculty / Institute and Head of Department during the process of establishment of a Faculty/unit shall be authorised by the Vice Chancellor and shall act for a period not exceeding two (2) years.
 - iv) For administrative staff, acting appointments shall be by the Appointments Board.

2.2.8.7 Conditions for an Acting Appointment in a vacant post

- a) Staff shall receive a written letter of appointment to act for a continuous period of six (6) months renewable once.
- b) An acting appointment shall be deemed to have expired from the end date unless it is renewed in writing by the appointing authority.
- c) Staff in an acting appointment shall be entitled to all benefits attached to the post and shall be paid an acting allowance which shall be the difference between his or her current salary and the bottom of the salary scale where he or she is acting.
- d) In order to qualify for an acting allowance, such staff shall have worked for a minimum period of 30 continuous calendar days in the Department.
- e) To enable development of the potential of other in-service staff, normally, staff shall not hold more than one acting position at the same time.

2.15 Appointment of an Acting Vice Chancellor

When the position of Vice Chancellor falls vacant before a substantive one is appointed, the University Council shall recommend to the Chancellor to appoint one of the Deputy Vice Chancellors to perform the functions of Vice Chancellor.

2.16 Special Duty Assignment

A Special Duty Appointment shall be one where a member of staff is officially required to carry out additional duties and responsibilities of a vacant post. The authority to make a special duty Appointment is vested in the Appointments Board. The conditions for special duty appointment are as follows:

- i) The staff member must be confirmed into the University service
- ii) The appointment shall be for a period of six (6) months renewable once.
- iii) Special duty allowance shall not be paid indefinitely but lapses after six months unless

specifically renewed or extended by the Appointing Authority.

- iv) A member of staff appointed on special duty under this provision shall be remunerated at a rate approved in the public Service standing orders.

2.16.1 Appointment after Mandatory Retirement and expiry of contract

- a) Mandatory retirement age is 60 years for all categories of staff in administrative, Academic and Support positions.
- b) Appointment after mandatory retirement shall be under the following terms:
 - i) Administrative staff who have reached the mandatory retirement age shall not be eligible for appointment on contractual terms.
 - ii) Administrative staff at M3 who completes his/ her contract to the satisfaction of the University Council may apply to the Appointments Board three (3) months before the end of the contract for deployment within the University Service at level where he/she meets the minimum requirements as per the corresponding Recruitment policy.
 - iii) The Appointments Board will consider the application for redeployment subject to availability of a vacancy, confirmation of availability of a wage and on recommendation of the department where he/she is to be redeployed.
 - iv) For avoidance of doubt all contracts offered to administrative staff shall automatically expire on attainment of the retirement age of 60 years.
 - v) Academic staff at the rank of Professor, Associate Professor, University Librarian and Chief Technician who have reached the mandatory retirement age, and whose services are still needed by the University may be appointed on contract terms, based on satisfactory performance, research and publication, good health among other factors.
 - vi) The letter of appointment offering a contract shall specify the performance targets of the person being offered the contract.

2.16.2 CATEGORIES OF STAFF

Unless otherwise stated in the Act, all categories of University staff shall be appointed by the Appointments Board as approved in the University establishment and the Manual.

Staff of the University shall comprise the following categories as stipulated in the Act:

- (a) Academic staff (b) Administrative staff (c) Support staff and other categories are as may be determined by the University Council.

2.16.3 Academic Staff

Academic staff shall be staff engaged in teaching, research and outreach to the community in line with the Mission of the University. The academic staff shall consist of:

- a) Deans of Faculties or Schools
- b) Directors of Institutes, Colleges or other Academic Bodies.
- c) Professors
- d) Associate Professors;

- e) Senior Lecturers;
- f) Lecturers;
- g) Assistant Lecturers;
- h) Teaching Assistants
- i) Research Fellows;
- j) University Librarian and other Library staff designated Academic members of staff;
- k) Chief Technicians and Principal Technicians involved in teaching.
- l) Such other persons as the University Council may designate as academic members of staff.

2.16.4 Library Staff

Library staff shall comprise:

- i. University Librarian
- ii. Deputy University Librarian, and
- iii. Other library staff designated as administrative

2.16.5 Administrative Staff

The administrative staff shall consist of persons employed by the University, other than the academic staff, holding administrative, professional or technical senior posts established by the University Council for the efficient management and running of the University.

In this policy unless otherwise expressly stated, all non-teaching staff of salary scale M7 and above shall be deemed Administrative staff.

2.16.6 Support Staff

The Support staff shall consist of persons employed by the University who are not members of the academic staff or administrative staff. These shall be staff between the salary scale M20 and M10 who render support services to the University.

SECTION 3: RECRUITMENT AND SELECTION

3.1 Purpose of Recruitment

The purpose of recruitment in the University is to acquire, in a cost- effective manner, the optimum number of high quality caliber of staff for the operations and development of the University.

In order to appoint the most appropriate persons for the positions, it is crucial that potential candidates are drawn from a wide pool and equal opportunities shall be ensured for all candidates.

3.2 Recruitment Procedures

- a) The Directorate of Human Resources shall maintain an up-to-date record of the number of posts, their classification and the scales of pay attached thereto as approved by the Council.
- b) Subject to the provisions of this Manual, the Directorate of Human Resources shall prepare a recruitment plan every year.

- c) Appointment in to the University service shall be subject to availability of:
 - i) A vacancy in the approved staff establishment and required qualifications
 - ii) Funds in the approved budget estimates

3.3 Vacancies

Posts shall be deemed to be vacant as a result of the following:

- a) Presentation of a recruitment need for a post not filled
- b) End of contract;
- c) Retirement;
- d) Resignation;
- e) Dismissal;
- f) Death;
- g) Termination
- h) Restructuring of Establishment
- i) Rejection of appointment offered
- j) Termination
- k) Upon being adjudged bankrupt,
- l) Incapacitation or unsound mind upon declaration by the medical board.

3.3.1 Notification of Vacancies

The Dean, Director, Head of Academic or Administrative Department or Unit shall immediately notify the Director, Human Resources of existing vacancies or positions expected to fall vacant within one (1) month of such occurrence.

3.3.2 Methods of Filling Vacancies

Vacancies shall be filled through any one of the following methods:

a) Promotion

Where a Dean, Director, Head of Academic or Administrative Department or Unit identifies that there is a member(s) of staff who is competent to fill a vacant post, the responsible Dean, Director, Head of Academic or Administrative Department or Unit shall recommend that the vacancy be filled by promotion within the Department, provided that no one still serving a period of probation shall be considered for promotion. Promotion shall be subject to a positive performance appraisal report.

b) Advertising

- i) Where the responsible Dean, Head of Academic or Administrative Department or Unit identifies that there is no qualified candidate from within the Department or Unit to fill the vacancy, they shall recommend that the vacancy be advertised.
- ii) The advertisement may be internal to tap into internal capacity within the University or external if it is confirmed that such capacity is lacking within the University.

- iii) The job advertisements must contain sufficient details about the positions advertised, the person specifications for the job and any other relevant information.
- iv) The methods for advertising the post may include:
 - a. Advertising in either the local, national or international media;
 - b. Advertising on the University website;
 - c. Advertising on the University notice boards;
 - d. Other media such as recruitment websites

c) Election of Deans, Deputy Deans and Heads of Departments,

Election of Dean or Director or Head of Department shall be conducted as prescribed in the Universities and Other Tertiary Institutions Act 2001 (as Amended), Sections 53 and 54. The Procedures for Election of Faculty Leaders shall be as follows:

1.1 Vacancy of the Office of Faculty Dean/Deputy Dean /Head of Department

- i) The Directorate of Human Resource shall notify Management about the existing vacancies in the Faculty.
- ii) Management shall cause the Academic Registrar to call for nomination of eligible candidates in Faculties where vacancies exist

1.2 Eligibility

To be eligible for nominated a staff member shall:

- i. Be a full-time academic member of the Faculty at the rank of at least Senior Lecturer and above.
- ii. Have proven record of performance and integrity which shall be confirmed by Management.
- iii. Should have not less than four (4) years to retire or to expiry of contract by the closure of nominations

1.3 Nomination

- i) Nominations shall be from academic staff including Visiting Lecturers from within the Faculty concerned.
- ii) The returning Officer shall be the Academic Registrar who shall receive the nominations.
- iii) Reports on nominations shall be presented to management for verification of eligibility criteria

1.4 Election

- i.** An election shall only be held where there are at least one eligible candidate approved by Management.
- ii.** Where there are more than two eligible candidates for election, single vote transfer shall operate.
- iii.** Where there is one candidate eligible for election, she or he must secure approval votes of 50% or more of the total votes cast.

- iv. The candidate who secures the highest votes shall be declared the HOD/Deputy Dean/Dean, elect and his or her name shall be presented to the appointments Board for Appointment and to Council for approval as required.

1.5 Acting Appointments

If the nomination and election process is not successful, the Vice Chancellor may appoint, in acting capacity an academic staff from within the Faculty for a period of one year renewable once.

1.5 Term of Office:

- i. A Faculty Dean will not hold any other office within the University during the period of her or his Deanship
- ii. The term of office of the Dean/Deputy Dean/Head of Department shall be four (4) years renewable once upon successful re-election.

d) Re-appointment (Renewal of Contract)

For contractual positions at salary scale M3 and above re-appointment shall be based on performance appraisal by the appointing authority and expression of interest to be re-appointed shall be submitted to the appointing authority **at least six months** to the expiry of the running contract to give sufficient time to the appointing authority to conduct the appraisal and make a final decision.

e) Other Appropriate Methods

Notwithstanding provisions above, the University may secure eminently suitable candidates through other appropriate methods such as head hunting or secondment as approved by the University Council from time to time.

3.4 Application

- a) All persons seeking employment with the University shall do so through a written application addressed to the University Secretary or as may be specified by the Appointments Board, depending on the type of employment sought.
- b) All job applications shall be received by the Directorate of Human Resources, except for the positions of Vice Chancellor and Deputy Vice Chancellor which shall be handled by the Search Committee, in accordance to the Act.
- c) Applications shall be processed by the Directorate of Human Resources in consultation with the head of the respective user department and presented to Management.

3.4.1 Selection Process of Job Applicants

The selection process of job applicants shall comprise the following steps:

3.4.1.1 Short Listing

- a) Short listing of applicants shall be the responsibility of the University Secretary who shall co-ordinate the exercise in close consultation with the user or technical Department as the case may be.
- b) The short-listing shall always be guided by agreed criteria as well as the provisions in the advertisement or other job related factors as may be considered applicable by the short listing committee.
- c) Short-listing shall be done within a period of not more than three (3) months from the closure of receiving applications.
- d) Short-listed applicants shall be given reasonable notice for interviews specifying time, and place of interview by letter sent through an email and phone contact.
- e) Nothing in this provision shall limit the Appointments Board mandate to shortlist candidates for any position.

3.4.1.2 Interviews

- a) The Appointments Board shall have the mandate to interview shortlisted candidates except when otherwise agreed by the Board, in which case-
- b) The interviews for advertised positions may be conducted by Management and technical staff from within and outside the University as authorized by the Appointments Board from time to time.
- c) Panels shall be constituted to conduct interviews for all shortlisted candidates and Board may invite and co-opt members with technical expertise to assist in the interviewing process as need may arise.
- d) The criteria to be used for assessment during interviews shall be agreed upon by the members of the panel
- e) Where Management conducts interviews, the successful candidate shall be recommended to the Appointments Board for appointment

3.4.1.3 Selection Process for applicants

- a) The Appointments Board either as the Main Board or through its sub-committees shall select or appoint applicants to specific established posts.

- b) The selection process may take the following forms:
 - i) Interviewing candidates to get the most suitably qualified;
 - ii) Vetting the credentials of candidates to determine the most suitably qualified; and
 - iii) Appointing those voted into office and are recommended for appointment by the Vice – Chancellor
 - iv) Performance appraisal for cases of re-appointment in respect to staff on contract
- c) Where applicable, selection tests shall be administered to verify the competency of the applicant for the post in question. This may be followed by a selection interview.

3.4.1.4 Due Diligence and Background Check

- a) Due diligence shall be conducted as the final stage of the selection process, and offers of employment shall be finalized subject to receipt of satisfactory report.
- b) Due diligence shall include confirmation of the validity of all information provided by the candidate prior to, and during the job interview.
- c) Prior to offer of appointment, the Director Human Resources shall ensure that the candidates are lawfully employable in Uganda and hold a valid National Identity Card or other valid identity documents that are acceptable.
- d) Candidates shall be required to certify their qualifications and working experience by producing the original copies of their academic and professional credentials, reference letters from previous employers and other relevant documents.
- e) Before assumption of duty candidates shall be required to provide both an original and a certified copy of the national identification card, birth certificate, passport or any other nationally recognized document.
- f) Due diligence shall be conducted before appointment of staff into University service.

3.5 Verification of Documents

All documents both academic and any stated requirements for appointments of staff shall be verified by the Directorate of Human Resources before issuance of appointment letter.

3.6 Vetting of Publications

- i) All publications for academic staff at the rank of Senior Lecturer and above shall be vetted and the Academic Registrar shall co-ordinate the vetting exercise in consultation with the Faculty Deans.
- ii) The Directorate of Human Resource shall be the secretariat and vetting reports shall be submitted to the University Secretary before issuance of appointment letter.

3.7 Impersonation or falsification of documents

Cases of impersonation, falsification of documents or giving false, incomplete information whenever discovered either before appointment or afterwards, shall lead to automatic cancellation of candidature or appointment or dismissal or prosecution in the courts of law.

3.8 Offer of Appointment and Acceptance

- a) Offer of appointment shall be made in writing by the University Secretary. Deans and Heads of relevant Departments shall receive copies of such offers of appointment.
- b) The appointment letter shall embody the following: name of appointee, effective date of appointment, rank appointed to, reporting relationship, terms of appointment, validity period of appointment, salary scale and allowances, any other entitlements as applicable and the acceptance option.
- c) The appointee shall be required to indicate in writing their acceptance of the offer, attach three (3) copies of passport size photographs of their current likeness, indicating the earliest time they would be available to take up the post.
- d) All new staff shall be required to fill the personal data form (HURIS form) which captures their bio-data and other information required by the University during and after their tenure of employment.
- e) It shall be the responsibility of the appointee to provide up-date information about their bio-data to capture significant changes during their tenure of employment.

3.9 REPORTING FOR DUTY

- a) On the first day of employment, a new staff shall report to the Directorate of Human Resources to complete the Bio-data form and to pick a copy of their job description.
- b) A new staff member may not access the University payroll until he/she has produced written evidence that he/she has officially left the service of the previous employer (last pay slip). This will apply only to persons who were previously in employment.
- c) Failure to assume duty within a period of three months from the date of receipt of the appointment letter, shall be deemed as having been declined the offer and the Director of Human Resources shall declare the post to the Appointments Board for filling thereafter.

3.10 INDUCTION OR ORIENTATION

The induction shall serve the purpose of introducing new staff to the work environment as well as to the various aspects of the work place.

- a) Induction shall be mandatory to properly orient all new staff (hired, promoted or transferred)

into their new tasks.

- b) The induction programme shall be arranged by both the Directorate of Human Resource and the relevant Head of Department or immediate supervisor as soon as the new staff member reports for duty.

3.11: PROBATION PERIOD

Appointment into University service shall be preceded by a six months probationary period which shall count from the date of assumption of duty.

3.11.1 Probation Appointment

- a) A member of staff, appointed on probation shall, during the probationary period, perform the duties of the post for which he or she was appointed and any other relevant duties as may be assigned by the supervisor, in accordance with the terms of the appointment.
- b) During the probationary period, a member of staff shall be:-
 - i. On trial, with a view to learning his or her work and being tested so as to ascertain their suitability for confirmation into the service of the University;
 - ii. Under continuous observation, coaching, counseling and mentoring and helped to improve performance;
 - iii. Given all possible facilities for acquiring experience; and
 - iv. Placed in such a way that he or she can master the basic elements of the job.
- c) The maximum length of a probationary period is six (6) months, but may be extended for a further period of not more than six (6) months for staff whose performance requires improvement.
- d) A member of staff shall not be employed for a probationary period of service on more than one occasion by the University unless he or she is engaged for work of a different nature.
- e) A contract for a probationary period may be terminated by either party by giving not less than fourteen (14) days' notice of termination or by payment of fourteen days' wages in lieu of notice by either party.
- f) New staff members on contractual terms at the level of Teaching Assistant may also be subjected to probation for a period as may be specified in their contract with the University.
- g) Notwithstanding the provisions of (a) above, the appointing authority may waive the whole or part of the probationary period of service in certain cases especially where such a staff member has offered prolonged service beyond the probationary period on temporary terms.
- h) No staff member shall be promoted during his or her probationary period of service.
- i) No staff member may apply for annual, or study leave while on probation.

3.11.2 Extension of Probationary Period

- a) A probationary appointment of a member of staff may only be extended for justifiable causes, such as: not being able to perform according to satisfactory level or owing to extended period of ill health.
- b) Where fully justified, a probationary appointment will be extended only once for a period not exceeding six (6) months.
- c) The Directorate of Human Resources shall make a submission to management, which shall in turn make a submission to the Appointments Board requesting for an extension after the expiry of the probationary period.

3.11.3 Termination of Appointment during Probationary Period

- a) A member of staff who fails to fulfill the requirements for confirmation after extension of probation shall mean failure on the part of the staff to master his or her official duties or responsibilities within the probationary period.
- b) A member of staff whose appointment is terminated during the probationary period shall not be entitled to terminal benefits.

3.12 CONFIRMATION

A staff member who successfully completed his or her probation shall be confirmed in the University service with effect from the date of expiry of their probationary period. The procedure for confirmation shall be as follows:

- a) Staff members concerned shall, through the Head of Academic or Administrative Department/Unit, submit an application, appraisal report and a statement of achievements to the, University Secretary two (2) months before the expiry of the probationary period.
- b) Where the performance of staff due for confirmation is found satisfactory, the Head of Academic or Administrative Department, Unit, shall forward to the University Secretary, a recommendation that the staff should be confirmed into service.
- c) Where the performance of staff due for confirmation is found unsatisfactory, the head shall so inform both the appointing authority and the staff concerned in writing and indicate clearly the recommendations.
- d) Confirmation in all cases must be processed within the probationary period of staff. In the event that this is not done and the probationary period expires, the staff shall be entitled to have their confirmation back dated to the date it was first due.
- e) Heads of units who fail to process confirmations of staff within the probationary period shall face disciplinary action as shall be determined by the Appointing Authority.

3.13 DEPLOYMENT AND TRANSFER

- a) The Directorate of Human Resources will ensure that new staff members are deployed to their respective departments, units, immediately after reporting for duty.
- b) The University may consider internal transfers for existing staff members whenever deemed necessary. Transfers shall serve the following purposes:
 - i) Provide staff with opportunities to widen their exposure and further their career development within the University
 - ii) Enable the University to deploy employees to areas where they can best contribute to, and meet the staffing requirement and changing priorities of the University.
 - iii) A member of staff may be transferred from one Department to another for career development or operational and structural reasons.
- c) Transfers shall be done administratively, however, transfer shall not be used as a means to shift undesirable or problem employees to another Department and neither shall it be used for internal staff poaching.
- d) All transfers shall be based on job related factors
- e) Staff shall remain in their respective positions for at least one year before any transfer is considered.

SECTION 4: REMUNERATION

Remuneration shall be in form of salary and allowances and any other forms of remuneration payable to the various categories of staff as shall be determined by the University Council from time to time.

4.1 SALARY

Salary is a monthly payment given to staff during the course of executing of his or her official duties while in the employment of Busitema University service.

4.1.1 Payment of Salary

- a) A staff member, who has been properly appointed and has assumed duty of the post, shall have a right to receive a salary in return for the service rendered.
- b) Except as provided, all salaries shall be paid monthly in Uganda shillings and the effective date of payment of salary is the staff's date of assumption of duty.

- c) Any person appointed into Busitema University service shall on reporting submit to the Directorate of Human Resource the name, account number and address of his or her bank, NSSF details.
- d) There shall be a salary structure indicating salaries scales for all categories of staff following salary scales in the University approved by the University Council.
- e) Except as may be specifically stated, salaries shall be budgeted on an annual basis and paid to staff in twelve equal instalments.
- f) No increase in salary shall be implemented without the approval of the University Council, except prescribed annual increment for which staff may be eligible as guided by the authorities from time to time.
- g) Salaries shall be paid monthly through individual accounts.
- h) Payment of salary shall be stopped immediately a member of staff ceases to render services to the University under whatever circumstances including death.
- i) When a member of staff is reduced in rank out of disciplinary action, he or she shall receive a salary to which he or she has been demoted.

4.1.2 Salary Deductions:

The Accounting Officer shall deduct all official deductions in line with the Government laws which shall include but not limited to:-

- a) Statutory taxes (Pay as you earn PAYE, NSSF, LST)
- b) Salary advances or other advances not properly accounted for
- c) Outstanding debt to the University owed by staff.
- d) Over payment or unauthorised payments from Government funds made to the staff.
- e) Salary loans recommended by the University

The University shall not assume any liabilities on behalf of staff benefiting from a salary loan but will merely facilitate the loan transaction by confirming to the Financial Institution that the staff is an employee.

4.1.3 Salary Advance

- a) No salary advance shall be paid to any member of staff without the approval of the Accounting Officer on the recommendation from the Director Human Resources.
- b) Salary advances shall be limited to three (3) month's gross salary.
- c) Salary advances shall be paid only where a member of staff is faced with an emergency or unprecedented hardship.
- d) Salary advance shall be recovered in a period not exceeding nine months.

4.1.4 Salary Arrears

- a) Salary arrears that accrue within a financial year shall be paid through the payroll within the same Financial Year.
- b) All unpaid salary shall be reported by staff to the Accounting Officer within five (5) days from the end of the month.

4.2 ALLOWANCES

An allowance is a payment in cash additional to salary payable to staff to facilitate the proper execution of an official assignment. The allowances shall be subjected to availability of funds as authorized and payable under the following guidelines.

- a) The rates of allowances shall be determined by the University Council from time to time.
- b) An accounting Officer shall not vary the rate of allowances but will pay subject to availability of funds.
- c) Under exceptional circumstance of inadequate funds; the Accounting Officer shall refer the matter to Council for review.
- d) Allowances shall not attract gratuity.
- e) All claims for payment of allowances shall be submitted and processed following laid down procedures and within the approved budget while ensuring transparency, equity and fairness.
- f) The accounting officer shall ensure that there are no double payments made to staff for a given assignment.
- g) Payment of allowance shall be stopped either temporarily or permanently from the date the staff otherwise qualifying for such allowance if she or he :
 - i) Assumes duty for a period lasting longer than one month on which they would normally receive the allowance or taking other special tasks on full time basis not directly related to his or her normal duties.
 - ii) Proceeds on any form of leave including study leave lasting more than 30 days.
 - iii) Proceeds on leave lasting for longer than his or her entitlement for one calendar year.
 - iv) Allowances shall not be paid to spouses and children when the staff chooses to travel with them on duty unless it specifically stated in the letter of appointment, Terms and Conditions of service or on approval by the University Council.
- h) In event that an allowance has not been specified in this Manual, the matter shall be considered with reference to the Public Service Standing Orders. The allowances shall be as follows;

a) Acting Allowance

- a) Acting allowance shall be paid to staff dully appointed in acting positions and it shall be at the rate as determined by council from time to time.
- b) Acting Allowance shall be the full difference between the minimum salary of the higher post and the consolidated salary of the substantive post of the staff appointed to act.
- c) Acting Allowance shall be paid for a period of six (6) months. The period may be renewable for a maximum period of six (6) months and subject to the approval of the Appointing Authority.
- d) When one is appointed in an acting position, the staff so appointed shall enjoy all benefits attached to the post.

b) Duty Allowance

- i. Duty allowance shall be paid to staff administratively assigned by the University Secretary to carry out duties of a higher office in addition to their work. In cases where the post is a pure vacancy or temporarily vacated by its substantive holder and the Appointing Authority or the Vice Chancellor has not appointed someone in acting capacity.
- ii. Duty allowance shall be paid for a period of six months. The period may be renewed for a maximum period of six months subject to the approval of the Accounting Officer.
- iii. The extension of duty allowance shall be granted only in case where a submission has been made to the University Appointments Board and the post has not been filled.
- iv. Staff shall not be assigned duties of a higher office where there are more senior staff at a higher level than him or her except in special circumstances.
- v. Computation of duty allowance shall be as follows:
 - a. Where an officer is assigned duties of a post one step above the substantive post they shall be paid the full difference between the minimum salary of the higher post and the salary of his or her substantive post
 - b. In event where the officer is assigned higher responsibilities in a post which is two steps above his or her substantive post, the formula applicable shall be one half (1/2) of the full difference between the minimum salary of the higher post and the salary of his or her substantive post.
- vi. Where the responsibilities of a higher post are shared by two or more officers the allowance arrived at (i) and (ii) above will be divided equally between the officers
- vii. Duty allowance shall not be paid where the higher responsibilities for staff are carried for less than thirty continuous days. After 30 continuous days, the allowance is paid for the whole period for which the additional responsibilities are carried.

- viii. Where the duties assigned are attached to the substantive appointment (office) they shall be paid 25% of the consolidated gross salary.

c) Air time allowance

Air time allowance shall be payable to staff to facilitate communication in the execution of University duties as recommended by the supervisor to Management when need arises.

d) Extra Load allowance

- i. Extra load allowance shall be payable to staff who have obtained prior authority from their supervisors to work beyond the recommended minimum hours to cover work assigned to them in excess of the normal work load.
- ii. For administrative units the recommendation shall be given by the Head of Department and for academic units the recommendation shall be given by the Dean/Director.

e) Supervision allowance

Supervision allowance **may** be payable to staff in respect of supervision of research work of postgraduate students.

f) Transfer and repatriation allowance

Transfer allowance may be payable upon availability of funds to staff:

- i. Who are on transfer in service and
- ii. Upon retirement from Busitema University service

g) Deanship or Directorship allowance

Deanship or Directorship allowance shall be payable to Deans or Directors on a monthly basis at a rate approved by Council from time to time.

h) Mileage

- i) A member of staff in salary scale M1-M7 may after authorisation by the Accounting Officer use his or her personal vehicle on occasions on which he or she is authorised to travel at the University's expense (on official duty) and claim the appropriate mileage, provided that he or she travels by the direct route, on any journey which the member of staff is required to make in execution of the duties of his or her official work.
- ii) A member of staff who is entitled to an official vehicle from the University pool shall not claim transport or mileage allowance.
- iii) The Accounting Officer and or persons duly authorised by him or her shall closely monitor the travel of staff to ensure that they execute their duties properly and the University incurs minimal costs on travel.

i) Head of Department Allowance

Head of Department allowance shall be payable to Heads of Academic Department on a monthly basis at a rate approved by Council from time to time.

j) Honorarium

Honorarium shall be payment to an individual who has rendered services of a special nature to the University but not on a permanent basis. Honoraria may be paid in the following circumstances:

- i. Where the University requires a particular piece of work to be done by staff who:
- ii. Is of exceptional expertise to the University;
- iii. Is outside the normal scope of staff's duties;
- iv. Involves a disproportionate amount of his or her official and private time and
- v. Involves temporary additional responsibilities;
- vi. Requires the direct use of the staff's special talents or professional skills or his or her being actively participative in the actual work;
- vii. Where the staff is required to serve as a chairperson, Deputy chairperson, Secretary, member or as one of the supporting staff members of any commission inquiry or review or Adhoc-Committee set up by the University.
- viii. Where a member of staff is required to undertake a special task set up by the University with a written appointment.
- ix. Honoraria shall be paid on satisfactory completion of the assignment and submission of a report.
- x. The rate of honoraria shall be based on consolidated monthly salary for involved staff or the equivalent for external members.

k) Lunch Allowance

Lunch allowance shall be payable to staff serving in a key position which necessitates staying in office during lunch hours. Secretaries, security and any other staff called upon to work during lunch hours shall qualify for lunch allowance.

l) Out of Pocket Allowance

Out of pocket allowance shall be payable to cover miscellaneous expenses where an official's travel expenses are fully sponsored by another agency.

m) Overtime Allowance

Over time allowance shall be payable only to staff who work beyond the gazetted working hours upon recommendation by the immediate supervisor.

n) Safari Day Allowance

Safari day allowance shall be payable to staff on official duty, off station for a period exceeding six hours but not amounting to one night.

o) Sitting Allowance

Sitting allowance shall be payable to specified persons who attend specified meetings of the

University at a rate determined by the University Council from time to time.

p) Per diem Allowance

Per-diem shall be payable to staff who will be required to travel on duty away from their duty station for at least a night

q) Telephone Allowance

Telephone allowance shall be payable to Officers in the University to cover official telephone expenses.

r) Inland Travel Allowance

Inland Travel allowance shall be payable to staff to meet transport costs in respect of official travel within Uganda. It shall be determined according to distance.

s) Transit Allowance

Transit allowance shall be payable to staff to cater for incidental travel expenses at airports outside Uganda at a rate determined by the University Council from time to time.

t) Top Up Allowance

Top up allowance shall be payable to staff to supplement salary based on the salary scale as shall be determined by the University Council from time to time and upon availability of funds.

u) Medical refund or Medical Insurance

In the terms of medical, the University recommends as follows:

- i) While at the University premises, staff who falls sick and needs first aid may be treated at the University sick bay.
- ii) The University Council may from time to time designate hospitals where staff, their spouses and biological children may receive medical care. However emphasis shall be placed on Government Health Centres (Hospitals) and Government aided (NGO) medical facilities.
- iii) Beneficiaries in the designated medical facilities shall include, staff, one spouse and up to four (4) biological children who are registered with the University upon production of proof of marriage or birth.
- iv) The University shall refund medical expenses or register staff for medical insurance as the University Council may decide, for spouse and up to four (4) biological children.

SECTION 5: WORKING HOURS

5.1 Academic Staff

- a) The minimum and maximum teaching load shall be fifteen (15) contact hours per week.

- b) A contact hour shall be equivalent to one hour of lecture/tutorial/clinical or two hours of practical/fieldwork abbreviated as: LH-Lecture Hour, TH -Tutorial Hour, PH-Practical Hour, CH- Clinical Hour, and CU-Course Units.
- c) In determining the work load for academic staff, reference should be made to both teaching and non-teaching tasks, taking into account the average notional working week for academic staff which has a total of 40 hours. The workload (hours per week) for academic members of staff shall be weighted in terms of hours as follows

| Activities | Hours | Comment |
|---|--------------|---|
| Lecture Preparation/Curriculum Activities | 7 | Time varies with experience |
| Lecturing | 9 | Time as approved on the time table |
| Tutorial | 3 | Time as approved for each course |
| Practical/Clinical work | 3 | Time as approved on the time table |
| Test & Exam setting/Marking | 4 | Time varies with experience |
| Supervision | 4 | Time varies with experience |
| Research outreach and consultancy | 10 | Time varies with experience, interest& commitment |
| Total hours/week | 40 | |

- d) Subject to sections 5.1 (a) & (c) above and flexibility as duty may demand, the normal working day for academic staff shall be from Monday to Friday.

5.2 Administrative and Support Staff

- a) The maximum working hours for administrative and support staff shall be forty eight (48) hours per week subject to sections 5.2 (b) and (c) below.
- b) The minimum working hours per week shall be forty (40) hours.
- c) Subject to provisions in sections 5.2 (a, b and e) and to flexibility as duty may demand for some categories of staff , the normal working time for an employee shall be at least eight (8) hours per day from Monday to Friday as follows:
- d) Work shall start in the Morning at 8:00 am to 12: 45 pm and 2:00 pm to 5:00 pm for the Afternoon.
- e) Excess hours worked shall be compensated as provided for in the policy at the rates approved by council.
- f) Hours of work shall not, except as provided for in section 5.2 (d) above, exceed ten hours per day or fifty six hours per week.
- g) Where persons are employed in shifts, it shall be permissible to employ persons in excess of

ten hours in any one day or forty eight hours in any one week, where the average number of hours over a period of three weeks exceeds neither ten hours per day, nor fifty six hours per week.

- h) A one-hour lunch break shall be granted each day to staff.

5.3 Special duty

Staff on special duty shall have special working schedules suitable for the type of duty within a specific period.

5.4 Absence from duty

- a) Absence from duty shall be subject to permission by the supervisor who shall make appropriate arrangements to make up for the schedule of duties during the absence of that staff.
- b) In circumstances where prior permission may not be possible, notification to the supervisor or Head of Unit must be done within six (6) hours of the absence.
- c) Failure to comply with the above regulations shall attract disciplinary action.

5.5 Public holidays (subject to changes by the government)

| | | | |
|-----|------------------|----------|------------------|
| 1. | 1 st | January | New Year's Day |
| 2. | 26 th | January | Liberation Day |
| 3. | 16 th | February | Janan Luwum Day |
| 4. | 8 th | March | Women's Day |
| 5. | - | - | Good Friday |
| 6. | - | - | Easter Monday |
| 7. | 1 st | May | Labour Day |
| 8. | 3 rd | June | Martyr's Day |
| 9. | 9 th | June | Hero's Day |
| 10. | - | - | Id-ul-Fitter |
| 11. | 9 th | October | Independence Day |
| 12. | - | - | Id-ul-Zuha |
| 13. | 25 th | December | Christmas Day |
| 14. | 26 th | December | Boxing Day |

SECTION 6: CONDUCT

6.1 GENERAL CODE OF CONDUCT FOR STAFF

- a) Any act done without reasonable excuse by an employee, which amounts to failure to perform any duty assigned to him or her, or which contravenes any laws relating to the University, or

which is otherwise prejudicial to the efficient conduct of the University or tends to bring the University into disrepute constitutes misconduct.

- b) Capital offenses and repetition of a form of misconduct shall constitute gross misconduct.
- c) Gross misconduct shall lead to summary dismissal upon conviction by law.

6.2 MISCONDUCT

- i) Misconduct shall include, but not limited to the following
 - i. Gross negligence in performance of duty;
 - ii. Acts that bring the University into disrepute;
 - iii. Disclosure of information in contravention of the law;
 - iv. Acts involving turpitude e.g. theft, corruption, tribalism, nepotism, engaging in examination malpractice etc.;
 - v. Professional negligence causing loss to the University;
 - vi. Malicious damage to University property;
 - vii. Perjury;
 - viii. Financial embarrassment;
 - ix. Inside trading;
 - x. Unauthorized use and possession of university property;
 - xi. Intimidation;
 - xii. Assault;
 - xiii. Sexual harassment;
 - xiv. Gender, disability, racial/ethnic and religious discrimination;
 - xv. Acts of omission against the interests of the University;
 - xvi. Using abusive language;
 - xvii. Holding more than one employment concurrently;
 - xviii. Unsatisfactory performance;
 - xix. Incitement with intent to cause disobedience/strike undermining the Administration;
 - xx. Use and abuse of drugs or alcohol;
 - xxi. Absence from duty without permission;
 - xxii. Insubordination;
 - xxiii. Lateness for duty;
 - xxiv. Refusal to comply with a posting instruction or order;
 - xxv. Falsification of records or documents;
 - xxvi. Plagiarism
 - xxvii. Making false statements;
 - xxviii. Driving an official vehicle under the influence of intoxication liquor or stupefying drug;

b. For avoidance of doubt, the Appointments Board shall have powers to conduct disciplinary proceedings against any member of staff who fails to observe code of ethics or oath.

6.3 STAFF DISCIPLINARY COMMITTEE

- a) There shall be a Staff Disciplinary Committee appointed by Management
- b) The Staff Disciplinary Committee shall have five committee members as representative of the University.
- c) The term of service of the Committee shall be four years renewable once.
- d) The Committee shall make recommendations to Management for further decisions and presentation to the Appointments Board.
- e) They may handle the following tasks:
 - i. To handle disciplinary matters of all staff and forward those which merit the attention of the Appointments Board;
 - ii. To make a written comprehensive report on the disciplinary proceedings conducted to Management
 - iii. To keep a registry of all disciplinary proceedings, reports, related documents and information;
 - iv. To carry out any such other functions as may be assigned to it by the Management under this Manual

6.4 PERSONAL PRESENTATION AND CONDUCT

Staff shall be guided (among others) by the following code of behavior, breach of which shall constitute sufficient grounds for disciplinary action against such staff.

- i. Staff shall act at all times in a reasonable and responsible manner.
- ii. Staff shall always comply with the laws of Uganda as well as the University's prescribed policies, standing instructions/guidelines and procedures.
- iii. Staff shall at all times be rated and recognized primarily on the basis of integrity, punctuality, diligence, competency, efficiency, effectiveness and personal conduct.
- iv. Members of staff shall at all times exercise courtesy towards other persons, civility, self-control and confidentiality.
- v. Being drunk at work, abuse of drugs, quarrelling and assault at work, constitute a breach of conduct which shall call for disciplinary action against the staff.
- vi. Each staff member shall be individually held responsible and accountable for observing and maintaining the University's safety and security regulations as may be prescribed from time to time.
- vii. A member of staff shall not be engaged in any activity involving conflict of interest within the University
- viii. The University shall have zero tolerance towards corruption, fraud, discrimination, and abuse of office.
- ix. A member of staff shall not commit the University unless with express authority of the Vice Chancellor as provided for in the Universities and other Tertiary Institutions Act, 2001 (as amended.)
- x. For the promotion and projection of a good image of the University, all staff shall at all times dress appropriately and appear decent and respectable in a way that is generally acceptable.
- xi. Managers and supervisors shall exercise restraint and fairness in the treatment of staff

under them at all times in all matters.

- xii. The University shall exercise zero tolerance to insubordination exhibited by any member of staff.

6.5 PROFESSIONAL CODE OF CONDUCT

- a) A member of who subscribes to a particular professional body shall observe that body's code of conduct alongside the code of conduct of the University.
- b) Where a member of staff is faulted by his/her professional body for having violated the code of conduct of that professional body, the University shall likewise treat the case of that staff as a disciplinary matter.

6.6 SPOUSE AND FAMILY RELATIONSHIPS

- a) The University shall not employ both wife and husband or family member in the same department except in professional areas like research, academic departments or in a specialized unit.
- b) A member of staff shall declare their interest to the University whenever a family member applies to join the University service and such staff shall not participate in the interview, recruitment, supervision and promotion processes relating to the said family member.
- c) Breach of this regulation constitutes sufficient grounds for disciplinary action against such member of staff.

6.7 TIME MANAGEMENT AND EXECUTION OF DUTIES

6.7.1 Time Management

- a) Each member of staff shall observe time as a non-renewable resource in the execution of his or her duties.
- b) The biometric system machines shall be one of the strategies used to identify, verify and confirm staff attendance and absenteeism in all campuses.
- c) Immediate supervisors shall report special circumstances such as deaths, Accidents and capacities for system capture.
- d) Attendance lists from the biometric system shall be printed and analyzed on a quarterly basis by the Directorate of Human Resource.

- e) Staff on any authorized leave during the initiation of Biometric machines shall register upon return from their leave.
- f) Failure to manage time (e.g. late arrival at work and for meetings, early departures, failure to observe deadlines) shall constitute grounds for disciplinary action.

6.7.2 MANAGING SPECIAL CIRCUMSTANCES

6.7.2.1 Consideration Research and Outreach

- a) Time for Planned and official research and outreach may be considered if permission from respective Head of Department was sought in accordance the timetable
- b) Staff shall notify their immediate supervisor before embarking on official research and outreach.
- c) Absenteeism without authority shall constitute grounds for disciplinary action.

6.7.2.2 Consideration for online courses in the different Faculties

- a) Staff and faculties with online courses be made known to the Biometric system administrators
- b) Staff with online courses should register with the Biometric system and use it whenever they are available on campus
- c) A follow up on progress reports should be thoroughly done by respective Departments

6.8 MANAGEMENT OF UNIVERSITY PROPERTY

- a) A member of staff shall keep and maintain University property that comes into his or her possession in the course of his or her employment, in a clean and functional condition; and such property shall be exclusively used for the benefit of the University.
- b) All members of staff shall take utmost care and economy in utilizing University property entrusted to them.
- c) All defective or inadequate equipment must be reported to the responsible supervisor, and ultimately to the University Secretary.
- d) No member of staff shall remove any movable property of the University from its appropriate place or position without prior permission.
- e) No member of staff shall unlawfully transfer or register any movable and immovable property of the University into his or her names.

- f) No member of staff shall use any movable or real property of the University to his or her personal advantage or gain without prior permission of the University Secretary or his designate.
- g) Proven misuse of or damage to University property shall constitute grounds for disciplinary action.

6.9 TREATMENT OF SUBORDINATES

Managers and supervisors shall exercise restraint and fairness in the treatment of staff or subordinates under them at all times in all matters.

6.10 INSUBORDINATION

This shall mean failure to abide by lawful instructions from a supervisor. The University shall exercise zero tolerance to insubordination exhibited by any member of staff.

6.11 REPRESENTATION OF THE UNIVERSITY

- a) Official representation of Busitema University shall be vested in the Vice Chancellor, Chairperson of Council and the Chancellor.
- b) No staff shall officially represent the University without permission from the Vice Chancellor and breach of this rule shall attract disciplinary action against such staff.
- c) All staff appointed to represent the University shall be required to submit a report to the Vice Chancellor on the subject matter of representation.

6.12 ABSENCE FROM DUTY

- a) No member of staff shall be absent from duty without the permission of the superior to whom he or she is directly responsible, except in unavoidable circumstances, provided such member of staff shall always inform his or her head of the reasons of their absence within six hours.
- b) No member of staff shall be absent from duty during office hours without the consent of the Head of Department, Unit.
- c) A member of staff shall not leave the local limits of Uganda without the permission of the Vice Chancellor, or stay out of Uganda when duly called upon by the Vice Chancellor to return.
- d) Any member of staff who defaults with provision a) and b) above shall be liable to disciplinary action.
- e) The University shall reserve the right to take disciplinary action against any staff member.

6.13 ADMINISTRATIVE DISCIPLINARY POWERS

- a) A member of staff in charge of the day-to-day administration of a Faculty or Department, may initiate appropriate disciplinary measures, by reporting in writing to the University Secretary.
- b) The University Secretary shall investigate all the cases reported to him or her and depending on his or her findings may clear or forward the cases to the Internal Staff Disciplinary Committee.

6.14 REPORTING OF DISCIPLINARY OFFENCES

Any disciplinary offence reported to the Internal Staff Disciplinary Committee or to the Appointments Board shall be in full and in writing accompanied by copies of the relevant documentary evidence.

6.15 DISCIPLINARY PROCEDURE

- a) Discipline in the University entails the observance and execution of one's roles and obligations in accordance with the provisions of this Manual, one's job description and other rules and regulations established by the University Council from time to time.
- b) The power to exercise disciplinary control is vested in the University Council through the Appointments Board as stipulated in the Act. While exercising these powers, the University Council shall abide by the Constitution and other relevant laws.
- c) Proper disciplinary procedure shall be followed in all cases involving disciplining of staff. Depending on the gravity of the offence or misconduct, the following penalties shall apply:

a) Warning

There shall be two types of warning.

- i. **Verbal warning** shall be given once to a first time offender depending on the gravity of the misconduct.
- ii. **Written warning** shall be given where a member of staff fails to correct his or her behaviour or commits another offence after being given a verbal warning.

A written warning shall specify the identified deficiencies or inadequacies and improvements required any recommendations to assist the staff reform, the period within which such staff must show improvement beyond which subsequent disciplinary action shall be taken.

- iii. **Final warning:** A second written warning shall be given where a member of staff has failed to achieve the improvement required within the given period.

b) Interdiction

Interdiction is the temporary removal of a public officer from exercising his or her duties while an investigation over a particular misconduct is being carried out.

- i. Where a member of staff is interdicted, the University Secretary shall ensure that investigations are done expeditiously in any case within three (3) months for cases that do not involve the Police and Courts and six (6) months for cases that involve the Police and Courts of Law;
- ii. Where a staff is interdicted, he or she shall be informed of the reasons for such an interdiction;
- iii. A member of staff interdicted shall receive half of his or her basic salary and shall be entitled to a refund of the other half, in case the interdiction is lifted and the charges are dropped;
- iv. After investigations, the Directorate of Human Resources shall refer the case to Management with recommendations of the action to be taken and relevant documents to justify or support the recommendations attached.

c) Suspension

Suspension means the temporary removal of staff from exercising his or her duties after he or she has been convicted of a criminal offence until such times as the result of the disciplinary proceedings against him are known. The power to suspend services of a staff member shall be vested in the Vice Chancellor or the appointing authority.

- i. Failure of staff to reform after the second written warning, shall lead to suspension on half pay for a period not exceeding 90 days or the duration of an inquiry whichever is shorter.
- ii. Staff shall be suspended from duty on half pay to enable commencement of investigations into allegations.
- iii. A staff member may also be suspended from duty on half pay where such staff has been apprehended on account of an offence that requires investigations or is charged in courts of law or is remanded pending criminal proceedings.
- iv. The appointing authority shall take a decision in the case of a suspended staff at the expiry of ninety (90) days or conclusion of an inquiry into the case, whichever comes first.
- v. Where a member of staff is reinstated, he or she shall be entitled to claim the half pay of the salary withheld during the suspension period.

d) Termination

The power to terminate the services of staff members shall be vested in the Appointing Authority.

- i. The Appointing Authority shall terminate staff's employment contract with or without notice should it believe that the continued employment of such a person would prejudice or affect other staff's performance or compromise the University's interest.

- ii. Termination may be with benefits as the appointing authority shall decide.

e) Dismissal

The power to dismiss a member of staff shall be vested in the Appointing Authority.

- i. Falsification of academic documents, misrepresentation, gross misconduct and gross neglect of duty are punishable by dismissal from University service.
- ii. A staff member who is dismissed from service as a result of criminal conviction shall neither be given notice nor be paid salary in lieu.
- iii. Any staff member who is dismissed following suspension shall forfeit the half salary withheld during the period of suspension as well as any other benefits.
- iv. The provision in (iii) above shall not apply to personal contributions to the terminal benefits scheme(s).

6.16 Grievance Procedure

- a) All staff with grievances shall present it to the Head of Section or Department in writing for resolution.
- b) Where the Head of Department or section fails to resolve the grievance, such grievance shall be referred to the Director Human Resources who shall after consultations with the relevant Head of Department or section and the Staff Association where applicable, handle the grievance and conclude it or forward it to the Staff Disciplinary and Grievance Committee constituted with a membership of not less than five (5)
- c) Where a staff has a grievance with the Director, Human Resources, shall present such grievance in writing to the University Secretary
- d) Any grievance which cannot be resolved by the Staff Disciplinary and Grievance Committee in (b) above shall be referred to the Appointments Board within fourteen (14) days after the decision by the Committee.

6.17 STAFF FACING CRIMINAL CHARGES

- a) Where criminal proceedings are instituted against a member of staff in any court of law, no disciplinary proceedings in respect of the offence for which he or she is being prosecuted, shall be instituted under the University procedures until the conclusion of the criminal court proceedings.
- b) Nothing in this regulation shall be construed as prohibiting or restricting the Appointing Authority or its delegate, the power to suspend such staff.
- c) Upon suspension, such staff shall be on half salary until acquitted. Suspension of staff on half salary shall not extend later than the acquittal unless another charge is still pending.
- d) A member of staff convicted of a criminal offence shall be deemed to have been

summarily dismissed. However, where a member of staff is acquitted, the University shall refund the staff concerned any salary lost during the suspension.

6.18 DISCRIMINATION

- a) Busitema University does not condone any form of discrimination against any staff or applicant for employment on grounds such as race, colour, sex, religion, status, disability or ethnic origin.
- b) Any form of discrimination shall constitute misconduct and sufficient grounds for disciplinary action against the offender

6.19 RIGHT OF APPEAL

- a) A member of staff may appeal to the University Tribunal against the decision of the Appointments Board within fourteen (14) days after being notified of the decision.
- b) In any appeal under subsection (a) the Tribunal may confirm, vary, amend or set aside the decision appealed against or give such decision as the case may require.
- c) Where a staff has been removed from employment by the Appointments Board they shall be deemed to be on suspension until the expiry of the period allowed for appeal, at which date their removal shall become effective or where an appeal has been lodged in time, the suspension shall remain in force until the tribunal determines the appeal.

6.20 DISCIPLINARY ACTIONS

Depending on the gravity of the matter, the following disciplinary actions may be taken but not limited to:

- a) Removal from office;
- b) Retirement in Public Interest;
- c) Dismissal;
- d) Termination;
- e) Other Forms of Disciplinary Action shall include:
 - i. Warning or reprimand;
 - ii. Suspension of salary increment
 - iii. Withholding salary increment or deferment of salary increment;
 - iv. Stoppage of promotion
 - v. Surcharge or refund;
 - vi. Demotion
 - vii. Denial of participation in leadership positions.

SECTION 7: APPOINTMENT AND PROMOTION OF STAFF

7.1 POLICY STATEMENT

The University is committed to hiring and retaining qualified and motivated staff in order to achieve the University's vision, mission, and strategic objectives. Promotion shall be based on the following;

- a) Availability of a vacant position
- b) Availability of funds
- c) Positive performance appraisal report
- d) Managerial and professional behavioral record
- e) Training and academic qualifications attained
- f) Other requirement under the different criterion for promotion of Academic, Administrative and Support staff.
- g) Staff shall not be promoted to a level beyond one step in the promotional ladder except under special circumstances.

7.2 POLICY OBJECTIVES

The objectives shall be as follows;

- a) To provide a fair and equitable method of assessment so as to encourage a diverse range of competent applicants to get appointed and promoted in the University service.
- b) To provide transparency and attractive criteria for recruiting new professionals into University service.
- c) To reward Staff members who have achieved highly in academia accolades contributing significantly to the core activities of the University; teaching, research and outreach.
- d) To meet global expectations by ensuring that Busitema University staff at various levels receive the same recognition as those from similar institutions.
- e) To ensure that there is retention of high caliber staff in the University.

7.3 ELIGIBILITY FOR PROMOTION

A staff member shall be eligible for promotion after;

- i) Successful completion of the probationary period and confirmation.
- ii) Completion of authorized study leave
- iii) Submission of a positive performance appraisal reports.
- iv) Attainment of all the requirements for the proposed level

7.4 APPOINTMENT AND PROMOTION OF ACADEMIC STAFF

7.4.1: Promotional Interval

With the exception of fast track consideration and the position of Assistant Lecturer, Staff shall be eligible for promotion after they have served in the lower grade for a period of not less than three (3) years.

7.4.2: Exemption of some requirement for Appointments/Promotion

- a) Scholars in Clinical disciplines are exempted from the requirement of a PhD or first class or 2nd upper bachelor's degree qualification for appointment and promotional purposes.
- b) A Clinical Scholar shall be defined as a holder of a first degree in a clinical discipline, for example, Human Medicine, Dentistry, Nursing, Speech Therapy, Pharmacy and his/her duties include patient care.
- c) The Basic Science Scholars who are found in the Faculty of Health Sciences shall not be exempted and shall be required to obtain a PhD qualification before being appointed or promoted to Senior lecturer position

7.4.3: Procedure for Handling Applications

All persons seeking employment or promotion with the University shall do so through a written application addressed to the University Secretary.

a) Processing Applications

- i) The posts in the University are established by the University Council on the recommendation of the Planning and Investments Committee. Appointments and promotions are made strictly in line with the Council established positions.
- ii) New entrant applications shall be received and processed by the University Secretary in consultation with Directorate of Human Resource and the user Faculties/Departments/unit.
- iii) Applications for promotion and re-designation shall be received by the Directorate of Human Resource and forwarded to the relevant Department for review and assessment by the Departmental appointments and through the Faculty Appointments and Promotions Committee.

b) Departmental Appointments and Promotions Committee

- i) The Department Appointment and Promotions Committee shall consist of at least five (5) senior members of staff of the Department. The Committee shall consider applications at the rank of senior lecturer or equivalent and below. Where a Department is understaffed and lacks quorum, the applications shall be considered at Faculty level.

- ii) Only persons, whose ranks are higher or equivalent to the person being considered for appointment or promotion, shall constitute the Committee.
 - iii) The quorum for the Departmental Appointments and Promotions Committee shall be three (3) members.
 - iv) Where the Head of Department is a candidate, or where two or more members of the departmental committee are being considered, the Faculty Dean shall nominate another member of staff to chair the Departmental Appointments/Promotions Committee meeting called for that purpose.
 - v) The task of the Committee shall be to scrutinize all applications for appointment and review staff applications for promotion. The Committee shall submit its recommendations to Faculty Dean for onward transmission to the Faculty Appointments/promotions Committee.
- c) Faculty Appointments/Promotions Committee**
- i) A Faculty shall have an Appointments and Promotion Committee which shall be chaired by the Faculty Dean.
 - ii) The Faculty Committee shall be made up of at least one (1) representative from each Departmental Committee
 - iii) Only persons, whose ranks are higher or equivalent to the person being considered for appointment or promotion, shall constitute the Committee.
 - iv) The quorum for the Faculty Appointments and Promotions Committee shall be three (3) members.
 - v) The decisions of the Committee shall be communicated to the Appointments Board through Management in form of a report which should bear the signatures of all members who attended the meeting and membership at any one time should not be below three.
 - vi) Where a Faculty is understaffed and cannot constitute a committee, due to lack of eligible staff members, the committee shall co-opt members composed of Deans/Directors/Professors in related fields to assess the application.
 - vii) Where a Dean/Director is the candidate, the committee shall appoint a Chairperson from among the members present to assess the application.
 - viii) In case of controversy within a Department or lack of clarity on any issue, the relevant Dean/Director/Head can be invited to appear before the Appointments Board to assist in resolving the problem.

- ix) A member of staff who is not satisfied with the Appointments Board's ruling can appeal to the Staff Tribunal.

- d) **Terms of reference for the Faculty Appointments and Promotions Committee**
The Terms of Roles and Responsibilities of this committee shall be:
 - i) To receive recommendations from Departmental Committees and make further recommendations to the Appointments Board through Management using University guidelines;

 - ii) To make recommendations to the Appointments Board through Management on cases of appointment of Professors and Associate Professors;

 - iii) To make recommendations to the Appointments Board on unsatisfactory staff cases;

 - iv) To handle cases of Appointment or promotion from understaffed Departments.

- e) **Verification of Documents**
Directorate of Human Resources shall verify documents of prospective staff or staff in service. The Appointments Board shall be furnished with reports on verification once they are received.

- f) **Impersonation or falsification of documents**
Cases of impersonation, falsification of documents or giving false or incomplete information whenever discovered either before appointment or afterwards, shall lead to automatic cancellation of candidature or appointment or dismissal or prosecution in the courts of law.

7.5 SHORT -LISTING PROCEDURE

- (i) Short-listing of applicants shall be the responsibility of the University Secretary in consultation with the Directorate of Human Resources which shall coordinate the exercise.

- (ii) The technical Department shall participate in the short-listing.

- (iii) The short-listing shall always be guided by criteria agreed upon by the short listing committee and shall be based on the provisions in the advertisement.

- (iv) Shortlisting shall be done within a period of not more than three (3) months from the closure of receiving applications.

- (v) Shortlisted applicants shall be given reasonable notice for interviews specifying date, time, and venue of interview.

7.6 INTERVIEW

The Appointments Board may co-opt any member with technical expertise to assist in the interviewing process as need may arise. The technical persons coopted shall only provide

technical guidance.

7.7 SELECTION PROCESS FOR APPOINTMENT/PROMOTION

- a) The selection process may take the following format:
 - i) By interviewing candidates to get the most suitably qualified; By vetting the credentials of candidates to determine the most suitably qualified; and
 - ii) By appointing those elected into office as per the provisions of the Universities and Other Tertiary Institutions' Act 2001 as Amended.
 - iii) Through performance appraisal for cases of reappointment in respect of staff on contract
- b) The Appointments Board shall select or appoint applicants to specific established posts.
- c) Where applicable, selection tests shall be administered to verify the competency of the applicant for the post in question. This may be followed by a selection interview.
- d) Where the Appointments Board deems that a recommendation by an Appointments or Promotions Committee is not satisfactory, the Chairperson of such committee may be invited to appear before the Board to explain the recommendation before the Board makes a final decision

7.8 CATEGORIES OF ACADEMIC STAFF

The following shall comprise categories of Academic Appointments

- a) Professor
- b) Associate Professor
- c) Senior Lecturer
- d) Lecturer
- e) Assistant Lecturer
- f) Teaching Assistant (training position)
- g) Chief Technician
- h) Principal Technician
- i) University Librarian and any other staff designated by Council

7.8.1 REQUIREMENTS FOR APPOINTMENT/PROMOTION OF ACADEMIC STAFF

- a) The PhD qualification shall be mandatory for appointment and promotion to Senior Lecturer for non-clinical disciplines.
- b) The PhD degree must have been for a study period of at least two (2) years.
- c) The Master's degree shall be either by coursework and dissertation (Plan A) or by research

only (Plan C).

- d) Teaching Assistant position shall be held for a maximum of five (5) years during which the staff is expected to have completed a Master’s degree in a relevant area.
- e) Supervision of one (1) PhD student to completion is equivalent to supervision of two (2) Master’s students to completion.
- f) For the position of Professor, the applicant or staff must have supervised two (2) PhD students to completion.
- g) For positions requiring teaching experience, relevant industrial or work experience with a reputable organization is equated to teaching experience as will be determined at short listing stage or at later stages of appointment.
- h) First, Corresponding and Senior Author appearance on a publication all carry equal weight. Corresponding author is a person who is deemed responsible for attending to all reviewers’ comments and queries during the stages of paper publication. A senior Author can be the Principal Investigator (PI) or overall supervisor of the project under which the paper has been published.
- i) There shall be a three track system used in the appointment and promotion of academic staff i.e.
 - i) New Entrants Track: This shall be invoked when recruiting new members of staff in the University.
 - ii) Fast Track Promotion: This shall facilitate the accelerated promotion of high achievers especially in research and publications.
 - iii) Ordinary Track Promotion: This shall require a number of publications plus years of teaching in a particular position.

7.9.1: Requirements for Appointment/Promotion under the different Track Systems

The appointment and promotion of academic staff shall be effected using three tacks as follows;

a) New Entrants Track Appointments

The new entrants’ track caters for recruitment of new academic staff into the University service. The track enables attracting new talent into the University system. The requirements for New Entrants track are as indicated in Table 1.

Table 1: New Entrants Track Appointments

| Minimum Requirements | POSITIONS | | | | | |
|----------------------|--------------------|--------------------|----------|-----------------|---------------------|-----------|
| | Teaching Assistant | Assistant Lecturer | Lecturer | Senior Lecturer | Associate Professor | Professor |

| | | | | | | |
|--|--|---|---|--|---|---|
| <i>Minimum Academic Qualifications</i> | Bachelor's degree with 1 st class or 2 nd class upper or Bachelor's degree in relevant Clinical discipline | Master's degree plus Bachelor's degree with 1 st class or 2 nd class upper or Master's degree in relevant Clinical discipline | Registered for PhD or hold a Masters for clinical disciplines | PhD or Master's in relevant Clinical discipline | PhD or Master's in relevant Clinical discipline | PhD or Master's in relevant Clinical discipline |
| <i>Years of Teaching</i> | Not required | Not required | Not required for PhD holder; 3 years of teaching or relevant experience for Master's holder | Three(3) years of University teaching experience or three (3) years of relevant working experience in a reputable Organization or Industry | Six (6) years of University teaching experience or six (6) years working experience in a reputable Organization or Industry | Eight (8) years of University teaching experience or eight (8) years working experience in a reputable Organization or Industry |
| <i>Publications</i> | Not required | Not required | Not required | Four (4) recognized publications in area of specialization, two (2) of which as First/ corresponding/ Senior author | Ten (10) recognized publications in area of specialization, four (4)of which as First/ corresponding/ Senior author | Eighteen (18) recognized publications in area of specialization, eight (8)of which as First/ corresponding/ Senior author |
| <i>Supervision of</i> | Not required | Not required | Not required | Not required | Three (3) Graduate | Five (5) Graduate |

| | | | | | | |
|--|--------------|--------------|----------|----------|----------------------------|----------------------------|
| <i>Graduate Students to completion</i> | | | | | students (Master's or PhD) | students (Master's or PhD) |
| <i>Contribution to Community</i> | Not required | Not required | Required | Required | Required | Required |

b) Fast Track Promotions

The Fast Track promotion is introduced because it caters for prolific research publishers and exhibitors. In order to address the issue of academic maturity and the need to ensure that teaching is highly regarded, the teaching experience is included. The requirements for the rank of Teaching Assistant, Assistant Lecturer and Lecturer remain as in the New Entrants' track. The requirements for fast track promotions are indicated in Table 2.

Table 2: Fast Track Promotions

| Minimum Requirements | POSITIONS | | | |
|--|---|---|--|---|
| | Lecturer | Senior Lecturer | Associate Professor | Professor |
| <i>Minimum Academic Qualifications</i> | Registered for PhD or hold a Masters for clinical disciplines | PhD | PhD | PhD |
| <i>Years of Teaching</i> | Not required for PhD holder, 3 years for Master's holder | Served one (1) year at Lecturer position | Served one (1) year at Senior Lecturer position | Served one (1) year at Associate Professor position |
| <i>Publications</i> | Not required | Six (6) new recognized publication since the area of specialization, three (3) of which as the First/Corresponding/Senior author. | Eight (8) new recognized publications in the area of specialization since last promotion to the rank of senior lecturer, four (4) of which as the First/Corresponding/Senior author. | Twelve (12) new recognized publications in the area of specialization since last promotion to the rank of Associate Professor, six (6) of which as the First/Corresponding/Senior author. |
| <i>Supervision of Graduate</i> | Not required | Not required | 2 Master's students or 1 PhD | 4 Master's students or 2 PhD |

| | | | | |
|----------------------------------|----------|----------|-----------------------|------------------------|
| <i>Students to completion</i> | | | student to completion | students to completion |
| <i>Contribution to Community</i> | Required | Required | Required | Required |

c) Ordinary Track Promotions

The ordinary track promotion caters for ordinary growth of staff who are involved in teaching, supervision, research and outreach. The requirements for the rank of Teaching Assistant, Assistant Lecturer and Lecturer remain as in the fast track promotions or new entrants' track appointments.

Table 3: Ordinary Track Promotions

| Minimum Requirements | POSITIONS | | | |
|--|---|---|--|---|
| | Lecturer | Senior Lecturer | Associate Professor | Professor |
| <i>Minimum Academic Qualifications</i> | Registered for PhD or hold a Masters for clinical disciplines | PhD or Master's in relevant Clinical discipline | PhD or Master's in relevant Clinical discipline | PhD or Master's in relevant Clinical discipline |
| <i>Years of Teaching</i> | Not required for PhD holder; 3 years of teaching or relevant experience for Master's holder | Served three (3) years at Lecturer position | Served three (3) years at Senior Lecturer position | Served three (3) years at Associate Professor position |
| <i>Publications</i> | Not required | Three (3) recognized publications in the area of specialization, one (1) of which as the First/Corresponding/Senior author. | Four (4) new recognized publications in the area of specialization since last promotion to the rank of Senior lecturer, two (2) of which as the First/Corresponding/Senior author. | Six (6) new recognized publications in the area of specialization since last promotion to the rank of Associate Professor, three (3) of which as the First/Corresponding/Senior author. |

| | | | | |
|---|--------------|--------------|--|---|
| | | | | |
| <i>Supervision of Graduate Students to completion</i> | Not required | Not required | 3 Master's students at the rank of Senior Lecturer | 6 Master's students at Associate Professor rank |
| <i>Contribution to Community</i> | Required | Required | Required | Required |

7.9.2 Other Specific Categories of Academic Staff Appointments

The following shall comprise specific categories of academic staff appointments.

a) Post Retirement Employment/Appointment for Academic Staff

- i) An academic staff member at the level of Associate Professor shall be given a contract up to the age of 70 years broken into two phases (4,4,2) to enable performance review with the first contract being four (4) years and renewable as stated above.
- ii) An academic staff member at the level of Professor shall be given a contract up to the age 75 years broken into three phases (5,5,5) to enable performance review with the first contract having a period of five (5) years, renewable twice.
- iii) Staff who are awarded contracts shall not block staffing positions to be filled by younger staff to allow for planned continuity of establishment
- iv) The contracts renewal shall be considered subject to good health, acceptable performance, research and publication and winning projects for the University.
- v) University Librarian may be re-deployed on contractual terms after expiry of his or her mandatory term of office, up to the age of sixty (65) subject to satisfactory performance, good health, availability of a Vacancy and funds. (The re-engagement shall be in the academic Faculties at a rank determined by the Appointments Board)
- vi) The Chief Technician may be appointed on contract up the age of 65 years subject to performance and good health.

b) Visiting Professors/Associate Professors/Senior Lecturers and Lecturers

- i.) Appointment of Visiting Professors/Associate Professors/Senior Lecturers and Lecturers shall be made by the Vice Chancellor on the recommendations of the Heads of Department submitted through the responsible Dean of Faculty and the Director Human Resources.
- ii.) Visiting Professors/Associate Professors/Senior Lecturers and Lecturers shall be appointed based on their status from the parent institution as long as the parent institution where he or she is serving is a recognized University or an academic institution of repute.

- iii.) A Visiting academic staff shall be appointed for one (1) year renewable on the recommendation of their respective unit and supported by their parent Institution. Their appointment shall not be subjected to age limits
- iv.) Promotion of Visiting Academic Staff shall not be a responsibility of Busitema University.
- v.) A Visiting Academic Staff shall not be entitled to earn a salary from the University but may receive honorarium as may be recommended by the recipient unit from its internally generated funds.

c) Honorary Appointments

This shall be a **non-salaried** appointment of distinguished scholars in their various academic disciplines and or areas of professional specialization. A proposal for an honorary position within an Academic Unit should demonstrate a significant contribution to one or more of the following areas:

- i. Training or Teaching, for example in curriculum development, programme design or delivery with emphasis on practical skills.
- ii. Research, for example, of direct contribution to research collaboration.
- iii. Influence where an appointment could significantly benefit strategic development in the University.
- iv. Strategy development where an appointment contributes significantly to the development of strategy in any of the areas of current or future University activity.

d) Criteria for Visiting/Honorary Appointment:

Candidates must demonstrate achievement at a level appropriate to the professional title in at least one of the following areas:

- a) Teaching/training
- b) Research or
- c) Professional eminence or Entrepreneurship

7.9.3 Procedure for Appointment

- a) Nominations for honorary positions should originate from a Faculty;
- b) The Curriculum Vitae or profile of the applicant, together with full publications list should be submitted to the Vice Chancellor's Office.
- c) Applications should be accompanied by a letter of support from a Head of Department familiar with the work of the applicant.
- d) Applications should be recommended by the Faculty committee on appointments and promotions.

- e) Appointment for one academic year or less shall be by the Vice Chancellor and longer periods shall be by the Appointments Board
- f) After approval, by the Appointing Authority, letter of appointment shall be issued by the University Secretary.
- g) If an appointment is not approved, this will be communicated to the applicant and the sponsor by the Director, Human Resources.

7.9.4 Renewal of Visiting/Honorary Appointments

- a) Renewal shall be subject to satisfactory performance in the post and will require evidence of continuing positive contribution to the strategic objectives of the host Faculty.
- b) Holders of Visiting/honorary appointments shall be required to provide performance and annual reports of their activities.
- c) Applications for renewal shall be submitted at least three (3) months before expiry of the running appointment.

7.10 ASSESSMENT CRITERIA

This shall be by a point ranking system for positions at the rank of Senior Lecturer and above as follows:

a) Area for consideration and maximum points

| Area | Maximum points |
|--|-----------------------|
| 1. Academic and Professional Qualification | 25 |
| 2. Teaching Experience | 20 |
| 3. Publication | 25 |
| 4. Supervising of Graduate Studies | 15 |
| 5. Community outreach | 05 |
| 6. Other Academic Activities | 05 |
| 7. Membership to Professional Bodies | 03 |
| 8. Professional Practices | 02 |
| <hr/> | |
| Total Maximum Score | 100 |

b) Vetting of Publications of Senior Lecturer, Associate Professor and Professorial Candidates

- i. Applications for the rank of Senior Lecturer shall be subject to internal Vetting of published work by one peer.

- ii. Applications for the rank of Associate Professor or full Professor shall be subjected to external vetting of published work by competent two (2) external peers. An applicant shall be eligible for promotion if he gets a positive evaluation from one of the two.

b) Vetting the Candidate's Publications

Candidates' publications shall be vetted along the following pillars:

- (a) Originality and contribution to knowledge.
- (b) Relevance to the academic discipline.
- (c) Relevance and currency of literature.
- (d) Relevance or consistency to the individual's own specialization in an academic discipline.
- (e) Quality of Presentation.

e) Attributes of a Vetter/Evaluator

An External Evaluator/Vetter should:

- i) Be from an accredited institution with promotion criteria of at least the same rigor as that of Busitema University; only individuals who are accomplished in their areas of specialization can be considered.
- ii) Hold at least a rank equivalent or higher than that of the person being evaluated/vetted.
- iii) Be able to perform an impartial assessment of the quality of the publications, one that has not had or is to have a close personal working relationship with the assessee as a co-author, part-time lecturer, or external examiner in the academic unit for at least 3years preceding the application.
- iv) Include his/her Curriculum Vitae detailing major publications in the form of referred journal publications and/or published book(s).

An Internal Evaluator/Vetter

- i) Be a staff from Busitema University or another training institution collaborating with Busitema University.
- ii) Shall hold the rank of Associate Professor or professor

e) Procedures for Vetting Process

- i) Publications of applicants to the position of senior Lecturer, Associate Professor and Professor shall be sent for vetting as soon as eligibility is proved by management.
- ii) Applicants shall be requested to submit their best publications/books or book chapters to Directorate of Human Resource for purposes of vetting.
- iii) The Academic registrar shall be notified in writing about the application and will be the contact person with the Vetter/Evaluator.

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| 5 | | | | | | | |

i). Overall Assessment (Promote/ Do not promote; Appoint/Do not appoint)

ii). Any other comments / suggestions/recommendations (Please attach any other relevant additional information).

.....

iii). **Assessors brief bio-data**

Assessor's Name:.....
 Name of Institution

Academic Qualifications:.....
 Title:.....
 Signature.....

iv): Scoring System

A candidate is expected to score at least 60% to be considered for promotion. The scoring system

can be found in Appendix A.

7.12 POINTS SYSTEM CRITERIA FOR ACADEMIC STAFF

The Points System Criteria for Academic Staff Appointment and Promotion for Use at the Faculty/School/ Institute/ Departmental Levels based on eleven parameters. There are two parameters which were added and these are:-Innovation and Professional Practice.

100 points shall be distributed amongst the eleven (11) criteria used in Appointment and Promotion as follows:

a) **ACADEMIC AND PROFESSIONAL QUALIFICATIONS** (*Maximum 20 Points*)

All the qualifications an applicant possesses shall be scored and in case the total score is above the maximum of 20 points, the points to be awarded shall be 20 points.

- i) Master's Degree By research.....5
- ii) Master's Degree by Coursework and Dissertation/Thesis.....10
- iii) PhD.....15
- iv) Other Academic and Professional qualifications(will include Fellowships Postgraduate Diploma and other Distinguished Awards.....5

b) **PUBLICATIONS** (*Maximum 25 Points*)

a) Publication in Journal

1. *Refereed professionally recognised Journal, assessed as:*

- i) Area of Specialisation4
- ii) Relevant to area of Specialisation.....3
- iii) Other publication.....1

2. *Non-refereed Journal, assessed as:*

- i. Area of Specialisation2
- ii. Relevant to area of Specialisation.....1
- iii. Other publication.....0.5

c) Other publications Each:

- (i) Professionally recognised published book.....12
- (ii) Published article or chapter in a professionally recognized Book.....4
- (iii)Printed book.....2
- (iv)Manuscript.....2
- v) Instruction/teaching materials (*Assessed in each case as of academic value*) ...
- vi) Instructional study materials.....2

7.9 TEACHING ABILITY AND EXPERIENCE (*Maximum13 points*)

- a) This includes Teaching ,Clinical Ability and Library Practice Ability

- (Points to be awarded are based on evaluation/appraisal but not years)8
- b) Experience...(0.5 points per year).....5
- c) Teaching Graduate programme per course.....1

7.9.1 RESEARCH *(Maximum 8 points)*

Departmental/Faculty Appointments/Promotions Committees should rate the candidate. The score is between 0 for no involvement in research to 8 for conducting a viable research programme generating acceptable results. Rating should be based on evidence of participation, research reports or successful research grants application.

7.9.2. SUPERVISION OF STUDENTS' RESEARCH *Maximum 10 points)*

- a) Supervision of a Graduate Student up to completion stage:
- i) PhD.....10
 - ii) Masters..... 5
 - iii) Postgraduate Diploma..... 2
- b) Supervision of Undergraduate Students' Research.....2

7.9.3 OTHER ACADEMIC ACTIVITIES *(Maximum 8 points)*

- a) Deanship of Faculty/Director/Deputising/ Headship of a Department.....3
- b) Attendance at a conference/seminar and giving a paper.....1
- c) Organiser/Convener of a Conference/Seminar.....1
- d) Curriculum Development.....2
- e) External Examination.....1
- f) Vetting of publication.....1
- g) Editing of a Book1

7.9.4 SERVICE TO THE UNIVERSITY AND THE COMMUNITY *(Maximum 5 points)*

i) University

- a) Membership to a University Standing Committee.....1
- b) Membership of a University Taskforce/Mission.....1
- c) Headship/ Coordinator of Academic Programme2

ii) Community

- a) Membership to a National Technical Committee/Commission.....1
- b) Membership to a National/District Taskforce/Mission.....1
- c) Other involvement in Community Activities (training, Mobilization, Membership of Executive Committee of Public or Private Organization or Local Community).....1

7.9.5 MEMBERSHIP OF PROFESSIONAL BODIES (*Maximum 2 points*).

7.9.6 CONDUCT (Maximum 5 points).

- a) Ethics3
- b) Innovativeness and Dynamic/Pro-active2
- c) Interpersonal Relationship2
- d) Commitment to Duty1

7.9.7 PROFESSIONAL PRACTICE/OUTREACH SERVICES (Maximum 2 points).

7.9.8. INNOVATION (patents, discovery of a new variety of seeds or stalk, etc.)
(Maximum 2 points).

7.13 PROCEDURE FOR APPOINTMENT AND PROMOTION OF TECHNICIANS

The procedure listed in the table below shall be for technicians designated as academic

| Minimum Requirements | Positions | |
|--|---|--|
| | Principal Technician | Chief Technician |
| <i>Minimum Academic Qualifications</i> | Bachelor’s degree in a relevant area with proof of registration for a Masters | Registered for PhD or Master’s in relevant Clinical discipline |
| <i>Years of Teaching</i> | Not required for PhD holder; 3 years of relevant experience for Master’s holder | Must have Served three (3) years at Principal Level position |
| <i>Publications</i> | Not required | Not required |

7.14 PROCEDURE FOR APPOINTMENT AND PROMOTION OF ADMINISTRATIVE STAFF

a) Procedure and Guidelines

- i Each Administrative Department shall have a committee charged with the task of reviewing staff promotions for both administrative and support staff. The committee, made up of three to five members (preferably the most senior) chaired by the Head of Department shall meet to review the progress of each member of staff for promotional consideration.
- ii Where a Head of Department is a candidate or where two or more members of the Department are being considered or where the Department has fewer members, the committee shall co-opt members from other Departments.

- iii The Departmental Committee shall make recommendations to the Appointments and Promotions Committee for Consideration and recommendation to Appointments Board through Management using the University guidelines for appointment or promotion as defined in this Manual.
- iv No member of staff shall be recommended for promotion to a post more than one grade up the ladder except under accelerated promotion.

b) The Promotional Criteria

The promotional criteria for the Administrative staff shall be composed of the following elements:

- i. Years of relevant experience
- ii. Academic or professional qualifications for the post applied for
- iii. Performance appraisal based on Annual Progress Reports.
- iv. Additional relevant qualifications shall be Added advantage
- v. Conduct

c) Years of Subsequent Promotional Interval

- i. The promotional interval from one post to the next shall be three (3) years except under special circumstances.
- ii. Notwithstanding (i) above, the number of years of experience at a particular job grade may be waived by the appointing authority in cases where a staff member has attained a higher qualification required for the post in question.

d) Supernumerary Promotion (personal to holder)

- i. In instances where a staff merits promotion due to outstanding performance and yet there is no vacant position at the next level, such staff may be promoted on supernumerary basis or personal to holder basis.
- ii. Notwithstanding (i) above, supernumerary promotion shall only apply to positions below M.3.salary scale
- iii. Posts established to cater for supernumerary promotion shall be personal to holder and shall cease to exist when the staff retires or terminated his or her appointment.

e) Promotion Across Job Categories

Promotion from one job category to another i.e. from support category to the administrative category is not automatic. Available vacancies shall be advertised internally or externally and eligible staff or candidates shall compete for those posts.

f) Appointment/Promotional Requirements

- i. All Administrative staff members shall submit the requirements listed in the table below as criteria for promotion to the different levels. Promotion shall be for positions on salary scale M4 and below for administrative staff category.
- ii. The positions on salary scale M3 and above shall be advertised externally to attract both internal and external expertise.

| SALAR Y SCALE | QUALIFICATIONS | EXPERIENCE |
|----------------------|--|--|
| M3 | Masters Degree in the relevant area with professional qualifications where applicable | Eight (8) years of working experience ,five (5) of which are years at Managerial Level |
| M4 | Masters Degree in the relevant area with professional qualifications where applicable | Six (6) years of working experience , three (3) years of which are at senior Level |
| M5 | Masters Degree in the relevant area with professional qualifications in professional areas or where applicable | Five (5) years of working experience, three (3) of which are in a relevant area |
| M6 | Master’s Degree in the relevant area with professional qualifications where applicable | Three (3) years in the relevant area |
| M7 | Bachelor’s Degree in the relevant area (Training position) | Not Required / if any it is an added advantage |

7.15. PROCEDURE FOR PROMOTION OF SUPPORT STAFF

a) Application Procedure

All staff seeking promotion shall make an official application for the promotion to University Secretary through both the immediate supervisor and the Head of Department.

b) Consideration of the Application

- i. The Appointments and Promotions Committee of the Department shall consider the application subjecting it to the stated requirements and performance appraisal.
- ii. All the applications for promotion shall be forwarded to the Directorate of Human Resources by the Head of Department together with appropriate recommendations contained in Minutes of the Departmental Appointments and Promotions Committee.

- iii. The Director, Human Resources shall present the applications to the Appointments and Promotions Committee for consideration and recommendation to Management.
- iv. The Appointments Board shall make the final decision depending on the availability of a vacancy and funds.

c) Promotional Interval

The promotional interval shall be a minimum of three (3) years except under special circumstances arising out of outstanding or exemplary performance.

d) Promotional Requirements

- i. All Support staff members shall submit the requirements listed in the table below as criteria for promotion to the different levels. Promotion shall be for positions on salary scale M10 and below for Support staff category.
- ii. The positions on salary scale M7 and above shall be advertised internally or externally and all eligible candidates shall compete.

| SALARY SCALE | QUALIFICATIONS | EXPERIENCE |
|---------------------|----------------------------------|---|
| M10 | Diploma in the relevant area | 5 years at Senior support Level |
| M11 | Diploma in the relevant area | 3 years in the relevant area |
| M12 | Diploma in a relevant area | Not necessary /if any it is an added advantage. |
| M13 | Certificate in the relevant area | 5 years of relevant experience |
| M14 | Certificate in the relevant area | 3 years of experience in the relevant area |
| M15 | Certificate in the relevant area | Not necessary /if any it is an added advantage. |
| Others | “O” level Certificate | Not necessary /if any it is an added advantage. |

7.16 Re-designation of Staff

- i) Re-designation shall not amount to promotion. It shall be a lateral re-assignment of duties and responsibilities at the same level deemed administratively prudent. The Director, Human Resources shall in consultation with the Deputy Vice Chancellor (Finance & Administration) and Management re-designate staff as shall be deemed necessary to promote efficient human resource utilization.
- ii) Where duties and responsibilities remain unchanged, re-designation shall not apply. A change of title without a change in the substance of the job does not call for re-designation but an automatic change of title.

SECTION 8: WELFARE AND BENEFITS

8.1 Medical Care

The University shall provide medical refund or insurance at a rate approved by the University Council to:-

- i. Staff members
- ii. One spouse
- iii. Four biological or legally adopted children of staff

8.2 Housing (refer to the policy on housing)

- a) The allocation of housing units to staff shall be done by the University Secretary on the recommendation of the Housing Allocation Committees.
- b) A member of staff allocated a house shall not sub-let the house.
- c) A member of staff absent on approved leave shall only retain the housing unit for the duration of the approved leave.
- d) Where a staff member fails to report back for duty at the end of the leave or period without permission of extension of leave, the housing unit shall be withdrawn within four weeks.
- e) The University shall endeavor to maintain its houses in a reasonable state of repair and decoration.
- f) Tenants shall be held financially responsible for dilapidation beyond fair wear and tear.
- g) No alterations to structure or fixtures shall be made without the approval of the Housing Allocation Committee
- h) Maintenance of the compound shall be a responsibility of the occupant who shall maintain and report any related problems.

8.3 Salary Loans

- a) The University may assist staff to access salary loans from Financial Institutions on terms and

conditions as agreed upon between the University and the Financial Institutions.

- b) The University may recommend staff to obtain loans against their salary from Financial Institutions on terms and conditions mutually agreed upon between those institutions and in line with other University regulations.
- c) The University shall only recommend and not act as a guarantor for salary loans.

8.4 Recreational Facilities

The University recognizes that the health of its staff is very critical in their efficient and effective delivery of services. Various recreational facilities such as playgrounds, canteens, etc. are available and staff members are encouraged to use them.

8.5 Counselling services

Counseling services are available to all staff, their spouses and registered children under eighteen (18) years of age who may need such services at the University Counseling Unit.

8.6 Spiritual Services

The University shall recognize and respect freedom of religious worship.

SECTION 9: LEAVE

9.1. General rules about Leave

Annual leave is a right only applicable to staff employed on full time basis and when due, it shall be obligatory. While the wishes of an individual officer to take leave at a particular time may be taken into account, the approval of such leave is subject to the exigencies of the Service as follows:-

- i. The period of leave taken shall exclude public holidays, Saturdays, Sundays and National days of mourning that may fall therein.
- ii. Leave shall be approved by the University Secretary on recommendation of immediate supervisor through the Directorate of Human Resources.
- iii. Study and sabbatical leave shall be granted by the Vice Chancellor.
- iv. The Chairperson of Council shall approve leave for the Vice Chancellor.
- v. The University Secretary may grant any of the following types of leave as may be appropriate in the circumstances:
 - a) Annual leave
 - b) Maternity leave
 - c) Paternity leave
 - d) Sick leave
 - e) Unpaid leave
 - f) Compulsory leave
 - g) Compassionate leave
 - h) Special leave
 - i) Special leave of absence
 - j) Study leave
 - k) Any other officially recognized leave

9.2 Annual Leave

- i. Every staff shall be entitled to go for annual leave with full pay, in accordance with the various leave entitlements as approved from time to time by the University Council.
- ii. All staff shall apply for annual leave on a prescribed Annual Leave Form (see appendix 5)
- iii. A member of staff shall not proceed for leave until approval has been obtained in writing.
- iv. Annual Leave shall commence on the day following the date on which duty ceases and

shall end on the day preceding the assumption of duty.

- v. The annual leave for all categories of staff shall be 30 calendar days, every calendar year, which the academic staff shall take during vacation.
- vi. In compelling circumstances, days off may be granted against leave.
- vii. Leave not taken when due shall be forfeited except where permission to defer such leave has been granted by the University Secretary on the recommendation of the Head of Department.
- viii. Annual leave shall not be accumulated in excess of sixty (60) working days.
- ix. All staff shall be required to take leave in full unless recalled or rescheduled.
- x. Where a staff is recalled from leave prematurely, the remainder of the leave shall be deferred and the University shall meet the travel expenses for returning to duty and going back.
- xi. Where staff fails to resume duty upon expiry of leave, such staff shall be regarded as being absent from duty without permission and therefore liable for disciplinary action.
- xii. Where such absence exceeds ten (10) working days without written notification and permission of absence, such staff shall be deemed to have absconded from duty.
- xiii. The period when staff is on suspension, study leave or sabbatical leave shall not earn Annual Leave.
- xiv. All members of staff shall be eligible for annual leave except the following:
 - a. Expatriate members of staff for whom provision is made in the contract of service.
 - b. Members of staff serving on part-time, short term engagements and Voluntary terms.

9.2.1 Schedules for Annual Leave

- a) It is the responsibility of the Head of Department to schedule leave for all staff in the department.
- b) Every Department shall have a leave roster at the beginning of each calendar year a copy of which shall be availed to the University Secretary
- c) In order to enable proper planning and processing, all staff shall apply for leave, to their Heads of Department, at least two months in advance.
- d) Before departing for leave, all staff shall inform their Head of Department and provide contacts/addresses where they can be contacted if need arises.

- e) All staff proceeding on annual leave shall submit a comprehensive handover report to the satisfaction of the immediate supervisor

9.3 Sick Leave

- a) Sick leave shall be the period during which staff is genuinely absent from duty owing to sickness.
- b) All staff must have a medical certificate by a registered medical practitioner recommending the sick leave for a period of time.
- c) The maximum period of sick leave with full pay shall be three months. After this period, if a staff is still in ill health, the University Council shall appoint a Medical Board to advise on the matter while such staff is on half pay for a further period of three months.
- d) Council reserves the right to terminate the services of any staff after nine months of continuous sick leave on recommendation of the Medical Board.

9.4 Unpaid Leave

- a) Unpaid leave shall be granted for the sole purpose of preserving continuity of service.
- b) Council may, on the recommendations of the Person responsible for Human Resources, grant unpaid leave to any member of staff who has problems that require a long period of time to be solved.
- c) Unpaid leave is for staff on permanent and confirmed.
- d) Unpaid leave shall be for a period not exceeding one year.

9.5 Maternity Leave

- a) A female staff shall as a consequence of pregnancy have the right to a period of sixty (60) working days' leave from work on full pay; of which at least four (4) weeks shall follow the child birth or miscarriage
- b) If, for maternity purposes, a staff requires longer maternity leave, she shall obtain from the Person responsible for Human Resources permission and if granted, such additional leave shall be taken as part of annual leave or leave without pay.
- c) Maternity leave shall be granted between the 36th to 38th weeks of pregnancy duly determined by a recognized medical practitioner.

- d) The Person responsible for Human Resource may send a female staff on maternity leave before the 36th week of pregnancy, in his or her opinion or on the advice of the Head of Faculty/Department/Section or other superior, there is a deterioration in output of such person genuinely attributable to the advanced stage of the pregnancy.
- e) Where a female staff is absent from her work or remains absent for a longer period as a result of illness, certified by a qualified medical practitioner, arising out of pregnancy or confinement and rendering her unfit for work, the provisions under sick leave shall apply.

9.6 Paternity Leave

This shall be the leave given to a male member of staff whose spouse has given birth and it shall be four (4) working days in a year.

9.7 Compulsory Leave

Compulsory leave shall be where a member of staff is sent on leave under any of the following circumstances:

- a) Failure to take annual leave when due
- b) To allow for free investigation or inquiry
- c) Sickness warranting seclusion

9.8 Compassionate Leave

At the discretion of the Director, Human Resource, Compassionate Leave may be granted to a staff under special circumstances such as sickness or hospitalization or death of a spouse, biological or legal child, or parent. Such leave shall not exceed ten (10) working days.

9.9 Special Leave

Special Leave shall be granted to staff only by the Vice Chancellor to carry out special duties beneficial to the University for a period not exceeding three (3) months.

9.10: Special Leave of Absence

This shall be granted by the University Secretary:

- a) Where a member of staff is proceeding to another part of Uganda, in order to collect his or her children from school for the holidays or return them to school at the end of the holidays; or
- b) Where a member of staff suffers a personal catastrophe or tragic loss; or
- c) When a member of staff is attending to a sick member of his or her family.

9.11 Public holidays:

All staff shall take leave on public holidays (Refer to Section 7)

9.12 Consultancy Leave

- a) Consultancy leave may be granted to staff by the Vice Chancellor. In the case of the Vice Chancellor, consultancy leave may be granted by the Chancellor on the advice of the University Council.
- b) Consultancy leave shall be leave with pay and shall be for a period not exceeding twelve months.
- c) Consultancy leave may be granted on the basis of submission of a work plan. When granting consultancy leave, the Vice Chancellor shall take into consideration its benefits to the University and Uganda as a country.
- d) A member of staff shall disclose with evidence the fees payable to her or him for the consultancy.
- e) A member of staff granted consultancy leave shall remit 25% of the net consultancy fee to the University for using the University time.
- f) A member of staff shall not overstay the period of consultancy leave granted without the permission of the Vice Chancellor. A member of staff who overstays on consultancy leave without permission shall be deemed to have abandoned duty.
- g) Employees on probationary terms shall not be eligible for consultancy leave.

9.13 Forced Leave

The Vice Chancellor or the University Secretary may at his discretion or under directive of the University Appointments Board may send a member of staff who is under investigation on forced leave.

- i) When the Vice Chancellor or the University Secretary sends an employee on forced leave, the matter shall be brought to the attention of the Appointments Board immediately.
- ii) Forced leave should normally not exceed six (6) months.
- iii) Forced leave shall be leave on full pay.
- iv) The Chancellor may send the Vice Chancellor on forced leave on advice of the University Council.
- v) A member of staff sent on forced leave by the Vice Chancellor or the University Secretary as the case may be, may appeal to the Appointments Board

SECTION 10: SECONDMENT AND CONSULTANCY

10.1 Secondment

Busitema University shall receive or give away staff on secondment by authority of the Vice Chancellor under the following terms and conditions:

a) Internal Secondment

- i. Staff may when circumstances so demand, be internally seconded to another Department within the University by authority of the Vice Chancellor for a specified period of time, following necessary consultations.
- ii. The duties, terms of service and any change in the remuneration shall be specified in the letter of secondment issued by the Vice Chancellor.
- iii. All applicable allowances shall be paid to the staff by the receiving Unit.
- iv. Upon expiry of the period of secondment the staff shall revert to their original Unit.

b) External Secondment

1. Staff Received on Secondment

- i. Such staff shall serve for a specified period of time as agreed between the seconded staff's parent University and Busitema University.
- ii. Busitema University shall remunerate such staff as shall be agreed upon between the two parties as long as such remuneration shall not amount to payment of double salary.

2. Staff Given on Secondment

Such staff member shall serve the recipient organization for a period not exceeding two (2) years.

- i. The staff on secondment to another Institution may continue drawing their basic salary from Busitema University but the allowances and other forms of remuneration shall be the responsibility of the recipient Institution.
- ii. All staff on secondment shall draw a salary from either Busitema University or the Institution of secondment but not both.
- iii. Upon expiry of the period of secondment, the staff shall return to their original position in Busitema University. In the event that such staff does not return after the period of secondment without formal resignation, after ten consecutive working days such staff shall be deemed to have absconded.

iv. The period of secondment shall NOT be treated as a break in service.

10.2 Consultancy

- a) The University may be contracted to do consultancies and assign a member of staff to perform these duties. The University shall retain at least 30% of the remuneration of the consultancy contract.
- b) Staff, through the immediate supervisor may be permitted by the Deputy Vice Chancellor (Academic Affairs), to do private consultancy work on condition that this does not prevent such staff from performing the University duties diligently.

SECTION 11: EMPLOYMENT RECORDS

11.1 Record Policy

The University shall have a records policy and all University records both manual and electronic shall be managed within the provisions of that policy.

11.2 Bio data Form

- a) All staff shall be required to complete a bio data form capturing basic details about them (see Appendix 4)
- b) The record shall be continuously updated and it is incumbent upon the individual staff to provide the updated information for example marital status, family members, academic qualifications, etc.
- c) The initial records provided shall be taken as the true and authentic record and any changes thereafter shall require proof of authenticity beyond any doubt to the Director, Human Resources.
- d) The date of birth provided at the time of the staff's first appointment shall not be altered under any circumstances in the course of one's employment with Busitema University
- e) All staff shall provide photographs attached to their bio data forms and shall be updated after every five (5) years.

11.3 Records Management

- a) The University shall establish registries and records centers for management of current and semi current records respectively. These records shall be managed according to existing regulations and standard of records management of the University.
- b) All documents which affect the official record on a member of staff shall be kept properly regardless of the source.
- c) The Central Registry shall open and maintain two files for each staff member from the date of appointment: namely (a) A personal open file; and (b) A personal confidential file
Records in the personal open file shall include but not limited to;
 - i) Extracts of minutes of the Appointments Board,
 - ii) Letters of appointment,
 - iii) Acceptance of offer of appointment,
 - iv) Confirmation in appointment,
 - v) Adjusting salaries,
 - vi) Changes in incremental dates,
 - vii) Changes in names,

- viii) Transfer and posting letters,
- ix) Approved leave forms,
- x) Employee record forms
- xi) Copies of academic and professional certificates,
- xii) Passport size photograph,
- xiii) Performance appraisal reports,
- xiv) Official Oath and Oath of Secrecy, where applicable, and
- xv) Any other official records on an employee.

Records in the personal confidential file shall include but not limited to:

- i) Submissions to and minutes of Appointments Board,
 - ii) Cases related to discipline, medical records, and security related matters,
 - iii) Letters of appointment and confirmation,
 - iv) Performance appraisal reports,
 - v) Application forms/letters,
 - vi) Interview scores,
 - vii) Official Oath and Oath of Secrecy, and
 - viii) Academic documents
 - ix) Other relevant documents.
- d) A Faculty or Departmental registry shall open and maintain an open personal file for each member of staff in that Faculty or Department.
 - e) A staff's personal records shall be complete and up to date at any given time.

11.4 Access and Update of Personal Record

- a) Access to personal files shall be restricted and authorized by the University Secretary.
- b) All requests for accessing and updating records shall be communicated to the Director; Human Resources as soon as need arises but staff shall be required to update their records as and whenever it deems necessary.
- c) No requests for change of date of birth shall be considered.
- d) Falsification of records when discovered at whatever stage shall lead to disciplinary action, to the discretion of the appointing authority.
- e) The staff's attention shall be drawn by the Director of Human Resources to any documentation of an adverse nature to the staff's service record placed on his or her personal file.

11.5 Transfer of Personal Records

- a) All records of staff who have retired or died or left the University after expiry of their contracts, shall be transferred to the Archives Centre after processing of their terminal benefits or gratuity.
- b) Records from archives center whenever required shall be retrieved according to existing regulations and procedures.

11.6 Preservation and Disposal of Records

- a) Reliable information regarding the history of the University shall be preserved.
- b) At regular intervals, University records shall be appraised according to existing Retention and Disposal Schedules to determine their administrative, historical, research or informational values, which shall warrant their transfer for permanent preservation in the university archives, where they shall be managed according to existing archives procedures.
- c) No records shall be destroyed without a prior written consent of the responsible officer.
- d) Inspection shall be carried out periodically and fumigate of records against vermin shall be done regularly.
- e) All records shall be preserved and any destruction of such records shall be within the existing regulations.

SECTION 12: PERFORMANCE MANAGEMENT

12.1 General Provisions

- a) Performance Management shall be a continuous process involving an agreement between individual staff and their supervisor on performance targets.
- b) There shall be departmental targets and strategies to achieve the targets.
- c) It shall aim at improving the productivity and development of all University staff.
- d) Performance reports shall be the basis for determining performance gaps and training needs, promotion and other forms of rewards, review of job designs, and disciplinary action.

12.2 Performance Agreements Procedure

- a) Each Department/Unit shall establish a results framework that shall:
 - i) Specify the mission or purpose for which it exists;
 - ii) Indicate the institutional outcomes that the department, unit contributes to the University;
 - iii) Specify the key and state specific performance targets.
 - iv) Specify the activities to be carried out to achieve the objectives;
 - v) Define the performance indicators that will be used to measure how well the Department/Unit is performing and delivering the expected outputs.
- b) The results framework shall be subject to periodic reviews in line with changes in the national and institutional development priorities.
- c) Each Department/Unit shall develop annual performance plans at the beginning of every financial year in line with the priorities in the national development plan, the sector plan, and the strategic plan of the University.
- d) Departmental performance plans shall form the basis for the individual performance plans.
- e) The Vice Chancellor shall ensure that performance review meetings with heads of department/Units are annually held, to review the performance of the University against the agreed performance plan.
- f) The Director of Planning and Development shall coordinate quarterly budget performance reports where Departments and Faculties shall report their actual performance against planned targets.
- g) Signing of Performance agreements at individual level shall also be carried out once by July of Financial Year every year.

12.3 Performance Appraisal

- a) Appraisal shall be one of the key tools in performance management and the pass mark shall be 60% for all categories of staff.

- b) It shall be transparent and participatory involving the staff and supervisor.
- c) Each staff shall be entitled to feedback of the appraisal from the immediate supervisor.
- d) All appraisal reports from immediate supervisors shall be submitted through the Heads of Department, Dean to the Director, Human Resources.
- e) On the basis of the appraisal reports the appointing authority shall take appropriate action, including but not limited to: promotion, training, retirement, transfer, recognition, special awards, disciplinary proceedings, etc.
- f) Every staff shall ensure that he or she has a performance agreement and or appraisal report by July of every financial year.

12.5 Appraisal Interval

Periodical appraisal reports shall constitute an essential record on every staff's file of the University and therefore all members of staff shall be appraised at least once every financial year at least before the month of July.

12.6 Participation

- a) Staff, supervisors, HR personnel and University Management shall be duty bound to participate in the appraisal process at their respective levels.
- b) Any staff member or supervisor who fails to perform or play their role in the stipulated time shall face disciplinary measures.
- c) Staff with a grievance about the appraisal process shall present it to the Director Human Resources in writing.
- d) The Director, Human Resources, after consultation with the complainant's Head of Department/Unit shall handle the grievance and conclude it or present it to staff disciplinary Committee.

12.4 Recognizing and Rewarding Performance

- a) As part of the performance management system, there shall be a reward and recognition scheme for individuals and teams. Under this scheme, staff may be recognized and rewarded individually or as teams for their contribution to the attainment of organizational goals and objectives.
- b) Recognition and rewarding of exemplary performance shall be used to support the development and enhancement of a productive work culture, commitment, attraction and retention of outstanding staff in the University.

- c) Consecutive Performance of score 95% for three times shall be considered exemplary
- d) There shall be an Awards Committee constituted to receive, evaluate the nominations and approve the awards.

12.5 Managing Poor Performance

- a) Members of staff who fail to meet their performance standards and targets, due to factors outside their control, shall be helped to improve through training, mentoring, coaching, and attachment to other better performing officers, among others.
- b) Member of staff whose performance falls short of the expected standards, as a result of culpable behaviors, shall be sanctioned in accordance with the Manual or the law.
- a) A member of staff who scores below average two times consecutively shall be terminated from University service.
- b) A member of staff not satisfied with the score shall appeal to the supervisor of the immediate supervisor.
- c) A committee shall be constituted to handle the case and the directorate of human resource shall be represented.

SECTION 13: STAFF TRAINING AND DEVELOPMENT

13.1 Overall Objective

Staff training and Development refers to all activities undertaken to equip members of staff with competences (knowledge, skills and the right attitudes) to enable them to diligently perform their duties and responsibilities and to prepare them for future/higher responsibilities.

13.2 Purpose of the Policy

The purpose of staff development is to:-

- a) Develop a pool of adequately qualified human resource relevant in the entire University's functional areas.
- b) Enhance the University's staff performance through promoting a culture of continuous training.
- c) Promote University staff commitment, loyalty, job security and satisfaction, and reduce staff turnover.

13.3 Specific objectives of staff development

The Specific objectives of the Policy are;

- i. To enhance job satisfaction, performance, advancement and retention;
- ii. To promote career development, accessibility and availability of training opportunities to all staff;
- iii. To identify University training needs relevant to staff development;
- iv. To promote gender balance.
- v. To prepare staff for succession planning within the University ranks

13.4 Principles of Staff Development

This is guided by the following principles:-

- i) Competitiveness
- ii) Equity and equality
- iii) Professionalism
- iv) Transparency
- v) Relevancy
- vi) Value for money
- vii) Inclusiveness

13.5 Eligibility for Staff Development

All staff shall be eligible for development under the following training categories;

- i) Post-doctoral training
- ii) Doctorate

- iii) Masters
- iv) Post Graduate Diploma
- v) Bachelor's Degree
- vi) Short courses: workshops, seminars, conferences, study tours, continuous professional training.
- vii) On-job training (Induction)

13.6 Academic Training Programs

A staff confirmed into the University service shall be eligible for further training leading to academic qualification subject to the provisions stated below:-

- i. Where the Work load distribution in the Department or Unit can be managed without recruiting additional staff.
- ii. A member of staff who obtains a higher qualification will first resume service under the original terms of appointment before being considered for appointment or promotion under new terms.
- iii. A member of staff who has successfully completed a training program lasting at least nine months may be eligible for sponsorship to undertake another programme after serving the University for the Bonded Period.
- iv. The following age limits shall apply for the stated categories of training:
 - a) Postgraduate Diploma, 40 years for female staff and 35 years for male staff
 - b) Masters Degree, 45years for both female and male members of staff.
 - c) Doctor of Philosophy (PhD) 54 years for both Female and Male staff
 - d) Staff with special needs shall be considered according to the needs
- v. For any Postgraduate Diploma a member of staff shall be permitted to spend on a training program a maximum of two (2) years.
- vi. For a Masters training, a member of staff shall be permitted to spend on a training program a maximum of four years.
- vii. For a Doctor of Philosophy (PhD) a member of staff shall be permitted to spend on a training program a maximum of five (5) years.
- viii. Members of staff who exceed the authorized period shall pay for themselves.
- ix. A member of staff who is not confirmed into the University service may under exceptional circumstances be considered for staff development. For avoidance of doubt the circumstances shall be where:-
 - a) The recommending Department or Unit lacks sufficient trained staff of a specified expertise;
 - b) Efforts to recruit trained staff have proved difficult;
 - c) Staff has secured full sponsorship from a source outside the University;
 - d) Staff is admitted to a university within Uganda and continues to cover up to 20% of the normal work load, while studying.

13.7 Professional Skills Improvement Training Programmes

All Staff are eligible to attend training in;

- i) Identified Training Needs Assessment areas or fields.
- ii) Recommendation from Faculties or Departments in collaboration with the Human Resource Unit.

13.8 PROCEDURE FOR APPLICATIONS FOR STAFF DEVELOPMENT

13.8.1 Notification of staff development opportunities

- i. Information regarding training opportunities shall be advertised by the University.
- ii. Training opportunities earmarked for specified departmental specialties shall be directly communicated to the Departments.

13.8.2 Permission to proceed for staff development

- a) Individual applicants shall complete the relevant application forms through their Heads of Department who shall present it to the Human Resource, for onward transmission to Staff Development Committee.
- b) Applications shall be submitted to the Staff Development Committee at least three (3) months before the beginning of the course applied for in case of academic programs.
- c) The Staff Development Committee shall consider the applications and communicate the final decision to the Department through the office of the Human Resource.
- d) Admissions solicited by individual members of staff shall be required to be forwarded to the Staff Development Committee with evidence of admission, program duration, and course outline and costing.
- e) Depending on the urgency of the staff development opportunity, the Vice Chancellor may nominate, select and approve a staff members request for staff development, on behalf of the Committee but such cases shall always be submitted to the Committee for ratification at its next sitting.

13.9 CRITERIA FOR STAFF DEVELOPMENT

The committee shall receive and consider applications for staff development in relation to the following;

- a) Training needs of the University
- b) Availability and reliability of funds
- c) Age of applicant
- d) Gender of the applicant
- e) Level of expertise in the Department
- f) Position held by the member of staff
- g) Length of service
- h) Workload of staff in the Department
- i) Number of staff on study program
- j) Performance appraisal report
- k) Applicant's career plan in relation to the current field of expertise
- l) Relevance of the program applied
- m) Special needs of the applicant

13.10 STUDY LEAVE

- a) A member of staff who secures study opportunities on full-time basis shall apply for study leave as spelt out in the tenure, terms and conditions of service of academic, administrative and support staff of Busitema University irrespective of the source of funding.
- b) Study Leave may be granted where the member of staff provides evidence of the source(s) of funding and satisfies the provisions of the manual and the accompanying regulations.
 - 1) Study Leave shall be one year renewable not exceed the duration of the training programme as indicated in the admission letter.
 - 2) Extension of Study Leave shall ONLY be granted where:
 - i The Head of Department has made a recommendation based on the performance report;
 - ii The cause of the failure to finish in time is deemed to have been inevitable;
 - iii The applicant provides a satisfactory progressive report from the study supervisor and
 - iv The applicant secures full funding to register for another higher qualification immediately.
 - v A member of staff who proceeds for training without permission from the University authorities shall be doing so illegally and shall be liable for disciplinary action.

13.11 SABBATICAL LEAVE

(i) Eligibility for sabbatical leave

A member of staff shall qualify for Sabbatical Leave where:-

- a) She or he has been confirmed in the University service
- b) Has served at a level of Senior Lecturer or Senior Research Fellow and above for a continuous service of at least three (3) years.
- c) Has served the University for at least five (5) years since the previous sabbatical or completely served out the bonded period after the Study Leave.
- d) All provisions of the tenure, terms and conditions of service for staff of Busitema University regarding Sabbatical Leave shall apply.

(ii) Procedure for applying for Sabbatical Leave

- a) A member of staff applying for Sabbatical Leave shall apply to the Vice Chancellor through the Head of Department and Faculty Dean. The applications shall be supported by an acceptable research programme or an academic activity which shall be undertaken during the period and details of the institution where one intends to spend the Sabbatical Leave period.
- b) A member of staff shall identify, confirm and provide evidence of resources when applying for sabbatical Leave.
- c) Sabbatical Leave shall be taken at a place most suitable for the staff's study or research area.
- d) A member of staff shall submit to the Vice Chancellor and Head of Department copies of the report on the activities carried out, on completion of the sabbatical leave.

(iii) Funding for Sabbatical leave

- a) Sabbatical leave shall be self-funded.

- b) A member of staff who receives funding for living and research expenses from another source other than the University during the Sabbatical Leave shall receive his or her full salary entitlement during the period.

13.12 BIOLOGICAL CHILDREN ADIMMISSION SCHEME

13.12.1 Biological Scheme Sponsorship

- a) A biological child of a member of staff who has qualified for admission to a programme offered at the University on private sponsorship is granted a 50% tuition fees waiver. Biological children admitted under this scheme may be considered over and above the admission capacity declared by the Faculty/School/Institute.
- b) Other Terms shall include:
 - i. Any student who gains admission to the University by virtue of being a biological child of a member of staff under this scheme loses the benefit of fees waiver as soon as her or his parent leaves the University service by resignation, termination or dismissal.
 - ii. Any biological child of a member of staff admitted under the scheme whose parent dies while in the University service or attains the mandatory retirement age shall continue to benefit from the scheme until he or she completes his or her programme of study.
 - iii. A member of staff who wishes to benefit from this scheme shall be given at least one month from the release of national examinations board results within which to apply for special admission under the biological children admission scheme.
 - iv. The beneficiaries for a staff shall not exceed two at particular academic year and the maximum shall be four.

13.13 TUITION WAIVER FOR STAFF

- a) Members of staff who qualified for admission to a programme offered at any of the Faculties of the University on private sponsorship may be granted tuition fees waiver.
- b) The tuition waiver shall be considered as a scholarship and no staff member shall be sponsored more than once in his or her service at Busitema University.
- c) All staff considered under this scheme shall be bonded and required to serve the University for a period of time not less than three (3) years.
- d) Terms under this benefit scheme shall be terminated if the member of staff who is a beneficiary leaves the University service by resignation, termination or dismissal.
- e) A member of staff who benefits from the waiver may be granted study leave.

13.14 BONDING MEMBERS OF STAFF ON TRAINING

- i. All members of staff who have undertaken training shall serve a minimum number of years for the course after the training and shall be bonded as follows:
 - a) One (1) Year for programmes lasting one year
 - b) Three to five (3-5) years for bachelors depending on the years that the programme takes.
 - c) Two (2) Years for a Masters Programme
 - d) Three (3) Years for a PhD Programme
- ii. The Bonding Agreement form shall be filled by all beneficiaries granted study leave before they proceed for the Study leave.

13.15 FINANCIAL SUPPORT (TRAINING LOAN)

- a) A member of staff proceeding for training, within or outside Uganda under the sponsorship of the University or a Development Partner, shall be deemed to have taken a study loan from the University equivalent to the full package of financial support.
- b) A member of staff who registers for further studies shall sign a bonding agreement in respect of that training, irrespective of the source of funding, type of study programme; and, whether one is on study leave or not.
- c) On completion of the training, a staff shall be required to work for the University for a period corresponding to the duration of training received before the loan is deemed to have been fully paid. (See **Table 1** below).

Table I: Summary of training periods and corresponding bonding periods

| Programme Type | Period Spent (Years) | Bonding Period (Years) |
|----------------------|----------------------|------------------------|
| Post-Doctoral | 1 | 1 |
| PhD | 5 | 3 |
| Masters | 4 | 2 |
| Bachelors | 4 | 4 |
| Postgraduate Diploma | 1 | 1 |

- a) A member of staff leaves the University service before serving the period for which he or she is bonded shall be required to refund to the University the balance of the study loan as determined in Table II summarised below.

Table II: Percentage of Period Served after Training and the Corresponding Percentage of Training Costs to be refunded

| Percentage of Period Served by Staff after Training ¹ | Percentage to be Refunded by Staff to the University |
|--|--|
| 0 – 20% | 100% |
| 21 – 40% | 80% |
| 41 – 60% | 60% |
| 61 – 80% | 40% |
| 81 – 99% | 20% |
| 100% | 0% |

- b) Since the training loan is mainly recoverable from terminal benefits; and, since loans from banks and other financial institutions are also recoverable from the same source, a staff on a study programme may be considered for University seconded salary loan and any other financial loans against the said terminal benefits.

13.16 ACCOUNTABILITY

- a) All beneficiaries of the staff development fund shall be required to fully account for all funds received from the University.
- b) In all cases where University funds have been paid to another Institution, the staff member being trained shall fully account for such funds to the University Bursar through the Directorate of Human Resources.
- c) Failure to account for funds shall attract disciplinary measures, including but not limited to, recovery of funds from salary, suspension of staff from University service and withholding of terminal benefits.

a) Salary

- i) The University shall continue paying salary to and remit benefits for staff on study leave.
- ii) Work-related allowances shall not be paid to any staff during the study leave.
- iii) Payment of salary and benefits to a staff shall stop where staff fails either to submit progressive reports or to report back for duty at the end of the study leave.
-

- iv) Disciplinary proceedings shall be instituted against any staff member who absconds from University service during or after the end of study period or leave, and the University shall recover all training costs plus salary and benefits paid to such staff during the study period or leave

b) University Accommodation or Allowance in lieu

- i. A member of staff occupying a University house will be allowed to retain it during the approved study leave, on condition that she or he continues to pay the rent to the University.
- ii. Where a member of staff fails to report back for duty at the end of the study leave or period, the housing policy appropriate provisions shall be invoked.

c) Tuition and other Statutory Fees

- i. The University may meet partially or fully, as shall be decided from time to time, such tuition and other statutory fees as levied by the Institutions or Universities or service providers in respect of staff sponsored by the University to attend academic, professional or work place skills' training programmes.
- ii. The University reserves the right to grant waiver of tuition fees in respect to a member of staff studying in any of the academic units at Busitema University.
- iii. The University shall not accept responsibility, beyond those approved, for each staff on training except under exceptional circumstances.
- iv. The University may pay professional fees for staff working for the University.
- v. Staff training programs shall be included in the work plan and shall be budgeted for in the University vote

d) Stipend

Stipend shall be deemed to cover living costs such as: accommodation, feeding, laundry, transport between Institution and place of residence.

- i) Stipend shall be paid to staff on a training programme lasting more than two (2) weeks duration.
- ii) The Staff Development Committee shall periodically determine the rate of stipend applicable to staff per Financial Year.
- iii) A member of staff fully sponsored by another Development Partner shall not be eligible for stipend or other forms of support from the University.

e) Text Books and Stationery Allowance

- i) The University shall contribute to textbooks and stationery allowance for staff directly sponsored by the University at a rate, as shall be approved by the Staff Development Committee.
- ii) Payment of this allowance shall be made once to Master's degree students; and twice to PhD students, in the first and second years only.

- iii) During the third year and onward, staff on PhD programmes shall include textbook and stationery costs in the research budget

f) Transport for Staff on Study Programmes

- i) A member of staff studying outside Uganda shall be provided with **one** return air ticket, except where one has to travel and defend a thesis.
- ii) A coupon of the ticket (or boarding pass in case of electronic tickets) and a photocopy of the passport pages with exit and entry stamps shall, in all cases, be submitted to the Accounting Officer through the Human Resource and Bursar as proof of travel.
- iii) Costs of inland travel shall be met by the University.
- iv) The staff development fund shall not cover attendance at graduation.

g) Per Diem

A member of staff who attends a full short-time programme in a distance beyond forty (40) km outside Busitema University Campuses for a period not exceeding two weeks shall be paid per diem, using the rates approved by the University Council.

h) Medical Insurance

The University shall insure staff sponsored by the University and studying outside Uganda, at the rate as shall be approved by Council.

i) Research Funds

Research funds are managed by the Research Committee. Applications for research funds shall be submitted to the Research Committee through the Head of Department.

j) Co-sponsorship

- i. Subject to availability of funds, the University shall co-sponsor staff where:
 - a) the other party allows for co-sponsorship;
 - b) the other party offers partial funding of at least 50%; and
 - c) That other party provides proof of their total itemised financial commitment for the entire study period.
- ii. The University's financial commitment in respect of such a staff member shall be worked out fully and documented for the entire study period before that staff embarks on the training programme.
- iii. A funding agreement shall be signed between the University and the staff to that effect.
- iv. Visa Fee, Transit Fee and Warm Clothing Allowance lump sum shall be determined by Council to cater for these items.

13.17 SUPPORT TO STAFF IN RESPECT OF CONFERENCES & WORKSHOPS

- a) The Directorate of Human Resources shall organise training to equip staff with skills that will enable them make effective presentations as well as organise and host conferences.
- b) Faculties and Departments shall be encouraged to organise workshops, conferences and short courses to equip their staff with skills or raise revenue.
- c) 20% of the net revenue accruing from Workshops arising from (b) above, shall be set aside to support staff who wish to present papers at national or international conferences and workshops with air travel, per diem and related expenses.

13.18 REPORTS

a) Departure for and Return from Study or Study Leave

- i. A member of staff who obtains permission to study and or proceed on study leave, irrespective of the source of funding, shall register with the Directorate of Human Resources.
- ii. A member of staff who completes his or her academic training, irrespective of the source of funding, shall report to the Directorate of Human Resource for registration and recognition.
- iii. A member of staff who completes academic training, irrespective of the source of funding, shall be required to present his or her original and photocopy of the transcript and or certificate to the Human Resource.
- iv. A member of staff who completes academic training at any other institution other than Busitema University, and irrespective of the source of funding, shall be required to submit a hard and soft copy of the dissertation or thesis to the Directorate of Human Resource within two weeks after reporting back to work, for depositing to the Library.
- v. All beneficiaries of the staff training initiatives shall share the acquired knowledge with the University community within the established framework.
- vi. A member of staff who fails to complete a sponsored programme or to abide by provisions i,ii,iii and iv above, shall be liable for disciplinary action.

c) Work plan

- i) A member of staff, who registers for a training programme leading to an academic qualification through research, shall be required to submit a detailed work plan to the Directorate of Human Resources within three months from the start of the programme.

- ii) Changes in the work plan shall be communicated to the Directorate of Human Resources with reasons and a supporting statement from the supervisor.

d) Activity Report

A member of staff who registers for a training programme leading to an academic qualification, shall submit an annual activity report including, but not limited to:

- i) Work covered vis-à-vis work planned;
- ii) Work to be covered in the next six months;
- iii) Expected date of completion; and
- iv) Opportunities and challenges expected during the next six months.

e) Progress report

- i) A member of staff, on a training programme leading to a qualification, shall submit a progress report after every six months, written by his or her supervisors, but using the format approved by the Senate.
- ii) The reports shall be submitted to the Office of the Academic registrar copied to the Heads of department and Faculty Deans.
- iii) Such reports shall be considered by the Staff Development Committee about the quality and relevance of such training and corresponding value for money.

f) Evaluation report

A member of staff who registers for any form of training, of any length, whether for academic awards or not, shall submit an evaluation report at the end of the training, using a format approved by the Staff Development Committee.

13.19 STAFF PERFORMANCE DURING TRAINING

a) Good Performance

The University shall continue recognizing and attaching importance to academic excellence.

- i) A member of staff may be deemed to have failed when he or she does not complete such a programme within the statutory maximum period, or fails to stick to the work plan with no substantial reason.
- ii) A member of staff who fails as in (a) above, shall be deemed to be incapable of providing leadership or mentorship in his or her area or discipline of speciality and shall have his or her services terminated.

13.20 STRUCTURES FOR IMPLEMENTING STAFF DEVELOPMENT

a) The Individual Staff

In recognition of the benefits that staff Development holds for both the University and the individual, each staff is encouraged to:

- i) Develop a Personal Development Plan (PDP), stipulating intended achievements against a specified timeline, and share it with the Head of Department or Unit or Supervisor;
- ii) Seek opportunities to upgrade his or her skills and competencies in line with the provisions of this policy and relevant to his or her current occupation as well as the PDP;
- iii) Use the performance appraisal process as a mechanism for presenting his/her detailed PDP education, training and career development needs to the Head of Department or Unit or Supervisor;
- iv) Consider upgrading his/her formal academic qualifications through further studies in order to prepare for future responsibilities at the University in line with the University's priorities and Development Plan; and
- v) Contribute towards the costs of his/her education and training as and when necessary.

b) The Departmental or Unit Staff Development Committee

1. Roles and Responsibilities of the Committee:

- i) To identify and analyse needs for staff development (per group or individual) by means of the performance management system and other appropriate means.
- ii) To recommend Departmental/ Unit needs for staff development (for individuals or groups) to the Staff Development Committee through the Faculty or Institute Committee.
- iii) To develop a training plan on an annual basis, clearly spelling out the order of priority.
- iv) To monitor progress on learning programmes and supervising a structure for mentoring.
- v) To identify more sources of funding for learning and development interventions in line with the Training Policy.
- vi) To keep record of the learning and development interventions undertaken, the beneficiaries and the costs involved.

2. Composition of the Department/ Unit Staff Development Committee

The following will constitute Membership of the committee:

- i) Chairperson - Head of Department or Unit;
- ii) Two representatives of academic or administrative staff: one male, one female, (where applicable) for a term of two years renewable once. The Head of Department or Unit will nominate for approval by the staff development committee;
- iii) A representative of support staff, alternating between male and female (where applicable) after one of them completes a two-year term of office, renewable once;
- iv) A representative from Human Resource directorate and
- v) A Person selected by the Head of Department / Unit to be Secretary.

3. The Faculty Staff Development Committee

a) Roles and Responsibilities of the Committee

- i) To coordinate the annual training needs analysis in the Faculty
- ii) To prioritize and recommend eligible staff members to the Staff Development Committee for consideration for further training or development;
- iii) To keep record of the learning and development interventions undertaken, the beneficiaries and costs involved in the Faculty or Institute and
- iv) To liaise with the Directorate of Human Resource in the implementation of the staff development policy.

b.) Composition of the Faculty Staff Development Committee

The following shall constitute Membership of the committee:

- i) Dean as Chairperson
- ii) Heads of Academic Departments;
- iii) A representative of Administrative Staff, alternating between male and female where applicable after one's term of office of two-years, renewable once;
- iv) A representative of support staff, alternating between male and female where applicable after one's term of office of two years, renewable once;
- v) A representative from the Directorate of Human Resource and
- vi) Faculty Registrar to be the Secretary.

3 The Staff Development Committee

a) Roles and Responsibilities of the Committee shall be to:

- i) Recommend policy, procedures and strategies for the training and development of Staff in the University;
- ii) To recommend to Council sources of funding for staff training and development;
- iii) To manage the funds allocated for training or development of staff in the budget;
- iv) To approve funds that may be made available for the staff development programme;
- v) To receive and consider financial, evaluative and activity reports and approve funding for staff training and development activities in the University
- vi) To endorse the annual Career Development Plan (CDP) and Workplace Skills Plan (WSP) and Implementation Report;
- vii) To submit to Council biannual reports on the progress and future plans for staff training and development in the University; and
- viii) To perform such other staff development-related functions as may be delegated by Council.

b) Composition of the Staff Development Committee

i.) Members

- 1) Vice Chancellor - Chairperson
- 2) 1st Deputy Vice-Chancellor
- 3) 2nd Deputy Vice-Chancellor
- 4) The Academic Registrar
- 5) The University Secretary
- 6) Two academic staff representatives

- 7) One Senior Administrative Staff Representative;
- 8) One Senior Support Staff Representative;
- 9) Director, Institute of Research and graduate studies
- 10) University Librarian
- 11) University Bursar
- 12) Senior Legal Officer

c) Secretariat:

Director, Human Resources

SECTION 14: OFFICIAL TRAVEL

14.1 General provisions

Subject to the provisions specified in the financial regulations, travel by staff of the University shall be as follows:

- a) On initial appointment
- b) On official duty
- c) On retirement as stipulated in the rules and regulations
- d) On special assignments
- e) Authorized by the Vice Chancellor
- f) Any other authority required by the law.

h) Per diem or Subsistence Allowance

- a) Per Diem or Subsistence Allowance to cover accommodation, meals and incidentals shall be paid to staff who will be required to travel on duty away from the duty station at rates per night to be fixed by Council from time to time, per category of staff.
- b) No per diem shall be claimable where official travel is fully sponsored except for a modest out of pocket allowance not exceeding 20% of the per diem applicable.
- c) The obtaining rates shall be available at the office of the Director, Human Resources.

iii) Transit Allowance

A transit allowance, as fixed by Council from time to time, shall be provided to staff on a trip that involves change of flights.

iv) Warm Clothing Allowance

- a) This shall be paid to staff who proceeds on official duty overseas to temperate and cold climates.
- b) This allowance shall be paid once in a period of three consecutive years for an officer.
- c) The allowance shall be paid at a rate determined by Council from time to time.

v) Day Travel Allowance

Staff on duty but away from the designated duty station for a period of more than six (6) hours but not amounting to one night shall be entitled to a day travel allowance which shall be 25% of the local per diem.

vi) Authorization of Travel

Subject to provisions specified in the financial regulations, authorization of travel by any staff of Busitema University shall be as follows;

- a) All official travels shall be on authorization and shall include; travel on official duty, travel on special assignment, travel for training or any other form as may be authorized.
- b) All travels outside the country shall be authorized by the Vice Chancellor. Permission of the Vice Chancellor should be sought through the respective Heads of Faculties or Administrative Department.
- c) The Vice Chancellor shall authorize official and specific travel of the Deputy Vice Chancellors, University Secretary, University Bursar, University Librarian, Academic Registrar, Dean of Students and any other administrative Directors at salary scale M3 and above.
- d) Deputy Vice Chancellor (Academic affairs) shall authorize official and specific travel of all Faculty Deans, and other staff directly under his or her supervision.
- e) All academic staff shall obtain authority to travel inland from their respective supervisors.
- f) All non-teaching staff members shall obtain authorization to travel inland from their respective Head of Department.
- g) A member of staff shall personally ensure that necessary authorization is obtained before travel.
- h) The route for all authorized official travel shall be the most economical and safe.
- i) All staff members travelling by air shall use economy class except for those whose contracts or terms of service stipulate otherwise.
- j) All staff seeking travel authorization shall fill appropriate forms and submit copies of the authorization to the human resource office for personal files.
- k) A member of staff granted permission to travel shall submit a report about the trip and any necessary financial accountability upon return.
- l) All approved travels for members of Management shall be copied to the Vice Chancellor for information.
- m) Inland travels on short notice shall be communicated by any quick means of communication, i.e. email.

vii) Travel Insurance

The University shall provide insurance cover for staff travelling overseas for official duty.

SECTION 15: COMMUNICATION IN THE UNIVERSITY SERVICE

15.1 PURPOSE

The University encourages open and candid two-way communications between staff at all levels in order to build mutual understanding and trust, and contribute to a constructive and cheerful working environment, high performance and organizational success.

15.2 POLICY STATEMENT

- a) Staff shall support the communication initiatives implemented by the University and shall have rights and obligations to express their views to their superiors about the University activities and vice versa.
- b) Views raised by staff shall be respected, listened to and considered carefully and questions raised shall be attended to by Management in an effective and efficient manner and be treated with confidence.
- c) There shall not be any prejudice against individuals due to differences in opinions.
- d) Members of staff shall be well informed of the developments and major events of the University, in particular those that may have an impact on their duties and/or welfare.
- e) The University shall welcome Suggestions regarding improvement of communication and staff relations.

15.3 ROLE OF MANAGEMENT IN COMMUNICATION

- a) Management shall be responsible for understanding their staff's concerns at work, sharing information and encouraging suggestions.
- b) Management shall treat communication as equally important to the image and development of the University.
- c) Management shall treat matters raised by members of staff in a balanced and fair manner and in strict confidence.
- d) Management shall facilitate publication of a quarterly newsletter about key events in the University, and make the information accessible to staff.

15.4 COMMUNICATION ON BEHALF OF THE UNIVERSITY

The authority to communicate on behalf of the University shall be vested in the Vice Chancellor.

- a) The Public Relations Officer shall communicate on behalf of the University with clearance from the Vice Chancellor.

15.5 ROLE OF STAFF IN COMMUNICATION

Staff are encouraged to discuss their views of the University with their immediate supervisors, Heads of Units, Departments, the Director, Human Resources and or the Vice Chancellor.

- a) Staff members shall be responsible for clarifying with Management about the issues which are deemed to be hearsay and may hamper staff relations and demotivate the staff performance.
- b) Employees shall actively communicate their views, express their opinions, and raise their concerns verbally or in writing through the following communication channels as appropriate:
 - i. Staff briefing sessions;
 - ii. Private interviews with superiors or human resources directorate;
 - iii. The University publication or newsletter
 - iv. Training and development activities;
 - v. During staff parties or other institutional social functions and clubs.
 - vi. Official communication from an employee shall be channelled through his or her immediate supervision.
 - vii. Through the respective staff Associations

15.6 DISPATCH AND RECEIPT OF CORRESPONDENCE

- a) The University Secretary and heads of departments, units, may appoint specific officers whom they authorize to open official mail and a definite process established for the handling of mail from the time of opening it to the time it reaches the officer who shall deal with it.
- b) The attention of staff who open official mail shall be drawn to Treasury Accounting Instruction No. 796 which lays down the procedure to be followed when money remittances are received by post and the existing registry procedures.
- c) Delivery books shall be used to transfer correspondences from one Department to another and from one office to another within the University.
- d) All communication documents shall follow the approved channels of communication for signing before delivery to the registry or to its final destination.

- e) When a communication is routed “thru” an office or Department, a copy of the communication should be attached for each office or Department, through which it has to pass.
- f) Where the final addressee of the communication is likely to consult another Department or officer concerning the subject matter of the communication, a copy may be forwarded to such department or officer.
- g) An officer “thru” whom the communication is being routed to a final destination shall ensure timely forwarding of the communication to the next level.
- h) When an officer writes an official communication, on behalf of his or her head of department or other responsible officer. He or she shall sign over his or her principal’s designation e.g. “For Vice Chancellor”, “For University Secretary”, “For Head of Department” or whatever the title of the responsible officer may be.
- i) All correspondences received whether from public bodies, firms and private individuals are acknowledged and dealt with promptly. If the answer cannot be provided immediately, the communication should be acknowledged and action taken thereafter.

15.7 INTERNAL COMMUNICATIONS

Internal communications between the University officers shall be by minutes or memo as defined here below: -

- i Black Minutes shall mean comments in response to red minutes and these shall be officially filed in the inner left hand cover of files.
- ii Loose Minutes shall mean communication on a loose sheet of paper, normally from a senior to a junior officer.
- iii Red Minutes or Folio shall mean letters or any written communication which has to be filed in the main body of the files and shall be numbered in black ink.
- iv Memos shall mean short reminders or notes on matters previously agreed upon or established.

15.8 UNIVERSITY ANNUAL REPORT

The Annual Report shall be compiled by the Director of Planning and Development indicating the performance of the University, during the past financial year, in virtually all spheres of the University.

- a) The Director of Planning and Development shall submit the draft report to the Vice Chancellor which shall be presented to Management Committee for discussion, and subsequently to the University Council for approval in any case not later than 30th September of the following financial year.
- b) Contributions from Faculties and Departments to annual reports shall be comprehensive and factual. Any information presented in the form of figures should be set out as simply as possible and special attention should be paid to their accuracy.
- c) The approved Annual Report shall be disseminated to stakeholders, not later than three (3) months after the end of each Financial Year.

15.9 SECRECY OF INFORMATION

- a) All members of staff shall, on first appointment swear an oath of secrecy and oath of office.
- b) All members of staff shall exercise a high degree of prudence, caution and secrecy in handling information and documents which come into their knowledge and possession in the course of their duty at the University.
- c) No member of staff shall communicate without authorization to any person or organ or body, any confidential information at his or her disposal, known to him or her by virtue of his or her official designation.
- d) No member of staff shall disclose, publish or cause to make public, or assist in publication of any materials or information connected to the University, except when executing normal duties or by authorization of the Vice Chancellor.
- e) No member of staff shall perform any of the following acts pertaining to the University during his or her employment except with the consent of the Vice Chancellor:
 - i) Issue any verbal or written statement (for and or on behalf of the University) to the press, radio, or other mass media.
 - ii) Allow or cause him or herself to be interviewed on issues relating to public policies on the University.
 - iii) Withhold any information, which may be of vital interest to the University.

- iv) Accept any assignment which may affect his or her status especially on integrity, independence or impartiality which such status requires.
 - v) Any member of staff who divulges information that he or she may have acquired in the course of duty to any unauthorized person, divulgence of which is prejudicial to the integrity of the University, commits an offence and shall be liable to be punished in accordance with the provisions of the Manual
- f) A member of staff shall not make policy statements to the press except with express authority by the Vice Chancellor.
- g) A member of staff who is an expert or has special knowledge in any subject may give lectures, broadcast, telecast talks on the subject provided he or she shall seek first and obtain the permission of the Vice Chancellor.
- h) Press and radio releases shall be cleared and approved by the Vice Chancellor and material for press and radio releases shall be wholly factual and duly signed by the Vice Chancellor or his delegated appointee.

SECTION 16: EMPLOYEE RELATIONS

The University shall recognize and work with the following employee Organizations within the University system to promote good Employee Relations. Detailed information about each of these employee organizations can be obtained from their respective secretariat and in accordance with the Employment Act and other laws regulating employee relations.

16.1 The National Union of Educational Institutions (NUEI)

NUEI is registered and affiliated to the National Organization of Trade Unions.

16.2 Busitema University Academic Staff Association (BUASA)

BUASA is the official recognized Association that represents the interests of the academic staff in accordance with section 68 of the Universities and Other Tertiary Institutions Act of 2001 (as Amended).

16.3 Busitema University Administrative Staff Association (BUADSA)

BUADSA is the officially recognized Association that represents the interests of the administrative staff in accordance with Section 68 of the Universities and Other Tertiary Institutions Act of 2001 (as Amended).

16.4 Busitema University Support Staff Association

16.4 Dispute Resolution

The University shall recognize the provisions of dispute resolution in accordance with the Universities and Other Tertiary Institutions Act 2001 (as amended) section 56 and 57.

16.5 Notification of decisions of Associations

The decisions of all Associations shall be communicated to Management as per the existing law.

SECTION 17: STAFF HEALTH AND SAFETY

All University staff shall be accorded a safe and secure working environment.

17.1 Obligations of the University

The University shall provide:

- a) A safe working environment
- b) Systems of work, plant and machinery that are safe and secure
- c) Ways to reduce hazards and risks to health
- d) Training on safety
- e) Competent supervision and generally ensure that safe working practices are in place and enforced

17.2 Obligations of Staff

Staff members, while at work, shall:

- a) Take maximum precaution regarding their health and safety at work
- b) Cooperate with Management in complying with health and safety legal requirements
- c) Carry out lawful orders and obey all health and safety rules
- d) Report unsafe situations to the Supervisor or Head of Department
- e) Report all incidents that result in or may have resulted in injury to the Supervisor or Head of Department

4.1 Compensation

- a) The University shall abide by the provisions of the Workers Compensation Act, currently in force whose salient features for purposes of this manual are:
 - i. If the personal injury by accident arises out of and in the course of a worker's employment, the injured worker's employer shall be liable to pay compensation in accordance with the Act.
 - ii. The employer shall not be liable in respect of an injury which does not either.
 1. Result in permanent incapacity; or
 2. Incapacitate the worker for at least three consecutive days from earning full wages at the work at which he or she was employed.
 - iii. An act shall be deemed to be done out of and in course of employment when a worker acts to protect any person on the employer's premises whom the worker believes to be injured or imperiled or when a worker acts to protect property on the employer's premises.
 - iv. Any personal injury by accident arising while the employee is travelling directly to or from his or her place of work for the purpose of employment shall be deemed to be an accident arising out of and in the course of his or her employment.
 - v. For the purposes of this section, it shall be for the employee who suffers injury by accident arising while travelling to or from his or her place of work to show that such travel was

direct.

- vi. Compensation shall be payable under this section whether or not the incapacity or death of the worker was due to the recklessness or negligence of the worker or otherwise.
- vii. Any accident arising in the course of employment shall, unless the contrary is proved, be presumed to arise out of employment.
- viii. Compensation in cases of permanent incapacity or death shall, in principle, be paid in the form of periodic payments; otherwise, they may be awarded in lump sums as provided under this Act.

SECTION 18: TERMINATION OF SERVICE

18.1 General Provisions

Services of staff shall be terminated under any of the following circumstances:

- a) Death of a member of staff
- b) Incapacity to continue in employment.
- c) Abscondment
- d) Resignation
- e) Retirement
- f) Expiry of Contract
- g) Redundancy
- h) Persistent Absenteeism from work
- i) Professional and or ethical misconduct
- j) Gross negligence of duty
- k) Gross misconduct
- l) Upon conviction and sentence of a criminal offence of imprisonment for a period exceeding six months.

18.2 Voluntary Termination

a) Resignation

- i. A staff member may resign from office by giving a duly written and signed resignation notice.
- ii. All notices of resignations (other than the Vice Chancellor and the Deputy Vice Chancellors whose resignation notices shall be addressed to the Chancellor through the Chairperson of Council), shall be addressed to the Director, Human Resource through their supervisors and forwarded to the appointing authority for consideration and appropriate decision.
- iii. A Staff member shall not resign while under investigation or suspension.
- iv. The period of notice shall be three (3) months for staff on salary scale M6 and above and for all other categories of staff, the required notice of resignation shall be one (1) month or payment in lieu of notice or as shall be indicated in their appointment letters.
- v. The resignation of staff shall not be accepted under the following circumstances:
 1. where such staff has not served the bonding period;
 2. where a staff member has not fully handed over all University equipment, property or
 3. Where a member of staff is under investigation.
- vi. Acceptance or rejection of resignation shall be communicated to the concerned staff before the expiry of the resignation notice.
- vii. In the event that resignation is rejected, the grounds for refusal as well as the consequences shall be clearly stated in the letter to staff.

- viii. Any member of staff who feels aggrieved by the outcome of (vi) may appeal to the University Staff Tribunal
- ix. A member of staff whose resignation has been accepted by the appointing authority shall be entitled to terminal benefits as provided for under relevant section of this manual less what may be due to the University and other parties.
- x. Staff whose resignation has been rejected by the appointing authority for good cause but goes ahead to leave service shall be deemed to have absconded from duty.

b) Early retirement

A member of staff who is 55 years and above and has been in the University service for at least 10-years, shall be eligible for retirement and entitled to terminal benefits as provided for in this manual.

18.3 Termination by the Employer

a) Dismissal

The following shall be instances of offences punishable by dismissal from Busitema University service

i. Abscondment

Absence from duty by staff without permission for a continuous period of 30 days shall amount to abscondment from duty. Such a staff member shall be dismissed.

ii. Persistent absenteeism

Staff who is persistently absent from duty with no justifiable reason may be dismissed from the University service at the discretion of the appointing authority.

iii. Removal for Good Cause

A staff member shall be dismissed by the appointing authority on account of a grave offence or gross neglect of duty or for other causes. Removal for good cause shall follow the following procedure:

- a) When in the opinion of the Vice Chancellor there has been good cause as defined above, the Vice Chancellor shall have power to suspend the appointment of staff, provided that he or she shall forthwith report to the Chairperson of the Appointments Board the fact of such suspension, together with the grounds for the action and any other statements on the case deemed necessary. The facts shall then be laid before the Appointments Board.
- b) The Appointments Board may interview the staff member concerned, should it be considered necessary. Any member of the Academic or Senior Library or Administrative staff may be removed from office by the Appointments Board for what the Board after due consideration may deem to be “**good cause**”.
- c) No staff shall be removed by the appointing authority in exercise of the powers conferred by this

rule unless such staff shall have been given a reasonable opportunity to have been heard by the appointing authority.

iv. Professional and or ethical misconduct

A member of staff shall be dismissed by the appointing authority on account of professional or ethical misconduct.

v. Conviction in a court of law

A member of staff shall be dismissed by the Appointments Board upon conviction and Sentence of a criminal offense.

b) Retirement

Staff members on permanent terms who attain the age of sixty (60) shall be automatically retired. Services of the staff above 60 years of age may be re-engaged on contractual terms as follows:

- i. **Professors** may be employed on contractual terms up to the age of 75 depending on satisfactory performance and their health;
- ii. **Associate Professors** may be re-employed on contractual terms up to the age of seventy (70) depending on satisfactory performance and good health.
- iii. University Librarian may be re-deployed on contractual terms after expiry of his or her mandatory term of office, up to the age of sixty (65) depending on satisfactory performance, good health, availability of a Vacancy and funds.
- iv. **Chief Technicians** may be re-employed up to the age of 65 depending on satisfactory performance and good health.

c) Expiry of Contract

- i. On expiry of contract of staff, the University may or may not renew the employment contract.
- ii. In case a staff member on contract does not inform the appointing authority in writing of intentions to renew the contract, their contract shall be deemed to have lapsed upon its expiry.
- iii. For contracts of four (4) years and above, application for renewal shall be forwarded to the appointing authority at least six (6) months before the expiry of the contract. For contracts between two (2) to three (3) years, submission of application for renewal shall be at least three (3) months before expiry of the contract and for contracts less than two (2) years submission of application for renewal shall be one (1) month before the expiry of the contract.

d) Redundancy

Termination by reason of redundancy shall be based on the following;

- i. When the University has ceased or intends to cease to carry on the activity for the purposes of which the staff member was appointed or employed by the University.
- ii. Where the requirements of that activity for staff to carry out work of a particular kind have ceased or diminished or are expected to cease or diminish.
- iii. The procedures for termination on account of redundancy shall be as stipulated in the Employment Act in force and relevant labour laws

18.4 Termination due to natural causes

a) Death

Refer to Section (...) on death of a member of staff in this Manual.

b) Incapacitation

i. Incapacity due to illness

If a member of staff is prevented by illness from carrying out their duties, the University Council may appoint a Medical Board to examine him or her. After considering the Medical Board's report, the Council shall decide whether or not to terminate appointment on medical grounds.

ii. Incapacity due to other factors

If a member of staff is prevented by any other factor from carrying out his or her duties, the University Council may decide to terminate the services of such staff, if it deems it fit.

c.) Procedures to Terminate

The procedures for termination shall be as laid out in the specific employment letter or contract and in conformity with the Employment Act, 6 of 2006 and any other relevant laws. The procedure for **dismissal** shall be as laid down in this Manual

d.) Exit Interview

Whenever possible, the University shall conduct exit interviews, to get feedback for purposes of policy review and any other changes considered necessary to promote better management practices.

18.5 Handing Over and Taking Over

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 or her entitlements:-

- a) Account for all moneys drawn from the University for official duty or assignment;
- b) Surrender University identification documents, property, and any other University documents in his or her possession;

- c) Provide a comprehensive written handover report in accordance with the provisions of this Manual, governing laws and standing orders.
- d) During handover, the handing over report shall be in writing, witnessed by Internal Audit and Human resource departments or other officer as the case may be, with a copy to the Head of Department. Among other things, the following must be covered:-
 - a) Major policy issues in which the officer is involved;
 - b) Brief description of committees or organizations in which the officer is involved;
 - c) Incomplete matters of current concern;
 - d) Lists of staff, accountable documents or equipment and cash where applicable.

SECTION 19: DEATH OF A MEMBER OF STAFF

19.1 General Provisions

- i) Where a member of staff dies;
 - a. At the place of work, the employer shall notify the staff's next of kin or legal representatives and shall obtain a copy of the death certificate.
 - b. Elsewhere other than at the place of work, the staff's next of kin or legal representative shall notify the University and present a copy of the death certificate or any other evidence of death to the Directorate of Human Resources for record and subsequent action.
- ii) When a staff member dies in service, the University will meet the cost of the transportation of the body from where the staff died to the place of burial.
- iii) The University shall also contribute towards the burial expenses a sum of money to be determined by the University Council from time to time.
- iv) On matters relating to the estate of the deceased, the University shall only deal with the legal representative of the deceased as approved by the Administrator General or Court of law.
- v) The University shall pay death gratuity and any other payment in accordance with the regulations to the legal representatives of the deceased subject to production of letters of administration or probate.
- vi) In the event of death of a registered spouse or natural child, parents, the University will contribute not more than a sum of money determined by the University Council from time to time towards the burial expenses. This shall be limited to one legal spouse and four (4) biological children under 18 years in addition to transporting the body to the burial place within Uganda.
- vii) If a staff member residing in a University house, dies while in the service of the University, the family or dependent's residing there shall be allowed to retain the University house for up to 3 months. Upon the expiry of three 3 months, dependents shall be required to vacate the University house without further notice.

19.2 Death Gratuity

Death gratuity is a special form of assistance in addition to the University's contribution towards funeral expenses.

It shall be a one month consolidated salary plus a package of 10% of the annual gross salary and shall be payable to the legal and registered spouse or next of kin immediately after the death of a member of staff as a 'one off' payment and shall be payable to the registered spouse or next of kin immediately after the death of a member of staff as a 'one off' payment.

SECTION 20: TERMINAL BENEFITS

The University shall operate terminal benefits schemes as shall be determined by the University Council from time to time. It shall include Contributory schemes as follows; These are schemes to which the University and the staff shall make contributions.

20.1 National Social Security Fund (NSSF)

All University Staff in the salary scales M.1 to M.P and those on short term engagements of service contribute to the National Social Security Fund (NSSF) where their retirement benefits are secured.

20.2 Contract Gratuity

- i. Staff employed on a five (5) year contract basis shall be entitled to gratuity at a rate of 25% per annum.
- ii. No gratuity shall be payable to any member of staff who breaches the contract and is dismissed from the service of the University

20.3 REVIEW

This Human Resource Manual may be reviewed by the University Council whenever deemed necessary.

SECTION 21: APPENDICES

21.1 Official Oath and Oath of Secrecy

21.2 Bio-Data Form

21.3 Leave Application Form

21.4 Performance Appraisal Form

21.5 Travel Authorization Forms

21.6 Organizational Structure



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