

MBARARA UNIVERSITY OF SCIENCE AND TECHNOLOGY

HUMAN RESOURCE MANUAL

JULY 2010

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PREAMBLE

Mbarara University of Science and Technology's vision is "to become a center of excellence in science and technology". Its mission is "to provide quality and relevant education at National and international levels with emphasis on science and technology and its application to community development". The achievement of the above mission and vision necessitates efficiency and effectiveness through a strong work force. This can only be achieved through:

- 1) recruiting and retaining qualified and competent staff that possess actual and future potential;
- 2) deploying the right persons into the right jobs, at the right time in the right numbers; and,
- 3) maintaining a resourceful, highly motivated, developed, and innovative human resource.

The achievement of the above objectives requires comprehensive policies, procedures, and practices. This manual which covers the areas of recruitment, terms and conditions of service, staff welfare, disciplinary procedures, promotion, and staff training and development shall act as a guide and tool for the best policies, procedures, and practices.

PRELIMINARY PROVISIONS

TITLE, DEFINITIONS, INTERPRETATION, AND OBJECTIVES OF THE MANUAL

1. TITLE

This manual shall be known as the Mbarara University of Science and Technology (MUST) Human Resource Manual.

2. DEFINITIONS OF TERMS USED

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

- a) “Abscondment” – means a situation where a member of staff does not report for duty without good cause for thirty consecutive days.
- b) “Academic staff” – means, in accordance with the Universities and Other Tertiary Institutions Act, 2001:-
 - (i) Deans of Faculties or schools;
 - (ii) Directors of Institute, college or other academic body;
 - (iii) Professors, Associate Professors, Senior Lecturers, Lecturers, and Assistant Lecturers appointed for teaching and research;
 - (iv) University Librarian and other library staff designated as academic members of staff;
 - (v) Such other persons as the University Council may designate academic members of staff.
- c) “Administrative staff” – means, in accordance with the Universities and Other Tertiary Institutions Act, 2001, persons employed by the University, other than academic staff, holding administrative, professional or technical senior posts in salary scales MB1 – MB8 established by the University Council for the efficient management and running of the University.

- d) “Appointment” - means conferment upon a person of an office or post of emolument in the service of the University.
- e) “Appointing Authority” - means the University Council or its delegate.
- f) “Child” – means, for purposes of this manual, a person who is:-
 - (i) born to a member of staff and aged not above 25 years;
 - (ii) legally adopted by a member of staff, and aged not above 25 years;
 - (iii) born to a member of staff, who, in the case of people with disabilities, may be outside the age range in (i) above, but deemed worthy consideration by the University Management.
- g) “Contract” - means a formal agreement signed between MUST and another party, to the effect that the other party should work for the University for a specified time period.
- h) “Day” - means a period of 24 hours.
- i) “Exempted member of staff” – means the Vice Chancellor, Deputy Vice Chancellor, and Visiting, Honorary or Seconded member of staff.
- j) “Failing to complete a course of study” means a situation where one does not get the required results or qualifications due to reasons attributable to the candidate herself/himself, such as drunkenness, deliberately refusing to attend classes or exams, or abandoning the course or engaging in unlawful or irregular activities that may result in discontinuation from the program of study.
- k) “Family” - means legally married spouse/spouses registered with the University and their biological or legally adopted children.
- l) “Gratuity” – means money paid to the University employee at the expiry of his/her contract.

- m) “Leave” – means a period competently granted to a member of staff to be off duty for a specific reason and time.
- n) “Long course” – means a course of study lasting one academic year and above.
- o) “Medical Practitioner” – means a qualified medical doctor, duly registered and approved according to the written law.
- p) “Member of Staff” – means a person appointed by MUST to work in its service.
- q) “Month” - means calendar month of the year.
- r) “Secretary to Council” – means Secretary to MUST Council.
- s) “Short course” – means a course of study lasting less than one academic year.
- t) “Support Staff” – means persons employed by the University who are not members of the academic staff, or the administrative staff in accordance with the Universities and Other Tertiary Institutions Act, 2001, and are in salary scales MB10 – M20.
- u) “Top Management” means a committee officers of the University appointed by the Vice Chancellor for the purpose of spearheading the strategic and administrative operations of the University;
- v) “University” – means Mbarara University of Science and Technology established under the Universities and Other Tertiary Institutions Act 2001.
- w) “University Council” – means the governing body of the University appointed in accordance with the Universities and Other Tertiary Institutions Act, 2001.
- x) “University Senate” – means the senate for MUST appointed in accordance with the Universities and Other Tertiary Institutions Act, 2001.

- y) “Vacation employment” means employment offered to students on holidays.
- z) “Year” – means calendar period of twelve months from January to December.

3. INTERPRETATION

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

The interpretation of this manual shall rest with:-

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

4. OBJECTIVE OF THE MANUAL

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

CHAPTER 1: THE RECRUITMENT POLICY

1.1 POLICY STATEMENT

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

1.2. POLICY OBJECTIVES

The objectives of the Staff Recruitment Policy are to:

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

1.3. POLICY LEGISLATION

The University shall:

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

1.4. RECRUITMENT PROCEDURES

- a) The need to fill a vacant post in the University shall be identified by the Head of department/section, who shall accordingly make a written submission to the Human Resource Management department.
- b) The Human Resource Management Department shall refer the matter to the University Secretary who shall initiate the recruitment process.

- c) A vacant post shall be filled with the best available person either from within or from outside the University depending on the University's requirements as stipulated in Section 2.7 of MUST Terms and Conditions of Service. The minimum requirements for recruitment into the University Service, which shall be reviewed from time to time, are in Appendix A.
- d) All appointments, with the exception of those under Section 1.6 of this policy, are subject to availability of vacancies in the approved University establishment for the time being in force.
- e) In case recruitment has to be sourced outside the University, the methods of advertising, personal contact, and collaboration with appropriate organizations shall be used.

1.4.1. PERSONAL CONTACT METHOD

1.4.1.1. This method shall be used where:

- a) The University has not been able to attract any suitable candidate through advertising.
- b) Staff must be appointed immediately to handle emergencies resulting from death, resignation, termination, and other forms of cessation of employment during or immediately before semester time.

1.4.1.2. Mode of Application

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

1.4.1.3. Terms of Appointment

- a) Senior staff in the salary scales of MB3 – MB8 appointed through this method shall initially be offered temporary appointment for six months by the authority of the Vice Chancellor.

- b) Support staff in the salary scales of MB10 – M20 appointed through this method shall initially be offered temporary appointment for six months by the authority of the University Secretary.

1.4.1.4. Ratification of Temporary Appointments

Appointments made in 1.4.1.3 shall be presented to the Appointments Board for possible ratification. Ratification shall be considered only in cases of satisfactory performance while on temporary terms.

1.4.2 COLLABORATION WITH APPROPRIATE ORGANISATIONS

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

1.4.3 ADVERTISING

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

1.4.3.1 Contents of a Job Advertisement

The job advertisement shall contain:

- a) Summary information about the University;
- b) The job title;
- c) Job salary scale and pay;
- d) Allowances and other benefits;
- e) Reporting hierarchy;
- f) Overall Objective of the job;

- g) Job description;
- h) Job specification and summary competences for the position;
- i) Job profile;
- j) Application procedure;
- k) Closing date for applications.

1.4.3.2 Application

The job application shall include:

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

1.4.3.3 Screening of Applications

- a) The Secretary – Appointments Board, in liaison with the user department/section, shall vet all applications against the job specifications, and make a short list of the most qualified candidates.
- b) Copies of Academic and Professional certificates submitted by the applicant shall be verified.

- c) Referees for the short-listed candidates shall be contacted in writing for them to provide confidential comments on the candidates.
- d) The information obtained through references shall constitute an important factor in making the final selection of the most suitable candidate.

1.4.3.4 Unsolicited Applications

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

1.4.3.5 Interview Procedures

a) Interview Panels

- i) The Search Committee of Senate and Council shall identify suitable candidates for the post of Vice Chancellor and forward them to the Senate to nominate three candidates for recommendation to the University Council in accordance with the Universities and Other Tertiary Institutions Act, 2001.
- ii) The Search Committee of Senate shall identify a candidate for the post of Deputy Vice Chancellor and forward to the University Council for approval in accordance with the Universities and Other Tertiary Institutions Act, 2001.
- iii) The Appointments Board shall interview staff in salary scales of MB3 – MB12.
- iv) The Appointments Board will be assisted by an Internal Staff Appointments Committee, to be appointed by the Vice Chancellor and ratified by the Appointments Board with a membership to be determined by the Vice Chancellor. The committee shall serve for a term of four years. The committee shall be responsible for:

- interviewing staff in the salary scales of MB13 – M20;
- making written reports to the Appointments Board on the interviews carried out for ratification;
- keeping records of all interview proceedings, reports and related documents and information for future reference;
- carrying out any such other duties as may be required of it by the Appointments Board under these terms.

b) Types of Interviews

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

- i) oral interviews
- ii) structured interviews
- iii) tests

c) Interview Processes

- i) Short-listed candidates shall be invited for interviews through addresses provided on the application letters.
- ii) The short-lists shall also be displayed on the University notice boards.
- iii) The Secretary, in collaboration with the appropriate supervisors, shall design interview guidelines that will be used in all types of interviews. Such guidelines shall be specific to the job to be filled and the competences required for it.
- iv) At the interview, candidates shall present original copies of certificates and testimonials for verification.

- v) The score sheet shall be determined and agreed upon before the interview session.
- vi) The best candidate (s) shall be selected during the same interview session the candidates are interviewed.
- vii) The Secretary to the interview panel shall prepare a report and forward it to the University Secretary or his or her delegate for issuance of appointment letter (s).
- viii) The Secretary of the Interview panel shall keep record of the report in 1.4.3.5 (c) (vi) and full minutes of the panel meeting for future reference.

1.4.4 APPOINTMENTS

- a) The Vice Chancellor shall be appointed by the Chancellor on the recommendation of the University Council from among three candidates recommended by the Senate and Council in accordance with the Universities and Other Tertiary Institutions Act, 2001.
- b) The Deputy Vice Chancellor(s) shall be appointed by the Chancellor on the recommendation of the University Senate with the approval of the University Council in accordance with the Universities and Other Tertiary Institutions Act, 2001.
- c) On receipt of the report on the successful candidate(s) for all posts other than those specified in 1.4.4 (a) and (b), the University Secretary shall inform the successful candidate(s) and invite him/her to sign and collect the appointment letter within the first fifteen (15) days of receiving the invitation by the appointee.
- d) The appointee shall take up the job in a period not exceeding six (6) months from the date of appointment for professors (or equivalent) and three (3) for all other grades of staff. Appointees may, however, be required to report for duty at once depending on the University needs.

- e) Appointed candidates who do not report for duty within the time specified in 1.4.4 (d) shall lose their offers and the job shall be floated to the next best candidate as may be determined by the Appointments Board or re-advertised.
- f) No appointment of any University staff shall be deemed effective until either the Vice Chancellor or University secretary or their delegate has made a written offer to the officer and the officer has accepted the terms of the offer in writing, and assumed duty. It follows, therefore, that until the officer has formally accepted the offer in writing and assumed duty as confirmed by the respective supervisor, the salary and other benefits attached to the appointment shall not be paid.
- g) Any appointment, whether direct into the University service or appointment on promotion or transfer within the University service, or appointment on transfer to or from the other service, which is not made by the proper authority as described in this policy shall be null and void.
- h) All appointments to the University service shall always be in writing.
- i) The appointment letter shall specify the job title, terms, duties and responsibilities of appointment, benefits attached to the appointment, and reporting relationships.
- j) Persons who have attained the age of 55 years may be appointed into the University Service on terms other than probationary and permanent terms.
- k) Staff appointed to the University service on information that is falsified or forged in any way shall have their appointments automatically terminated any time the falsification or forgery is discovered.

1.5 FORMS OF APPOINTMENT

The University shall offer probationary, permanent, contract, temporary, part-time, vacation, voluntary, honorary, and professor emeritus appointments. Unless specifically decided by the Appointing Authority:

- a) part-time, vacation, voluntary, honorary, and professor emeritus appointments shall not be entitled to regular service benefits, that is to say, gratuity, National Social Security Fund (NSSF), Retirement Benefits Scheme (RBS), medical care, loans, advances, bonus, transport/mileage allowance, death benefits, etc;
- b) benefits for contract and temporary appointments shall be specified in the letters of offer.

1.5.1 PROBATIONARY APPOINTMENT

All staff recruited as in 1.4.3, and those ratified in 1.4.1.4 shall be offered probationary appointments.

1.5.2 PERMANENT APPOINTMENTS

- a) Staff appointed in 1.5.1 shall attain permanent employment in the University's Service on successful completion of the probationary period, and subsequent confirmation in the University's Service.
- b) Where an appointee has already held an appointment at a lower grade in the University service or in any other case the Appointments Board may deem fitting, the Appointments Board may waive the whole or part of the probation.
- c) Permanent appointments shall be open only to Uganda citizens.

1.5.3 CONTRACT APPOINTMENT

Contract appointments shall be offered to the following categories of staff:

- a) The Vice Chancellor and Deputy Vice Chancellor shall be appointed on five-year contract, and shall be eligible for reappointment for one more term, and the reappointment shall follow the procedure described in sections 1.4.3.5 (a) (i) – (ii) and 1.4.4 (a) – (b) of this policy.
- b) Persons with special qualifications, competences and skills may be offered contract employment for durations to be determined by Management, and renewable by mutual consent;

- c) MUST staff whose services are still required after they have attained the retirement age. The benefits and duration of their appointment shall be determined by Management, and renewable by mutual consent;
- d) Teaching Assistants for a period of one year renewable by mutual consent.
- e) Appointments in 1.5.3 (b) – (d) in the salary scales MB3 – MB8 shall be made by the authority of the Vice Chancellor, those in the scales of MB10 – M20 by the authority of the University Secretary.

1.5.4 TEMPORARY APPOINTMENT

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

- a) All staff recruited in 1.4.1 for a period of six months, which may be renewed or ratified or terminated depending on University needs and individual performance;
- b) Staff Development Fellows on attainment of higher qualifications, pending ratification by the Appointments Board.
- c) Appointments in 1.5.4 (a) – (b) in salary scales MB3 – 8 shall be made by the authority of the Vice Chancellor, and those in the scales of MB10 – M20 by the authority of the University Secretary.

1.5.5 PART TIME APPOINTMENT

Part-time appointments shall be made in cases where specialized skills are required intermittently. The rate of pay for part-time employment shall be determined by Council from time to time.

1.5.6 VACATION APPOINTMENTS

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

1.5.7 VOLUNTARY APPOINTMENT

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

1.5.8 PROFESSOR EMERITUS

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

1.5.9 HONORARY APPOINTMENT

The University may offer honorary appointments whenever necessary and appropriate.

1.6 EXCEPTIONAL APPOINTMENTS

- a) There may be certain exceptions to the provisions of Sections 1.4 and 1.5. The acquisition by the University of an expert, advisor, or volunteer, by whatever name called, and whether from local or external sources, shall be considered as an appointment in the University service, regardless of the existence or otherwise of a vacancy on the establishment of the University against which to hold the expert, advisor or volunteer, as the case may be. This shall mainly cover projects, collaborations and other similar arrangement.
- b) The University Secretary shall clear all such cases with Vice Chancellor giving him or her all the particulars of each individual case.
- c) Subject to consultations as any particular case may require, the Vice Chancellor may, in his/her discretion, waive some or all the usual formalities of recruiting staff.

1.7 DEPLOYMENT OF STAFF

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

1.8 INDUCTION AND ORIENTATION

- a) All new staff shall receive induction and orientation to familiarize them with the vision, mission, objectives, policies, structures, systems, working relationships, and practices of the University.
- b) The Human Resource Management department shall coordinate the induction and orientation.

1.9 ACTING APPOINTMENTS

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

1.10 INTERNAL RECRUITMENT

1.10.1 TRANSFER WITHIN THE UNIVERSITY SERVICE

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

1.10.2 PROMOTION

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

1.11 SELECTIVE RECRUITMENT

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

1.12 EMPLOYMENT OF RELATIVES

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

1.13 EMPLOYMENT OF EXPATRIATES

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

1.14 THE ROLE OF HUMAN RESOURCE MANAGEMENT DEPARTMENT IN POLICY MANAGEMENT

The Human Resource Management department shall:

- a) Ensure that quality standards are complied with and are cost effective;
- b) Identify and clarify the merits and anticipated effectiveness of the sourcing options;

- c) Help supervisors in setting key result areas and defining competences;
- d) Participate in the recruitment process;
- e) Advise on the issues of Labour and Employment laws, and human resource related issues;
- f) Maintain an updated data bank on potential candidates;
- g) Maintain updated open and confidential personnel files for all staff;
- h) Provide technical advice as may be necessary.

1.15 HANDLING OTHER ISSUES ON RECRUITMENT POLICY

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

CHAPTER 2: STAFF TERMS AND CONDITIONS OF SERVICE

2.1 INTRODUCTION

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

2.2 OBJECTIVES OF TERMS AND CONDITIONS OF SERVICE

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

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

2.3 GENERAL CONDITIONS OF SERVICE

- a) No discrimination shall be made by the University in its appointments on grounds of gender, religion, ethnicity, race or region of origin; and equal opportunity will be afforded to disabled persons for posts in which their disability does not impair their performance.

- b) On appointment to MUST, officers must be prepared to serve in any of the Departments or stations of the University to which they may be appointed or to which they may later be transferred and will be expected to undertake any duties within the terms of reference of MUST, reasonably required of them.
- c) Officers of MUST at all times must behave with due decorum and integrity. Breaches of behaviour, discipline and the law of Uganda shall be dealt with as provided for in these conditions of service.
- d) Any member of staff of MUST has a right to membership of an appropriate Association or Trade Union; but no Association or Trade Union will be granted any rights to sole representation or to a closed shop policy in respect of MUST.

2.4 DUTIES

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

2.5 ATTENDANCE TO DUTY

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

- e) All members of staff appointed on these terms are required to obtain permission from the Vice Chancellor to travel outside Uganda.

2.6 HOURS OF WORK

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

2.7 APPOINTMENTS

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

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

2.8 DATE OF APPOINTMENT

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

2.9 HOME

Home shall mean the district headquarters of the district defined as “Home” in the member’s appointment letter.

2.10 PROBATION

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

2.11 CONFIRMATION

- a) All staff appointed on probationary terms shall be confirmed on satisfactory completion of the probationary period.
- b) Where a member of staff has already held an appointment at a lower grade on the staff of the University or in any other case that the Appointments Board may deem fitting, the Appointments Board may waive the whole or part of the period of probation.
- c) Where an officer’s probationary period elapses and it is established that his/her performance has not been satisfactory, such officer’s probationary appointment may be terminated, or the probationary period may be extended as the Appointments Board may deem fit, but not beyond two years. The appointment of such an officer shall be terminated if performance does not improve after the extension.

- d) When a member of staff is confirmed in appointment, subject to continued satisfactory conduct and performance, the staff member can anticipate employment by the University up to the age of compulsory retirement.
- e) Confirmation of a member of staff shall be counted starting from the date of appointment on probation.

2.12 STAFF PERFORMANCE APPRAISAL

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

2.13 PROMOTION

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

2.14 EMOLUMENTS

2.14.1 SALARY

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

2.14.2 INCREMENTS

- a) Increments shall be granted automatically and annually except that the Appointing Authority has authority to withhold or suspend increment.
- b) Members of staff who have reached the bar/maximum in their scales shall not be granted increments unless they are elevated to higher scales.
- c) Any approved additional training and/or qualifications relevant to a member's present work undertaken or obtained during employment may qualify the member for increment (s) as determined by council.
- d) Any member of staff thinking he/she deserves a special increment can put his/her case, in writing to the Appointments Board, through his/her Head of Department.
- e) The Incremental date shall be the 1st day of the month of assumption of duty.

2.15 BENEFITS IN SERVICE

2.15.1 HOUSING

- a) The University may provide housing to staff, but in cases where there are no houses, a housing allowance shall be provided at rates to be determined by Council from time to time, taking into account current housing rates.
- b) Members of staff proceeding on long study leave may retain their housing units/allowance for use by their family for the approved course duration subject to review by the Vice Chancellor.

2.15.2 MEDICAL BENEFITS

- a) Free medical treatment, including operation and hospitalization, by the University is restricted to the staff and their family.
- b) Free treatment referred to in (a) above must be secured from Mbarara Regional Referral Hospital (MRRH) as a priority.
- c) Where a staff or his/her spouse or child falls sick but finds it impossible to report to MRRH as the first point of treatment, treatment shall be secured from the nearest Government hospital/health centre where treatment is also largely free of charge.
- d) The medical personnel in the units in (b) and (c) above may make referrals for cases they feel they are not well equipped to handle adequately and referrals to government hospitals shall be preferred. Where the facilities needed to handle the case at hand are only available in a private hospital/clinic/unit within or outside Uganda and a referral is made, the University may contribute towards the cost of such treatment.

- e) Where it is not possible to first report in the units mentioned in (b) and (c) above, treatment shall then be sought directly from private units. It shall, however, be incumbent upon the staff to justify such a case if reimbursement for medical bills is being requested for.
- f) The normal grade of hospital of an employee's spouse or child will be that applying to the employee herself/himself.
- g) In all the above cases, the medical personnel shall be required to sign the medical forms and print their names.

2.15.3 EDUCATION ALLOWANCE

- a) Children of MUST staff admitted to MUST on private sponsorship may pay half tuition fees and the other half be paid by the University. This offer is limited to a maximum of two children per staff at a time.
- b) Only children accepted as the officer's and noted on his/her personnel record as such shall be eligible for consideration.

2.15.4 TRANSPORT ALLOWANCE

- a) Officers appointed to MUST shall be eligible for a contribution towards transport expenses when reporting for duty on first appointment, and when going on annual leave, retirement, or duty transfer, basing on public transport rates.
- b) The contribution due to staff members going on leave shall only be for transport of the officer and his/her family from his duty station to his/her home and return.
- c) Officers proceeding on retirement to their designated home will receive transport facilitation for self, family and personal effects to the designated home.
- d) This allowance will be reviewed from time to time by Council.

2.15.5 SUBSISTENCE ALLOWANCE/ PER DIEM

Staff shall be entitled to subsistence allowance to cover the cost of feeding and accommodation while traveling on official duty at rates to be set by Council from time to time.

2.15.6 PROFESSIONAL/TECHNICAL ALLOWANCE

Where appropriate, staff shall be entitled to professional/technical allowance at rates determined by Council.

2.15.7 TRANSPORT ALLOWANCE FOR OFFICE RUNNING

- a) Transport allowance shall be paid to staff, at rates determined by Council from time to time, payable monthly.

2.15.8 SETTling-IN ALLOWANCE

Staff on first appointment shall be entitled to a settling-in allowance at rates to be determined by the University Council from time to time.

2.15.9 LUNCH ALLOWANCE

Staff shall be entitled, where appropriate, to lunch allowance at rates to be determined by Council from time to time.

2.15.10 EXTRA LOAD / OVERTIME ALLOWANCE

Staff shall be entitled, where appropriate, to extra load or overtime allowance at rates to be determined by Council from time to time.

2.15.11 RESPONSIBILITY ALLOWANCE

Staff shall be entitled to responsibility allowance at rates to be determined by Council from time to time.

2.15.12 SAFARI-DAY ALLOWANCE

Officers on out of station day duty shall be entitled to Safari-day allowance to cover cost of feeding at rates to be determined by Council from time to time.

2.15.13 TRAINING ALLOWANCES

Members of staff proceeding on training or course of study may receive salary and or allowances as approved for in the Training policy.

2.15.14 OTHER ALLOWANCES

Council shall, on the advice of the University Management, provide for other types of allowances from time to time to improve on the terms of service of staff members.

2.15.15 LOANS

- a) Members of staff who subscribe to the Retirement benefits Scheme shall be eligible for loans on terms and conditions stipulated in the scheme constitution.
- b) Staff members shall also be recommended to commercial banks and microfinance institutions for salary loans.

2.16 LEAVE

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

2.16.1 ANNUAL LEAVE

- a) A member of staff on probationary and permanent terms is entitled to 30 working days Annual Leave, normally taken by academic staff, and other staff whose services are directly required when students are in session, during vacations.
- b) Working days shall be defined as Monday to Friday, Friday inclusive, excluding any officially gazetted public holiday in Uganda.
- c) Annual leave for a member of staff shall commence on the day following the day he/she ceases duty, and end on the day preceding the day he /she resumes duty.

- d) It is mandatory for all members of staff to apply for leave when it is due. Where a member of staff is unable to take leave for whatever reason, he /she may carry the leave to the succeeding year, subject to the approval of the Vice Chancellor.
- e) A member of staff whose leave is due but his/her services are required during the leave period may be allowed to liquidate the leave and be paid in lieu of leave. Such payment shall be an equivalent of the member's monthly gross pay, and shall be in addition to the member's gross pay for the month one is supposed to be on leave.
- f) The University Secretary has the right to recall any member of staff from annual leave or deter or cancel permission to proceed on annual leave in the interest of the University.
- g) Where leave is cancelled or deferred as in 2.16.1(f), the affected individual shall be allowed to carry the leave to the succeeding year, or may be granted the leave immediately after accomplishing the task for which the leave was cancelled or deferred, or may be paid in lieu of the leave balance.
- h) The Secretary to Council shall explain to the individual in writing the reasons for canceling or deferring the leave.
- i) Where, during annual leave, a member of staff falls sick to the extent of being hospitalized, the Secretary to Council may allow him/her to extend the leave by the days he/she was hospitalized, subject to providing proof of hospitalization by the affected member of staff.
- j) Annual leave not taken during a calendar year shall be forfeited unless prior written permission to carry the leave to the succeeding year is granted by the Vice Chancellor for staff in salary scales MB3 to MB12 or University Secretary for staff in salary scales MB13 – M20.

2.16.2 MATERNITY LEAVE

- a) A female member of staff should be allowed to go on Maternity leave when she is between 36 and 38 weeks pregnant or after delivery as determined by a Government Medical Officer.
- b) Subsection 2.16.2(a) notwithstanding, where a supervisor notices deterioration in the staff's output genuinely attributable to pregnancy, and after obtaining the opinion of a specialized Medical Officer, leave may be recommended and granted before the stipulated time.
- c) Maternity Leave shall be granted at the rate of 60 working days on full pay per delivery.
- d) Where a mother requires, for maternity purposes, an additional period of absence from duty over and above the 60 days, such additional period shall be counted against her Annual leave. Otherwise, it shall be regarded as Leave without pay.
- e) The leave extension on the basis of Annual leave shall not exceed the individual annual leave entitlement.

2.16.3 PATERNITY LEAVE

Paternity Leave shall be granted to a male employee at the rate of 4 working days immediately after the delivery or miscarriage of a wife.

2.16.4 STUDY LEAVE

A member of staff may apply for study leave to the Vice Chancellor through the Head of Department and Dean of Faculty / Director of Institute for academic staff and Head of department for non-teaching staff concerned under the regulations set out in the University's Staff Training and Development Policy.

2.16.5 SICK LEAVE

- a) A member of staff who is prevented by illness from carrying out his/her duties is required to furnish a Medical Certificate signed by a Medical Practitioner.

- b) To a member of staff who has completed at least one year service, where certified by a Medical Board, sick leave on full pay will be granted for periods up to a total of six months in any one Calendar Year, subject to the right of Council to call for a second medical opinion, after which the position will be reviewed by Council. If a continued period of sickness extends beyond six months, the Council may in its discretion continue payment of salary either in full or in part for a further maximum period of six months subject to a third opinion of a Medical Board.
- c) For a member of staff with less than one year's service, the period of paid sick leave will be restricted to one half of the total amount of her/his active service, except that the Vice Chancellor may in his discretion increase its period to a maximum not exceeding three months, after which the position will be reviewed by the Council.
- d) Annual leave entitlement shall not be affected by sick leave.

2.16.6 SPECIAL LEAVE

The Vice Chancellor may in his discretion grant special leave for any deserving purpose (e.g., for compassionate reasons, attendance of learned conferences, absence for purposes of study other than normal leave) not covered by the categories of leave set out above.

2.16.7 LEAVE WITHOUT PAY

- a) a member of staff may be granted Leave without pay under special circumstances up to a maximum of 6 months beyond which one would have to reapply. The Vice Chancellor shall, however, have the power to extend the duration of this leave.
- b) a member of staff on Leave without pay shall not be paid salary and allowances during the leave period.
- c) Leave without pay shall be granted for the sole purpose of preserving continuity.
- d) Leave without pay shall be approved by the Vice Chancellor.

2.16.8 SABBATICAL LEAVE

- a) The University may grant Sabbatical leave to staff for academic/professional/managerial purposes.
- b) Sabbatical leave shall be for a period not exceeding one calendar year.
- c) Staff shall become eligible for sabbatical leave only after serving the University for not less than five continuous years.
- d) Staff on Sabbatical leave shall be paid full salary and benefits.
- e) The purpose for, and expected outcome of, the Sabbatical leave shall be explicitly stated in the application and grant for the leave.
- f) Sabbatical leave shall be applied for through the respective Dean/Director/Head of department/section and granted by the Vice Chancellor.

2.16.9 PUBLIC HOLIDAYS

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

2.17 SOCIAL SECURITY

2.17.1 RETIREMENT BENEFIT SCHEME

- a) The University operates a Retirement Benefits Scheme (RBS) for its staff members with the exception of those appointed under section 1.5 (a) and (b) of this manual. The scheme is managed by a Committee appointed by the contributors themselves in accordance with the RBS constitution.
- b) Members who subscribe to the scheme shall be entitled to loans and other benefits on terms set out in the RBS constitution.

- c) Regulations and guidelines governing the scheme shall be approved by the University council.

2.17.2 NATIONAL SOCIAL SECURITY FUND (NSSF)

- a) All members of staff shall be contributors to the NSSF, except those exempted in accordance with the NSSF Act, 1985.
- b) A member's standard monthly contribution to the NSSF shall be 15% of total wages/gross pay contributed by the employee (5%) and the University (employer) (10%).
- c) Benefits of the scheme shall be as stipulated in the NSSF Act, 1985.

2.17.3 COMPENSATION FOR DISABILITY/DEATH

- a) In the event of physical or mental incapacitation or death by accident attributable to the execution of MUST duties, a member of staff or beneficiaries thereof shall receive compensation in accordance with the Group Personal Accident (GPA) and Workers' Compensation Act 2000 (WCA) insurance covers under which staff have been insured, and any other covers within the law.
- b) In the event of death due to natural causes of a member of staff, spouse or child, compensation shall be made in accordance with the University's Death Benefits Policy.

2.17.4 COST OF BURIAL

The University shall contribute to the cost of burial of a member of staff, spouse or child as provided for in the University's Death Benefits Policy.

2.18 CESSATION OF SERVICE

2.18.1 AGE RETIREMENT OR REACHING RETIREMENT AGE

- a) The compulsory retirement age for academic and administrative staff shall be sixty five (65) years.

- b) The compulsory retirement age for support staff shall be sixty (60) years.
- c) An academic or administrative member of staff may be allowed to work on contract terms beyond the retirement age with the permission of the Council.
- d) The University Secretary may offer contractual employment to support staff on attainment of retirement age. Such appointment may be renewed by mutual consent.
- e) An employee may retire voluntarily on attaining the age of 45 years and above, and having served the University for at least 15 consecutive years.

2.18.2 RETIREMENT IN THE UNIVERSITY INTEREST

- a) The appointing authority may retire any staff member before attainment of retirement age in the interest of the institution.
- b) An employee retired in the University's interest shall be paid terminal benefits and be given notice in accordance with section 2.22(1) (f) of this manual.

2.18.3 END OF CONTRACT

- a) An employee's service to the University shall cease at the expiry of his/her contract period if the contract is not renewed.
- b) An employee's service to the University shall also cease if the contract is terminated before its expiry.

2.18.4 RESIGNATION

- a) A member of staff may resign his office by giving due notice, in writing, through his/her Dean/Director or Head of Department to the Appointing Authority. The University may also terminate the employment of a member of staff by giving due notice.

- b) The period of notice on resignation shall be in accordance with section 2.22(1)(i) (ii) of this manual.
- c) The Vice Chancellor in the case of academic and administrative staff, and the University Secretary in the case of support staff, may reduce the period of notice.
- d) Resignation of a member of staff shall be accepted only when the appointing authority is satisfied that arrangements have been made for the recovery of any outstanding liabilities to the University. Any amount due to the employee shall be withheld and counted against the outstanding liabilities.
- e) Resignation from a position or office shall be regarded to have taken place only after it is accepted in writing.
- f) A member of staff who resigns from the University Service shall receive NSSF and RBS benefits.

2.18.5 DEATH

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

2.18.6 ILL HEALTH

- a) If a member of staff is prevented by illness from carrying out his/her duties, the Appointments Board in the case of staff in salary scales of MB1-MB12, and Internal Appointments Committee in the case of staff in the MB13 – M20 Salary scales, may request a Medical Board to examine him/her.
- b) After considering the Board's report, the Appointments Board or the Internal Appointments Committee shall have power to terminate the appointment if it thinks it fit, on medical grounds and to prescribe the terms and conditions of such termination, provided that no appointment shall be terminated on such grounds within 12 months from the date of receipt of the Medical Report.

- c) Subsection 2.18.6(b) notwithstanding, HIV/AIDS related illnesses shall be dealt with in accordance with the national guidelines and the University's HIV/AIDS institutional policy.

2.18.7 ABSCONDMENT

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

2.18.8 TERMINATION OF APPOINTMENT ON DISCIPLINARY GROUNDS

2.18.8.1 Dismissal

- a) Any member of staff under these terms of service may be dismissed from the University service by the Appointments Board for what the Appointments Board, after due consideration, may deem to be good cause. Failure to abide by the code of conduct in this manual may lead to such disciplinary action.
- b) A member of staff who is dismissed from the University service shall have the right to appeal against that decision in accordance with provisions the Universities and Other Tertiary Institutions Act, 2001.
- c) An Officer whose services are terminated on disciplinary grounds shall forfeit his/her rights and privileges as an officer.

2.18.8.2 Summary Dismissal

- a) Notwithstanding the provisions of sections 2.18.8.1(a) and 2.19 of these terms of service, the University Secretary, in consultation with the Vice Chancellor, shall authorize summary dismissal in exceptional cases, subject to approval by the Appointments Board and Council.
- b) An Officer who is summarily dismissed shall forfeit his/her rights and privileges as an officer.

2.18.9 ENTITLEMENT TO TERMINAL BENEFITS

Notwithstanding the provisions of sections 2.18.7, 2.18.8.1 (c) and 2.18.8.2 (b) of these terms, staff shall receive their NSSF/RBS benefits in all cases of cessation of service.

2.19 DISCIPLINARY PROCEDURES

- a) When in the opinion of the University Secretary, in consultation with the Vice Chancellor, there has been good cause, the University Secretary shall have power to suspend the appointment of a member of staff, provided that he/she shall forthwith report to the Appointments Board the fact of such suspension together with the grounds for his action and any statement on the case which the member of staff concerned may wish to make.
- b) Such suspension shall incur forfeiture of half pay.
- c) The half-pay so withheld during such period of suspension shall be refunded if one is cleared of the criminal offence.
- d) An employee who has been suspended or interdicted from duty under sub-section 19(a) of this section shall retain the housing unit/allowance provided by the University until the conclusion of his/her case.
- e) The facts shall then be laid before the Appointments Board which Board shall interview the member of staff concerned before taking a decision.
- f) No person shall be removed by the disciplinary authority in the exercise of powers conferred by this section unless he/she shall have been given a reasonable opportunity to have been heard by the Appointments Board.

2.20 CRIMINAL PROCEDURES

- a) If criminal proceedings are instituted against an employee in any competent court in a case resulting from or related to his/her employment in the University's service, the University

shall have the power to take disciplinary action in accordance with Statutory Instrument no. 34 of 1993 and report the matter to the police.

- b) An employee convicted of a criminal offence, other than an offence which in the opinion of the Appointing Authority is a minor offence, shall be subjected to disciplinary action.

2.21 OBLIGATION OF STAFF UPON CESSATION OF SERVICE

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

- a) Account for all moneys drawn from the University for official business;
- b) Surrender MUST identification documents, university property, and any other documents in his/her possession;
- c) Provide a comprehensive written handover report in accordance with the provisions of Section 2.21 of these terms before issuance of clearance certificate/certificate of service.

2.21 HANDING OVER AND TAKING OVER

Efficient running of the Institution requires proper handing over. The handing over notes shall be in writing, witnessed by Internal Audit department 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/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.

2.22 NOTICE PERIODS

- 1) On termination of appointment other than in the circumstances stated in subsection 2.22 (2) below, notice shall be given as follows:-

Table of Notice

Cause of Termination	Notice
a) Retirement on due date -----	6 months
b) Termination of probationary appointment-----	30 days
c) Retirement on abolition of office-----	90 days
d) Compulsory retirement to facilitate improvement or improve economy-----	6 months
e) On being medically boarded out of service-----	90 days
f) Retirement in University interest ----- (or one month pay in lieu of notice)	one month
g) Termination of contract appointment-----	30 days
h) Termination of temporary appointment-----	14 days
i) Resignation –	
(i) professors (or equivalent) ----- (or two month pay in lieu);	6 months
(ii) Other staff ----- (or one month pay in lieu)	3 months
(iii) Probationary appointment ----- (or one month pay in lieu)	one month

- 2) No notice shall be given to an employee on:-

- a) his or her dismissal;
- b) his or her summary dismissal;
- c) termination of his or her contract agreement in which the period of employment is expressed, following the expiry of such period.

- 3) wherever notice is expressed, it shall be consecutive days or months including Saturdays, Sundays and public holidays which fall therein and shall exclude the day of service but include the day of discharge.

2.23 SECRECY AND COMMUNICATION

- a) All staff members shall exercise a high degree of secrecy in handling official information and documents that come into their knowledge and possession in the course of their University duties.
- b) A member of staff shall not communicate, without permission, to any person or body, any confidential official information.
- c) A member of staff shall not disclose, publish or assist in publication, or make public or cause to make public any materials or information relating to the University, unless when executing official duties or with the permission of the Vice Chancellor.
- d) No member of staff shall, except with the express permission of the Vice Chancellor or when executing official duties:
 - (i) Issue, on behalf of or for the University, any verbal or written statement to the press, radio, or other mass media;
 - (ii) Allow or cause oneself to be interviewed on matters relating to the University policies and activities;
 - (iii) Withhold any information that might be of vital importance to the University;

2.24 MISCELLANEOUS PROVISIONS

2.24.1 DECENCY

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

2.24.2 SEXUAL HARASSMENT IN EMPLOYMENT

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

2.24.3 CERTIFICATE OF SERVICE

- a) Any employee who leaves the service of the University may on request be given a written record showing the nature and duration of employment, etc, known as a **Certificate of Service**.
- b) The certificate of service shall be signed by the Secretary to Council or his/her delegate.

2.24.4 ADDENDUM TO STAFF TERMS AND CONDITIONS OF SERVICE

Council shall provide appropriate additional guidelines to the Staff Terms and Conditions of Service that shall form annexes and elaborate on the policy issues laid down in the terms as may be deemed appropriate.

2.24.5 AMENDMENT OF STAFF TERMS AND CONDITIONS OF SERVICE

The University Council may amend these terms and conditions of service from time to time.

CHAPTER 3: STAFF DISCIPLINARY CODE OF CONDUCT

3.1 DISCIPLINARY OFFENCES JURISDICTION

3.1.1 DISCIPLINARY OFFENCES UNDER THIS CODE

- (a) Breach of Confidence that is to say,
 - (i) disclosing or conveying, verbally or otherwise, directly or indirectly any information, without lawful authority whether or not for a reward, service or favour to an unauthorized person, office organization or institution regarding any examination, test, or progressive assessment (either before, during or after such examination, test or progressive assessment) or confidential information or secrets regarding any department, section or office or individual in the University.
 - (ii) Unduly assisting any student during examinations.
- (b) Offences against public morality, that is to say behaving in an indecent manner accompanied by moral turpitude.
- (c) Illicit sexual conduct between members of staff and students or between staff and staff, or between staff and members of the public, in return for favours in the University service and activities.
- (d) Discreditable conduct, that is to say, acting or conducting oneself or making utterances verbally or in writing or appearing in public, in a disorderly manner or in any way prejudicial to the discipline or likely to bring or lead to discredit or disrepute to the name and image, or disturbance of smooth relationships among members or sections, of the University.
- (e) Neglect of duty, that is to say,
 - (i) Neglecting or without good or sufficient cause, omitting to diligently, regularly and punctually attend to or carry out anything which is his/her duty;

- (ii) failing, within his/her competency and ability to perform any duty in accordance with his/her terms of service or specially given instructions;
- (iii) leaving his/her station or place of work without prior permission competently granted to him/her in that regard;
- (iv) failing to report or take appropriate action on any matter coming to his/her knowledge or information which is prejudicial to the interests or good name or image of the University;
- (v) insubordination, that is to say, unreasonably refusing to participate in the general organization and administration of the University or any department thereof as may be, from time to time competently required of him/her;
- (f) Engaging in corrupt practices, that is to say;
 - (i) Soliciting or receiving directly or indirectly any bribe;
 - (ii) failing to account for or make prompt or true return of any monies or property received by him/her in his/her official capacity or failing to account satisfactorily when called upon by the responsible officer or member of staff so to do, for any monies or property in his/her possession or control or received by him/her otherwise in his/her official capacity;
 - (iii) Improperly using one's official position to one's private advantages.
- (g) Incitement or undue influence or attempting to do the same, that is to say,
 - (i) leading, inducing or persuading or joining students in misconduct against discipline in the University or;
 - (ii) instigating or attempting to instigate discontent among staff and or students against the well being and name of the University.

- (h) Falsehood, that is to say,
 - (i) making or signing in any official document or book, any statement or entry which one knows or has reasonable grounds to believe to be false; or
 - (ii) willfully or negligently making a false misleading or inaccurate statement; or
 - (iii) destroying or mutilating any official document or record or altering or erasing any entry therein;
- (i) False pretences, that is to say;
 - (i) using, adopting, assuming or allowing oneself to be associated with any academic or professional title or qualification which he/she has never officially or formally been conferred or has never acquired;
 - (ii) crediting him/herself with or plagiarizing any publication or literary, scientific or artistic work or any legal right therein or there from which is not a result of his/her labour, skill or effort.
- (j) Drunkenness or drug abuse, that is to say, if one, while on duty, is unfit or unable to discharge his/her responsibilities due to drink or drugs;
- (k) Any offence under any written law related to or in connection with the University.
- (l) Irregular conduct, that is to say, acting in any irregular manner prejudicial to discipline or the good name of the University not specially provided for or covered under any provision of this Code.
- (m) Failure and discontinuation from the course, abandonment of a course, by a staff member on the Staff Development Programme.

3.1.2 AVOIDANCE OF DOUBT

For avoidance of doubt, it is expressly provided that the Appointments Board will have power to conduct disciplinary proceedings against any member of staff even where a misconduct by such member falls under or is covered by his/her Professional Code of Ethics or Oath. It is further provided that acquittal on a criminal charge in a court of law shall not be a bar to institution of disciplinary proceedings under this Code.

3.1.3 THE INTERNAL STAFF DISCIPLINARY COMMITTEE

In doing its work, the Appointments Board will be assisted by an Internal Staff Disciplinary Committee, to be appointed by the Vice Chancellor and ratified by the Appointments Board with a membership to be determined by the Vice Chancellor. The committee, composed of university staff, shall be as representative as possible. The committee shall serve a term of four years.

3.1.4 FUNCTIONS OF THE INTERNAL STAFF DISCIPLINARY COMMITTEE

The committee shall have the following functions:

- (a) To handle disciplinary matters of the support staff in the scale of MB13 –M20 to conclusion in accordance with the code.
- (b) To handle disciplinary matters of the Senior Staff and Support Staff in the scales of MB3-12 and forward those which merit the attention of the Appointments Board.
- (c) To make a written comprehensive report on the disciplinary proceedings conducted by it to the Appointments Board;
- (d) To keep a registry of all disciplinary proceedings, reports and related documents and information, and
- (e) To carry out any such other function as may be required of it by the Appointments Board under this Code.

3.1.5 ADMINISTRATIVE DISCIPLINARY POWERS

- a) A member of staff in charge of the day-to-day administration of a department, section or office may initiate appropriate disciplinary measures, by reporting in writing to University Secretary.
- b) The University Secretary shall investigate all the cases reported to him/her and depending on his/her findings may clear or forward the cases to the Appointments Board.
- c) As soon as a disciplinary offence has been established, the University Secretary shall ensure that a written notice setting out the disciplinary offence with which a member of staff is charged and copies of all relevant documents, if any, are given to the accused member of staff asking him/her to present his/her written reply to him/her within a specified time.
- d) The officer concerned may be interdicted or suspended in accordance with this code.
- e) The disciplinary powers vested in the Vice-Chancellor as the administrative head of the University especially as they affect staff shall remain in force.

3.1.6 DISCIPLINARY OFFENCE REPORT TO THE BOARD

Any disciplinary offence referred to the Board shall be in full and in writing accompanied by copies of the relevant documentary evidence.

3.2 PRELIMINARY DISCIPLINARY PROCEDURES

3.2.1 FORCED LEAVE

- a) Where allegations of possible breaches of the Staff Code of Conduct are made, the University Secretary may send the officer against whom the allegations have been made on force leave. This will be necessary if the affected officer is likely to interfere with or hamper preliminary investigations into the alleged breaches. The preliminary investigations are aimed at establishing possible disciplinary offences.

- b) Staff on forced leave shall retain their full pay.

3.2.2 SUSPENSION

- a) As soon as a disciplinary offence has been established, and if the University Secretary, in consultation with the Vice Chancellor, considers that the interest or welfare of the University requires that a member of staff should cease his/her services to the University, he/she may suspend that member of staff from his/her services to the University, pending disciplinary and or court proceedings against him/her.
- b) Staff on suspension shall incur forfeiture of half monthly pay.

3.2.3 INTERDICTION

- a) Where a disciplinary case is presented before the Appointments Board, and the Board does not resolve it at the first sitting, whether a member of staff has been convicted on a criminal charge by a court of law, or acquitted, the Appointments Board may, if it considers it to be in the interest of the University, interdict him/her from his/her services to the University pending further hearing of the case.
- b) Staff on interdiction shall incur forfeiture of half monthly pay.

3.2.4 PAY DURING OR AFTER DISCIPLINARY OR COURT PROCEEDINGS

- a) A member of staff who is interdicted or suspended shall receive one half of his/her salary.
- b) Where disciplinary or criminal proceedings have been taken or instituted against a member of staff who is under interdiction or on suspension and he/she is not, on their conclusion, dismissed, or, as the case maybe, convicted as a result of such proceedings, the whole of any pay withheld under this Statute shall be restored to him/her.

3.3 HEARING OF DISCIPLINARY OFFENCES

3.3.1 STAFF OTHER THAN EXEMPTED STAFF

- a) The accused member of staff shall be allowed full opportunity to adduce and present evidence, including examining of witnesses, if any, in his/her defence.
- b) There will be preliminary hearings by the Internal Staff Disciplinary Committee as provided for in sections 3 and 4 of this code.
- c) The Appointments Board will conduct its proceedings expeditiously but without influence from anybody.
- d) The proceedings of the Appointments Board will not be open to the public.
- e) An accused member of staff may on his/her own choice and expense, seek expert legal advice or the assistance of a colleague but will have no right to be represented by a lawyer at the proceedings.
- f) The Appointments Board will be guided in its proceedings by principles of natural justice and, in that regard, strict rules of procedure and legal technicalities applied in a court of law shall not apply.
- g) Where, on the expiry of the period given in the notice for the hearing of a disciplinary offence, the accused member of staff;
 - (i) admits, in writing, having committed the offence and does not wish to be heard in person; or
 - (ii) has not responded in writing without any known reasonable excuse (the determination of which shall be by the Appointments Board) and the Appointments Board having been satisfied that he/she was served with and received the required written notice;

the Appointments Board may proceed to hear and decide on the accusation, including the decision on the issue of the sanction(s), in the absence of that accused member of staff.

- h) Where, under the provisions of this Statute,
 - (i) It is necessary to serve any notice, charge or other document upon a member of staff; or to communicate any information to any member of staff by reason of such member having absented him/herself from duty, and,
 - (ii) It is not possible to effect such service upon or communicate such information to such member personally,

It shall be sufficient if such notice, charge or other document or letter containing such information is served upon such member at his/her residence or by registered post or public media.

3.3.2 SANCTIONS

- a) Subject to Statute, the Appointments Board may impose one or more of the following sanctions upon any member of staff as a result of disciplinary proceedings under this Statute:-
 - (i) dismissal with disgrace;
 - (ii) dismissal;
 - (iii) Retirement in the interest of the institution;
 - (iv) demotion in rank;
 - (v) denial of consideration for promotion (for some definite period);
 - (vi) Stoppage of increment for a defined period of time;
 - (vii) Reduction of pay within the salary scale;
 - (viii) Extension of probationary period for a definite period;

- (ix) Denial of all or some of the privileges under the terms of service, for a specified period of time;
 - (x) Written reprimand;
 - (xi) Replacement of property as that lost or damaged due to the misconduct or negligence of the convicted member of staff;
 - (xii) Recovery of the total or part of the cost of any loss of or damage to property caused by default, negligence, or misconduct, of the convicted member of staff;
 - (xiii) Refund of money spent on training.
- b) It shall be the duty of the Appointments Board to communicate its findings or decision(s) to the concerned staff.

3.3.3 EXEMPTED MEMBER OF STAFF

- a) An exempted member of staff may only be disciplined by the Appointing Authority in accordance with his/her terms of service.
- b) Misconduct under this Statute by an exempted member of staff shall be reported to the Appointing Authority either by the Vice Chancellor in the case of honorary, visiting lecturers or seconded staff, or by the Chairman of Council in the case of Vice Chancellor or Deputy Vice Chancellor.

3.4 MISCELLANEOUS PROVISIONS

- a) This Code shall be part of the Terms of Service for every member of staff.
- b) After the Appointments Board has made a decision, the member of staff concerned may make a written appeal to the University Council within 30 days after the decision was made or use other methods of appeal as may be legally established from time to time.

CHAPTER 4: THE PROMOTIONS POLICY

4.1 DEFINITION OF PROMOTION

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

4.2 ELIGIBILITY FOR PROMOTION

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

4.3 CRITERIA FOR PROMOTION

The academic and or professional requirements for promotion to any position in the University Service, which shall be reviewed by the University Council from time to time, shall be as set out in the criteria annexed to this policy in Appendix A.

4.4 RECOMMENDATION FOR PROMOTION

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

- a) no officer shall be recommended for promotion while he or she is on probation;
- b) no officer shall normally be recommended for promotion until he or she has served a minimum period of one year in his or her substantive grade;
- c) an officer shall normally not be recommended for promotion to a post more than one step up the promotion ladder except in exceptional circumstances outlined in section 4.6.

4.5 CONSIDERATION FOR PROMOTION

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

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

4.6 EXCEPTIONAL PROMOTION

4.6.1 ACCELERATED PROMOTION

Notwithstanding section 4.4 (c) of this policy, staff may be given accelerated promotion in exceptional circumstances. Accelerated promotion occurs when one is promoted to a post more than one step up the promotion ladder.

4.6.2 PROMOTION OF STAFF ON LONG TRAINING PROGRAMS

Notwithstanding section 4.5 (a) of this policy, staff on scholarship/training course which lasts more than one calendar/academic year may be promoted if the promotion was earned and recommended before course commencement.

4.7 DATE OF PROMOTION

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

CHAPTER 5: STAFF TRAINING AND DEVELOPMENT POLICY

5.1 POLICY STATEMENT

The University regards its employees as its most important asset and recognizes the pivotal role they play in achieving its objectives. It is therefore committed to ensuring that all staff is trained to carry out their jobs, and shall equip and prepare them for future challenges.

5.2 POLICY OBJECTIVES

The overall training and development objective is to encourage and support staff to reach their maximum potential. The policy therefore, aims at:

- a) enabling the University Council to support training and staff development;
- b) enabling the managers of the training function to effectively plan, coordinate, implement and evaluate training programs;
- c) providing all eligible employees with appropriate and relevant training opportunities.

5.3 POLICY PRINCIPLES

The University's training and development principles are to:

- a) encourage individual self-development initiatives through provision of conducive environment and support/resources to help employees achieve the University's objectives;
- b) link individual training and development needs to current and long term institutional needs and plans;
- c) provide training opportunities to staff basing on institutional needs;
- d) comply with the existing national legislation on training;
- e) enhance individual skills for career progression;

- f) identify individual strengths and weaknesses and accordingly aid staff to exploit their potential.

5.4 TRAINING AND DEVELOPMENT PHILOSOPHY

Considering the central role played by its human resources in achieving the University's goals and objectives, the University's Human Resource Training and Development Policy has the objective of recruiting, maintaining and retaining a resourceful, highly motivated, developed and innovative human resource to ensure provision of high quality services.

5.5 UNDERSTANDING THE CONCEPT OF TRAINING

The University employs staff with the basic formal training at the time of engagement in line with the University's Recruitment Policy. There is, however, constant need to prepare them for the unique function of achieving the University's vision of being a centre of academic and professional excellence in science and technology in an environment of ever changing client needs and national and international challenges. The University therefore takes training as an activity that enables its employees to:

- a) acquire the knowledge, skills and attitudes necessary for better performance for the present and future in providing quality education;
- b) develop and practice acceptable behaviour and work ethics.

5.6 MANAGING THE TRAINING PROCESS

- a) Individual training needs shall be identified through the Performance management/appraisal system and other staff evaluation criteria.
- b) The departmental training needs shall be derived from individual needs, and job tasks.
- c) The University training needs shall be derived from departmental needs, the institutional plans and client needs.

- d) Once the University's training needs have been identified, these will be broken into annual training needs, and a training budget will be agreed upon. Decisions will then be made on how best to meet those needs on priority basis.
- e) A succession arrangement shall be followed to identify staff for training and development for promotion and/or projected vacancies.
- f) Training needs will cover specific performance shortfalls, if it becomes clear that management coaching and guidance will not be sufficient.

5.7 TRAINING AND ADMINISTRATION PROCEDURES

- a) The preparation for training shall be the responsibility of the respective departments in liaison with the Staff Training and Development Committee (STDC).
- b) The Human Resource Management Section shall follow up course reports, analyze and summarize them for the STDC to evaluate, and thereafter make reports to the Vice Chancellor for appropriate action.
- c) It shall be mandatory for staff to complete their training programs within the stipulated time. In exceptional cases, however, extension(s) may be granted on the recommendation of the training Institution/Supervisor.
- d) Where a staff on training fails or misses an examination/paper, the STDC shall determine whether such failure or missing a paper/examination was out of personal negligence and determine the appropriate action.
- e) Where a staff on training fails or misses an examination/paper for any reason of his/her fault, re-taking or repeating such and examination/paper shall be at his/her own cost.
- f) A member of staff who fails to complete a long course of study on leave with pay /sponsorship shall be advised to seek employment elsewhere, while one failing a short course shall be required to refund the money spent on sponsoring him/her.

- g) The positions of Assistant Lecturer and Teaching Assistant are training grades. Staff in these positions shall, therefore, be permitted to undertake further appropriate training as soon as training opportunities are available.
- h) Probationary staff, other than those specified in 5.7(g) shall not be sponsored by the University for courses longer than one month. The Vice chancellor may, however, expressly authorize longer training for probationary staff acting in the corporate interest of the University.
- i) Upon completion of a bonded training program, staff shall not be allowed to undertake further long training programs until they have served the whole bonding period of the previous course, except in cases where such training is a continuation of the previous course, or does not interfere with the individual's performance of his/her routine duties. The Vice Chancellor may, however, grant express permission in special circumstances.
- j) Subsection 5.7 (i) notwithstanding, staff proceeding for PhD study programs after completing masters degrees may go ahead without waiting to serve the whole bonding period.
- k) The University shall not grant permission for staff to undertake courses that are irrelevant to its plans and needs, where such staff members are unable to continue working while studying. Where staff go ahead to undertake such courses, the University shall advise them to resign from their positions, and shall make no commitments on employment after completion of these courses.

5.8 FORMS OF STAFF TRAINING PROGRAMS

The University shall provide for the following staff training programs:

5.8.1 INDUCTION TRAINING

Induction Training aims at giving new employees information about the University, its objectives, standards, and policies, as well as the job and the general terms and conditions of service. The Human Resource Management department, in liaison with user departments, shall draw up such programs.

5.8.2 REFRESHER TRAINING

Staff members who are identified as needing refresher or update training shall be facilitated to attend suitable refresher courses.

5.8.3 JOB-RELATED TRAINING

Newly appointed or promoted staff shall be given job-related training to facilitate them achieve acceptable levels of performance.

5.8.4 MANAGEMENT SKILLS TRAINING

Staff with the responsibility of supervising other staff shall be given relevant management skills training to enable them optimally attain results through team effort.

5.8.5 DEVELOPMENT TRAINING

- a) Staff members who are identified to have potential for development to higher positions in the University's establishment shall be availed relevant training opportunities for development to those higher positions, depending on availability of funds, scholarships or fellowships.
- b) Where there are no funds, scholarships or fellowships, staff shall be encouraged to take up relevant self-sponsored development programs, but in such cases, it will be ensured that such programs do not significantly interrupt the University's official business. On successful completion of such courses, the staff may be considered for appropriate placement.

5.9 RESPONSIBILITY FOR TRAINING

All stakeholders shall ensure that the policy achieves its objectives by:

5.9.1 THE INDIVIDUAL:

- a) is responsible for self-training and development through private study and practice and by showing positive attitude towards learning and continuing education. Staff shall

therefore be required to seek ways and means of developing themselves through training;

- b) in particular, shall have the obligation to formulate or identify appropriate and relevant schemes of study at suitable points in one's career, and to apply for Study Leave in accordance with this policy;
- c) is expected to undertake training programs arranged at the department, faculty or University level.

5.9.2 THE DEAN/DIRECTOR/HEAD OF DEPARTMENT

The Dean/Director/Head of Department shall:

- a) identify the training needs for the faculty/institute/department and subordinates;
- b) develop subordinate staff through counseling and coaching them to reach acceptable levels of performance in their jobs, and preparing them for higher responsibilities. They shall also give the necessary induction to new staff to bring them in line with established procedures and practices in the University;
- c) recommend their subordinates for training programs and opportunities to the managers of the training function;
- d) advise on the appropriateness of releasing staff for further training depending on current faculty/institute/departmental needs.

5.9.3 THE UNIVERSITY

The University shall:

- a) be responsible for the overall direction of staff training and development;

- b) support staff training and development by providing the necessary resources for this function, but with emphasis on developing research and training capacity;
- c) take a decision on which members of staff to get sponsorship, fellowships and other scholarship awards for further training whenever opportunities arise;
- d) release staff to attend courses in accordance with the needs of the University, and as much as possible, ensure their proper placement after training.

5.10 PERMISSION TO UNDERTAKE TRAINING

5.10.1 NOMINATION FOR TRAINING

- a) Immediate supervisors shall nominate/recommend their subordinates for appropriate training during the Performance appraisal process.
- b) Scholarships, fellowships, grants etc to the University shall be received by the STDC Secretariat and nomination for candidates for such awards shall be by the committee in liaison with deans and or heads of departments of the beneficiary faculties/departments;
- c) Self-acquired scholarships shall be reported to the STDC for clearance.

5.10.2 RECOMMENDATION FOR TRAINING

- a) Nominations and applications for training shall be forwarded to the respective dean/director/ head of faculty/institute/department/section for recommendation to the STDC.
- b) The STDC's advice to the Vice Chancellor shall be on grounds of the value of the proposed training program to the individual and the University, the staffing situation of the department, and the financial implications.

5.10.3 APPROVAL FOR TRAINING

Shall be the responsibility of the Vice Chancellor on the advice of the STDC.

5.11 STAFF TRAINING AND DEVELOPMENT COMMITTEE (STDC)

There shall be a STDC appointed by the Vice Chancellor that shall handle and advise on training and staff development matters.

5.11.1 COMPOSITION OF THE COMMITTEE

- a) A Deputy Vice Chancellor shall be the Chairperson of the Committee.
- b) The Academic Registrar, the University Bursar, the University Secretary, the Chairperson of the Deans' Committee, and representatives of the Senior Administrators' Forum and Workers' Union (one each) shall be members of the committee.
- c) The Human Resource Management Department shall form the secretariat to the committee.
- d) The committee may co-opt other members to the committee as and when necessary.

5.11.2 FUNCTIONS OF THE COMMITTEE

The committee shall, in liaison with Deans/Directors and Heads of department, be responsible for:

- a) recommending members of staff for sponsorship, fellowships, and other scholarship awards for further training whenever opportunities arise;
- b) implementing the Staff Training and Development Policy;
- c) designing and regularly reviewing the Staff Development plan;

- d) prepare and recommend on annual staff training and development budgets, sponsorships and fellowships;
- e) prepare and recommend on training activities, workshops, courses and seminars;
- f) prepare and recommend on appropriate further training for staff who may take long without making initiatives for their own training;
- g) handling any other duties as may be assigned by the Vice Chancellor.

5.11.3 COMMITTEE BUSINESS AND RULES OF PROCEDURE

The committee shall determine its business and rules of procedure.

5.12 STUDY LEAVE

The University shall grant Study Leave in the cases of:

- a) courses fully sponsored by the University;
- b) courses fully sponsored by donors/scholarships/fellowships with the approval of the University;
- c) courses partially sponsored by the University and partially by the individual or donor grants or scholarships/fellowships with the approval of the University;
- d) courses fully sponsored by the individual with the approval of the University.

5.13 GRANTING STUDY LEAVE

5.13.1 STUDY LEAVE WITH PAY

- a) Study leave with pay shall be granted only to staff sponsored by the University or donor grants or sponsorships/fellows or self-sponsorship approved by the University.

- b) Study leave for long courses of more than one academic year will normally be granted for the whole course duration. The Vice Chancellor shall, however, have the discretion to grant leave for only part of the course duration, and to renew the leave in individual cases depending on individual progress and scholarship conditions.
- c) The duration of Study leave for courses of one year or less shall depend on the approved duration of the course.
- d) Staff members who exhaust their study leave and do not return to the University within two months from the time of the expiry of the leave shall have payment of their salaries and allowances suspended.
- e) Study leave shall include Annual leave for the period one is on Study leave.

5.13.2 STUDY LEAVE WITHOUT PAY

- a) staff members on full-time courses fully or partially sponsored by the individual or donor(s) without University approval, or on courses incongruent with the University needs shall be granted study leave without pay;
- b) staff members granted study leave without pay may be re-absorbed in appropriate positions in the University service at the completion of their training programs provided there is a vacancy.

5.13.3 EMOLUMENTS FOR STAFF ON STUDY LEAVE

- a) Staff who undertake their training courses at MUST or other institutions but continue to perform routine duties of their jobs shall be paid full salary and allowances.
- b) The University shall pay salary to sponsored staff undertaking full time training programs, but who are unable to continue performing duties of the jobs during the course period.

- c) The University may pay book and or research allowances to staff on sponsored courses when funds are available.
- d) In cases of foreign-based courses:
- (i) payment of such allowances as transport, food, warm clothing, airport tax, visa, per diem etc. shall be determined by the University council and or the conditions of the grant or sponsorship;
 - (ii) and where assistance is not available from other sources, staff who have been granted Study leave may be granted:
 - a return passage not exceeding the cost of economy class air fares for the member, his/her spouse and not more than two infant children, to and from the approved Study leave destination;
 - twenty kilograms of excess baggage by air for each adult passenger on the return passage;
 - study leave in extension of vacations spent abroad provided that the means of combining passages to and from their homes and to and from the approved study leave destination shall have had the prior approval of the Vice Chancellor.

5.13.4 STUDY LEAVE DISPUTES

- a) A member of staff who feels unfairly treated, or has reasonable grounds to believe that he/she will be unfairly treated, by the respective Dean/Director/Head of Faculty/Institute /Department /Section during the process of applying for training program(s), shall be allowed to submit his/her application directly to the STDC. The STDC shall handle such applications in accordance with Section 5.10.1(b) of this policy.

- b) Where a staff is still not satisfied with the reviewed decision, he/she may refer the matter to the Chairperson of the University Council for a final decision.

5.14 TRAINING BONDS

- a) Staff members who undertake training programs sponsored by the University, or on sponsorships or fellowships secured or recommended by the University shall be bonded.
- b) Staff members who undertake their training at MUST or other institutions without sponsorship but on study leave with pay, but who continue to perform routine duties of their jobs shall not be bonded.

5.15 BONDING PERIOD

The bonding period shall depend on course duration, location, sponsorship and type of study leave granted, and shall be as follows:

- a) staff who undertake courses that are sponsored by the University or donor grants or sponsorships/fellowships approved by the University and on study leave with pay shall be bonded for a period twice the duration of their course, except for staff who undertake their training at MUST and continue working while studying;
- b) staff members who undertake training programs on study leave with pay but without sponsorship, and are unable to carry out their routine university duties during the course period, shall be bonded for a period equal to the duration of the course undertaken.

5.16 BONDING AGREEMENTS

- a) Bonding agreements shall be signed before course commencement.
- b) Where an individual embarks on a training program without signing the agreement, sponsorship funding shall not be disbursed and salary payment shall be suspended in the month following the month of course commencement.

- c) If the staff does not sign the bonding agreement within two months of course commencement, sponsorship and study leave with pay shall be withdrawn, and the sponsor and beneficiary shall be informed accordingly.
- d) The Human Resource Management department shall be the custodian of the Bonding Agreements.
- e) A member of staff who contravenes the Bonding agreement shall be treated as stipulated in the agreement.

5.17 TRAINING REPORTS

- a) Staff on long training programs of one year or more shall be required to submit annual progress reports to the STDC secretariat. Such reports shall be endorsed by the training supervisors. Where such reports are not provided, the salary of the staff on training shall be stopped two months after the time the reports were expected.
- b) On completion of training, staff members who undertake training channeled through the STDC will be required to make a feedback reports to the STDC.
- c) A copy of each report shall be kept on the staff confidential personnel file, and another copy forwarded to the staff's respective duty department.
- d) Where action needs to be taken as a result of such a report, the STDC shall sit to recommend the necessary action to the Vice Chancellor, who will cause action to be taken by appropriate officials.
- e) The STDC shall provide reports about on-going and completed training programs to the Vice Chancellor.

5.18 TRAINING CERTIFICATES

- a) Staff shall be expected to submit copies of their training certificates after the completion of training programs.

- b) A copy of each training certificate shall be kept on the individual confidential personnel file.
- c) Staff members who fail to submit copies of the certificates shall be required to explain in writing, and appropriate action shall be taken.

5.19 ATTAINMENT OF ADDITIONAL QUALIFICATIONS

The University shall encourage staff to update their skills and knowledge in areas related to their professions. Staff members who complete such courses shall be deployed appropriately depending on institutional needs, and availability of positions and funds.

5.20 OTHER STAFF TRAINING AND DEVELOPMENT POLICY ISSUES

The Human Resource Management department shall from time to time advise Management on how to resolve issues that may not be specifically addressed by this policy.

6.0 IMPLEMENTATION

- a) The implementation of the provisions in this manual will be subject to government funding.
- b) The University Council shall review the manual from time to time.

APPENDIX A

MBARARA UNIVERSITY OF SCIENCE AND TECHNOLOGY

CRITERIA FOR APPOINTMENT AND PROMOTION INTO THE SERVICE OF MBARARA UNIVERSITY OF SCIENCE AND TECHNOLOGY (MUST)

A: CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC STAFF

1. FACULTY/ INSTITUTE APPOINTMENTS/PROMOTION ADVISORY COMMITTEES

- 1.1 The appointment of the Vice Chancellor and Deputy Vice Chancellor shall be in accordance with the UOTIA.
- 1.2 The appointment of Deans, Directors and Heads of departments shall be in accordance with the UOTIA.
- 1.3 Each Faculty/institute shall have a Committee with the task of scrutinizing applications for appointment and reviewing staff for promotion. The Committee, made up of five members elected by the Faculty Board and chaired by the Dean, shall meet to review the progress of each member of staff.
- 1.4 Where a member of the Committee is a candidate, he/she shall not take part in the proceedings of the Committee.
- 1.5 Where a Dean of faculty/Director of institute is being considered, the Vice Chancellor shall constitute a Committee to review his/her case.
- 1.6 The Committee shall consider applications for appointment and evaluate staff annually using University guidelines for appointments, promotion or censure (where applicable), make recommendations to the Appointments Board;
- 1.7 Handle and make recommendations to the University council on cases of individual disputes.

1.8 Handle and make recommendations to the University Council on all cases of appointment of Academic staff.

1.9 Referees' reports shall not be considered by the Faculty Committees' but shall go straight to the University Council.

2.0 CRITERIA FOR APPOINTMENT/PROMOTION (See page 78 for the Points System)

The following criteria for appointment and promotion of staff are to be used as guidelines as translated into a Points System. However, the guidelines will not be applied as a blanket cover across the entire academic spectrum. This will allow flexibility and variation so far as disciplines are concerned. The criteria are:

2.1 CRITERIA

- (a) Academic and Professional qualifications
- (b) Publications
- (c) Teaching Experience
- (d) Research
- (e) Supervision of postgraduate students
- (f) Clinical Experience (where applicable)
- (g) Other academic activities (conference attendance, seminars, etc.)
- (h) Service to the University and the Community
- (i) Membership of professional bodies
- (j) Conduct

2.2 QUALIFICATIONS

- a) It must be noted that academic qualifications are as diverse as Universities. The quality of the qualifications must, therefore, be taken into account.
- b) The first degree is usually the BACHELORS degree or its equivalent. Where the degree is classified, the class must be considered.
- c) The second degree is usually the MASTERS degree or its equivalent. Masters degrees are very diverse. In some

Universities a one-year course work and examination program without research leads to an award of this degree. In others it is a combination of course work and research or research alone. It is necessary to identify the type of Masters Degree.

2.3 PUBLICATIONS

- a) Publications are very diverse. Some are a result of strenuous research, whereas others do not require exhaustive research. The University must not be deluded by the number of publications. The content is more important than the number. Publications which appear in refereed journals are the most serious test of one's scholarship. However, publications in non-refereed journals as well as published books, articles in published books and manuscripts of academic value will also be considered.
- b) In cases of visual and performing arts, exhibitions may be accepted in lieu of publications. In cases of performing arts, recorded materials may also be accepted as publications. Faculty Committees are the best suited to evaluate the publications. In cases of posts of Professor and Associate Professor, the Publications shall be confidentially vetted by external and independent academicians whose reports shall be confidentially submitted to the Council. The Vice Chancellor shall consult and select the external academicians.

2.4 TEACHING ABILITY AND EXPERIENCE

The ability to communicate knowledge to students is an asset to an academic and it must be one of the desirable qualities in a good academic aspiring for promotion. Appropriate instrument(s) shall be used to evaluate the staff member's ability to teach.

2.5 RESEARCH

Research is a necessary component in academic life. No one can be accepted as an academic without involvement in research.

2.6 SUPERVISION OF POSTGRADUATE STUDENTS

Academics who accept responsibility of supervising post-graduate students are an asset. It is necessary to insist on tangible proof of involvement in postgraduate programs as a requirement for promotion. The degree of involvement should rise steeply when considering one for the post of full Professor.

2.7 CLINICAL EXPERIENCE (WHERE APPLICABLE)

Members of Academic staff in the clinical disciplines spend a substantial amount of time and energy caring for patients, supervising interns and on emergency call on a 24 hour basis, during term time and vacations. This great contribution of the clinician serving Mbarara Teaching Hospital should be recognized and rewarded while considering individuals for appointment and promotion.

2.8 OTHER ACADEMIC ACTIVITIES

It is recognized that the intellectual life of the University is kept ticking largely by essential activities of academics. Those who contribute to the success of conferences, seminars, workshops, symposia and public lectures keep the University alive and contribute to its viability. Active involvement in academic activities is a requirement for promotion or appointment.

2.9 MEMBERSHIP OF PROFESSIONAL BODIES

Membership of professional bodies is in some cases a sign of success. Some professional bodies guard their membership jealously while others are not very particular as to who joins. Faculty/Institute Committees will be the ones to evaluate the worth of membership of professional bodies.

2.10 SERVICE TO THE UNIVERSITY AND THE COMMUNITY

University men and women must accept the fact that they have an obligation to serve the University and the community. A good record of involvement in community and national affairs is desirable.

2.11 CONDUCT

The general behaviour of the individual is an important aspect to consider for appointment or promotion of that individual.

3.0 PROMOTIONAL INTERVAL

- a) It is more important to ensure that there is a machinery to review all members of staff at regular intervals than to insist on intervals between promotions. It is therefore, important to carry out annual staff reviews. In all cases, however, the minimum promotion interval shall be two years.
- b) In case a staff member is found suitable for promotion when there is no vacant post, that staff member should be promoted to a supernumerary post where finances permit, pending availability of a substantive post.

4.0 ACADEMIC POSTS

4.1 TEACHING ASSISTANT OR EQUIVALENT

Qualifications:

Bachelor's degree, minimum of second class lower or equivalent.

4.2 ASSISTANT LECTURER OR EQUIVALENT

Qualifications:

Bachelor's degree, minimum of Upper second class or equivalent.

4.3 LECTURER OR EQUIVALENT

Qualifications:

- Either or
- (a) Bachelor's degree, minimum of lower second class equivalent, and,
 - (b) Master's degree.

- Or
- (a) Bachelor's degree or equivalent, and
 - (b) PhD degree.

4.4 SENIOR LECTURER OR EQUIVALENT

Qualifications:

- Either
- (a) Bachelor's degree, minimum of lower second class or equivalent, and a Masters degree.
- Or
- (b) Bachelor's degree or equivalent, and a PhD degree or equivalent.
- And
- (c) Three years' teaching and research experience.
 - (d) At least three publications or some other academic functions that greatly contribute to the development of the discipline as judged by the Faculty Committee.

4.5 ASSOCIATE PROFESSOR OR EQUIVALENT

Qualifications:

- Either
- (a) A Bachelor's degree, minimum of at least lower second class or equivalent, and a Masters degree.
- Or
- (b) A Bachelor's degree minimum lower second or equivalent, and a PhD degree or equivalent.
- And at Senior
- (c) Eight years' teaching experience three of which must be Lecturer level. Research experience, or clinical or both clinical and research experience.

- (d) Candidates must have successfully supervised at least two students registered for postgraduate qualifications.
- (e) Four publications
- (f) Candidates are expected to have contributed to the intellectual life of University education and to have given service to the community.
- (g) The Appointments Board will reserve the right to subject two of the candidates' publications to evaluation of internal or external experts. This evaluation should normally be done within three months.

4.6 PROFESSOR OR EQUIVALENT

Qualifications:

- (a) Bachelor's degree, or Masters degree and PhD or equivalent in terms of research, teaching and publications; and:-
- (b) Ten years' teaching and research or clinical experience.
- (c) Candidates must have supervised at least four students registered for a postgraduate qualification;
- (d) Six publications;
- (e) Candidates are expected to have made a significant contribution to the intellectual life in the area of specialization;
- (f) Candidates should have given service to the community.

4.6.1 Candidates will be required to submit at least three of their new publications for evaluation.

5.0 SPECIAL CASES

In exceptional circumstances, the Appointments Board may waive any of these requirements.

6.0 INTERPRETATION

These are minimum requirements. The achievement of any level will not necessarily lead to automatic appointment or promotion.

7.0 CRITERIA FOR APPOINTMENT AND PROMOTION – POINTS SYSTEM

The criteria identified are Academic and Professional qualifications, Publications, Teaching Experience, Research, Supervision of Postgraduate Students, Clinical experience, Other Academic Activities (Conference/Seminar attendance etc), Service to the University and the Community, Membership of Professional Bodies, and Conduct. 120 points have been distributed amongst the ten (10) criteria mentioned above as follows:-

7.1 ACADEMIC AND PROFESSIONAL QUALIFICATIONS (MAXIMUM 20 POINTS)

- | | |
|---|----|
| (a) Masters Degree through one year coursework and examination program or equivalent..... | 5 |
| (b) Masters Degree by coursework and dissertation/thesis or Equivalent..... | 10 |
| (c) PhD or equivalent..... | 15 |
| (d) Other Academic and professional Qualifications..... | 5 |

7.2 PUBLICATIONS (MAXIMUM 20 POINTS)

7.2.1 Each Publication in

- | | |
|--|---|
| (a) Refereed International Journal, assessed as: | |
| (i) Substantial..... | 3 |

- (ii) Fairly substantial..... 2
- (iii) Average..... 1

(b) Non-refereed Journal, assessed as:

- (i) Substantial..... 2
- (ii) Fairly substantial..... 1
- (iii) Average..... 0.5

- 7.2.2 Each
- (i) Published Book..... 5
 - (ii) Published Article in a Book..... 3
 - (iii) Manuscript..... 2
- assessed, in each case, as of academic value.

7.3 TEACHING ABILITY AND EXPERIENCE (MAXIMUM 15 POINTS; ABILITY – 10, EXPERIENCE – 5)

Faculty Appointments/Promotions Committee should rate candidates and make a recommendation to the Appointments Board. There should be a guideline of 1.5 points per year of full time teaching.
 Ability..... 1 point per year

Experience.....0.5 points per year

7.4 RESEARCH (MAXIMUM 8 POINTS)

Faculty Appointments/Promotions Committees should rate the candidate. The score is between 0 (zero) for no involvement in research to 8 (eight) for conducting a viable research program generating acceptable results.

7.5 SUPERVISION OF POSTGRADUATE STUDENTS (MAXIMUM 10 POINTS)

Supervision of a Postgraduate student up to submission stage:

- (a) PhD..... 5
- (b) Masters..... 3
- (c) Postgraduate Diploma..... 2
- (d) Teaching in a Postgraduate Programme..... 1

7.6 CLINICAL EXPERIENCE 20 POINTS

7.7 OTHER ACADEMIC ACTIVITIES (MAXIMUM 8 POINTS)

- (a) Deanship of Faculty/Directorship/Headship of a Department..... 3
- (b) Attendance at a Conference/Seminar and giving a paper..... 1
- (c) Organizer/ Convener of a Conference/ Seminar..... 1

7.8 SERVICE TO THE UNIVERSITY AND THE COMMUNITY (MAXIMUM 5 POINTS)

7.9 MEMBERSHIP OF PROFESSIONAL BODIES (MAXIMUM 4 POINTS)

7.10 CONDUCT (MAXIMUM 10 POINTS)

7.11 There will be no pass/fail mark and the points system is purely to serve as a guideline to the Appointments Board in reaching fair decisions.

B: CRITERIA FOR APPOINTMENT/PROMOTION FOR NON TEACHING STAFF

SCALE DESIGNATION QUALIFICATION

MB3	University Secretary Honours degree plus a post-graduate diploma in management related field. Possession of relevant Master degree is an added advantage.
years, four of which at managerial level in a reputable organization.	Should have served at least 8 senior
MB3 a Masters degree in added advantage.	Academic Registrar Honours degree. Possession of Dean of Students educational management is
years, four of which at managerial level in a reputable organization.	Should have served at least 8 senior
Senior D/Secretary Senior D/Registrar Senior D/Dean	As above.
one medical specialty. Director	M.Med or equivalent in any
experience of 8 years.	Should have administrative
University Bursar	B.Com./BBA (Accounting) and full membership of ACCA/CPA or a relevant Masters Degree. At least 3 years working experience at MB4 or its equivalent.
	Should have served at least 8 years, four of which at senior managerial level in a reputable organization.

	Senior D/Bursar	As for Bursar.
	Internal Auditor	Same qualifications as Bursar.
	University Engineer	Bachelors Degree in Engineering. Membership of the Uganda Institution of Professional Engineers. Postgraduate training will be an added advantage. Should have served at least 8 years, four of which at senior managerial level in a reputable organization.
MB 4	Deputy Secretary Deputy Registrar Deputy Dean	A good relevant bachelors degree plus a relevant post-graduate qualification. Should have served at least 5 years in a managerial position in a reputable organization.
	D/Hospital one medical specialty. Director	M.Med or equivalent in any Should have administrative experience of 5 years.
	Deputy Bursar	B Com./BBA (Accounting), and partial membership of CPA/ACCA. 5 years of relevant experience.

	Deputy Internal Auditor	As Deputy Bursar
	Deputy Engineer	Bachelors Degree in Engineering. Membership of the Institution of Professional Engineers. Should have at least five years of relevant experience.
	Principal Sports Tutor	A Bachelors degree plus a post graduate qualification in a relevant field. 5 years relevant experience.
MB 5	Senior Assistant Secretary/Registrar/ Senior Warden	A bachelors degree plus on in a relevant field. 4 years relevant experience.
	Senior Assistant Internal Auditor/ Senior Assist. Bursar	B.Com/ BBA (Accounting) in ACCA/CPA. At least 4 years relevant working experience.
	Principal Medical Officer	MBChB plus relevant postgraduate training. At least 4 years of relevant experience.
	Senior Sports Tutor	Bachelors degree plus relevant field.
	Postgraduate training in a	

At least 4 years relevant working experience.

Senior Assistant Engineer Bachelors Degree in Engineering. Membership of the Institution of professional Engineers. 4 years relevant experience.

Chief Technician Diploma in relevant field. At least 8 years relevant working experience.

Chief Nursing Officer Registered Nurse/Midwife plus 8 years of relevant experience.

MB 6 Assistant Secretary/
a relevant Postgraduate
Assistant Registrar/
experience of at least 3 years in
Warden
Sport Tutor
A good Bachelors degree plus qualification. Relevant a reputable organization.

Senior CBME
a relevant post-graduate
Cordinator
least 3 years.
A good bachelors degree plus a relevant postgraduate Qualification. At least 3 years relevant working experience in a reputable organization.

Assistant Bursar B.Com/BA (Accounting), plus partial qualifications in ACCA and CPA. At least 3 years relevant experience.

Assistant Internal Auditor	Same as Assistant Bursar.
Principal Personal Secretary	Typewriting III/Shorthand II. Must be computer literate. At least 6 years of relevant experience.
Assistant Engineer	A good bachelors degree in Engineering. Must be Registered with the Uganda Institution of Professional Engineers. Experience of at least 3 years.
Senior Medical Officer	MBChB degree. At least 3 years relevant working experience.
Senior Pharmacist	B.Pharm. At least 3 years relevant working experience.
Senior Social Worker	A good relevant Bachelors Degree. At least 3 years relevant working experience.
Principal Nursing Officer	Registered Nurse / Midwife. At least 6 years of relevant working experience.
Principal Orthopaedic Technology. At least 6 years relevant working experience.	Diploma in Orthopaedic Officer
Principal Physiotherapist	Diploma in Physiotherapy. At least 6 years

experience.		Relevant working
Clinical Officers. At	Principal Psychiatric Clinical Officer	Diploma for Psychiatric least 6 years relevant
working experience.		
	Principal Dispenser At least 6 years	Diploma in Dispensing. relevant working
experience.		
	Principal Laboratory Technician	Diploma in relevant speciality. At least 6 years relevant working experience.
least 6 years relevant	Principal Domestic Bursar	Diploma in a relevant. At working experience.
	Principal Ophthalmic Clinical Officer	Diploma in Ophthalmology. At least 6 years relevant working experience.
field. At least 6 years	Principal Executive Officer (Accounts/Audit)	Diploma in a relevant relevant working
experience.		
At least 6 years	Principal Radiographer	Diploma in Radiology. relevant working
experience.		

Principal Clinical Officer Officers. At least 6 experience.	Principal Clinical Officer	Diploma for Clinical years relevant working
Principal Supplies Officer field. At least 6 years relevant	Principal Supplies Officer	Diploma in relevant working experience.
Principal Engineering Asst. At least 6 years relevant	Principal Engineering Asst.	Diploma in Engineering. working experience.
MB7 in a relevant field.	Senior Administrative Assistant	A good bachelors degree A post graduate qualification in a relevant field is an added advantage. At least 2 years relevant working experience.
Pharmacist Medical Records Officer degree. At least 2 years experience.	Pharmacist Medical Records Officer	B. Pharmacy. Relevant bachelors relevant working
Medical Officer Community Based bachelors degree.	Medical Officer Community Based	MBChB degree. Registration with the Uganda Medical Council. A good relevant
Medical Educ. Co-ordinator	Medical Educ. Co-ordinator	At least 2 years relevant working experience.

	Social Worker	A good relevant bachelors degree. At least 2 years relevant working experience.
MB8	Administrative Assistant	A good Bachelors degree in a relevant field.
MB10	Senior Personal Secretary and stage II Shorthand.	At least Stage II Typing Must be computer literate. Relevant working experience of at least 4 years.
	Senior Nursing Officer	Registered Nurse/Midwife. At least 4 years relevant working experience.
	Senior Anaesthetic Officer	Diploma in Anaesthesia. At least 4 years relevant working experience.
	Senior Dispenser	Diploma in Dispensing. At least 4 years relevant working experience.
field.	Senior Laboratory Technician	Diploma in a relevant field. At least 4 years relevant working experience.
	Principal Assistant Supplies Officer	Diploma in relevant field. At least 4 years relevant working experience.

Principal Assistant Librarian	Diploma in Library and Information Science. At least 4 years relevant working experience.
Senior Domestic Bursar	Diploma in relevant field. At least 4 years relevant working experience.
Principal Assistant (Medical) Records Officer	Diploma in Records Management. At least 4 years relevant working experience.
Senior Public Health field. Dental Officer working experience.	Diploma in relevant field. At least 4 years relevant working experience.
Senior Psychiatry Clinical Officers. Officer working experience.	Diploma for Psychiatry At least 4 years relevant working experience.
Principal Security Officer	Certificate in relevant field. Previous Service Prisons/Police force is an added advantage. At least 4 years relevant working experience.
Senior Radiographer	Diploma in Radiology. At least 4 years relevant working experience.
Senior Orthopaedic	Diploma in Orthopaedic Technology. At least 3

Officer experience at MB 11 level	years relevant working or its equivalent.
Senior Supplies Officer	Diploma in a relevant field. At least 4 years relevant working experience.
Senior Anaesthetic Officer	Diploma in Anaesthesia. At least 4 years relevant working experience.
Sen. Ophthalmic Clinical Off.	Diploma in Ophthalmology. At least 4 years relevant working experience.
Senior Clinical Officer	Diploma for Clinical Officers. At least 4 years relevant working experience.
Senior Draftsman Draftsmanship.	Diploma in Architectural At least 4 years relevant working experience.
Senior Engineering Assistant At least 4 years	Diploma in Engineering. relevant Working experience.
Senior Electrician Engineering or Electronics. working experience.	Diploma in Electrical At least 4 years relevant

	Senior Executive Officer (Accounts/Audit)	Diploma in relevant field. At least 4 years relevant working experience.
MB11 field.	Public Health Dental Officer I	Diploma in relevant At least 3 years relevant working experience.
experience.	Senior Assistant Records Officer	Diploma in Records Management. At least 3 years relevant working
working experience.	Senior Assistant Supplies Officer	Certificate in relevant field. At least 3 years relevant
	Domestic Bursar I	Diploma in relevant field. At least 3 years relevant working experience.
	Senior Security Officer	‘O’level certificate.
	Certificate in Police Law.	At least 3 years relevant working experience.
	Engineering Assistant I	Ordinary Diploma in
Engineering. At least		3 years relevant working
experience.		
	Supplies Officer I	Diploma in relevant
field.		At least 3 years relevant
working experience.		

<p>Senior Assistant Librarian and Information Science. working experience.</p>	<p>Diploma in Librarianship At least 3 years relevant</p>
<p>Personal Secretary I stage II Shorthand. Must</p>	<p>Stage II Typewriting and be computer literate. At least 3 years relevant working experience.</p>
<p>Executive Officer field. (Accounts/Audit) I working experience.</p>	<p>Diploma in relevant At least 3 years relevant</p>
<p>Laboratory field. At least experience.</p>	<p>Diploma in relevant 3 years relevant working</p>
<p>Anaesthetic Officer</p>	<p>Diploma in Anaesthesia from a recognized institution.</p>
<p>Nursing Officer I Nurse/Midwife. At least 3 years experience.</p>	<p>Registered relevant working</p>
<p>Psychiatric Clinical Officer</p>	<p>Diploma for Psychiatric Clinical Officers.</p>
<p>Radiographer I</p>	<p>Diploma in Radiology. At least 3 years relevant working experience.</p>
<p>Clinical Officer I</p>	<p>Diploma for Clinical Officers. At least 3 years</p>

		relevant working experience.
	Occupational Therapist I Therapy. At least 3 year	Diploma in Occupational relevant working experience.
	Orthopaedic Officer I Technology. At least 3	Diploma in Orthopaedic years working experience.
	Draughtsman Gr. I	Diploma in architectural draughtsmanship. At least 3 years relevant working experience.
	Dispensing Officer Gr. I	Diploma in Pharmacy. At least 3 years relevant working experience.
	Ophthalmic Clinical Officer	Registered Nurse/Clinical Officer, with further training in Ophthalmology.
	Laboratory Tech. I	Diploma in relevant field. At least 3 years relevant working experience.
MB 12 Physiotherapy.	Physiotherapist Gr. II	Diploma in
	Registered Nurse/Midwife II	Must have a Certificate of Registration in either Nursing, Midwifery, or Psychiatry. Must be registered with Uganda

		Nurses and Midwifery Council.
	Personal Secretary II	Stage II Typewriting and Shorthand. Must be Computer literate. At least 2 years relevant working relevant experience.
field.	Lab.Technician Gr. II	Diploma in relevant
	Radiographer Gr. II	Diploma in Radiography.
Building Engineering/ Engineering Assistant/ Engineering/Certificate in Craft Part III, II with FTC		Diploma in Civil and Electrical Certificate in Craft Part
Technology.	Orthopaedic Officer Gr. II	Diploma in Orthopaedic
	Clinical Officer Gr. II	National Diploma in Clinical Medicine and Community Health.
Records Management.	Assistant Medical Records Officer	Diploma in Medical
	Occupational Therapist Gr.II	Diploma in Occupational Therapy. Must be registered with the Allied Health Professionals Council.

	Dispensing Officer Gr. II	Diploma in Pharmacy. Must be registered with the Allied Health Professionals Council.
field.	Supplies Officer Gr. II	Diploma in relevant
Certificate in Craft Part III,	Senior Carpenter/Mason/ Electrician	Ordinary Diploma or or Certificate in Craft Part II with FTC. At least 2 years relevant working experience.
	Public HealthDental Assistant Gr. II	Diploma in relevant field.
	Assistant Librarian	Diploma in Library Studies and Information Technology.
	Executive Officer	Diploma in relevant field.
	Assistant Supplies Management. At least Officer	Diploma in Stores and Supplies 2 years work experience.
	Domestic Bursar/ Management. Catering Officer Gr. II	Diploma in Catering/Hotel
	Security Officer	Certificate in Police Law. Previous service in police/prisons an added advantage.
Draughtsmanship.	Draughtsman Gr. II	Diploma in architectural

Assistant (Medical) Records Officer experience.	Diploma in relevant field. At least 2 years relevant
Principal Copy Typist	Stage II Typewriting. At least 6 years relevant working working experience.
Senior Assistant Techniques. At least 4 years Laboratory Technician its equivalent.	Certificate in Laboratory exemplary service at MB 13 or
Ophthalmic Clinical Officer	Diploma in Ophthalmology.
MB 13 At least 4 years relevant	Senior Copy Typist Stage II Typewriting (40 wpm). Working experience.
Senior Library Information Science. At least Assistant experience.	Certificate in Library and 4 years relevant working
Steno/Secretary	Stage II Typewriting and Shorthand I from UNEB or equivalent. Must be computer literate.
Assistant Domestic Bursar	Certificate in relevant field.
Assistant Supplies Officer	Certificate in a relevant field.
Senior Records At least 3 years relevant Assistant/Senior	Certificate in Records Keeping. working experience.

Medical Records Assistant	
Senior Accounts Clerk Accounts. At least 3 years	Stage II Certificate in relevant working experience.
Senior Enrolled Nurse/ at least 3 years relevant working experience.	Certificate of Enrolment. At least 3 years relevant working experience.
Senior Theatre Theatre Techniques. At least Assistant experience.	'O' level. Certificate in 3 years relevant working experience.
Assistant Laboratory Techniques/Science Technician	Part I Certificate in Laboratory Technology.
Senior Laboratory Laboratory Techniques. At least Assistant experience.	Certificate in Medical 3 years relevant working experience.
Senior Dispensing least 3 years relevant Assistant	Certificate in Dispensing. At working experience..
Senior Catering least 3 years relevant Assistant	Certificate in relevant field. At working experience.
Senior Stores least 3 years relevant Assistant	Certificate in Store keeping. At working experience.
Senior Plumber/ relevant working Electrician/Carpenter	Craft Part II. At least 3 years experience.

least 2 years relevant	Assistant Security Officer	Certificate in Police Law. At working experience.
in CBHC activities.	Senior CBH Facilitator	'O' level certificate. Training
		At least 3 years relevant working experience.
MB 14	Senior Telephone Operator	O-Level with a credit in working experience.
English. At least 3 years relevant	Senior Custodian	'O' level certificate with a Credit in English. Certificate in public administration, or personnel management. At least 3 years relevant working experience.
	Senior Nursing Assistant	'O' level Certificate. Nursing Assistants' certificate. At 3 years relevant working
experience.	Copy Typist	Stage I Type writing (30 wpm)
certificate.	Library Assistant	Certificate in Library and
Information Science.	Laboratory Assistant	Certificate in Laboratory
Techniques.	Records Assistant/	'O' level. Certificate in Record
Keeping.	Medical Records Assistant	
	Accounts Clerk	Accounts Certificate Stage II.

Stage II.	Stores Assistant	Certificate in Store Keeping
	Carpenter/Electrician/ Mason/Plumber/ Mechanic	Craft Part I Certificate.
	Catering Assistant Senior Clerical Officer	Certificate in Catering. 'O' level certificate. At least 3 years relevant working experience.
Attendants Course	Theatre Assistant	'O' level certificate. Theatre Certificate.
in Community Based	CBH Facilitator	'O' level Certificate. Training Activities.
	Enrolled Nurse/ Midwife	Enrolled Nurse/Midwife certificate. Must be registered with Nursing Council.
Dispensing.	Dispensing Assistant	'O' level. Certificate in
	Senior Security Assistant	'O' level certificate. 3 years relevant working experience.
MB 15	Senior driver driving experience.	Qualified driver. 4 years
	Senior motor cyclist	As for Senior driver.

Senior Tractor operator	Qualified tractor operator. 4 years driving experience.
Senior Machine Operator	As for Senior Tractor operator.
Senior Waiter/waitress	Qualified waiter/waitress. 4 years relevant working experience.
Senior Seamstress	Qualified Seamstress. 4 years relevant working experience.
Senior security guard	Qualified Security Guard. 4 years relevant working experience.
Nursing Assistant Assistants' certificate.	'O' level. Nursing
Custodian	'O' level certificate with a credit in English. Certificate in public administration, or personnel management.
Telephone Operator	'O' level certificate with a credit in English. Certificate telecommunications is an added advantage.
Clerical Officer/Records Clerk	'O' level certificate with credit in English. Certificate in records management is an added advantage.

	Security Assistant	O-Level. At least 3 years relevant working experience.
	Clinical Clerk	‘O’ level certificate with credit in English. Certificate in Records Management.
	Machine operator (cyclostyling)	‘O’ level certificate. Certificate in relevant field.
M20 II	Driver Valid driving permit. At least 2	O-Level certificate. Years relevant experience. Knowledge of vehicle mechanics added advantage.
	Motor cyclist	As for driver (above).
	Driver (ambulance) Valid driving permit. 2 years driving	O-Level certificate. experience. Training in First Aid methods. Knowledge of vehicle mechanics added advantage.
	Tractor Operator Valid driving permit. Tractor	O-Level certificate. certificate. Knowledge of tractor mechanics Mechanics an added advantage. At least 2 years driving experience.

Machine Operator	O-Level certificate. Valid driving permit. Machine operator's certificate. Knowledge of machine mechanics added advantage. At least 2 years experience.
Theatre Attendant	O-Level certificate.
Office Attendant a pass in English.	O-Level certificate with
Security Guard	O-Level certificate. At least 6 month relevant experience.
Mortuary Attendant	O-Level certificate.
Dental Attendant	O-Level certificate.
Darkroom Attendant	O-Level certificate.
Waiter/Waitress	O-Level certificate with a pass in English. Training in catering added advantage.
Seamstress	O-Level certificate. Training/knowledge in tailoring.
Pharmacy Attendant	O-Level certificate.
Anaesthetic Attendant	O-Level certificate with a pass in English.
Motor Vehicle Attendant a pass in English. Physically fit.	O-Level certificate with

M20 1	Kitchen Attendant	PLE certificate.
	Herdsman	PLE certificate.
	Gardener	PLE certificate.
	Mortuary porter	PLE certificate.
	Domestic servant	PLE certificate.
	Dhobi	PLE certificate.
	Cleaner	PLE certificate.

Notes:

1. All bachelors degrees that are classifiable must be of second class (lower division) or higher.
2. Candidates with **pass** degrees must in addition possess Masters degrees to qualify for MB 7 & MB8 position.

APPENDIX B: SEXUAL HARASSMENT POLICY

1.0 GENERAL OVERVIEW

Sexual harassment can present serious problems for employees of any institution. In addition to creating tension in the work place and potential friction between employees, it can significantly cost an institution if an employee decides that nothing much has been done to prevent it. The first line of defence against sexual harassment occurring in a work place is to have a clearly stated policy stating all the essential elements of such a policy and to spell that this issue is taken seriously and that the consequences of engaging in inappropriate behaviour can be severe. This policy is on the other hand designed to meet the Institution's HIV/AIDS sensitive and responsive principles aimed at ensuring a healthy workforce.

The Constitution of Uganda prohibits discrimination on the grounds of sex and affords every individual full dignity and protection of the law. The Employment Act 2006, section 7, subsection (4) stipulates that every employer who employs more than twenty five employees is required to have in place measures to prevent sexual harassment occurring at their workplace. This Sexual Harassment Policy framework therefore reflects the institutions' commitment to ensure that sexual harassment does not take place and with the aim of enhancing a favourable work environment. This requires the responsibility of every employee in the institution to conduct him/herself in a manner that contributes to an environment free of sexual harassment.

The MUST Sexual Harassment Policy applies to all members of staff in both on- and off-campus settings when involved in University employment. Contractors and expatriates providing services on the University campus for more than two weeks should adopt similar policies and make these binding on all their employees and agents. Contractors and expatriates providing services on the University campus less than two weeks will be made aware of the rules and policies of the University relating to staff adopted by the University Council.

2.0 GOAL:

The policy intends to create a conducive atmosphere free of sexual harassment in the MUST community.

2.1 Objective(s):

2.1.1 To prepare MUST staff enhance their awareness of Sexual Harassment in the workplace.

2.1.2 To provide a basis to prepare the MUST community for any eventualities regarding Sexual Harassment.

3. 0 DEFINITION OF KEY CONCEPTS

‘Alleged perpetrator’ means a person alleged to have committed an act of sexual harassment;

There shall be a **Sexual Harassment Committee (SHC)** which is charged with the duty to ensure implementation of this Policy. The SHC will be designated by the University Top Management.

‘Case facilitator’ means the person assigned by the SHC to present the University’s case in formal internal disciplinary proceedings, who may also be the person assigned to investigate the case.

‘Complainant’ means a person who lodges a complaint. The victim; a person against whom an act of sexual harassment as defined in the policy has or have allegedly been perpetrated, can also be a complainant.

‘Confidentiality’ The nondisclosure of certain information except to another authorized person.

‘Code of Conduct’ means the rules on the conduct of the employees adopted by the University council.

‘Dean of Students’ means a person appointed by the University Council and is responsible for the welfare of students.

‘Disciplinary Committee’ means the sub committee of the University Council that is responsible for handling disciplinary matter among staff.

‘Employee’ means a person who has agreed to be bound by the rules and policies of the University relating to staff;

‘Harassment’ means verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of that person's race, skin colour, religion, gender, national origin, age, or disability. Harassment can also occur if conduct is directed toward a person's relatives, friends, or associates. Harassment does one or more of the following:

- i. Has the purpose or effect of creating an intimidating, hostile, or offensive work environment
- ii. Has the purpose or effect of unreasonably interfering with an individual's work performance
- iii. Otherwise adversely affects an individual's employment opportunities

‘Misconduct’ means conduct contrary to that as defined by the code of conduct adopted by the University Council.

‘University’ means Mbarara University of Science and Technology (MUST)

‘University Council’ means the supreme organ of the University that is responsible for the overall administration of the university and ensures the due implementation of the objects and functions of the University.

‘University Secretary’ means a person appointed by the University Council and is responsible for the general administration of the University.

‘University Top Management’ means the top coordinating committee of the University chaired by the University Vice Chancellor.

4.0 SEXUAL HARASSMENT

4.1 Sexual harassment refers to unwelcome and persistent conduct of a sexual nature that violates the right of a person.

4.2 It can also mean any kind of behaviour with sexual connotations that are unacceptable in the eyes of right thinking members of a given society.

4.3 These can be sexual advances, requests for sexual favours and other verbal or physical conduct of a sexual nature. In determining whether conduct constitutes sexual harassment the following factors are to be taken into account:

- 4.3.1 Whether the harassment is on grounds of sex and/or gender (regardless of the sexual orientation of either the complainant/victim or the alleged perpetrator);
- 4.3.2 The impact of the sexual conduct of the complainant (whether the sexual conduct was unwelcome);
- 4.3.3 The nature and extent of the sexual conduct;
- 4.3.4 The complainant feels that submission to the sexual advances is necessary in order to get or keep a job/admission/registration/academic performance in the university.

4.4 **Unwelcome sexual conduct** includes behaviour that is perceived by the complainant as demeaning, compromising, embarrassing, threatening and/or offensive. This can be physical, verbal and non verbal conduct. Such conduct may be direct or indirect and may include technological devices, image and weapons. A single isolated incident of unwelcome sexual conduct of such conduct, if sufficiently severe, can constitute sexual harassment;

- 4.4.1 The assessment of what is unwelcome should be defined by context including culture or language;
- 4.4.2 Previous consensual participation in sexual conduct does not mean that the subsequent sexual conduct continues to be welcome or acceptable. The victim should indicate to the perpetrator that the sexual conduct is unwelcome;
- 4.4.3 When a victim has difficulty indicating to the alleged perpetrator that the conduct is unwelcome, the victim may seek the assistance and intervention of another person in order to make it clear that the conduct is unwelcome;
- 4.4.4 Some forms of sexual harassment are such that the alleged perpetrator should have known that the behaviour would be unwelcome.

4.5 **Unwelcome physical conduct** ranges from touching, assault, defilement and rape.

4.6 **Unwelcome verbal conduct** includes innuendos, suggestions or hints of sexual nature, sexual advances, sexual threats, comments with sexual overtones, sex-related jokes or insults, graphic comments about a person's body, inappropriate inquiries about a person's sex life, whistling

of a sexual nature and the sending by electronic means or otherwise of sexually explicit text.

- 4.7 **Unwelcome non verbal conduct** includes gestures, indecent exposure (*e.g. dress code*) and the display or sending by electronic or other means sexually explicit pictures or objects.
- 4.8 Sexual harassment may take the form of special victimization, *quid pro quo* harassment and creation of a hostile environment.
 - 4.8.1 Special victimization occurs when a person is victimised or intimidated for failing to submit to sexual advances;
 - 4.8.2 **Quid pro quo harassment.** *Quid pro quo* is Latin for "something for something" or "this for that." When an employee is asked, either directly or indirectly, to submit to a sexual advance in exchange for some benefit at work (such as a promotion or a pay advance), *quid pro quo* harassment has occurred. Only supervisors can engage in this type of harassment since it requires the authority to grant a job favour in return for the unwelcome advance or request.
 - 4.8.3 **Hostile work/study environment harassment** occurs when harassment makes the work/ study place intolerable because constant sexual comments interfere with a person's ability to do his or her job/ academic activities.

4.9 Other forms of sexual harassment

- 4.9.1 **Same-sex harassment** means harassment where the alleged perpetrator and the victim are of the same sex.
- 4.9.2 **Sexual favouritism** can give rise to complaints of sexual harassment. If one employee is granted a promotion in return for sexual favours, other male and female co-workers can allege sexual harassment by showing that they were denied an equal opportunity for promotion because of the improper sexual conduct.

When deciding whether conduct unreasonably interferes with an individual's employment or academic performance, the institution will consider the totality of circumstances including the context of the conduct, its severity, frequency, and whether it was physically threatening and humiliating, or a mere offensive utterance.

5.0 COMMUNICATION

5.1 The University shall take all reasonable steps to communicate this policy to all employees, and third parties on a regular basis and to raise awareness about the need to prevent sexual harassment.

5.2 The University shall make this policy available on its Website and provide regular and current information on its implementation.

5.3 The Deans shall:

5.3.1 Communicate regularly by written or oral means the seriousness of the issue and the existence of this policy and its salient features to employees and third parties within their faculties;

5.3.1 Communicate regularly with Heads of Departments and all other supervisors in the faculty concerning their responsibilities in the implementation of this policy.

5.4 The SHC shall:

5.4.1 Provide the Public Relations Department with information that will enable the University community to be informed regularly about the implementation of this policy

5.4.2 Report annually to the University Top Management about the effectiveness of implementation of this policy.

6.0 EDUCATION AND TRAINING

Continuing education and training are necessary to ensure that employees, and third parties are aware of the contents of this policy and are able as appropriate to implement it and to prevent sexual harassment.

7.0 THIRD PARTIES

While the University has no jurisdiction over third parties who are not employees of the University, the University intends that this and related policies will be upheld and respected by all who work at, or visit the university or who take part in the University's activities at any location. Where such third parties are not subject to the code of conduct for staff, the SHC will keep a record of complaints and reported violations of this policy, and will report to appropriate procurement offices so that the information can be taken into account in consideration whether to continue to contract for services.

8.0 THE ROLE OF THE SEXUAL HARASSMENT COMMITTEE

The Sexual Harassment Committee will be charged with the duty to ensure implementation of this Policy. The University Top Management shall appoint the chair and members. To avoid pre-telling and impunity, the Committee will constitute of members from which an ad hoc investigating team of at least three members shall be selected to deal with each arising case.

8.1 The SHC shall provide a comprehensive sexual harassment response for the University. This will include the provision of supportive and protective measures to the complainant whether or not disciplinary proceedings are instituted.

8.2 The supportive measures may include, but are not limited to:

8.2.1 Counseling;

8.2.2 Emergency medical services (e.g. Post Exposure Prophylaxis), para-legal advice and other relevant services;

8.2.3 Measures to mitigate the impact of sexual harassment or the reporting thereof on the complainant.

8.3 The recommended protective measures may include, but are not limited to:

8.3.1 No-contact orders, where appropriate;

8.3.2 Special leave where appropriate.

8.4 While the primary aim of this policy is to assist complainants who allege sexual harassment, an alleged perpetrator may at any stage approach the SHC for advice on the application and interpretation of the policy. This policy recognises the right of the alleged perpetrator to a fair hearing. In such instances the SHC shall:

8.4.1 Provide the alleged perpetrator with a copy of this policy and of the University's disciplinary rules;

8.4.2 Advise the alleged perpetrator of her/his right to obtain legal representation and of the availability of counseling;

8.4.3 Advise the alleged perpetrator that the University may choose to follow the University disciplinary rules even if the complainant does not wish to do so;

8.4.4 Explain to the alleged perpetrator the protective measures available to the complainant.

9 LODGING A COMPLAINT

9.1 Complaints of sexual harassment must be brought to the attention to the SHC with in one (1) year of its occurrence. There are two options that a witness or a victim of sexual harassment may wish to pursue: an informal procedure and a formal procedure.

9.2 If a complaint is brought to the attention of a supervisor, the supervisor shall notify the SHC.

9.3 No employee shall ever be required to report or lodge a complaint of sexual harassment to the person who is the subject of the complaint.

9.4 Sexual harassment may be brought to the attention of the SHC by the complainant or any other person aware of the sexual harassment (the

- taste of a reasonable man applies). However if the incident is of serious nature, the complainant is encouraged to inform the SHC immediately.
- 9.5 Any complaint of sexual harassment will be recorded in writing by the SHC and will be assigned to a case facilitator who will manage the complaint.
- 9.6 The steps to be taken by the case facilitator on receipt of a complaint should include, but are not limited to, the following:
- 9.6.1 Advise the complainant that there are formal and informal procedures which can be followed;
- 9.6.2 Explain the formal and informal procedures to the complainant;
- 9.6.3 Advise the complainant that he/she may choose which procedure should be followed by the University;
- 9.6.4 Advise the complainant that the case facilitator assisting him or her may not be called as a witness during any formal procedure;
- 9.6.5 Reassure the complainant that she or he will not face any adverse consequences in choosing to follow either the formal or informal procedure;
- 9.6.6 Advise the complainant that the matter will be dealt with confidentially;
- 9.6.7 If applicable, advise the complainant that no negative inference on his or her credibility will follow as a result of late reporting;
- 9.6.8 Provide the complainant with information about counseling services available within the University as well as information on how to access independent counseling and other services;
- 9.6.9 In appropriate circumstances, advise the complainant of her or his right to refer the matter to the Ugandan Police and obtain further legal advice outside the University.
- 9.7 If a complainant, after consultation with the case facilitator, does not wish to pursue the matter, and the complaint is judged by the SHC to be of a serious nature, the SHC must refer the matter to the office of the University Secretary. The SHC, in consultation with the US's office, shall consider all relevant information, including but not limited to the following:
- 9.7.1 The risk to other persons in the University;
- 9.7.2 The severity of the sexual harassment;
- 9.7.3 The history of the alleged perpetrator with regard to previous cases and complaints of sexual harassment.

9.8 If it appears to the SHC and University Secretary's office that there is a significant risk of harm to other persons, they may advise the Case facilitator to follow a formal procedure, irrespective of the wishes of the complainant. In such an event the complainant must be advised accordingly and the SHC, in consultation with the University Secretary's office must prepare a written recommendation to the University Top Management. The recommendation shall include (but not be limited to) the following:

- 9.8.1 A description of the alleged sexual harassment or assault;
- 9.8.2 The complainant's reasons for his/her unwillingness to pursue the matter further or to be called as a witness;
- 9.8.3 Compelling reasons in support of a formal procedure.

10 INFORMAL PROCEDURES

10.1 An informal procedure is a process, managed by the SHC, in which relationships between complainant and alleged perpetrator are explored with the consent of both, the aim of which is to reach an amicable settlement or resolution of a complaint in a manner that is satisfactory to both the complainant and alleged perpetrator. The choice to pursue informal proceedings shall not in any way diminish the force of the original complaint.

10.2 If an amicable settlement or resolution is reached, then the complainant shall not pursue formal proceedings after the conclusion of informal proceedings. Failure to reach an amicable settlement or resolution, the complainant or alleged perpetrator will have the right to follow the formal procedure.

10.3 The alleged perpetrator has the right to refuse participation in informal proceedings, and may exercise this right during any stage of the informal process. No negative inference shall be drawn from refusal to consider, participate or withdraw from the informal process.

10.4 An informal procedure may not take place if the SHC in consultation with University Secretary's office believes that there are compelling reasons for the complaint to be of a serious nature as specified in paragraph 10.8.

- 10.5 In an informal procedure only the following information is recorded:
- 10.5.1 The fact that the informal procedure took place;
 - 10.5.2 The names of the participants;
 - 10.5.3 The date, time and location of the alleged incident;
 - 10.5.4 The outcome of the informal procedure.
- 10.6 Informal proceedings require the written consent of both the complainant and the alleged perpetrator, and
- 10.6.1 The availability and implications of informal proceedings shall be explained to the complainant by the appointed case facilitator, before such proceedings begin;
 - 10.6.2 With the consent of the complainant preparatory interviews with the alleged perpetrator may be held in the presence or absence of the complainant and with any other person or persons that may provide information to assist with the informal process;
 - 10.6.3 The structure, procedure and facilitation of any informal procedure will be agreed upon beforehand by the case facilitator, complainant and alleged perpetrator.
- 10.7 The informal procedure may include:-
- 10.7.1 An approach to the alleged perpetrator with or without revealing the identity of the complainant (depending on the choice of the complainant) with information that certain forms of conduct constitute sexual harassment;
 - 10.7.2 A discussion where the objective is to give the alleged perpetrator an opportunity to apologise. The terms, conditions and acceptance of such an apology will be facilitated by the Case Facilitator;
 - 10.7.3 The presentation of the case in confidence to a group of not more than four persons (including the Case Facilitator), to consider suggestions and to make recommendations that may achieve a resolution based on agreement between the alleged perpetrator and the complainant. The choice of participants in the discussion will be at the discretion of the Case Facilitator in consultation with the Chairperson of the SHC.
- 10.8 Every endeavour must be made to conclude the informal procedure within twenty one (21) days of the incident being reported to the SHC.
- 10.9 Strict confidentiality regarding the process, participants and report will be maintained throughout this process.

10.10 Alternatively an informal complaint may be made to any member of staff or supervisor. It is made in those cases where the victim wishes for something to be done (e.g. warn the harasser or transfer the harasser to another department or change the victim's dissertation supervisor) but is not ready to lodge a formal complaint. In any case, the alleged perpetrator must be notified of the complaint lodged against him/her. An informal complaint can be put on record and may be used in future as evidence of repeated unwanted conduct should the need arise.

11 FORMAL PROCEDURES

- 11.1 A complainant may choose to initiate formal proceedings, either with or without first following an informal procedure. The purpose of formal proceedings is to test the complainant's allegations through the disciplinary process.
- 11.2 If a complainant, following an informal procedure that does not result in a mutually acceptable outcome, does not wish to follow a formal procedure, the case facilitator will establish whether the complainant requires any further advice or support as contemplated in (the section dealing with the SHC).
- 11.3 If the complainant wishes to proceed with a formal procedure, he or she shall advise the case facilitator of this, and prepare and sign a written statement which should include the date, time and place of the incident(s), the behaviour and person(s) involved in the incident(s), his or her response to it, and the names of any witnesses to it.
- 11.4 The formal processes for the presentation of the complainant's case within University Disciplinary Processes for staff will be initiated through the ASHC.
- 11.5 Where the formal procedure is to be followed the existing negotiated or approved disciplinary procedures for staff will be used. Management may consult the SHC before instituting disciplinary action for sexual harassment. The SHC shall assist management where this assistance is required and shall ensure that the person appointed to chair the disciplinary committee has been trained to handle sexual harassment matters.
- 11.6 Where the formal procedure is to be followed in case of third parties, the disciplinary procedures agreed between the University and the contracting-in third party will be used by the contracting-in third

party. The SHC will offer such assistance to the management of the third party concerned as may be required.

12 REMEDIES

Remedies will be calculated to make good the wrong done. These will be as stipulated in the University's Human Resource Policy.

13 APPEALS FOR FORMAL PROCEDURE

An aggrieved party may appeal a decision of the Disciplinary committee. The appeals will follow the University's stipulated procedures as indicated in the University's Human Resource Policy.