

**MBARARA UNIVERSITY
OF
SCIENCE AND TECHNOLOGY**

**HUMAN RESOURCES MANUAL 2018
(AS AMENDED IN 2023)**

MARCH, 2023

FOREWORD TO THE HUMAN RESOURCES MANUAL

The University Council of Mbarara University of Science and Technology (MUST) acknowledges and respects diversity. Enormous energy and resources have been invested in cultivating a supportive working and learning environment in which all stakeholders know that they are full and valued members of the University. A premium is placed on ethical behaviour in all aspects of personal and professional life by encouraging everyone at MUST to value integrity in everything they do. Therefore, it is not surprising that MUST's core values are anchored on excellence, innovation, professionalism, teamwork, and respect for diversity.

The University Council fully understands that attaining these core values requires the recruitment, engagement, development, and appointment of the appropriate individuals to the right positions. Through this Manual, the University Council is communicating policies and procedures to assist all staff in carrying out their responsibilities and building a culture that supports our core values. This Human Resources Policy is designed to cultivate and encourage an environment that rewards the distinctive contributions of each of the University staff.

Furthermore, it provides guidance on a wide range of matters, including staff conduct and benefits as well as departmental and management practices. These policies set standards that guide the form and conduct of the MUST community at large. This centers mainly on shared and common understanding of the core values, rules and responsibilities on how we perform our jobs, make decisions, interact and relate to each other as human capital and resources of the University.

The Council is fully convinced that the employment conditions, rights, and obligations elaborated in this Manual will form a strong framework to attract and retain talented staff while ensuring that every employee receives equal and equitable consideration in addition to being given the maximum opportunity to attain the highest levels of performance. The provisions in this Manual apply to all staff and supersede any pre-existing human resources policies. Departments / Units may have additional guidelines and operational procedures designed to assist in the routine management of such Units. Such guidelines and procedures should be subjected to approval by the University Council. If it is found that such operating procedures and this Policy conflict, the latter shall prevail.

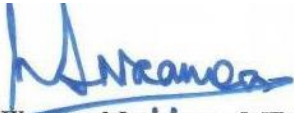
Stakeholders should note that, at any time (due to reasons such as a change in the laws of the Country or the addition of new or adjustments to existing University programs),

the University Council reserves the right to modify, change, suspend, or cancel all or any part of this Policy without notice. In case of such a scenario(s), the Council shall follow the established University guidelines on policy development to undertake the reviews that may be deemed necessary.

Lastly, it is the responsibility of all staff to protect the image and well-being of the broader University community in addition to making MUST a desirable place to work in. Therefore, all staff are expected to be familiar with and adhere to the University Human Resources Policies elaborated in this Manual.

The University Council will ensure that, for ease of distribution and accessibility, this Manual is gazetted and available in all forms to all staff.

We MUST succeed in making our University the Centre for academic and professional excellence in science and technology.



Dr. Warren Naamara, MBChB, MPH

CHAIRPERSON OF THE UNIVERSITY COUNCIL

REMARKS BY THE VICE CHANCELLOR

Mbarara University of Science and Technology (MUST) was instituted in 1989 by an Act of Parliament of the Republic of Uganda. MUST has since been operating as a Public University of Uganda and following rules and regulations governing Universities provided in the Universities and Other Tertiary Institutions Act (2001) as amended, the Employment Act, and the Uganda Public Service Standing Orders which have shaped human resources management at MUST. This has been possible because MUST respects Human Capital Development as prescribed in National Development Plan which guided the revision of the MUST Human Resources Manual 2018, with team-work exercised following a consultative approach that involved all personnel for their primary input and collective responsibility.

The important elements of human resources which this Manual addresses include among other; appropriate education and qualification, skills deployments, work experience and opportunity for personal growth as an employee or a potential employee of MUST.

I would like to thank the University Council, especially the Appointments Board, for directing the revision of the previous Manual and ensuring that this Human Resources Manual meets the Human Capital Development agenda of Uganda, the Region and Africa at large.

On behalf of Management, and on my own behalf, I would like to thank all stakeholders for having actively participated in the revision and development of this Human Resources Manual. In the same vein, appeal to all staff at MUST for continued support and ownership of the provisions in this Human Resources Manual.

Succeed we MUST.



Professor Celestino Obua, MD, MSc, PhD

VICE CHANCELLOR

MESSAGE FROM THE APPOINTMENTS BOARD

The Universities and Other Tertiary Institutions Act 2001 (as amended) establishes the Appointments Board as a Committee of the University Council. It should be emphasized that the University Council supports all the Board's efforts to enhance the value of MUST staff and promote their professional status and socio-economic wellbeing. The Board is responsible to the University Council for the appointment, promotion, removal from service and discipline of all officers and staff of the academic and administrative service of the University, as may be determined by the Council.

In line with the UOTIA, the University Council, through its Charter, tasked the Board to advise it on the organization and staffing levels of the University, as well as on the staff's development, roles, and responsibilities. Further, Council asked the Board to always make recommendations to it concerning terms and conditions of service for staff while developing and reviewing policies that create a conducive atmosphere for staff to achieve their aspirations. It is based on this responsibility that the Board spearheaded the development of this Human Resources Manual.

The process of developing this manual was not only participatory but also research-based, involving painstakingly lengthy analysis and revisions. The individuals who represented various categories of stakeholders exercised a high level of care and patience to ensure that the Manual accurately reflects the value that MUST places on its staff.

This Manual institutes human resources policies, procedures, and service rules applicable to all categories of employees/staff under MUST. The main purpose of this Manual is to establish Human Resources policies and practices to govern relations between MUST and its employees. The Manual is designed to be the primary reference document for communicating and interpreting human resources policies, programs, and procedures to people at MUST. It is intended to assist Management in the delivery of human resources services, programs, and practices in a fair, equitable, and consistent manner. This is why every attempt was made to anticipate all situations requiring formalization. In addition, efforts were made to recognize the differences present in the various staff categories and areas of specialization. However, should circumstances which are not covered in the Manual arise, the Appointment Board commits that it shall make the necessary recommendations to address such in a fair manner.

It should be noted that if a Department or any other Unit or Body wishes to issue its own memoranda or other statements related to Human Resources policies, they must be consistent with this Manual and approved by the University Council. In short, this

Manual supersedes all human resources memoranda and statements at MUST, and such subordinate documents should work to augment the provisions of the Manual. Further, it is encouraged that this Manual be interpreted as a whole rather than by individual sections or sentences in isolation and out of context.

The Appointments Board is confident that this Manual will not only enhance the staff's understanding of their roles and responsibilities, but also bring about positive changes in the execution and quality of their duties.

Succeed We MUST.



Stevens Kisaka, BVM, PGD, MSc, MPH, MBA, PhD
CHAIRPERSON, APPOINTMENTS BOARD

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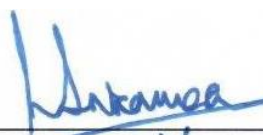
APPROVAL OF THE HUMAN RESOURCES MANUAL

The University Council of Mbarara University of Science and Technology has approved this Human Resources Manual and all its contents.



Mr. Melchoir K. Byaruhanga

SECRETARY TO COUNCIL



Dr. Warren Naamara

CHAIRPERSON OF THE COUNCIL

Dated this 24th day of March 2023

ABBREVIATIONS AND ACRONYMS

AR	Academic Registrar
CES	Children's Education Scheme
CGPA	Cumulative Grade Point Average
DHR	Director Human Resources
DVC AA	Deputy Vice-Chancellor for Academic Affairs
DVC F&A	Deputy Vice-Chancellor for Finance and Administration
GPA	Group Personal Accident
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
HR	Human Resource(s)
ISBN	International Standard Book Number
ISDC	Internal Staff Disciplinary Committee
MoU	Memorandum of Understanding
MUST	Mbarara University of Science and Technology
NSSF	National Social Security Fund
OHSA	Occupational Safety and Health Act (2006)
PAYE	Pay As You Earn.
PIP	Performance Improvement Plan
SDA	Safari Day Allowance
STaDeC	Staff Training and Development Committee
TMC	Top Management Committee
UCE	Uganda Certificate of Education
UOTIA	Universities and Other Tertiary Institutions Act 2001 (as amended in 2003 and 2006)

US	University Secretary
VC	Vice Chancellor
WCA	Workers' Compensation Act 2000.

DEFINITION OF TERMS

For purposes of this Manual, unless the context otherwise requires, the following words, phrases or terms shall have the meaning shown against them:-

Abscondment	Shall mean a situation where a member of staff does not report for duty for thirty (30) consecutive days without permission from appropriate authorities of the University.
Academic staff	Shall mean all persons appointed by the University in academic service as prescribed in the UOTIA. These include: Deans of Faculties or Schools; Directors of Institutes, Colleges or any other academic body; Professors, Associate Professors, Senior Lecturers, Lecturers, Assistant Lecturers and Teaching Assistants; and any other persons that the University Council may designate as academic staff.
Accelerated promotion	Shall mean a situation where a serving member of staff is promoted to a post more than one step up the promotion ladder following procedures laid out in this Manual.
Accounting officer	Shall mean a person who is designated or appointed in writing, as Accounting Officer, by the Secretary to the Treasury in line with the prevailing laws of Uganda.

ACT	Shall mean the Universities and Other Tertiary Institutions Act 2001 (as amended in 20023 and 2006).
Administrative staff	Shall mean all persons appointed by the University in the administrative category. These are staff, other than academic staff, holding administrative; and professional or technical senior posts in salary scales PU1 – PU7 (or whatever nomenclature of salary scales may be in place) and such other persons that the University Council may designate as administrative staff.
Allowances	Shall mean monetary benefits an employee is entitled to receive to assist with costs incurred for such items as housing, transport etc., which the University Council shall vary from time to time.
Appointing Authority	Shall mean the University Council or its delegate acting pursuant to vested powers.
Appointment	Shall mean an offer of a job or position of responsibility in the service of the University as spelt out in this Manual.

Appointments Board	Shall mean the Appointments Board of MUST which is a Committee of the University Council as spelt out in UOTIA.
Basic salary	Shall mean salary exclusive of allowances.
Calendar year	Shall mean a calendar period of twelve consecutive months.
Candidate	Shall mean an applicant for a given post.
Child	Shall mean a member of staff's biological, or legally adopted child or children as spelt out in this Manual.
Consolidated salary	Shall mean a combination of the basic salary and allowances as may be indicated on the pay slip following approved terms and conditions in the appointment letter.
Contract	Shall mean a formal employment agreement signed between MUST and a person, to the effect that the other person works for the University for a specified time period under agreed terms and conditions.
Contract gratuity	Shall mean the terminal benefit an employee on contract will receive upon completion of the respective period of service. It shall be computed

as a percentage of the employee's annual salary.

Data bank

Shall mean a well-organized and maintained repository / collection of specific information about a particular subject. The data bank may be accessed and used following the provisions of this Manual.

Day

Shall mean a period of 24 consecutive hours.

Department

Shall mean units under a faculty which run their own academic programmes as approved by Council. Where the Department is non-academic, i.e. administrative or support, the term Unit has been used.

Dismissal

Shall mean the discharge of an employee from employment at the initiative of the university when the employee has committed verifiable misconduct.

Due diligence

Shall mean the gathering of information about a candidate's past history from people and organisations with whom such candidate has been associated.

Duty

Shall mean the responsibilities or activities that are regular or routine product of an employee's essential work schedule as prescribed by his/her

terms of reference.

Endowed chair

Shall mean a professorship position that is supported by a pay-out from an endowed fund or a fund functioning as an endowment in line with the provisions of this Manual.

Extramural grant

Shall mean a grant / funding individually received or obtained from one or more sources with the exception of those grants that are directly given to the University by the Government of Uganda or any other funder.

Faculty

Shall mean a division within a University comprising of Departments that are working in an identified academic / subject area or a group of related subject areas, as the University Council may determine from time to time.

Family member

Shall mean spouse, children, siblings and parents as defined in this Manual.

Financial year

Shall mean a fiscal year which is a 12-month accounting period that a Government uses for financial and tax reporting purposes.

Grievance

Shall mean a formal, written statement from an employee concerning actions taken by the

University on one (but not limited to) of the following items: loss of pay, written reprimand, suspension, and termination.

Harassment

Shall mean any behaviour that creates a hostile work environment through unwelcome words, actions or physical contact.

Home

Shall mean a place of origin defined by the district headquarters within Uganda, as stated by a particular member of staff on the bio-data form at the time of appointment. For non-Ugandans or non-residents, home shall be defined as the Capital City of Uganda.

Honorary appointment

Shall mean a voluntary arrangement which allows esteemed individuals from other institutions and businesses to cooperate with academic staff at MUST. It allows them access to certain University facilities to further their own research or to cooperate on joint research to the mutual benefit of both themselves and the University as provided for in this Manual.

Induction

Shall mean the process of getting new employees / staff acquainted with University processes, helping them to settle in and giving them the information required for them to become a

valuable members of the University. In this Manual, it used synonymously with orientation.

Leave

Shall mean the official time off from university work as provided for in this Manual.

Long programme

Shall mean a programme of study lasting more than three months.

Management Committee

Shall mean a University committee constituted by the Vice Chancellor to spearhead strategic and administrative operations of the University. It is synonymous with “Top Management Committee” (TMC).

Medical practitioner

Shall mean a qualified medical officer duly registered and approved for practice in accordance with the regulations of medical practice.

Misconduct

Shall mean a breach of the terms and conditions of service and/ or the service regulations, professional, ethical or other law in force at the time.

Month

Shall mean a calendar month of the year or a period of 30 continuous days.

Overtime	Shall mean any approved additional hours worked in a day that is over and above the normal hours an employee is expected to work.
Peer-reviewed publication	Shall mean a refereed article that has been read, evaluated, and approved for publication in a non-predatory journal by scholars with expertise and knowledge related to the article's contents.
Plagiarism	Shall mean presenting someone else's work or ideas as your own, with or without their consent, by incorporating it into your work without full acknowledgement. For emphasis, all published and unpublished material, whether in manuscript, printed or electronic form, is covered under this definition.
Probation	Shall mean a prescribed period for which an employee has to serve prior to being appointed on permanent terms.
Professor emeritus	Shall mean a title given to selected retired professors who wish to continue to serve and with whom the University wishes to continue to be associated due to their stature and ongoing research as provided for in this Manual.
Recruitment	Shall mean the activities undertaken in the human resources management in order to attract sufficient

and competent job candidates who have the necessary potential, skills, experience and qualifications to fill job requirements to assist the University in achieving its objectives.

Re-designation

Shall mean the change of an employee from one career spine / path to another at a salary scale equal to or substantially equal to the one held before the change. For clarity, re-designation represents horizontal mobility and in no way shall it constitute a promotion which is upward mobility.

Resignation

Shall mean termination of service with the University, at will by a member of staff, following the processes spelt out in this Manual.

Retirement

Shall mean permanently leaving service by a member of staff who has been on permanent terms of employment following the processes spelt out in this Manual.

Secretary to Council

Shall mean the University Secretary in his/her capacity as Secretary to MUST Council and its Committees.

Senior academic staff

Shall mean academic staff occupying position that are in the salary scale of PU6.1 to PU3 (or whatever nomenclature of salary scales may be in

place).

Senior administrative staff

Shall mean administrative staff in the positions occupying position that are in the salary scale of PU6.1 to PU3 (or whatever nomenclature of salary scales may be in place).

Service

Shall mean and include the period during which an employee is on duty as well as on leave duly authorized by a Competent Authority, but does not include any period during which an employee is absent from duty without permission or overstay his leave unless specifically permitted by the Competent Authority.

Short course

Shall mean a course including a seminar, workshop, symposium, study tour, practical attachment, lasting three months or less.

Special duty

Shall mean assignment outside one's normal schedule with specific terms of reference.

Spouse

Shall mean a marriage partner whose name shall be submitted at the commencement of one's employment in University service or as soon as a staff member gets married, in accordance with the laws or customs of Uganda.

Staff establishment	Shall mean the approved jobs and number of posts created by the University Council, for the normal and regular requirements of the University. The establishment shall be reflected on the organizational structure and organogram for the University of specific Department/Unit.
Staff	Shall mean all persons appointed by the University in the academic, administrative and support categories on permanent, temporary, and probationary terms or any other terms spelt out in this Manual and prescribed by Council.
Supervisor	Shall mean the manager of an employee to whom he/she reports and who initiates his/her performance evaluation.
Support staff	Shall mean persons employed by the University who are not members of the academic staff, or the administrative staff.
Teaching	Shall mean lecturing, actual teaching, preparing course outlines, setting course works and marking, setting and marking examinations, supervision, research, guidance and interaction with students.
Transfer	Shall mean the movement of an employee, from one Unit/location of MUST to another under orders of a Competent Authority.

University	Shall mean Mbarara University of Science and Technology (MUST) as established under the Universities and Other Tertiary Institutions Act 2001 (as amended).
University Council	Shall mean the governing body of the University appointed in accordance with the Universities and Other Tertiary Institutions Act, 2001 (as amended).
University Senate	Shall mean the Senate for MUST appointed in accordance with the Universities and Other Tertiary Institutions Act, 2001 (as amended).
Vacation employment	Shall mean employment offered to students on holidays as spelt out in this Manual.
Volunteer	Shall mean an individual who is authorised by the provisions of this Manual to render services to the University without pay in accordance with the terms and conditions specified by the University Council through its delegated officers.

PREAMBLE

Mbarara University of Science and Technology (MUST) was established on October 28, 1989 by the Mbarara University of Science and Technology Statue of 1989. The Statute was repealed by the Universities and Other Tertiary Institutions Act (UOTIA), 2001 (as amended). Sections 40 (1) (b) and 41 (d) of the UOTIA empowers University Councils to make regulations governing the terms and conditions of employment of University staff. The aim of this is to continuously build MUST and move it towards being a center of Academic and Professional Excellence in Science and Technology. It is envisaged that as such a Center, MUST will be able to provide quality and relevant education at the national and international levels with particular emphasis on science and technology and its application to community development.

This Human Resources Manual contains procedures that support all University staff to achieve the Vision above. The Manual has seven sections, namely: Recruitment; Terms and Conditions of Service; Staff Disciplinary; Staff Promotions; Staff Training and Development; Employment Records and Exit Management. These sections and their provisions are intended to: a) bring together all Human Resources policies, procedures and practices in one document for ease of reference; b) define and refine the obligations and rights of the University Council as the Employer; c) define and refine the obligations and rights of the employees of MUST; and d) serve as a reference framework for the Management of the Human Resources in the University.

The terms and conditions set out in this Manual are also subject to the provisions of the following Acts and other University policies: The Constitution of the Republic of Uganda 1995 (as amended); Employment Act, 2006 (as amended) and its regulations; Labour Disputes Act of Uganda, 2006; Workers Compensation Act of Uganda, 2000; The Anti-Corruption Act of Uganda, 2009; The Penal Code (Amendment) Act of Uganda, 2007; The Leadership Code Act of Uganda, 2002; Universities and Other Tertiary Institutions Act, 2001(as amended); The University Council Charter; University Anti-Sexual Harassment Policy; University Gender Policy; University

HIV/AIDS Policy; University Communications Policy; and any other Laws of Uganda and University Policies made from time to time.

University vision

To be a Centre for academic and professional excellence in science and technology.

University mission

To provide equitable quality and relevant education and research with particular emphasis on science and technology and its application to community development.

The University's core values

- a) Excellence
- b) Innovation
- c) Professionalism
- d) Teamwork
- e) Respect for diversity

Declaration

Nothing in this Human Resources Manual shall deprive any person of any right, or shall absolve any person from any liability or obligation accrued to or incurred by such a person under any of the provisions of the earlier Human Resources Manuals at any time before coming into force of this Human Resources Manual.

Notwithstanding the provisions of this Manual, any decision made or action taken under the previous Human Resources Manuals shall be deemed to have been made or taken under the Human Resources Manual, 2018 (as amended in 2023) and shall continue to be valid until revoked.

PRELIMINARY PROVISIONS

1. TITLE

This Manual shall be known as the “*Mbarara University of Science and Technology (MUST) Human Resources Manual, 2018 (as amended in 2023).*”

2. INTERPRETATION OF THE MANUAL

The interpretation and enforcement of this Manual shall be vested in the University Council, whose interpretation shall be final in as far as it does not conflict with the Constitution of the Republic of Uganda 1995 (as amended), the Universities and other Tertiary Institutions Act 2001 (as amended), the Employment Act in force and any other relevant or related laws.

3. IMPLEMENTATION OF THE MANUAL

- a) The overall implementation of this Manual is vested in the Director Human Resources in conjunction with line managers and supervisors at all levels.
- b) The role of staff in the implementation process is to abide by all the human resources policies and procedures as stipulated hereunder.

4. ACCESSIBILITY OF THE MANUAL

The Director of Human Resources shall;

- a) Make this Manual accessible to all employees and stakeholders of the University.
- b) Avail a copy of the Manual to each Head of Department / Unit or Faculty Dean, who shall in turn make it accessible to all employees for reference.
- c) Avail copies of the Manual at the reference section of the University Library.
- d) Upload a soft copy of the Manual on the University website and intranet for reference by all University employees.

- e) Provide copies of the Manual in a form that can be accessed and used by people with visual impairment.

5. APPLICABILITY AND SCOPE OF THE MANUAL

- a) This Human Resources Manual shall be applicable to all persons holding or acting in any position in the service of the University.
- b) The Manual shall be supplemented by other relevant University policies, professional codes of conduct and other applicable laws.

6. AMENDMENT OF THE MANUAL

This Manual may be reviewed from time to time under the following procedures and/or circumstances;

- a) A member or members of staff or any Organ of the University may communicate in writing the need for revision or addition to any part of the Manual to the Director of Human Resources, who shall communicate the same to the Vice Chancellor (VC). The VC shall table the need before the Top Management Committee (TMC).
- b) The TMC shall submit the recommendations to the Appointments Board for consideration, which upon deliberation and consideration shall also make a further recommendation to the University Council.
- c) The University Council upon deliberation and consideration shall pass a resolution to amend the Human Resources Manual accordingly and constitute a Committee to spearhead the amendment process.
- d) The Manual amendment Committee (in sub-section c above) shall consult all stakeholders on the proposed amendments and present the harmonised proposals before the Appointments Board which shall consider them and make recommendations to the University Council.

- e) The University Council shall consider the recommendations from the Appointments Board and pass a resolution to amend the Human Resources Manual accordingly.
- f) The amended Human Resources Manual shall be availed to members of staff as provided for under 4 (above).

6. OTHER POLICIES AND MANUALS IN THE UNIVERSITY

- a) The University shall issue and maintain policies in other areas that affect employment such as project management, financial, safety, affirmative action, technology and other like areas.
- b) All Policies and Manuals shall be in harmony with this Human Resources Manual and shall have to be passed by the University Council.
- c) No subordinate Policy or Manual shall apply to any University staff if it was not passed by the University Council.
- d) Employees should consult the University website and other appropriate offices for additional applicable policies and laws.

7. COMMENCEMENT OF THE MANUAL

This Manual shall come into force with effect from **25th March, 2023**.

CHAPTER ONE: RECRUITMENT

1.1 INTRODUCTION

MUST is committed to hiring and retaining qualified and competent staff to effectively and efficiently perform their duties and responsibilities to achieve the University's vision, mission, and strategic objectives. Additionally, MUST is an equal opportunity and non-discriminatory employer dedicated to ensuring that appointment to all positions in the University service shall be based on merit. The University Council shall approve all the establishments and shall be responsible for all appointments through the Appointments Board except as provided for otherwise in this Manual.

1.2 OBJECTIVES

The objectives of the Staff Recruitment are to:

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

1.3 FORMS OF APPOINTMENT

- a) The University shall offer probationary, permanent, contract, part-time, vacation, voluntary, honorary, endowed chair and professor emeritus appointments.
- b) Part-time, vacation, voluntary, honorary, and professor emeritus appointments shall not be entitled to regular service benefits, including gratuity, National Social Security Fund (NSSF), medical care, loans, advances, bonus, transport/mileage allowance, death benefits, etc.
- c) Benefits for any form of appointment shall be specified in the letter of offer.

1.3.1 Probationary appointment

- a) All staff recruited under Sections 1.3.2 shall be offered probationary appointment in accordance with section 2.7 of this Manual.
- 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 waive the whole or part of the probation.

1.3.2 Permanent appointments

- a) Staff shall attain permanent employment in the University service upon successful completion of the probationary period and subsequent confirmation.
- b) Permanent appointments shall only be open to Ugandan citizens.

1.3.3 Contract appointment

- a) Contract appointments shall be offered to the following categories of staff:
 - i. The Vice Chancellor and Deputy Vice Chancellors who shall be appointed according to the Universities and Other Tertiary Institutions Act (2001) as amended.
 - ii. Other University Officers and Heads of Administrative Departments on salary scale PU3 (or whatever nomenclature may be in place for this particular salary scale) who shall be appointed on terms and conditions determined by Appointments Board / Council.
 - iii. Teaching Assistants: They shall be hired on a 2 year contract, renewable once depending on good progress on Masters' studies. After attaining the Master's degree, they shall be appointed as Assistant Lecturers (or Lecturers, in the case of Clinical Scholars) depending on availability of wage.
 - iv. Assistant Lecturers: They shall be hired on a 4 year contract, renewable

once depending on good progress on PhD studies. After attaining the PhD, they shall be appointed on permanent terms, and then promoted to Lecturer positions depending on availability of wage.

- v. Staff recruited under the Grants Management Office and Projects.
 - vi. Staff whose services are still required after attainment of the mandatory retirement age.
 - vii. Non-Ugandans.
 - viii. Staff recruited using the Personal Contact method / Head-hunting.
 - ix. All new appointments at the age of fifty (50) years and above.
- b) Officers of the University and Heads of Administrative Departments on salary scale PU3 (or whatever nomenclature may be in place for this particular salary scale) already appointed on terms other than contract terms shall maintain their status on personal-to-holder basis.
- c) Subject to the provisions of this Manual, a member of staff may change status from permanent terms to contract terms, and vice-versa following procedures of appointment for the specified position and consideration for approval by the Appointments Board.
- d) Renewal of contract:
- i. The renewal of contract of the Vice Chancellor or Deputy Vice Chancellor (s) shall be in accordance with the provisions of the University Council Charter.
 - ii. A Member of staff on salary scale PU3 (or whatever nomenclature may be in place for this particular salary scale) whose contract is due to expire and still has interest in serving the University shall submit an application through his/her supervisor to the Director Human Resources five (5) months before the expiry of the running contract. The Director Human Resources shall then submit the application to the Appointments Board through the Top Management Committee (TMC).

- iii. Where it is the contract of the Director Human Resources due to expire he/she shall submit his application through the Deputy Vice Chancellor Finance and Administration to the Appointments Board through the (TMC).
- iv. Where any other member of staff is due to complete his or her contract period and wishes to apply for contract renewal, he/she shall submit an application, through the immediate supervisor, to the Director Human Resources three (3) months before the expiry of the running contract.
- v. The application for contract renewal in (iii) above shall be submitted through the Head of Department who shall forward it to the Faculty Appointments and Promotions Committee with a specific recommendation of Departmental Appointments and Promotions Committee as to whether the contract should be renewed or not.
- vi. The Director Human Resources shall immediately submit the application to the Appointments Board through the (TMC) for consideration.
- vii. Where a member of staff does not express interest to renew his contract in the specified time, necessary steps shall be initiated by the Head of Department to recruit a replacement.

1.3.4 Acting appointments

- a) Acting appointment is an appointment to an administrative position. Such appointment shall only be granted by the Appointments Board.
- b) Notwithstanding (a) above, where a post is likely to remain unoccupied or vacant for not more than thirty (30) consecutive days, an appropriate staff in the same or next lower level may be assigned, by the authority of the Vice Chancellor, to fill the unoccupied post in acting capacity.
- c) Such cases may involve instances where the incumbent is away on approved leave, or where the position is vacant pending recruitment.

- d) A member of staff shall not be appointed to act in a position that is more than one level above his/her current position except with the authority of the Appointments Board.
- e) Upon appointment on an acting basis, the substantive position the member of staff holds shall not be declared vacant.
- f) Individuals in acting appointments shall be paid acting allowance as stipulated in this Manual.
- g) An acting appointment shall be for a maximum period of one year.
- h) Upon expiry of an acting appointment, the member of staff who has been acting shall revert to his/her original position or may be considered for confirmation of appointment in that position.
- i) A member of staff on probation and those on leave exceeding one month shall not be eligible for acting appointment.

1.3.5 Part-time appointment

- a) Appointment on part-time terms shall be the type of appointment where the number of hours worked shall be remunerated on rates approved by the University Council.
- b) Part-time appointments shall be made by the authority of the Vice Chancellor who shall notify the Appointments Board on such appointments quarterly.
- c) All part time staff shall only be entitled to the benefits specified in their appointment letters. Specifically, part time staff shall not be entitled to terminal benefits or gratuity.
- d) Through the Dean and DVC (AA), each Head of Department shall, before the beginning of an academic year, submit to the Director of Human Resources all staff requirements of a part-time nature for consolidation into a recruitment plan.

- e) All part-time teaching positions shall be advertised by the Director Human Resources at the beginning of the academic year.
- f) Applications for part-time positions shall be handled following the same procedures of appointment of academic staff.
- g) Staff employed on part-time basis shall be required to meet the minimum qualifications for an equivalent position on permanent terms.
- h) Appointment for part-time teaching staff shall be for one (1) academic year but may be renewed.

1.3.6 Vacation appointments

- a) The Head of Department / Unit shall identify the need for vacation employees and notify the Director Human Resources through the Dean / Deputy Vice Chancellor (F&A).
- b) The University Secretary shall confirm availability of funds to meet the costs of Vacation appointments.
- c) The recruitment plan shall be determined by the Department / Unit.
- d) Vacation employment, whenever possible and appropriate, may be offered by the authority of the Director Human Resources.

1.3.7 Voluntary appointment

- a) Persons with appropriate skills who offer themselves to serve MUST at minimum or no cost to the University may be offered voluntary appointment by the authority of the Director Human Resources in consultation with the beneficiary Unit, University Secretary and DVC (F&A).
- b) Voluntary appointment shall be for a specific purpose during periods of emergency or seasonal high activity.

- c) Voluntary appointment shall be for a maximum period of three months in any one Financial Year but may be extended for another three months after which there shall be no possibility for renewal.

1.3.8 Adjunct appointments

- a) A member of staff may be required to offer additional services to another Department / Unit, other than their primary Department / Unit of employment where there is expressed need from the receiving Department / Unit.
- b) Such appointments shall be by the authority of the Vice Chancellor upon a recommendation by the Director Human Resources in consultation with the DVC (AA) or DVC (F&A) depending on a particular case.

1.3.9. Professor Emeritus

1.3.9.1 Purpose

The purpose of appointing a person as Professor Emeritus shall be to retain the services of an academician who has attained his/her mandatory retirement age under the existing Employment Policy of the University in order to add value to goals of the University.

1.3.9.2 Functions

The functions of the Professor Emeritus shall be to mentor, teach, publish, and promote research or innovations.

1.3.9.3 Eligibility criteria

The honorary position / title of Professor Emeritus/Emerita may be conferred on an individual upon meeting the following criteria:

- a) Holds the rank of Professor at the time of retirement.
- b) Has rendered at least 10 years of continuous distinguished academic / research /

innovation service to the University.

- c) Has expressed interest to continue contributing to the academic / research life of the University.
- d) Has demonstrated capacity to contribute to the academic / research life of the University.
- e) Has evidence of extra-mural awards, excellence in research, evaluations by students, assessment by peers, and innovations in teaching methods.

1.3.9.5 Nomination procedures

- a) The relevant Head of Department shall submit nominations for Professor Emeritus/Emerita to the Faculty Appointments and Promotions Committee who shall forward them together with their recommendation to the Faculty/Institute Board for consideration.
- b) The nominations shall be accompanied by the following information:
 - i. The name and current address of the candidate;
 - ii. Detailed curriculum vitae and other relevant documents;
 - iii. Reference from at least two professional / academic peers;
 - iv. Peer-reviewed publications, book chapters, books and / or relevant intellectual property; and
 - v. A brief statement (citation) by the Department outlining why the nominee should be considered for the title of Professor Emeritus/Emerita.
- c) Recommendations from the Faculty/Institute Board shall be submitted to Senate for consideration. Senate shall make a recommendation to the Appointments Board.
- d) The Appointments Board shall then recommend the candidate to the University

Council for appointment.

1.3.9.6 Length of term of office

The appointment of Professor Emeritus is for life, subject to University standing regulations on conduct and performance.

1.3.9.7 Acceptance and receipt of the title “Professor Emeritus”

- a) After appointment by the University Council, a letter of appointment shall be presented to the selected candidate by the Vice Chancellor.
- b) The Vice Chancellor shall mention for recognition at graduation ceremonies names of persons who have been awarded the title of Professor Emeritus.
- c) Upon acceptance of the appointment, the Professor Emeritus shall give an inaugural lecture organised by Chairperson of the Senate.

1.3.9.8 Rights and privileges of the status of Professor Emeritus

- a) The University may avail to Professor Emeritus (where necessary) facilities such as office space for research purposes, for as long as they have an activity or an on-going project.
- b) Attendance of campus events that are open to members of staff.
- c) Admission to the convocation.
- d) The use of the Departmental Offices as a mailing address.
- e) Being listed in the University calendar and prospectus.
- f) Use of the University Libraries as deemed appropriate by the University Librarian.
- g) Under circumstances acceptable to the Department, shall be facilitated with university immovable equipment.
- h) Invitation to participate in public ceremonies and be treated at the same level as

- a member of Staff.
- i) Eligible to apply for grants and contracts under the aegis of the University.
- j) May be assigned students to supervise, teach and mentor.

1.3.10 Honorary appointment

These shall;

- a) Be individuals who have been identified by Department / Units through their committed or continued contribution towards the goals of the University.
- b) Not be paid a regular salary, but may be paid allowances and honoraria for specific assignments authorised by University Council.
- c) Be made by the Authority of the Appointments Board following an application to the Vice Chancellor following the procedure for appointment of academic staff.

1.3.11 Visiting academic staff

- a) A visiting Academic staff seconded by his or her home institution shall be subjected to the provisions of the specific Memorandum of Understanding (MoU) between MUST and that Institution.
- b) A visiting Academic staff shall be appointed by authority of the Vice Chancellor for a period not exceeding two years, renewable upon satisfactory performance provided that his or her services are still needed.

1.4 RECRUITMENT CRITERIA

1.4.1 Eligibility for first time appointments on basis of age

- a) The University shall observe age limits for first time appointment of employees on **permanent terms** as follows:

Category of Staff	Age Limit
i. Lecturer:	Forty (40) years and below
ii. All other academic staff:	Fifty (50) years and below
iii. All administrative staff:	Fifty (50) years and below
iv. All support staff:	Fifty (50) years and below

b) All Teaching Assistants shall be appointed on **contract terms** by the Appointments Board and shall not be exceeding thirty (30) years of age on first appointment.

c) All Assistant Lecturers shall be appointed on **contract terms** by the Appointments Board and shall not be exceeding thirty-five (35) years of age on first appointment.

d) All other first-time appointments of employees on **non-permanent terms**, with reference to age, shall be on the terms and conditions set by the Appointments Board.

e) All first-time appointments at the age above fifty (50) years shall be on contract terms.

f) The Appointments Board shall have the mandate to waive or cap the age limit where necessary in line with the existing Laws and provisions of this Manual.

1.4.2 Minimum qualifications for administrative staff

- a) The minimum academic qualification for employment as an administrative staff in the University service shall be an honours Bachelor's degree from a recognized institution.
- b) Other minimum qualifications for each post shall be specified in the job description and person specification of the post in question.

1.4.3 Minimum qualifications for support staff

- a) The minimum academic qualification for employment as a support staff in the service of the University shall be a Uganda Certificate of Education (UCE) or its equivalent as determined by a Competent Authority in Uganda.
- b) Other minimum qualifications for each post in the support staff category shall be specified in the job description and person specifications of the post in question.

1.4.4 Minimum qualifications for academic staff

- a) The minimum qualifications for appointment of teaching staff and research fellows shall be as indicated in **Table 1(a)** and **Table 1(b)**, respectively.

Table 1 (a): Minimum qualifications required to be recruited as a teaching staff.

Post	Minimum requirements
Teaching Assistant	A First-class or a Second-class Upper Division Bachelor's Degree (or an equivalent for non-classified degrees) in a relevant discipline
Assistant Lecturer	<ol style="list-style-type: none"> a) At least a Master's degree in a relevant discipline. b) A First-class or a Second-class Upper Division Bachelor's Degree (or an equivalent for non-classified degrees) in a relevant discipline.
Lecturer	<ol style="list-style-type: none"> a) PhD (Master's degree for clinical scholars) or being on PhD track* in a relevant discipline. b) At least a Master's degree in a relevant discipline. c) At least a Second-Class Upper Division Bachelor's Degree in a relevant discipline or an equivalent for non-classified degrees**.

Senior Lecturer	<ul style="list-style-type: none"> a) PhD (Master's degree for clinical scholars) in a relevant discipline. b) At least seven (07) peer-reviewed publications; or seven (07) published peer-reviewed book chapters; or one (01) published book with an ISBN, in the area of specialisation. c) At least two (02) publications as first author; or two (02) published book chapters; or one (01) published book with an ISBN within the last three years at the time of application. d) The two (02) first-author journal articles or book chapters or book mentioned in <i>(c)</i> above, shall be internally vetted. e) Supervision of at least two (02) graduate students to completion or two (02) publications (not part of those in requirement <i>b</i> above) in lieu of supervision of graduate students. f) Evidence of pedagogical or mentorship skills.
Associate Professor	<ul style="list-style-type: none"> a) PhD in a relevant discipline (Master's degree for clinical scholars). b) At least eleven (11) articles (in the area of specialisation) in peer reviewed journals; or eleven (11) published book chapters; or two (02) published books with ISBNs. c) At least three (3) publications as first author; or three (03) book chapters; or the two (02) books mentioned in <i>(b)</i> above, should have been published in the last five (05) years at the time of application. d) Supervision of at least three (03) graduate students to completion, at least one of whom should be at PhD level; or five (05) publications (not part of those in requirement <i>b</i> above) in lieu of supervision of graduate students.

	<p>e) The three (03) first-author journal articles or the three (03) book chapters or the two (02) books as stated in <i>(b)</i> above shall be externally vetted.</p> <p>f) Evidence of pedagogical or mentorship skills.</p>
Professor	<p>a) PhD in a relevant discipline / Master's degree for clinical scholars.</p> <p>b) At least twenty-one (21) peer-reviewed publications; or twenty-one (21) published peer-reviewed book chapters; or three (03) published books with ISBNs, in the area of specialisation</p> <p>c) At least five (05) publications as first author; or five (05) book chapters; or the three (03) books. These should have been published in the last five (05) years at the time of application.</p> <p>d) Supervision of at least five (05) graduate students to completion, two (02) of whom should be at PhD level; or seven (07) publications (not part of those in requirement <i>b</i> above) in lieu of supervision of graduate students.</p> <p>e) Evidence of pedagogical or mentorship skills.</p>

*See Section 4.4.1(b) of this Manual for the definition of "*On PhD track.*"

**Candidates who have already attained a PhD (Doctorate) need not have a first-class or second-class Bachelor's degrees.

Table 1(b): Minimum qualifications required to be recruited as a Research Fellow

Post	Minimum requirements
Research Fellow	<ul style="list-style-type: none"> a) PhD in a relevant discipline. b) At least ten (10) publications in peer reviewed journals; or five (05) published book chapters; or one (01) published book with an ISBN in the area of specialisation. d) Applicant should be first author on at least three (03) of the publications mentioned in <i>b</i> above. e) A minimum of two (02) years of experience in research.
Senior Research Fellow	<ul style="list-style-type: none"> a) PhD in a relevant discipline. b) At least twenty (20) publications in peer reviewed journals or ten (10) published book chapters; or two (02) published books with ISBNs in the area of specialisation. c) Applicant should be first author on at least nine (09) of the publications mentioned in <i>b</i> above. d) A minimum of five (05) years of experience in research. e) Membership to professional organizations
Associate Research Professor	<ul style="list-style-type: none"> a) PhD in a relevant discipline. b) At least thirty (30) publications in peer reviewed journals or fifteen (15) published book chapters; or three (03) published books with ISBNs in the area of specialisation. c) Applicant should be first author on at least fifteen (15) of the publications mentioned in <i>b</i> above. d) A minimum of ten (10) years of experience in research. e) Membership to professional organizations.
Research Professor	<ul style="list-style-type: none"> a) PhD in a relevant discipline.

	<p>b) At least forty-five (45) publications in peer reviewed journals; or twenty (20) published book chapters; or five (05) published books with ISBNs in the area of specialisation.</p> <p>c) Applicant should be first author on at least eighteen (18) of the publications mentioned in <i>b</i> above.</p> <p>d) A minimum of ten (10) years of experience in research.</p> <p>e) Evidence of successful research grants proposals prior to application.</p> <p>a) Membership to professional organizations.</p>
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- b) For disciplines whose degrees are not classified, a minimum Cumulative Grade Point Average (CGPA) of 3.6 shall apply and the official University degree classification system shall be used to grade / rank the candidates.
- c) Notwithstanding sections a) and b) above, the Appointments Board may appoint academic staff who do not have either a first class/ second class upper honours degree or whose CGPA is below 3.6, specifically under the following circumstances:
- i. Where it has proved difficult to attract persons teaching specialised areas, for example, in cases where adverts were run but did not attract qualified applicants.
 - ii. The criterion above shall be applicable as long as the candidate meets other criteria, such as possession of a Master's degree, PhD and/or the required publications and mobilising resources.
- d) The requirement for a PhD shall be an added advantage for appointment of staff in the Clinical disciplines at any level.
- e) Clinical Research Fellows shall be required to possess a PhD at all levels of entry.

1.5 RECRUITMENT PROCEDURES

- a) Notification of vacancy: The Head of Department / Unit shall notify the Director Human Resources through their immediate supervisor on upcoming / existing vacancies or positions within six (06) months before they fall vacant.
- b) The Director Human Resources shall update the Appointments Board or the delegated authority on the identified vacancies and develop a recruitment plan to fill them.
- c) The Appointments Board shall direct the Director Human Resources to have the identified vacancies filled in line with the approved recruitment plan.
- d) All appointments, unless otherwise specified shall be subject to availability of vacancies in the approved University staff establishment and wage.

1.6 METHODS OF RECRUITMENT

The University shall use the following methods of recruitment:

1.6.1 INTERNAL METHODS

1.6.1.1 Internal advertising

- a) For positions that may fall vacant within the existing staff establishment / structure, recruitment by internal advertising shall be carried out.
- b) Notwithstanding section (a) above where there is only one candidate who qualifies for the position, the Departmental / Faculty Appointments and Promotions Committee shall recommend the candidate for interviews.
- c) If there is no qualified candidate/staff, the position shall then be filled through external advertisement.

- d) Notwithstanding section 1.6.1.1 (a) all University Officers and Administrative staff whose positions are in the salary scale of PU3 (or whatever nomenclature may be in place) and above shall be externally advertised.

1.6.2 EXTERNAL METHODS

In case recruitment has to be sourced outside the University, the following methods shall be used:

1.6.2.1 Personal contact method / Head-hunting

This method shall be used where:

- a) The University has not been able to attract any suitable candidate through advertising.
- b) Where there is need for a staff to handle emergencies identified by a Department / Unit resulting from any form of cessation of employment during or immediately before the beginning of the semester.
- c) Qualifications for appointment shall be those specified under Sections 1.4.2; 1.4.3 and 1.4.4.

1.6.2.1.1 Mode of application and appointment

- a) The Head of Department, in consultation with the Departmental Appointments and Promotions Committee shall initiate the process of head hunting for a suitable candidate.
- b) The Head of Department shall contact the identified candidates.
- c) Persons contacted by the Head of Department through this method shall be required to apply for the vacant posts through the Head of Department.

- d) The Head of Department shall forward the applications to the Departmental Appointments and Promotions Committee who shall consider the applications and recommend for recruitment a suitable candidate to the Director Human Resources through the Faculty Appointments Committee.
- e) The Director Human Resources shall forward the recommendation for appointment to the Vice Chancellor.

1.6.2.1.2 Terms of appointment

- a) Staff appointed using this method shall serve under contract terms pending ratification by the Appointments Board.
- b) Staff appointed through this method shall initially be offered a contract appointment for six months after which they shall be confirmed in service for the contractual period or for permanent service in the University based on satisfactory performance.

1.6.2.1.3 Ratification of appointments

Appointments made in Sections 1.6.2.1 shall be presented to the Appointments Board for ratification at the Board's earliest sitting.

1.6.2.2 Recruitment through collaborations

- 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 appointment on contractual terms and conditions as stipulated in the agreements and protocols.

1.6.2.3 Advertising

- a) Where the responsible Department and Faculty Appointments Committees are

- satisfied that there is no qualified candidate from within the Department to fill the vacancy, it shall recommend to the Director Human Resources that the vacancy be externally advertised.
- b) Where this method is used, a job advertisement for a vacant position shall be placed in the print media and/or University Website, or University Notice Boards or other suitable locations/ channels.
 - c) The advert shall be drafted by the user Department and approved by the Appointments Board.

1.6.2.3.1 Contents of a Job Advertisement

The job advertisement shall contain:

- a) A brief about the University;
- b) The job title;
- c) Job salary scale;
- d) Allowances and other benefits;
- e) Reporting hierarchy;
- f) Overall objective of the job;
- g) Job description;
- h) Job and person specifications;
- i) Application procedure;
- j) Closing date for applications;
- k) Reporting date, where necessary.

1.6.2.3.2 Job application

- a) The job application shall include:

- i. The application letter;
 - ii. Copies of relevant academic / professional transcripts & certificates;
 - iii. Detailed curriculum vitae, including names and addresses of referees;
 - iv. At least two reference letters;
 - v. Applicant's physical address, telephone contact, and email address;
 - vi. Any other relevant information as may be asked from time to time.
- b) All persons seeking employment with the University shall submit written applications to the Director Human Resources or as may be advised by the Appointments Board, depending on the type of employment sought.
 - c) All job applications shall be received by the Director of Human Resources.

1.6.2.3.3 Screening of job applications and shortlisting of applicants

- a) Upon closing of the advert, the Director Human Resources shall screen the applications for completeness and forward them to Appointment Board or Internal Staff Appointments and Promotions Committee for vetting and shortlisting.
- b) For positions in salary scales PU3 - P12 (or whatever nomenclature of salary scales may be in place), the Appointments Board shall form a shortlisting Committee comprising of its members, Director of Human Resources and the user Department to vet all applications against job and person specifications and make a shortlist of the most qualified applicants.
- c) For salary scales PU13 - PU15 (or whatever nomenclature may be in place), the Internal Appointments and Promotions Committee, shall conduct the screening, vetting, shortlisting and interviews and present the recommendations to the Appointments Board for appointment.
- d) Where after application screening, it is found out that there are more than five candidates that could be objectively subjected to oral interviews, the

Appointments Board or its delegate may subject the shortlisted candidates to written and/or practical tests to further screen the best candidates for oral interviews.

- e) Shortlisted candidates shall be notified by all possible means. The shortlists shall be displayed on the University notice boards/website or any other formal channels prior the interview date.
- f) Selected/ shortlisted candidates shall be given reasonable written notice for interviews specifying time and place of interview.
- g) The Appointments Board may seek technical support from relevant ministries, departments and agencies or any other relevant body or person at any stage in the recruitment process.

1.6.2.3.4 Interview procedures

a) Types of Interviews

All or any of the following types of interviews may be used depending on the job and the competences required:

- i. Oral interviews
- ii. Written interviews
- iii. Aptitude tests
- iv. Practical tests
- v. Any other type as the Appointments Board may find necessary.

b) Interview panels

- i. The Appointments Board shall interview all applicants for positions in the salary scales of PU3 – PU12 (or whatever nomenclature of salary scales may be in place) using interview panels.

- ii. The Appointments Board shall constitute Interview Panels to handle the interviews and each panel shall have a Chairperson and a Secretary.
- iii. The Secretary to the interview panel shall prepare a report and forward it to the Appointments Board for consideration.
- iv. The University Internal Staff Appointments and Promotions Committee provided for under Section 4.6.3 of this Manual shall interview applicants in salary scales PU13 to PU15 (or whatever nomenclature of salary scales may be in place); and make written recommendations to the Appointments Board on the interviews carried out for ratification.
- v. The Appointments Board may co-opt persons to provide technical guidance and support to the interview panels.

c) Interview processes

- i. At the interview, candidates shall present original copies of transcripts, certificates and testimonials to the interview panel for verification. Candidates shall be required to present National Identity / Passport / Driving Permit or any other document from the National Registration Authority at interviews.
- ii. All shortlisted candidates whose main job roles require use of machinery on a daily basis shall be subjected to practical interview as part of the interview process and results of such interview shall constitute part of the final mark.
- iii. The procedure and criteria of scoring candidates shall be determined and agreed upon by the interview panel before the interview session.
- iv. The best candidate (s) shall be selected during the same interview session in which they are interviewed.
- v. Whenever candidates are interviewed for a position, the Appointments Board shall maintain a data bank consisting all candidates who score above

the set pass mark from which it will pick the next best candidate in case a person offered the appointment does not take up the position or leaves within 6 months after appointment for any reason whatsoever.

- vi. The data bank shall be valid for only six months from the date of interview.
- vii. The Secretary to the Appointments Board shall keep a record of the report on the interview process.

d) Due diligence

- i. The Appointments Board shall conduct due diligence to confirm the employability and validity of all information provided by the candidate prior to, and / or after the job interview.
- ii. Due diligence shall be carried out on the best candidate selected for employment.
- iii. Due diligence shall be carried out by the Appointments Board for members of staff in salary scale PU3 – PU12 (or whatever nomenclature of salary scales may be in place).
- iv. Due diligence shall be carried out by the Internal Staff Appointments and Promotions Committee for members of staff in salary scale PU13 – PU15 (or whatever nomenclature of salary scales may be in place).
- v. Misrepresentation of oneself or use of forged documents before and during the recruitment and selection process shall result in the disqualification and possible prosecution.

1.7 EFFECTING APPOINTMENTS

1.1.1 General provisions

- a) Offer of Appointment shall be made in writing by the Director Human Resources or any other designated Officer and copies of such offers of

appointment shall be given to relevant Heads of Department / Units and Deans.

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

1.7.2 Appointment of Vice Chancellor and Deputy Vice Chancellor

- a) The Vice Chancellor shall be appointed by the Chancellor in accordance with the Section 31 of The Universities and Other Tertiary Institutions Act, (2001), as amended.
- b) The Deputy Vice Chancellor(s) shall be appointed by the Chancellor in accordance with Section 32 of The Universities and Other Tertiary Institutions Act, (2001) as amended.

1.7.2 Appointment of other University staff

- a) On receipt of the report on the successful candidate(s) for all posts other than those specified in Section 1.7, the Director Human Resources shall inform the successful candidate(s) and invite him/her to sign for and collect the

- appointment letter within the first fifteen (15) calendar days of receiving the invitation by the appointee.
- b) An offer of appointment not taken within a period of thirty (30) calendar days from the date the candidate is invited to pick the appointment letter, shall be deemed as having been declined and the Director Human Resources shall declare the post vacant to the Appointments Board for filling thereafter.
 - c) The appointee shall take up the job in a period not exceeding three (3) months from the date of appointment. Appointees may, however, be required to report for duty at once depending on the University needs.
 - d) Appointed candidates who do not report for duty within the time specified in (c) above shall lose their offers and the job shall be offered to the next best candidate or re-advertised as may be determined by the Appointments Board.
 - e) No appointment of any University staff shall be deemed effective until either the Vice Chancellor or Director Human Resources or their delegate has made a written offer to the applicant and the applicant has accepted the terms of the offer in writing, and assumed duty. It follows, therefore, that until the applicant 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.
 - f) All appointments to the University service shall always be in writing.
 - g) If it is discovered that a staff was appointed into the University service on information that is falsified or forged, their appointments shall be terminated after due process.
 - h) Non-Ugandans shall be appointed in the University Service in case of failure to get the required skills locally and shall only be on contractual terms.

1.8 RE-DESIGNATION

In order to ensure more efficient human resources utilization, a member of staff may be re-designated horizontally into different positions for which they are qualified within the University service. This shall follow the following procedure;

- a) The need for human resources shall be identified by the Head of Department / Unit who shall notify the Director Human Resources.
- b) The Director shall identify a staff in a Department / Unit with relevant qualifications to be re-designated.
- c) The current Head of Department / Unit of the qualified person shall be notified of the need to re-designate a particular person.
- d) The person earmarked for re-designation shall be notified to apply for the position to the Director Human Resources.
- e) The Director Human Resources shall prepare a submission to the Board for consideration of the recommendation for re-designation.

1.9 DEPLOYMENT OF STAFF

- a) A member of staff may be deployed to serve the University in the Department / Unit as stated in their appointment letter.
- b) Before non-citizens are deployed, the Director Human Resources must ensure that they have the necessary legal documentation to work in the Country.

1.10 INDUCTION AND ORIENTATION

- a) All University staff shall be inducted into their new jobs in order to orientate them to the culture of the University Service as well as the challenges and opportunities of their new jobs/responsibilities.
- b) Staff shall be given information about the University, its objectives, standards, and policies, as well as general terms and conditions of service.

- c) The Director of Human Resources, in liaison with relevant departments, shall plan and implement induction programs according to the University's Induction Manual.
- d) At the end of induction / orientation, the staff shall complete and sign a form as evidence that he/she has been satisfactorily inducted into service; and the form shall be part of the record of service of that member of staff.

1.11 EMPLOYMENT OF FAMILY MEMBERS

- a) Where a person joining the University service is a family member of an existing employee, either the existing staff or joining staff shall declare the relationship to the Director Human Resources within thirty (30) days after joining the University or as soon as it is known by either party.
- b) Section (a) above shall also apply when family members are entering the University at the same time.
- c) Where a family relationship develops after the individuals are already in University service, the same declaration shall be made.
- d) The Director Human Resources shall update the employees' personal information accordingly.
- e) The declaration shall help Management to take appropriate administrative measures to optimally manage the member of staff.

1.12 PROMOTION

- a) Where the Dean / Director / Head of Department or Unit is satisfied that there is a competent employee to fill a vacant higher post, he / she may recommend that the vacancy be filled by promotion within the Department.
- b) Such internal appointments through promotion shall follow the guidelines on staff promotions as laid down in chapter 4 of this Manual.

1.13 APPOINTMENT OF STAFF AFTER RETIREMENT

- a) Associate Professors and Professors who have reached the mandatory retirement age of sixty (60) years and whose services are still needed by the University may be appointed on contract terms depending on satisfactory performance and good health.
- b) Associate Professors referred to in Section 1.13 (a) above may be given two terms of 3:2 years depending on satisfactory performance and good health.
- c) Professors referred to in Section 1.13 (a) above may be given three terms of 4:4:2 years depending on satisfactory performance and good health.
- d) Chief Technicians may be given post-retirement contract up to the age of 65 depending on satisfactory performance and good health. They may be given two terms of 3:2 years.
- e) In exceptional circumstances where the University fails to attract candidates to fill the teaching positions of a Lecturer/ Senior Lecturer, a member of staff at that rank may be given post-retirement contract of utmost two years.
- f) A senior administrative staff who has reached the mandatory retirement age of sixty (60) years may be given post-retirement contract if the post to be filled requires specialized skills and the only suitable candidate available in the job market is the retiree. Such an employment contract shall not exceed two (02) years.
- g) Academic staff members who are on contract shall not serve in administrative positions of Deans, Directors, Deputy Deans, Deputy Directors or Heads of Department in the University.
- h) Award of a post-retirement contract shall not block staffing positions to be filled by younger staff in order to allow for planned continuity of that Department's establishment.

1.14 APPOINTMENT OF NON-CITIZENS

- a) Non-Ugandans shall be appointed in the University Service in case of failure to get Ugandans with the required skills.
- b) When a non-Ugandan is appointed, he/she will utilize his/her letter of appointment to process and obtain the necessary permits and documents from the Directorate of Immigration and Citizenship of Uganda.
- c) He/she shall be required to present copies of his/her passport and work permit to the Secretary before taking up duties in the University.
- d) All non-citizens shall be employed on local contractual terms or as may be determined by the Council.

1.15 RE-EMPLOYMENT INTO THE UNIVERSITY SERVICE

- a) A member of staff who leaves University service may only be re-appointed into the University service as a new applicant following the laid down recruitment procedures.
- b) Persons previously employed in the University service shall not be re-employed after leaving its service under any of the following circumstances:
 - i. Abandonment of duty/Abscondment.
 - ii. Retirement in Public/University Interest.
 - iii. Dismissal from the University service.
- c) An academic staff who completes an employment contract in an administrative position may be re-absorbed into the University service in his/her former Department provided there is wage, a vacancy and he/she meets the laid down recruitment criteria for that position.

1.16 THE ROLE OF THE DIRECTOR HUMAN RESOURCES IN THE RECRUITMENT PROCESS

- a) Ensure that quality standards of human resources are complied with and are cost effective.
- b) Identify and clarify the merits and anticipated effectiveness of the various sourcing options.
- c) Guide supervisors of staff in setting key result areas and defining competences.
- d) Coordinate the recruitment process, including induction / orientation and deployment of staff.
- e) Advise on issues of Labour and Employment laws and other human resources related issues.
- f) Maintain an updated data bank on potential candidates.
- g) Coordinate opening of open and confidential personnel files for all staff.

CHAPTER TWO: STAFF TERMS AND CONDITIONS OF SERVICE

2.1 INTRODUCTION

- a) The terms-and conditions shall be known as the “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.
- c) A member of staff shall comply with all the requirements set out in these terms and conditions of service and those set out in their appointment letters.
- d) Ignorance of any of the terms and conditions shall in no way constitute an excuse for or defence against the violation of that regulation by a member of staff.

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 human resources;
- b) Enable the University to promote good working relations among members of staff.
- c) Help the University to create a favourable working environment for its staff and promote good working relations; and
- d) Act as a basis for the management and development of members of staff.

2.3 GENERAL TERMS AND CONDITIONS OF SERVICE

- a) A member of staff shall 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 shall be expected to undertake any duties assigned to him or her.

- b) Any breach of the stipulated terms and conditions shall be dealt with as provided for in these terms and conditions of service.
- c) Any member of staff has a right to membership of academic, administrative and support staff associations within the law and any other associations as may be approved by the University Council.
- d) A member of staff shall not be discriminated on grounds of gender, disability, HIV/AIDS status, religion, ethnicity, race or region of origin.

2.4 DUTIES

- a) A member of staff shall, on appointment or promotion, be assigned duties and responsibilities for their jobs by the supervisor.
- b) A member of staff shall act in all official duties according to instructions or directions given to him or her by the appointing authority through its duly authorised officers.
- c) A member of staff shall without exception perform his or her duty in a manner that conforms to the code as stipulated in this manual.
- d) The duties of a member of staff shall include the job descriptions of the post and any other job related duties which the supervisor may call upon him or her to perform.
- e) A member of staff shall be results-oriented and committed to the performance of his or her duties.

2.5 ATTENDANCE TO DUTY

- a) A member of staff shall observe the official working days and hours as stipulated in this Manual.
- b) A member of staff shall be on duty except during leave, public holidays, or when permission for absence has been granted by the appropriate authority as

specified in this Manual.

- c) Where permission for absence is granted, the Head of Department / Supervisor shall make appropriate arrangements to handle the employee's schedule of duties during the absence.
- d) Sections 2.5(a) and 2.5(b) above notwithstanding, the Vice Chancellor or his/her delegate shall have power to require an individual member of staff to remain on duty during gazetted public holidays or portions thereof as they deem fit or as duties require.

2.6 WORKING HOURS

2.6.1 Academic Staff

- a) The minimum and maximum teaching load shall be ten (10) and twelve (12) contact hours per week respectively or as specified by the Uganda National Council for Higher Education (NCHE).
- b) Notwithstanding provision 2.6.1(a) above, a teaching load lower than ten hours a week may be granted under special circumstances on mutual agreement with the Department and Faculty for such reasons as studentship, supervising graduate students, special duties, and/or illness.

2.6.2 Administrative and Support staff

- a) The normal working hours for administrative and support staff shall be a minimum of forty (40) hours per week and a maximum of forty-eight (48) hours as follows:
 - i. **Morning:** 8:00 am to 1.00 pm
 - ii. **Afternoon:** 2:00 pm to 5:00 pm.
- b) The exigencies of service may require members of staff to work outside the regulated hours or to work periods of overtime/extra load. Where this happens, the extra hours worked (not exceeding 20 hours per week) shall be remunerated

at rates determined by the University Council.

- c) In special circumstances the University Council shall issue guidelines to that effect.

2.6.3 Special duty

A member of staff on special duty shall have special working schedules suitable for the type of duty.

2.7 PROBATION

- a) The probationary period shall be six months for all persons appointed to the University service except for the following:
 - i. Part-time staff
 - ii. Professor Emeritus
 - iii. Volunteers
 - iv. Honorary Professors
 - v. Vacation Employees
 - vi. Visiting Academic Staff
 - vii. Adjunct staff
- b) A member of staff shall not be employed for a probationary period of service on more than one occasion by the University unless he/she is engaged for work of a different nature.
- c) Notwithstanding the provisions in paragraph (a) above, the appointing authority may waive the whole or part of the probationary period of service in certain cases especially where the employee has offered service to the university on part-time basis or other forms of non-permanent employment.
- d) A member of staff on probation shall not be considered for promotion or annual leave or leave without pay.

- e) A member of staff on probation other than staff on PhD track shall not be permitted to proceed on a long term training program unless such training is a direct requirement for confirmation of the staff in accordance with the schemes of service or addressing a critical skills gap.

2.8 CONFIRMATION

- a) The power to confirm a member of staff in University service is vested in the Appointments Board. The Board may confirm the appointment, extend the probationary period or terminate the appointment.
- b) A member of staff appointed on probationary terms shall be confirmed in University service upon satisfactory completion of the probation based on the performance appraisal report.
- c) Confirmation of a member of staff shall be counted starting from the effective date of appointment.
- d) The procedure for confirmation shall be as follows:
 - i. An employee concerned shall, through the Supervisor (Head of Academic or Administrative Department/Unit), submit an application to the Director, Human Resources twenty-one (21) days before the expiry of the probationary period.
 - ii. The supervisor shall write a statement of achievement of the member of staff.
 - iii. Together with his/her Supervisor, the concerned member of staff shall fill an appraisal form that assesses his/her performance which shall be submitted to the Director of Human Resources, at least 21 days before the expiry of the probationary period.
 - iv. The Supervisor shall make a clear recommendation to confirm or not to confirm a member of staff. Where the recommendation is not to confirm,

the supervisor must give clear reasons, and make a recommendation either to extend the probationary period or to terminate the appointment.

- v. On receipt of the performance appraisal report with supervisor's recommendations, the Director Human Resources shall assess the results of performance appraisal and prepare a submission for confirmation to the Appointments Board.
- vi. The Director Human Resources shall communicate in writing the decision of the Appointments Board to confirm or not confirm a member of staff within seven (07) days after the Board makes the decision.
- vii. Where the decision of the Board is not to confirm a member of staff, the letter shall clearly indicate the recommended action.
- viii. Where confirmation is not effected on the due date, a member of staff shall upon lapse of one (01) month, appeal in writing to the appointing authority.
- ix. A member of staff who, without reasonable cause, fails to apply for confirmation within the stipulated time, shall be deemed to have rescinded his/her appointment.

2.9 PERFORMANCE MANAGEMENT

2.9.1 General Provisions

- a) Performance management shall be a continuous process involving an agreement between the employee and the supervisor on performance targets, formulating strategies to achieve the targets, evaluation and review of performance and agreeing on new targets.
- b) Performance Management shall aim at improving the productivity and development of all University employees.
- c) On appointment, a member of staff shall be provided with a schedule of duties derived from job the description as laid down in the job advert.

- d) The supervisor shall ensure that a member of staff is assigned work.
- e) The performance management cycle shall involve the following processes:
 - i. Performance planning
 - ii. Performance implementation and monitoring
 - iii. Performance appraisal
 - iv. Performance improvement
 - v. Rewards and sanctions
 - vi. Performance reporting and feedback.

2.9.2 Performance appraisal

- a) Performance appraisal shall refer to the assessment of an employee's performance on an annual basis.
- b) The performance appraisal process shall be conducted using the appraisal instruments and methods approved by the Council.
- c) Performance appraisal shall be transparent and participatory, involving the employee and supervisor.
- d) The staff performance appraisal system in the University shall be guided by the following principles:
 - i. Objectivity;
 - ii. Transparency;
 - iii. Fairness and;
 - iv. Participation.
- e) Performance appraisal shall be evidence-based and scoring shall be supported by availing means of verification or evidence documents.
- f) Each member of staff shall be entitled to feedback on the performance appraisal from the immediate supervisor and the Director Human Resources shall give written feedback to each member of staff on his/her appraisal.

- g) All performance appraisal reports shall be submitted to the Director Human Resources who will prepare performance feedback.
- h) On the basis of the performance appraisal reports, the Appointing Authority shall take appropriate action including but not limited to promotion, training, retirement, transfer, recognition, special awards, review of job design, and/or disciplinary action.

2.9.2.1 Performance appraisal procedure

- a) The Director Human Resources shall be responsible for sensitizing staff on the appraisal exercise on an annual basis.
- b) Appraisers and appraisees shall agree on the deliverables at the beginning of the appraisal period.
- c) A Performance Management Plan shall be published by Director Human Resources by end of March of each calendar year.
- d) The appraisee shall initiate the appraisal process by filling and submitting the form to the appraiser.
- e) The Appraiser shall, after assessing the appraisee's performance, submit the appraisal form to the Countersigning Officer after signoff by the appraisee.
- f) The Countersigning Officer shall review the appraisal, make recommendations and forward the appraisal form to the Director Human Resources.
- g) The Director Human Resources shall process the recommendations for submission to the Appointments Board for final approval.
- h) The Director Human Resources shall implement the decisions of the Appointments Board.
- i) An employee, who feels unfairly appraised, shall be free to appeal to the Appointments Board through the Director Human Resources.

- j) The decisions of the Appointments Board shall be submitted to the University Council for ratification.

2.9.2.2 Appraisal instruments

Performance appraisal shall be conducted using specifically designed tools for academic, administrative, and support staff as approved by the University Council.

2.9.2.3 Appraisal interval

- a) A member of staff shall be appraised every financial year and the appraisal process shall be completed by the 31st of July of the following financial year.
- b) A member of staff on probation shall be appraised before the expiry of his/her probationary period.

2.9.3 Participation

- a) All members of staff shall participate in the appraisal process at their respective levels.
- b) A member of staff who fails to perform his/her role in the stipulated time shall face disciplinary action.
- c) A member of staff with a grievance about the appraisal process shall present the grievance in writing to the Director Human Resources.
- d) Where a member of staff has a grievance about the appraisal process that involves the Director- Human Resources, such an employee shall present his/her grievance in writing to the DVC (F&A).
- e) The Director Human Resources, after consultation with the complainant's Head of Department/Unit shall handle the grievance and conclude it or present it to an ad-hoc Grievance Committee appointed by the Vice Chancellor and chaired by the Deputy Vice Chancellor (F&A).

- f) A member of staff on study leave, sick leave and leave without pay shall not be required to fill the appraisal forms until his / her return. The Director Human Resources shall ensure that the period of absence is duly authorized and clearly documented.

2.9.4 Roles of various stakeholders in performance management

2.9.4.1 Vice Chancellor

The VC shall be responsible for the institutionalization of performance Management in MUST and ensuring that a strategic annual work plan is developed and cascaded to various levels in the University.

2.9.4.2 Deputy Vice Chancellors

The Deputy Vice Chancellors shall be the overall supervisors for the implementation of the key performance management systems in the Directorates and Units they are responsible for in the University.

2.9.4.3 Director Human Resources

The Director Human Resources shall:

- a) Coordinate development of institution and directorate work plans.
- b) Co-ordinate implementation of the performance management system within MUST.
- c) Avail guidance to staff on the performance management system.
- d) Ensure that deadlines for handling each step of the performance management process are met.

2.9.4.4 Other Directors, Deans and Heads of Department

Directors, Deans and Heads of Department shall:

- a) Ensure that each job holder is aware of MUST's/ Directorate's/ Departmental/ Sectional work plan and objectives.

- b) Ensure development of individual work plans and setting of performance targets in the department / section.
- c) Ensure compliance with set time frames in the performance management process.
- d) Ensure that each job holder knows and understands what he/she is accountable for and what needs to be done to succeed.
- e) Monitor progress and manage the appraisee's performance by regularly providing feedback and communicating with the appraisee.
- f) Ensure that supervisees prepare individual annual work plans that are aligned with the annual strategic work plan and mandate of MUST.
- g) Request and receive reports from supervisees at the specified timelines.
- h) Ensure that resources as indicated in the supervisee's individual work plan are provided.
- i) Coach and mentor supervisees as and when necessary.
- j) Carry out annual appraisal of supervisees' performance.
- k) Report on training needs of all supervisees to the Director Human Resources

2.9.4.5 Individual employees

An individual employee shall:

- a) Request for departmental work plan and objectives from the supervisor to be able to develop an individual work plan.
- b) Discuss departmental work plan with supervisor.
- c) Develop an individual work plan.
- d) Indicate resources required to implement the individual work plan and discuss them with the supervisor.
- e) Give regular feedback on his/her performance to the supervisor and point out

any problems being encountered.

- f) Prepare performance reports and avail them to the supervisor as and when they are required.

2.9.5 Recognising and rewarding performance

- a) There shall be a Rewards and Sanctions Framework developed by the Appointments Board under which good performance shall be rewarded and poor performance sanctioned.
- b) An appropriate reward and recognition shall be accorded to any member of staff who exhibits exemplary performance.
- c) The rewards may include, but not limited to, official word of recognition of good performance, open praise, challenging work assignments normally done by seniors, letter of commendation, presents, mementoes, certificate of merit, concessionary trips, cash bonuses, award of medals, salary increments, and/ or promotion.
- d) As a means of motivating members of staff, the University shall also encourage Units to exercise innovativeness in terms of developing and implementing appropriate schemes of staff recognition and rewards.
- e) The Director of Human Resources shall coordinate the formulation of frameworks for determining excellence deserving rewards or recognition across the different departments and occupation categories.

2.9.6 Managing poor performance/sanctions

- a) A member of staff who fails to meet their performance standards and targets, shall be helped, by the supervisor to improve through training, mentoring, coaching, and attachment to other better performing officers, among others.

- b) A member of staff who fails to improve his or her performance after measures prescribed in paragraph (a) above may be presented to the Appointing Authority for termination of employment.
- c) Disciplinary cases arising out of the implementation of the performance management system shall be handled in accordance with the Disciplinary Procedures stipulated in Chapter three (03) of this Manual.

2.9.7 Performance Improvement Plan

- a) Performance improvement plans shall be designed to address cases of unsatisfactory performance. The performance improvement plan may be an outcome of performance appraisal or may be developed as soon as a supervisor notices unsatisfactory performance.
- b) The period an employee shall be subjected to a performance improvement plan (PIP) shall not exceed six (06) months.
- c) Supervisors shall initiate action as soon as they notice that performance of an employee is below expectation and should not wait until the time for performance appraisal. Supervisors who notice or suspect that an employee is performing poorly shall, at the earliest opportunity, arrange a meeting with the employee concerned. The purpose of the meeting shall be to:
 - i. Inform the employee that his/her work does not meet the required performance standards or expectations;
 - ii. Explain the required performance standard(s) to the employee;
 - iii. Determine the reasons for the poor work performance; and
 - iv. Determine the manner in which poor work performance should be addressed including practical steps that need to be taken by both parties.
- d) The following steps shall be helpful in designing a performance improvement plan:

Initial meeting

- i. The supervisor shall discuss with the employee the reasons why his/her performance is not meeting the required standards.
- ii. The standards expected from the employee may be derived from a job description, norms or standards of MUST.
- iii. Examples of poor performance may include, but not limited to, the following situations: where the employee did not meet deadlines; cases where the employee's work was of poor quality; where the employee's work was not done at all, etc.
- iv. The supervisor shall allow a member of staff to respond to the issues raised in his/her performance.

Follow-up meeting

- i. A number of regular follow up meetings may be necessary to track a member of staff performance. These meetings may be scheduled for once a month or as regular as the supervisor may deem appropriate. How often the supervisor conducts meetings will depend on the seriousness of the work performance gap, the ability of the staff to improve, the time required to improve, the nature of remedial steps required as well as the staff's tasks.
- ii. Supervisors shall make it clear to the employee during the course of follow up meetings whether performance is improving or not.

Final meeting

- i. The performance of the staff may or may not improve during the period he/she is on a performance improvement plan.
- ii. If the staff's performance does not improve during the time allocated, the supervisor shall arrange a final meeting with the staff. The purpose

of this meeting is to give the staff a written report on the outcomes of the process followed so far; and to map out strategies for improving performance.

2.9.8 Dismissal due to poor performance

In some cases, the University may decide to dismiss a member of staff on account of misconduct/inefficiency stemming from continued poor performance. This shall be regarded as a last resort. All appropriate remedies must be exhausted and the employee's work performance must not have improved to the extent of meeting the required standards.

2.9.9 Performance appraisal disputes

- a) An employee with a grievance about the appraisal process shall present it to the Director Human Resources or relevant office in writing.
- b) Where an employee has a grievance about the appraisal process that involves the Director Human Resources, they shall present it in writing to the DVC (F&A).
- c) The Director Human Resources, after consultation with the complainant's Head of Department/Unit, shall handle the grievance and conclude it or present it to an ad hoc Grievance Committee chaired by the DVC (F&A) with a membership of not less than five (05).

2.10 EMOLUMENTS

2.10.1 Salary

- a) The University shall pay a salary/wage to all its members of staff as determined by the Government of Uganda/University Council with exception of staff who earn allowances.
- b) All salaries of full-time members of staff shall be paid on a monthly basis.
- c) The Director Human Resources shall ensure that the staff accesses the payroll

within reasonable time from the date of assumption of duty.

- d) Salaries of members of staff shall be subject to statutory and other approved deductions.
- e) The Salary Structure shall indicate salaries attached to each salary scale and shall be received from the Ministry responsible for Public Service through circulars issued from time to time.
- f) Payment of a salary to a member of staff shall be stopped immediately the staff ceases to be an employee of the University.
- g) The Accounting Officer shall, where applicable, deduct the following monies from a member of staff salary:
 - i. Statutory deductions, including Pay As You Earn (PAYE); National Social Security Fund (NSSF) contributions; Local service tax.
 - ii. Housing deductions for university premises and utility charges, where applicable.
 - iii. Any advances not properly accounted for in line with the relevant laws and guidelines.
 - iv. Any over-payments or other unauthorized payments from University funds made to the staff.
 - v. A member of staff's individual contractual obligations such as contributions to a saving scheme, trade union and staff association in accordance with the regulations.
 - vi. Any other deductions that may be authorized by the employee or ordered by courts of law.
- h) In case of any salary variance, the Accounting Officer shall resolve the variance immediately within existing laws and guidelines.

2.10.2 Benefits in University service

2.10.2.1 Medical benefits

The University may provide medical insurance to a member of staff, his/her spouse and biological or legally adopted children in accordance with the Medical Insurance Policy of the University.

2.10.2.2 Children's Education Scheme (CES)

- a) Staff members with biological children who are twenty-five (25) and below years on entry into the University for undergraduate programmes shall be permitted, on request, to pay half tuition fees and all other functional fees.
- b) The scheme shall be granted for the duration of the program, beyond which the staff shall be required to pay full tuition and all functional fees.
- c) Where an employee of the University retires from service or passes on while still in service, his/her beneficiary children already enrolled into the University shall continue to benefit from the scheme.
- d) Employee(s) who resign or are terminated from the University service shall cease to benefit from the Scheme.
- e) Only two children of a member of staff shall benefit from the scheme at any given time.
- f) Only biological or legally adopted children registered in the University bio data shall be eligible to benefit from the scheme.
- g) In instances where members of staff are a couple and their child is admitted at MUST, they shall benefit as independent members of staff and the child shall not pay any tuition fees.
- h) A child shall benefit from this scheme for only one academic programme.

- i) The scheme shall be managed by the Director Human Resources who shall develop the relevant tools and processes in consultation with the Academic Registrar.

2.10.2.3 Tuition waiver

- a) Members of staff who are on Staff Development programmes may receive, upon request, a tuition fee waiver but must pay functional fees.
- b) The tuition fee waiver shall be for the duration of the programme, beyond which the staff shall be required to pay full tuition and all functional fees.
- c) The tax component due to this benefit shall be paid by the beneficiary.
- d) Staff on any other form of scholarship/sponsorship shall not be permitted to benefit from tuition waiver.
- e) A member of staff shall apply for tuition waiver to the STaDeC through the Director Human Resources.

2.10.2.4 Salary loans

- a) A member of staff may be recommended to financial institutions for loans against their salaries.
- b) The loans shall be on terms and conditions mutually agreed upon between the member of staff and the financial institution(s) but in line with other University regulations and policies.
- c) The University shall only recommend but not act as a guarantor for loans obtained by staff against their salaries.

2.10.2.5 Travel insurance

The University may provide travel insurance to cover an employee authorized to travel outside Uganda.

2.10.2.6 Housing of staff

A member of staff may be provided housing with the approval of the University Council.

2.10.2.7 Places of worship

Members of the MUST community who may wish to use University facilities for prayer purposes may do so with permission from the DVC (F&A) following guidelines approved by the University Council.

2.10.2.8 Recreation facilities

The University may provide recreation facilities for its members of staff and their immediate families.

2.10.2.9 Safety and health of members of staff

- a) Employee safety and health at the workplace shall be prioritized by the University in furtherance of the Occupational Safety and Health Act (2006) (OSHA) and other laws and regulations in force.
- b) The University shall as far as practicable put in place measures to ensure the promotion of staff safety and health to give full effect to the OSHA.

2.10.3 Allowances

- a) An allowance shall be paid to a member of staff for the following purposes: -
 - i. To compensate a member of staff for extra exertion on his or her part arising out of the additional duties or responsibilities he or she may be required to carry out or shoulder over a period of time;
 - ii. To meet out of pocket expenses that a member of staff may incur from time to time in the course of official duties in furtherance of University interest; or

- iii. To reimburse an employee for expenses incurred in carrying out official duties
- b) The rates of allowances or the conditions for which they are claimed shall be determined from time to time by the University Council.
- c) Should any exceptional circumstances arise when the allowance proves inadequate, representation shall be made for reimbursement to the Accounting Officer with proof.
- d) Allowances may be taxed in accordance with the prevailing law(s).
- e) Except as may be specifically stated in this Manual, allowances are not consolidated with basic pay when computing gratuity.
- f) All claims for payment of allowances must be submitted and processed following the laid down procedures and within the approved budget.

2.10.3.1 Transport allowance

- a) A member of staff shall be eligible for a contribution towards transport expenses for self, family and personal effects when reporting for duty on first appointment at the prevailing market rates.
- b) A member of staff proceeding on retirement shall receive transport facilitation for self, family and personal effects to the designated home district registered with the University in the bio-data form.
- c) A member of staff may be provided with transport allowance to facilitate performance of his / her duties as Management may determine.

2.10.3.2 Settling-in allowance

A member of staff on first appointment or transfer to a new station shall be entitled to a settling-in allowance.

2.10.3.3 Disturbance allowance

A member of staff shall be entitled to disturbance allowance when:

- a) He/she is compulsorily transferred from one station to another, whether during a period of work or on return from leave, and as a direct result has to, or is directed to, move his / her living quarters.
- b) The distance between a member of staff's previous living quarters and his or her new living quarters must not be not less than 40 kilometers by road by the most direct route.
- c) The transfer is caused by the needs of the service and not as a result of a request by a public officer to transfer for personal reasons.

2.10.3.4 Subsistence allowance/ per diem

A member of staff shall be entitled to subsistence allowance to cover the cost of feeding and accommodation while travelling on official duty.

2.10.3.5 Extra Load / Overtime allowance

A member of staff shall be entitled, where appropriate, to extra load or overtime allowance.

2.10.3.6 Safari-Day Allowance

A member of staff on duty out of station within Uganda for a period of six hours or more in any one day, although he or she may return to the duty station the same day shall be entitled to Safari-day allowance (SDA) to cover cost of feeding.

2.10.3.7 Training allowances

A member of staff proceeding on training or a programme of study may be paid allowances as provided for in this Manual.

2.10.3.8 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 members of staff in line with the Public Service Standing Orders.

2.11 LEAVE

2.11.1 General

- a) The University shall be obliged to grant various forms of leave to its full-time employees in accordance with both the laws of Uganda and good management practices.
- b) A member of staff shall apply for leave using the relevant leave application form.
- c) A member of staff may not proceed on leave unless it has been approved in writing.
- d) Leave shall commence on the day following the day a member of staff ceases duty, and end on the day preceding the day he /she resumes duty.
- e) While the wishes of an individual member of staff to take leave at a particular time may be taken into account, the approval of such leave shall be subject to the exigencies of the service and, unless otherwise stated in this Manual, will be at the discretion of the Supervisor.
- f) A member of staff shall return to duty from leave on the due date and failure to do so may render a member of staff liable to disciplinary action as may be decided after consideration of the circumstances of the case.

2.11.2 Types of leave

Under the University service, leave shall take the following types:

2.11.2.1 Annual Leave

- a) Annual leave is a right only applicable to a member of staff employed on full time basis and when due, it shall be obligatory.
- b) A member of staff confirmed in service shall be entitled to thirty (30) working days Annual Leave per calendar year.
- 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) While the wishes of an individual member of staff to take leave at a particular time may be taken into account, the approval of such leave is subject to the exigencies of the service and, unless otherwise stated in this Manual, will be at the discretion of the Supervisor.
- e) Annual entitlement of leave vests on 1st January of each year for all members of staff who are in employment by 1st January and it can be taken at any time during a particular calendar month, provided it is anticipated that a member of staff will be in employment throughout the year.
- f) Annual leave not taken during a calendar year shall be forfeited unless prior written permission to carry the leave to the succeeding year has been granted by the Vice Chancellor for staff in salary scales PU2 to PU3 (or whatever nomenclature of salary scales may be in place) or Director Human Resources for staff in salary scales PU4 – PU15 (or whatever nomenclature of salary scales may be in place).
- g) A request to carry forward annual leave on recommendation of the immediate supervisor must be submitted to the relevant offices for approval by the 15th day of December.
- h) Leave cannot be accumulated from one calendar year to another unless authority has been granted by the Vice Chancellor or Director Human Resources.

- a) A member of staff whose leave is due but his/her services are required during the leave period shall reschedule the leave to a later date in the same calendar year.
- i) The Vice Chancellor or Director Human Resources shall have 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.
- j) Where leave is cancelled or deferred as in paragraph/sub-section (i) above, 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.
- k) The Vice Chancellor or Director Human Resources shall explain to the individual in writing the reasons for cancelling or deferring the leave.
- l) Procedure for leave
 - i. It shall be the responsibility of the Heads of Departments to plan properly and administer annual leave in close collaboration with the Director Human Resources.
 - ii. Every department shall have a leave roster at the beginning of each calendar year a copy of which shall be availed to the Director Human Resources.
 - iii. An employee will apply for leave through his or her Departmental Head at least three (3) weeks before leave is taken in order to enable proper planning and processing.
 - iv. Before going on leave, an employee shall provide his or her leave address and telephone contact, in case of need to recall the employee before the expiry of leave.
 - v. Academic Staff will always be advised to take their leave at a time when the University is in recess.

- vi. A member of staff who is on leave may be called upon to return to work, if his or her services are urgently required by the University. In such a case, the employee shall be entitled to compensatory leave equal to the number of days so worked.

2.11.2.2 Maternity Leave

- a) Maternity leave is a right for all female employees regardless of status or grade for every pregnancy.
- b) A female member of staff shall as consequence of pregnancy, have the right to a period of sixty (60) working days leave from work on full pay, of which at least four weeks shall follow childbirth or miscarriage.
- c) Notwithstanding paragraph (b) above, where the 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.
- d) For the avoidance of doubt, under no circumstance will maternity leave be considered as sick leave.
- e) 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.
- f) Subject to paragraph (b) above, absence from duty beyond the limits laid down in this Section shall be treated as absenteeism without permission and may lead to disciplinary action against a member of staff.
- g) Flexible working hours for nursing a baby shall be granted to a member of staff on request for a period not exceeding six months after returning from maternity leave. The maximum hours allowed for this arrangement shall be three hours per day.

- h) The University may provide a suitable breastfeeding/nursing room/space within the University premises to accommodate nursing mothers who wish to express breastfeeding milk or breastfeed their babies as required.

2.11.2.3 Paternity Leave

Paternity Leave shall be granted to a male employee at the rate of seven (07) working days immediately after the delivery or miscarriage of his spouse declared to the University.

2.11.2.4 Study Leave

- a) Study leave shall be granted in the University interest to enable a member of staff to pursue studies whose content must be relevant to the performance needs of the University or the career progression of the staff as determined by the Staff Training and Development Committee (STaDeC).
- b) The University shall grant Study Leave with pay in the cases of:
 - i. Programmes fully sponsored by the University.
 - ii. Programmes that are fully sponsored by donors / scholarships / fellowships with the approval of the University.
 - iii. Programmes that are partially sponsored by the University and partially by the individual or donor grants or scholarships/fellowships with the approval of the University;
 - iv. Programmes that are fully sponsored by the individual with the approval of the University.
- c) Study leave for programmes of more than one academic year shall normally be granted for the whole programme duration. The Vice Chancellor shall, however, have the discretion to grant leave for only part of the programme duration, and to extend the leave on a case-by-case basis depending on individual progress and scholarship conditions.

- d) A member of staff shall apply for study leave to the STaDeC through the Head of Department and Dean of Faculty / Director of Institute for academic staff and Head of Department for non-teaching staff.
- e) Study leave shall not extend beyond the stated duration of the program without any further renewal by the STaDeC and the Appointments Board.
- f) The member of staff shall be bonded for a period equivalent to the study leave before he or she can leave the service of the University.
- g) Study leave may be granted with or without pay.
- h) Extension of study leave may be granted on request of the member of staff, subject to satisfactory Academic progress reports.
- i) Members of staff on part-time terms of appointment shall not be eligible for study leave.
- j) A member of staff who proceeds for full-time studies without authority of STaDeC shall be regarded as having abandoned duty and shall be dealt with in line with disciplinary procedure.

2.11.2.5 Sick Leave

- a) Any period during which a member of staff is absent from duty because of illness or convalescence shall be considered as sick leave.
- b) Sick leave is a right, provided it is on the recommendation of a Medical Officer.
- c) Any member of staff who cannot attend work because of illness shall report the matter to his / her immediate Supervisor.
- d) A member of staff who shall be absent from work as a result of illness for a period exceeding two (2) working days shall be required to present a medical report from a medical officer to the Director Human Resources.
- e) On the recommendation of a Medical Officer, a member of staff may be granted

sick leave with full pay by the Director Human Resources up to ninety (90) days in any period of twelve (12) months. This period may be extended to one hundred and eighty (180) days with full pay in any period of 12 months if a Medical Officer is satisfied that the staff will not be fit to resume duty within a reasonable time.

- f) If there is doubt about a member of staff ability to resume duty after 180 days of sickness, the Director Human Resources shall present the matter to the Appointments Board who shall then forward that member of staff to the Medical Board for examination. The report of the Medical Board shall inform the next course of action.
- g) Sick leave may be approved retrospectively when a member of staff falls sick, and is unable to make the unnecessary application.
- h) If a member of staff falls sick while on annual leave, the period of sickness shall be taken as part of annual leave. If, however, the period of sickness extends beyond the approved annual leave, paragraphs (c), (d) and (e) above, shall apply.
- i) Annual leave entitlements shall not be affected by sick leave.

2.11.2.6 Special Leave of Absence

- a) The Vice Chancellor (for Officers of the University) or the Director Human Resources (for all other members of staff) may at his/her discretion grant special leave for any deserving purpose.
- b) For the avoidance of doubt, if the Vice Chancellor or another officer authorized deems it unnecessary to grant special leave of absence under this Section, the Head of Department may, if the exigencies of the service permit, be allowed to be absent provided the period in question is to be off-set against his / her earned annual entitlement of leave.
- c) Special leave of absence shall be granted for a period not exceeding ten (10) days in any calendar year and such leave will be on full pay and shall not count

against annual leave entitlement. In the event where a member of staff has exceeded the 10 days limit, the excess days shall be offset from the public officer's annual leave entitlement, if permitted to proceed for the activity in question.

2.11.2.7 Compassionate leave

- a) The Vice Chancellor or Director Human Resources may grant a member of staff compassionate leave not exceeding ten (10) working days on any particular occasion.
- b) Compassionate leave may be granted to a member of staff who has suffered a personal catastrophe or tragic loss, such as death of a family member or when a member of staff is attending to a sick member of his/her family.

2.11.2.8 Sabbatical Leave

- a) The University shall grant Sabbatical leave to staff at scale PU6.1 and above (or whatever nomenclature may be in place) to join or work for another University or research organisation or for the purpose of study or research that is beneficial to the University.
- b) Sabbatical leave shall be for a period not exceeding one (01) calendar year and shall be granted once in ten (10) years.
- c) Staff shall become eligible for sabbatical leave only after serving the University for not less than six (06) continuous years.
- d) Sabbatical leave shall be applied for through the respective Dean/Director/Head of Department or Unit and granted by the Appointing Authority on recommendation of the STaDeC.
- e) The purpose for, and expected outcome of, the Sabbatical leave shall be explicitly stated in the application and grant for the leave.
- f) The receiving organisation shall take care of duty facilitating allowances.

- g) Staff on Sabbatical leave shall be paid full salary and benefits.

2.11.2.9 Leave without pay

Leave without pay shall be granted to deserving employees, under the following circumstances:

- a) Employment with an international organization, against a national quota of personnel vacancies and when it is in Uganda's interest to fill its quota of places on the staff of that organization.
- b) Employment on contract under Government Projects and Programmes: In this case, Leave Without pay will be granted for a period of five (05) years renewable once.
- c) Leave on Gender / Domestic related grounds: In this case, leave without pay will be granted to married officers with family-related challenges for a non-renewable period not exceeding two (02) years. Leave without pay on gender /domestic-related grounds will be granted under the following circumstances:
 - i. An employee who wishes to join a spouse who is undertaking a course of study abroad that was approved by the University;
 - ii. An employee who wishes to join a spouse who is working in Foreign Service; or
 - iii. An employee who encounters challenges related to child-raising.
- d) An employee on leave without pay shall not be paid salary and allowances during the leave period.
- e) An employee may be granted leave without pay by the Vice Chancellor under justifiable cause up to a maximum of twelve (12) months beyond which one has to reapply. Beyond 12 months, the authority to stay on leave shall be given by the Appointments Board.

- f) Leave without pay shall be granted for the sole purpose of preserving the employee's position.

2.11.3 Secondment of a member of staff

- a) A member of staff may be released to work in another institution on secondment for a specified period.
- b) The terms of service shall be specified in the letter of secondment issued by the Vice Chancellor.
- c) The University shall remunerate such an employee in such a manner as shall be agreed upon between the two (02) parties as long as such remuneration shall not amount to payment of double salary.
- d) An employee on secondment shall not be entitled to terminal benefits as applicable to University employees on fulltime employment terms.
- e) During the period of secondment, the receiving entity shall only pay duty-facilitating allowances while MUST shall pay the salary of the employee if seconded in a public institution. Where an employee is seconded to an entity whose pay level for the same post is higher than that MUST, the salary difference shall be paid by the receiving entity.
- f) The period of secondment shall be for one year and shall be renewable once on request of the receiving entity and approval of the Vice Chancellor.
- g) An employee on secondment shall be eligible for promotion as any other employee in the University. In the event that an employee is appointed on promotion, secondment shall be terminated in order to enable him / her to assume duties of the new post.
- h) The Vice Chancellor shall ensure that the position of an employee on secondment is not declared for filling and that arrangements are put in place to ensure the duties of the employee are adequately handled in his or her absence.

- i) Where in the interest of the University it is deemed necessary that the employee becomes a permanent staff of the entity where he / she is seconded, the employee shall be recommended for appointment on transfer of service and the laid down recruitment procedures shall be followed to replace him/her.
- j) Upon the expiry of the period of secondment, an employee shall be required to report back for duty with immediate effect. An employee who does not resume duty upon expiry of the period of secondment, shall be deemed to have abandoned duty and resigned accordingly.

2.11.4 Public holidays

- a) The University shall observe the statutory public holidays and other public holidays as the Government may declare from time to time.
- b) If, due to the exigencies of the service, a supervisor retains a member of staff on duty on a public holiday, he or she shall make arrangements for the staff to take another day off as compensation.

2.12 SOCIAL SECURITY

2.12.1 MUST Staff Savings and Development Association

- a) Members of staff may operate a voluntary savings scheme known as MUST Staff Savings and Development Association.
- b) The university shall deduct and remit staff contributions from the payroll to the Association for the members with their consent.

2.12.2 National Social Security Fund (NSSF)

All members of staff shall be contributors to the NSSF, except those exempted in accordance with the NSSF Act or those employed on terms where they are paid allowances.

2.12.3 Contract Gratuity

- a) The University shall pay contract gratuity at 30% of basic salary to its members of staff.
- b) The following categories of staff shall be considered for gratuity payment:
 - i. Members of staff in salary scale PU1 – PU3 (or whatever nomenclature of salary scales may be in place) appointed on contract.
 - ii. Staff appointed on contract where gratuity is specified in the letter of appointment.
- c) Contract gratuity may be paid annually.
- d) Where a member of staff's appointment terms entitles him or her to the gratuity, and during his or her period of employment the University has been obliged by law to make a 'standard contribution' to the National Social Security Fund (NSSF) to the member of staff's credit, the amount of the gratuity shall be reduced by the amount equal in value to the employer's share of the standard NSSF contribution which the University has paid in respect of the member of staff.

2.12.4 Compensation for Disability/Death

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).

2.13 TRAVEL ABROAD

In performance of his/her duties, a member of staff may be required to travel abroad. Before a member of staff travels abroad, the following provisions shall apply:

- a) The Vice Chancellor shall obtain permission to travel from the Chairperson of the University Council.
- b) The Vice Chancellor shall authorize official and specific travel of the DVCs, Deans/ Directors and members of staff in salary scale PU3 (or whatever nomenclature of salary scales may be in place) and above.
- c) The Director Human Resources shall authorize official and specific travel of all other employees through their relevant supervisors.
- d) An employee must personally ensure that necessary authorization is obtained before travel.
- e) The route for all authorized travel shall be the most economical and safe.
- f) All employees travelling by air shall use economy class except for those whose contracts or terms of service stipulate otherwise.
- g) An employee granted permission to travel shall submit a report about the trip and any necessary financial accountability upon return.
- h) A member of staff who travels out of the country without permission shall be deemed to have been absent and such cases shall be handled in accordance with the provisions of this Manual.

CHAPTER THREE: STAFF DISCIPLINE

3.1 GENERAL

- a) The aim of the disciplinary procedures is to provide a framework within which managers can work with members of staff to maintain satisfactory standards of conduct and encourage improvement where necessary; and to set clear parameters for both employers and employees to follow when handling disciplinary issues in the workplace.
- b) If a member of staff is unsure about his or her responsibilities or the standards of conduct required of him / her, he / she should seek clarification from the supervisor or Director Human Resources.
- c) The power to exercise disciplinary control is vested in the University Council through the Appointments Board.

3.2 CODE OF CONDUCT

A member of staff shall:

- a) Uphold professional and ethical standards of conduct at all times while working with MUST. He/she must, in particular observe the terms and conditions of his/her employment, particularly with regard to:
 - i. Work Ethic
 - ii. Work Performance
 - iii. Confidentiality; and
 - iv. Personal Conduct.
- b) Observe all laws, policies, procedures and regulations as applicable. included in this Manual or notified from time to time by means of information on notice boards, e-mail, website, Gazette, the intranet or any other means of communication

- c) Comply with all reasonable instructions given by the supervisors.
- d) Act in good faith and in the best interests of the University, its clients and employees at all times.
- e) Dress decently and in the generally acceptable standards in the Uganda Community.
- f) Respect and protect the rights of all members, regardless of gender.
- g) Be subjected to disciplinary procedures in case of failure to maintain the satisfactory standards of conduct.

3.3 DISCIPLINARY OFFENCES

Any act done or omitted to be done without reasonable excuse by a member of staff, which amounts to failure to perform any duty assigned to him/her shall constitute an offence. The following shall constitute acts of indiscipline:

3.3.1 Minor misconduct

The following are examples of matters that shall be regarded as minor misconduct:

- a) Breach of MUST policies and procedures.
- b) Damage to, or unauthorized use of, MUST property.
- c) Poor timekeeping.
- d) Unauthorized absence from work for less than five (05) working days in a calendar month.
- e) Misuse of University e-mail or internet for private matters.
- f) Obscene language or other offensive behaviour against fellow staff, students and other stake holders.
- g) Smoking within the University premises.

3.3.2 Gross misconduct

- a) Gross misconduct is misconduct which is serious enough to grossly affect the relationship and trust between MUST and members of staff or a section (s) of the University or general public. Cases of gross misconduct shall lead to dismissal subject to the disciplinary procedure.
- b) The following are examples of matters that shall be regarded as gross misconduct:
 - i. Taking part in, assisting in, or abetting examination malpractice.
 - ii. Failure to participate in performance appraisal.
 - iii. Deliberately refusing, neglecting, or failing to perform one's official duties and/or discharge one's duly assigned official responsibilities.
 - iv. Slander or defamation of co-workers or students.
 - v. Unauthorized access to or removal, alteration, mutilation or destruction of University documents, records, or information.
 - vi. Incitement with intent to cause student strikes or staff disobedience.
 - vii. Writing or uttering threatening communications.
 - viii. Perjury; wilfully lying or making a misrepresentation under Oath.
 - ix. Obtaining sick leave under false pretence.
 - x. Misuse of the University property or name.
 - xi. Intentionally accessing websites containing pornographic, offensive, or obscene material using University facilities.
 - xii. Theft or unlawful removal of University property or the property of a student, staff member, contractor, client, or member of the general public from the University premises.

- xiii. Fraud, forgery, or other dishonesty, including uttering of false documents, impersonation, fabricating of expenses claims and attendance sheets.
- xiv. Acceptance of bribes or other secret payments as a result of one's employment.
- xv. Accepting gifts from a student, client, supplier, contractor or any other third party in the course of one's employment with the intention of influencing decision making.
- xvi. Deliberate damage to University buildings, fittings, property or equipment, or the property of a student, a member of staff, contractor, client, or member of the public.
- xvii. Actual or threatened violence or behaviour which provokes violence.
- xviii. A criminal conviction that may harm the University's reputation or relationships with employees, students, or the general public, or otherwise jeopardizes a member of staff's ability to continue working for the University.
- xix. Being under the influence of alcohol, illegal drugs or other intoxicating substances during working hours.
- xx. Possession, use, supply or attempted supply of illicit drugs to students or fellow staff.
- xxi. Repeated or serious disobedience of instructions, or other serious acts of insubordination.
- xxii. Abscondment.
- xxiii. Giving false information as to qualifications in order to gain employment or other benefit from the University.

- xxiv. Harassment or discrimination against students, fellow members of staff, contractors, clients or members of the public on the grounds of race, sex, marital status, gender, race, disability, religion, or age.
- xxv. Making false allegations against another member of staff.
- xxvi. Having been issued with three consecutive written warning letters within a period of 12 months.
- xxvii. Plagiarism
- xxviii. Failure to account for University Resources.
- xxix. Refusal to hand over office.
- xxx. Unauthorized disclosure of official information contrary to the University Communications policy.
- xxxi. Holding more than one fulltime employment concurrently.
- xxxii. Driving an official vehicle under the influence of intoxicating liquor or stupefying drug/substance.
- xxxiii. Participating in, promoting or sponsoring unnatural sexual practices such as homosexuality and lesbianism in the university community.

3.4 GRIEVANCES MANAGEMENT PROCESS

- a) A member of staff with a grievance shall present it to the Head of Unit or Department in writing for resolution.
- b) Where the head of department/section fails to resolve the grievance, such grievance shall be referred to the Director Human Resources who shall after consultations with the relevant head of department or unit and the relevant association where applicable, handle the grievance and conclude it or forward it to an ad hoc grievance committee constituted and chaired by the DVC (F&A) for administrative and support staff, or DVC (AA) for academic staff with a membership of not less than five (05).

- c) A member of staff who shall be aggrieved by his/her supervisor shall report it directly to the Director Human Resources.
- d) A member of staff who shall be aggrieved by the Director Human Resources, shall present such grievance in writing to the DVC (F&A).
- e) Any grievance which cannot be resolved by the ad hoc committee in (b) above shall be referred to Top Management Committee for resolution.
- f) If the TMC fails to resolve the grievance, it will be referred to the Internal Staff Disciplinary Committee within fourteen (14) days after the decision by the Committee.

3.5 DISCIPLINARY PROCEDURE

3.5.1 General

- a) MUST shall take steps to ensure that any disciplinary matter is dealt with fairly and steps are taken to establish the facts. Members of staff (including those on probation) shall not be dismissed or subjected to disciplinary action without being provided with the following:
 - i. A written statement of the clear allegations and all relevant proof/ evidence.
 - ii. Timely notice of the hearing.
 - iii. Making sure the employee is aware that they have a right to be accompanied in the disciplinary meeting and with whom.
 - iv. A fair hearing before any decision is reached.
 - v. The right to an appeal hearing.
- b) This procedure applies to all members of staff regardless of status or length of service.
- c) Minor misconduct issues shall normally be resolved informally between a member of staff and his/her immediate supervisor. Discussions should be held

- in private and without undue delay, whenever there is cause for concern. In some cases, an informal verbal warning may be given, which will not appear on the employee's personnel records.
- d) Except in cases of gross misconduct or during an Officer's probationary period, a member of staff will not normally be dismissed for a first act of misconduct.
 - e) Where disciplinary allegations are made against a member of staff on probation, MUST may omit some of the steps set down in this procedure and/or vary some or all of the time limits. As a minimum however, MUST shall carry out the five steps outlined in Section 3.5 of this Manual prior to dismissing a member of staff on probation.
 - f) Any steps under this procedure shall be taken within reasonable time.
 - g) A member of staff who believes that disciplinary action has been or is being taken against him/her for a reason which does not relate to his/her conduct or capability, or for a reason which is discriminatory on grounds related to sex, race, religion, age or disability, he/she shall submit a grievance in writing under the grievance procedure to a the Director Human Resources as soon as possible and before any appeal hearing takes place under this procedure.

3.5.2 Investigations

- a) Where a matter that may attract disciplinary action has been reported or is suspected to have been committed, investigations to establish the facts may be instituted.
- b) A member of staff must cooperate fully and promptly in any investigation. This will include informing the investigating committee of the names of any relevant witnesses, disclosing any relevant documents, and attending any investigative interviews.

- c) The length of investigations required will depend on the nature of the allegations and will vary from case to case but shall not exceed four (04) weeks.
- d) During the investigation, the member of staff shall be kept informed in writing of the initiation of the investigation and any new developments, and after four weeks, either a disciplinary case must in writing be filed against him or her or they must be acquitted.
- e) If the investigation determines that there is no case to answer, the matter shall be closed and the member of staff formally notified.
- f) The following are the steps that a Supervisor will take to initiate and conclude an investigation.
 - i. If a staff member or any other person becomes aware of a member of staff acting in violation of any of the sections of the Human Resources Manual under sections 3.3.1 and 3.3.2, they must notify the employee's immediate supervisor in writing, along with all evidence they intend to rely on, and should copy in the affected staff and the Director Human Resources.
 - ii. Should a matter come to the Supervisor's attention, whether through a report from another staff as mentioned above or their own observation, that a member of staff is in violation of any of the Sections 3.3.1 and 3.3.2 of this Manual, the Supervisor shall inform that particular staff in writing of the developments and the fact that investigations have been initiated, and they will be informed of the next steps and when a response is needed from them.
 - iii. The Supervisor will inform the Top Management Committee through the Vice Chancellor or Director Human Resources of the new developments and need to refer the matter for investigations as soon as possible.

- iv. Top Management Committee will call for a meeting to handle this matter specifically and form a committee to handle the investigations.
- v. For staff on the salary scale PU13 -PU15 (or whatever nomenclature may be in place), investigations shall be conducted by a committee appointed by the Top Management Committee, and a report will be returned to TMC for further forwarding to the Internal Staff Disciplinary committee for hearing in accordance the Manual, if the same raises some merit, or for noting and conclusion if no merit is found.
- vi. For staff between the scales of PU3-PU12 (or whatever nomenclature of salary scales may be in place) the matter shall be referred to Internal Disciplinary Committee for investigation and later a report made to the Appointments Board for further action

3.5.3 Interdiction

- a) In cases of alleged gross misconduct where the employee's continued presence in the office would hinder an investigation or the disciplinary hearing, the Chairperson of the University Council may interdict the Vice Chancellor; the Vice Chancellor may interdict staff in scales PU2-PU3 (or whatever nomenclature of salary scales may be in place); and Director Human Resources may interdict staff in salary scales PU4-PU15 (or whatever nomenclature of salary scales may be in place).
- b) Where a member of staff has been interdicted, the Vice Chancellor in conjunction with the Director Human Resources shall ensure that investigations are done within three (03) months or six (06) months in cases that involve the Uganda Police and/or related agencies of the State.
- c) Where a member of staff has been interdicted, he/she shall be informed in writing of the reasons for the interdiction.

- d) A member of staff on interdiction shall receive half of his or her basic salary and other emoluments with the other half paid if the interdiction is lifted and the charges are withdrawn. However, if found guilty, the employee shall lose the withheld half of his or her salary.
- e) A member of staff on interdiction due for retirement or end of contract will have his/her terminal benefits calculated and frozen until he or she is cleared or acquitted.
- f) A member of staff on interdiction shall not resign
- g) A member of staff on interdiction may not leave the country without the permission of the Vice Chancellor.
- h) A member of staff on interdiction shall not access MUST premises (physical and virtual) except to attend disciplinary hearings.
- i) Unless otherwise directed, a member of staff may be placed on interdiction until the conclusion of the disciplinary appeal procedure at the University Staff Tribunal, where he or she may be acquitted and reinstated or the Council's termination affirmed, but not more than six (06) months from the date from which the suspension of the member of staff takes effect as stated in Section 56(5) of the University and other Tertiary Institutions Act 2001 as amended.

3.5.4 Written information

Following any investigation, if it is considered that there are grounds for disciplinary action, a member of staff shall be informed in writing (by the VC or Director Human Resources as the case maybe) of the allegations against him/her and the basis for those allegations. This will normally include:

- i. Documents and evidence which shall be used at the disciplinary hearing;
and

- ii. Witness statements which shall be used at the hearing, except where a witness's identity is to be kept confidential for justified reasons, in which case the member of staff shall be provided as much information as possible while maintaining confidentiality.

3.5.5 Disciplinary hearing

- a) Before cases are presented for hearing, they shall be sanctioned by the Head of Legal Services of the University.
- b) A member of staff shall be given written notice of the date, time and place of the disciplinary hearing.
- c) The hearing shall be conducted by the Internal Staff Disciplinary Committee or Appointments Board as the case maybe, in the presence of the investigating officer.
- d) A member of staff may bring a companion to any disciplinary or appeal hearings. The member of staff shall, in reasonable time before the hearing, inform the Director Human Resources who the chosen companion shall be.
- e) The accused member of staff must take all reasonable steps to attend the hearing in person. Failure to attend a hearing without good reason may be treated as misconduct in itself.
- f) A member of staff shall have the right to call witnesses in support of his/her defence.
- g) Within one week of the disciplinary hearing, the accused member of staff shall be informed in writing of the decision together with the reasons for that decision.

3.5.6 Staff Appeals

- a) If a member of staff subjected to disciplinary action, has reasonable grounds to appeal, they can do so.

- b) The Appointments Board shall handle appeals against matters concluded from the Internal Staff Disciplinary Committee within the provisions of this Manual.
- c) A member of staff who is not satisfied with the Appointments Board's decision, may appeal to the Staff Appeals Tribunal in accordance with Section 57(1) of the University and Other Tertiary Institutions Act 2001, as amended.
- d) A member of staff wishing to appeal shall do so in writing stating full grounds of appeal within fourteen (14) days from the date on which he/she was informed of the decision.
- e) According to Section 57(2) of the University and Other Tertiary Institutions Act 2001 as amended, the Appellant member of staff must be notified in writing of the Tribunal's final judgment within 45 days of the Appeal being filed and heard.
- f) If a member of staff files an appeal against a dismissal, the effective date of any dismissal will be postponed pending the decision of any appeal, and the employee will stay on half pay if on interdiction in line with Section 57(5) of the University and Other Tertiary Institutions Act 2001 as amended.
- g) The University shall comply with the Tribunal decisions.
- h) If a member of staff is reinstated as a result of the successful appeal, the matter, should never be used against him/her in future disciplinary proceedings.
- i) Any member of staff who is dissatisfied with the Staff Tribunal's decision may Appeal to the High Court for judicial review within thirty days of being notified of the Tribunal's decision in writing, in accordance with section 57 (3) of the University and other Tertiary Institutions Act 2001 as Amended.

3.6 DISCIPLINARY STAGES

The disciplinary process will normally follow the following stages:

3.6.1 Stage 1: Verbal warning

- a) A verbal warning may be given by the supervisor for a minor act of misconduct where a member of staff has no other active warnings on his/her disciplinary record.
- b) A record of the warning shall be placed on the staff member's personal file and shall remain active for three (03) months from the date it is given, after which it shall be disregarded and shall not be considered in deciding the outcome of future disciplinary proceedings if the member of staff has demonstrated reform. The record shall be countersigned by the member of staff.
- c) At the end of this period, the member of staff's behaviour may be evaluated, and if there is insufficient progress, the active period may be prolonged.

3.6.2 Stage 2: First written warning

- a) A first written warning will usually be given for:
 - i. Minor misconduct where there is an active verbal warning on the staff member's record.
 - ii. In serious cases where there are no other active formal warnings on the member of staff's disciplinary record.
- b) The warning shall set out the nature of the misconduct, the change in behaviour required and the likely consequences of further misconduct.
- c) The warning shall be placed permanently on the member of staff's personal file and shall remain active for twelve (12) months from the date it is given, after which time it will be disregarded in deciding the outcome of future disciplinary proceedings.

- d) The member of staff's conduct may be reviewed at the end of this period and if there is no sufficient improvement, the active period may be extended.
- e) First written warnings may be given by one's Supervisor.

3.6.3 Stage 3: Final written warning

- a) A final written warning shall usually be given for:
 - i. Misconduct where there is already an active written warning on the member of staff's record; or
 - ii. Where a prior written warning has failed to achieve the required improvement; or a lesser warning is considered inadequate in view of the seriousness of the misconduct.
- b) The warning shall be placed on the staff member's person file and shall remain active for twelve (12) months from the date it is given, after which time it shall be disregarded in deciding the outcome of future disciplinary proceedings.
- c) The staff member's conduct may be reviewed at the end of this period and if there is no sufficient improvement; or recurrence of the offence happens, suspension and interdiction or other disciplinary measures shall be taken.
- d) The final written warning shall be given by the Director Human Resources or Vice Chancellor as the case may be.

3.7 DISCIPLINARY SANCTIONS

Depending on the gravity of the offence, the following shall constitute the disciplinary actions that may be taken in different disciplinary cases.

3.7.1 Retirement in public interest

- a) Retirement in public interest is when an appointing authority requires a member of staff to relinquish his /her office as a disciplinary measure which does not merit a dismissal.

- b) A member of staff retired in public interest shall be entitled to a period of notice, and any authorized earned leave and transport back to his or her home district. Where applicable, terminal benefits will be paid in accordance with his/her terms of appointment.

3.7.2 Dismissal

- a) A member of staff shall be dismissed in the cases of gross misconduct or where final written warning has failed to achieve the required improvement.
- b) When a member of staff is dismissed, he / she forfeits all his/her rights and privileges, including the claim to a period of notice.

3.7.3 Other forms of disciplinary action

A member of staff may be found guilty of misconduct not justifying dismissal or any other form of removal from office. Any or a combination of the measures listed below may be taken against him/her:

- a) Warning or reprimand.
- b) Period of suspension without pay.
- c) Surcharge or refund of any lost monies.
- d) Denial of consideration for promotion for a period not exceeding two years.
- e) Extension of probationary period.
- f) Denial of all or some of the privileges and benefits under the terms of service.
- g) Replacement of lost or damaged property.
- h) Recovery of the total or part of the cost of any loss of or damage to property caused by the member of staff.

- i) Refund of money spent on training.
- j) Withholding or withdrawal of sponsorship for training.

3.8 THE INTERNAL STAFF DISCIPLINARY COMMITTEE

- a) In executing its work, the Appointments Board shall be assisted by an Internal Staff Disciplinary Committee
- b) The Internal Staff Disciplinary Committee shall be appointed by the Appointments Board on recommendation of Management.
- c) Membership of the Committee shall be seven (07) members.
- d) The Committee shall be as representative as possible and shall include representation from staff associations, Deans Committee and shall be gender and disability compliant.
- e) The committee shall be chaired by the DVC (F&A).
- f) Members of the Committee shall be appointed for a four-year term renewable once.
- g) In the performance of its duties, the committee may co-opt members of staff with expertise relevant to the case under consideration.
- h) If a member of the committee has conflict of interest in any matter before the committee, he/she shall declare such a conflict and excuse him/herself from the proceedings.
- i) The Head of Legal Services of the University shall serve as a prosecutor in all cases before the committee.
- j) To avoid a conflict of interest, if a member of the Committee is also a member of the Appointments Board, they shall not participate in the above subject matter when it comes up for hearing at the Board.

3.8.1 Functions of the Internal Staff Disciplinary Committee

- a) To handle disciplinary matters of support staff in the scale of PU13 – PU15 on behalf of the Appointments Board to conclusion.
- b) To handle and investigate disciplinary matters of the staff in the salary scales of PU3- PU12 (or whatever nomenclature of salary scales may be in place) and forward those which merit the attention of the Appointments Board for further action.
- c) To report on the disciplinary proceedings handled by it to the Appointments Board.
- d) To keep a register of all disciplinary proceedings, reports and related documents and information.
- e) With the approval and guidance of the Appointments Board develop explicit Disciplinary Rules of Procedure to guide its operations.
- f) To carry out any such other function as may be required by the Appointments Board under this Manual.

CHAPTER FOUR: STAFF PROMOTIONS

4.1 OBJECTIVES

This promotions policy aims at:

- a) Enhancing transparency in the promotions process and ensuring that the various ways in which staff contribute to the achievement of the University's vision, mission and strategic objectives are rewarded on the basis of consistently applied standards;
- b) Promoting all staff whose performance demonstrates particular merit; and
- c) Enhancing the University's ability to attract, and retain a diverse range of expertise.

4.2 PRECONDITIONS FOR PROMOTION

Prior to considering any member of staff for promotion, the following preconditions shall be fulfilled:

- a) A member of staff must be appointed on permanent terms.
- b) The position must be within the approved Staff Establishment to which a member of staff can be promoted to.
- c) Wage must be available within the University approved budget to support the promotion.
- d) A member of staff must have served a minimum period of three (3) years in his or her substantive grade except in exceptional circumstances outlined in Section 4.3.1 of this Manual.
- e) A member of staff may be considered for promotion if:
 - i. He/she is recommended for promotion during the performance appraisal process; and

- ii. He/she has the required promotion qualifications and competences.
- f) A member of staff shall not be recommended and considered for promotion in the University Service during absence from office as a result of interdiction;
- g) Unless specifically stated by the Appointments Board, the date of promotion of a member of staff shall be the date of assumption of duty to a higher position which is a future date.
- h) In the process of applying for promotion, the applicant must know or be aware that the decision to promote lies with Appointments Board and not the supervisor or University Officers processing his / her application.

4.3 EXCEPTIONAL PROMOTION

4.3.1 Accelerated Promotion

- a) Notwithstanding Section 4.2 (*d*) of this Manual, if the Departmental Appointments and Promotions Committee finds that a member of staff is suitable for promotion before completing the three years in the substantive grade or to a post more than one step in the promotion ladder, he / she may be recommended for accelerated promotion.
- b) For avoidance of doubt, no member of staff shall be promoted to more than two steps above his/her current level.

4.3.2 Promotion of Staff on long training programs

Notwithstanding Section 4.2 (*e*) (*i*) of this Manual, a member of staff on a scholarship/training programme may be promoted if the promotion was earned and recommended before commencement of the programme.

4.4 ELIGIBILITY CRITERIA FOR PROMOTION

4.4.1 Non-clinical academic staff

a) The eligibility criteria for promotion of non-clinical academic staff shall be as indicated in **Table 2**. The criteria may be reviewed from time to time by the University Council.

Table 2: Promotion criteria for non-clinical scholars / academic staff

Post	Next level	Promotion requirements
Assistant Lecturer	Lecturer	a) PhD or being on PhD track* in a relevant discipline. b) Master's Degree in a relevant discipline.
Lecturer	Senior Lecturer	a) PhD in a relevant discipline. b) At least seven (07) peer-reviewed publications; or seven (07) published peer-reviewed book chapters; or one (01) published book with an ISBN, in the area of specialisation. c) At least two (02) publications as first author; or two (02) published book chapters; or one (01) published book with an ISBN, since the last promotion /appointment. d) The two (02) publications or book chapters or book mentioned in (c) above shall be internally vetted. e) Supervision of at least two (02) graduate students of MUST to

		<p>completion since the last promotion / appointment.</p> <p>f) Evidence of community service.</p>
Senior Lecturer	Associate Professor	<p>a) PhD in a relevant discipline.</p> <p>b) At least eleven (11) peer-reviewed publications; or eleven (11) published peer-reviewed book chapters; or two (02) published books with ISBNs, in the area of specialisation.</p> <p>c) At least three (03) publications as first author; or three (03) book chapters; or the two (02) books should have been published after the last promotion / appointment.</p> <p>d) The three (03) first-author publications or the three (03) book chapters mentioned in (c) above, should have been in the last five (05) years.</p> <p>e) The publications or book chapters mentioned in (d) above or the books as stated in (c) above, shall be externally vetted.</p> <p>f) Supervision of at least three (03) graduate students of MUST to completion since the last promotion / appointment, at least one of whom should be at PhD level.</p>

		g) Evidence of contribution to community service
Associate Professor	Professor	<p>a) PhD in a relevant discipline.</p> <p>b) At least twenty-one (21) peer-reviewed publications; or twenty-one (21) published peer-reviewed book chapters; or three (03) published peer-reviewed books with ISBNs, in the area of specialisation.</p> <p>c) At least five (05) publications (as first author); or five (05) book chapters; or the three (03) books should have been published after the last promotion /appointment.</p> <p>d) Four (04) of the first-author publications or book chapters shall have been in the last five (05) years.</p> <p>e) The four (04) publications or book chapters or book mentioned in (d) above; or the three (03) books stated in (c) above, shall be externally vetted.</p> <p>f) Supervision of at least five (05) graduate students of MUST to completion since the last promotion / appointment, at least two (02) of whom shall be at PhD level.</p> <p>g) Evidence of contribution to community service.</p>

		h) A track record of innovations or winning extramural Grants or resources mobilisation for the University.
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*PhD track shall be as defined in Section 4.4.1(b) below.

b) Promotion criteria for PhD track

For one to be promoted on the basis of being on PhD track, they must possess the following;

- i. A Master's degree in a relevant discipline.
- ii. Two years teaching experience in a recognised University.
- iii. Successfully defended the PhD research proposal.
- iv. Full admission to a University / Institution as a PhD student.
- v. Up-to-date registration as a PhD student.
- vi. Satisfactory progress based on annual progress reports.
- vii. One recognised peer-reviewed publication from the PhD work.
- viii. Evidence of supervision of undergraduate research projects / internships / industrial / clinical attachments or placements.
- ix. Evidence of community service and membership to professional bodies, if applicable.

4.4.2 Clinical academic staff

- a) The eligibility criteria for promotion of clinical academic staff shall be as indicated in **Table 3**. The criteria may be reviewed from time to time by the University Council.

Table 3: Promotion criteria for clinical scholars / academic staff

Post	Next level	Promotion requirements
Lecturer	Senior Lecturer	<ul style="list-style-type: none"> a) Master's Degree in a relevant clinical discipline (PhD or being on PhD track is an added advantage). b) At least seven (07) peer-reviewed publications; or seven (07) published peer-reviewed book chapters; or one (01) published peer-reviewed book with an ISBN, in the area of specialisation. c) At least two (02) publications as first authors; or two (02) published book chapters; or one (01) published book with an ISBN, since the last promotion / appointment. d) The two (02) journal articles or book chapters or book as stated in (c) above shall be internally vetted. e) Supervision of at least two (02) graduate students of MUST to completion since the last promotion / appointment. f) Evidence of community service.
Senior Lecturer	Associate Professor	<ul style="list-style-type: none"> a) Master's Degree in a relevant clinical discipline (PhD or being on PhD track is an added advantage).

		<p>b) At least eleven (11) peer-reviewed publications; or eleven (11) published peer-reviewed book chapters; or two (02) published peer-reviewed books with ISBNs, in the area of specialisation.</p> <p>c) At least three (03) first-author publications; or three (03) book chapters; or the two (02) books should have been published after the last promotion /appointment.</p> <p>d) The three (03) first-author publications or book chapters mentioned in (c) above, shall have been in the last five (05) years.</p> <p>e) The publications or book chapters mentioned in (d) above or books as stated in (c) above, shall be externally vetted.</p> <p>f) Supervision of at least three (03) graduate students of MUST to completion since the last promotion / appointment, at least one (01) of whom should be at PhD level (or three more Masters students in lieu of PhD supervision).</p> <p>g) Evidence of contribution to community service.</p>
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Associate Professor	Professor	<p>a) Master's Degree in a relevant clinical discipline (PhD or being on PhD track is an added advantage).</p> <p>b) At least twenty-one (21) peer-reviewed publications; or twenty-one (21) published peer-reviewed book chapters; or three (03) published peer-reviewed books with ISBNs, in the area of specialisation.</p> <p>c) At least five (05) publications (as first author); or five (05) book chapters; or the three (03) books should have been published after the last promotion /appointment.</p> <p>d) Four (04) of the first-author publications or book chapters shall have been published in the last five (05) years.</p> <p>e) The four (04) publications or book chapters or book mentioned in (d) above; or the three (03) books stated in (c) above, shall be externally vetted.</p> <p>f) Supervision of at least five (05) graduate students of MUST to completion since the last promotion / appointment, at least two (02) of whom shall be at PhD level (or six more Masters students in lieu of PhD supervision).</p>
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		<p>g) Evidence of contribution to community service.</p> <p>h) A track record of innovations or winning extramural Grants or resources mobilisation for the University.</p>
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- b) Exemption to PhD requirement based on the first (Bachelor's) degree: Scholars in Clinical disciplines are exempted from the requirement of a PhD qualification for promotional purposes. A Clinical Scholar shall be defined as a holder of a first degree in a clinical discipline such as Human Medicine, Dentistry, Nursing, Physiotherapy, Pharmacy, Medical Laboratory Science and his/her work is involves patient care.
- c) Exemption to PhD requirement based on Clinical Disciplines: The Exempted Clinical disciplines which are found in the Faculty of Medicine include the following: Anaesthesia, ENT, Community Practice/Family Medicine, Internal Medicine, Microbiology, Obstetrics and Gynaecology, Paediatrics and Child Health, Surgery, Pathology, Ophthalmology, Orthopaedics, Dentistry, Nursing, Pharmacy, Psychiatry.
- d) Non-exempted disciplines: The Basic Science Scholars who are found in the Faculty of Medicine shall be required to obtain a PhD qualification before being appointed or promoted to Lecturer and other positions. For the avoidance of doubt the basic science disciplines shall include the following fields: Anatomy, Biochemistry, Physiology, Pharmacology, and Pharmaceutical Sciences.

4.4.3 Clarity on the position of Teaching Assistant and Library Staff

- a) For avoidance of doubt, Teaching Assistant is a training position. After the training, they may be APPOINTED to Assistant Lecturer (or Lecturer, for clinical scholars) position following the procedures elaborated in this Manual.
- b) In the absence of an academic program in the library discipline, library staff shall be considered as non-academic staff.

4.4.4 Research Fellows (Research Staff)

The eligibility criteria for promotion of Research Fellows (Staff) shall be as indicated in **Table 4**. The criteria may be reviewed from time to time by the University Council.

Table 4: Promotion criteria for Research Fellows

Post	Next level	Promotion requirements
Research Fellow	Senior Research Fellow	<ul style="list-style-type: none">a) PhD in a relevant discipline.b) At least twenty (20) publications in peer reviewed journals or ten (10) published book chapters; or two (02) published books with ISBNs in the area of specialisation.c) At least ten (10) of the publications or five (05) of the book chapters should have been published after the last appointment.d) At least six (06) of the publications mentioned in (c) above, as first author.

		<p>e) Evidence of innovations or winning extramural Grants or resources mobilisation for the University.</p> <p>f) Membership to professional organizations</p>
Senior Research Fellow	Associate Research Professor	<p>a) PhD in a relevant discipline.</p> <p>b) At least thirty (30) publications in peer reviewed journals or fifteen (15) published book chapters; or three (03) published books with ISBNs in the area of specialisation.</p> <p>c) At least ten (10) of the publications or five (05) of the book chapters should have been published after the last appointment/promotion.</p> <p>a) At least eight (08) of the publications mentioned in (c) above, as first author.</p> <p>b) Evidence of innovations or winning extramural Grants or resources mobilisation for the University.</p> <p>c) Membership to professional organizations.</p>
Associate Research Professor	Research Professor	<p>a) PhD in a relevant discipline.</p> <p>b) At least forty-five (45) publications in peer reviewed journals; or twenty (20) published book chapters; or five (05) published books with ISBNs in the area of specialisation.</p>

		<p>c) At least twelve (12) of the publications or six (06) of the book chapters or two (02) of the books, should have been published after the last appointment/promotion.</p> <p>d) At least ten (10) of the publications mentioned in (c) above, as first author.</p> <p>e) Evidence of contribution to community service.</p> <p>f) Evidence of innovations or winning extramural Grants or resources mobilisation for the University.</p> <p>g) Membership to professional organizations.</p>
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4.4.5 Administrative and support staff

The eligibility criteria for promotion of Administrative and support staff shall be as indicated in table 5. The criteria may be reviewed from time to time by the University Council.

Table 5: Promotion criteria for non-academic (administrative and support) staff

Salary scale	Qualifications	Experience
PU4	<p>a) Master's Degree in the relevant field</p> <p>b) Membership to a relevant professional body where applicable.</p>	At least 9 years of relevant experience, 3 of which should have been at PU5.

PU5	a) Master's Degree in the relevant field b) Membership to a relevant professional body where applicable.	At least 6 years of relevant experience, 3 of which should have been at PU6.1.
PU6.1	Honours Bachelor's Degree in a relevant field from a recognized institution.	At least 3 years of relevant experience at PU6.2.
PU6.2	Honours Bachelor's Degree in a relevant field from a recognized institution.	At least 3 years of relevant experience at PU7.
PU10	A minimum of a Diploma in the relevant field.	At least 3 years of relevant experience at PU11.
PU11	A minimum of a Diploma in the relevant field.	At least three (3) years of relevant experience at PU12.
PU12	A minimum of Diploma in the relevant field	This is an entry level for Diploma holders.
PU13	A minimum of a Certificate: Stage 1/2 in the relevant field.	At least 3 years of relevant experience.
PU14	A certificate in the relevant field.	At least 3 years of relevant experience.

4.5 PROMOTION PROCEDURES

4.5.1 Application

- a) A member of staff who thinks that he/she has the required qualifications and meets the criteria for promotion may submit an application for promotion using

the tools / forms approved by the Appointments Board.

- b) The application process and tools / forms may be online or physical as the Appointments Board may decide from time to time.
- c) The application shall be accompanied by copies of relevant documents.
- d) Applications for promotion shall be addressed to the Director Human Resources through the Head of Department / Unit and the Dean for academic staff. The application shall be handled following the procedure below.

4.5.2 Promotion of Academic staff

4.5.2.1 Departmental Appointments and Promotions Committee

- a) For each promotion, there shall be an ad hoc Departmental Appointments and Promotions Committee consisting of 5 members of staff of that Department.
- b) The Head of Department shall appoint the Departmental Appointments and Promotions Committee to consider a particular application(s). The Committee members shall choose its Chairperson and Secretary.
- c) The quorum for the Departmental Appointments and Promotions Committee shall be three (03) members who shall be at the same or higher rank than the promotional rank being assessed.
- d) Where a Department cannot form a Committee for any reason (s), the Faculty / Institute Appointments and Promotions Committee shall nominate members from other Departments to form an ad hoc Committee that shall undertake the functions of the Departmental Appointments and Promotions Committee for that particular application.
- e) Where the Committee is to discuss one's application, that individual shall not be a member of the Committee.
- f) The Chairperson of the Committee shall receive and acknowledge receipt of written applications / recommendations for promotion from the Head of

Department in that sitting.

- g) The applicant shall provide copies of relevant documents to support his / her eligibility for the position as laid down in this Manual.
- h) The Committee shall:
 - i. Scrutinize all applications / recommendations for promotion against the criteria laid down in this Manual.
 - ii. Score each application against the criteria laid down in this Manual.
 - iii. Submit its recommendations to the Faculty/Institute Appointments and Promotions Committee through the Head of Department. The recommendation shall be received by the Dean.
- i) Minutes supporting the recommendation of the Departmental Appointments and Promotions Committee shall be signed by all members who attended the meeting of the Committee.
- j) The decisions/recommendations made about a particular promotion request/recommendation shall be communicated to the applicant in writing by the Head of Department within seven (07) working days from the date of the meeting, clearly spelling out the justification for the Committee's recommendations / decisions.
- k) Where a member of staff is not satisfied with the decisions/recommendations of the Departmental Appointments and Promotions Committee, a formal appeal may be lodged to the Faculty/ Institute Appointments and Promotions committee within fourteen (14) working days of receiving the Committee's recommendations/decisions. The appeal shall clearly indicate why the member of staff disagrees with the recommendations/decisions of the committee, and shall be copied to the Departmental Appointments and Promotions Committee.

4.5.2.2 Faculty / Institute Appointments and Promotions Committee

- a) There shall be a Faculty/ Institute Appointments and Promotions Committee which shall be chaired by the Dean of the Faculty or Director of the Institute.
- b) The Faculty/Institute Appointments and Promotions Committee shall be made up of one representative of each of the Departments of the Faculty / Institute. The term of office for the members of the Committee shall be four (4) years.
- c) Where a Faculty cannot form a Committee for any reason (s), the Deputy Vice Chancellor (Academic Affairs) shall nominate members from other Units across the University to form an ad hoc Committee that shall undertake the functions of the Faculty / Institute Appointments and Promotions Committee for that particular application.
- d) The Faculty/Institute Assistant Secretary/Administrator shall be the Secretary to the Committee.
- e) The quorum for the Faculty/Institute Appointments and Promotions Committee shall be not less than half of the Committee membership.
- f) Where a member of the Committee is being considered for promotion, he/she shall not take part in the proceedings of the Committee;
- g) Where the Chairperson is being considered for promotion, the members present shall choose a Chairperson from amongst themselves.
- h) The Faculty/Institute Appointments and Promotions Committee shall;
 - i. Receive and consider recommendations/decisions from Departmental Appointments and Promotions Committees and make recommendations to the Director Human Resources for submission to the Appointments Board.
 - ii. Handle appeals regarding promotions from academic members of staff and make recommendations to the Director Human Resources for submission

to the Appointments Board.

- i) The recommendations/decisions of the Faculty/Institute Appointments and Promotions Committee shall be communicated to the Director Human Resources within fourteen (14) working days after the meeting.
- j) Where a member of staff is not satisfied with the outcome of his/her appeal, he/she may appeal to the Appointments Board through the Director Human Resources within fourteen (14) working days, detailing his/her grounds of disagreement with the Faculty/Institute recommendations/decisions.
- k) Vetting of publications:
 - i. The Appointments Board shall receive the application for promotion from the Director Human Resources.
 - ii. The Appointments Board shall evaluate the application. When there is need to vet publications, the Board shall, through the Director Human Resources, direct the Academic Registrar to identify vetters, send the papers and receive the vetters' reports.
 - iii. The Academic Registrar shall liaise with the Head of Department to identify the potential vetters who shall be kept in the "*Vetters Database*" by the Academic Registrar.
 - iv. Where there is no capacity in the University to undertake internal vetting (as confirmed by the Head of Department to the Academic Registrar), external vetters shall be considered as a replacement of the internal vetters.
 - v. The Academic Registrar shall, through the Director Human Resources, send the papers for vetting together with the paper vetting form to the vetter and this shall constitute the vetter's report.
 - vi. The vetter shall not have had an academic or research relationship or any other form of conflict of interest with the applicant within the last

five (05) years.

- vii. The Academic Registrar shall forward the vetter's reports to the Appointments Board for consideration.

4.5.3 Promotion of Administrative and Support Staff

- a) For promotion recommendation, a member of staff, together with his/her Head of Department / Unit, shall complete and forward a performance appraisal form with full justification to the Director Human Resources.
- b) For staff in the salary scale PU13-PU15 (or whatever nomenclature of the salary scale may be in place), the Director Human Resources shall forward the recommendation to the Internal Staff, Appointments and Promotions Committee which shall consider it and make a recommendation to the Appointments Board for consideration.
- c) For staff in the salary scale of PU5-PU12 (or whatever nomenclature of the salary scale may be in place), the Director of Human Resources shall forward the recommendation to the Appointments Board for consideration.
- d) Where a member of staff is not satisfied with the outcome of the Internal Staff, Appointments and Promotions Committee, he/she may appeal to the Appointments Board through the Director Human Resources within fourteen (14) working days following the decision, detailing his/her grounds of disagreement with the Committee.

4.6 PROMOTIONAL INTERVIEWS

- a) In situations where there is more than one qualifying candidate for promotion to vacant position, promotional interviews shall be conducted following the criteria spelt out in Section 1.6.2.3.4 of this Manual.

- b) The Appointments Board shall determine the procedures to evaluate the suitability of the applicants for the purpose of promotion to all posts in the University as deemed necessary.

4.7 DATE OF PROMOTION

The date of promotion of a member of staff shall be the date of assumption of duty in the higher post unless specifically stated by the Appointing Authority and is clearly indicated in the promotion letter.

4.8 PROMOTIONS DATA BANK

- a) The Board shall maintain a list of all members of staff eligible for promotion.
- b) The list shall be regularly updated as and when members of staff acquire additional qualifications.
- c) The list shall be a point of reference whenever funds permit promotion.
- d) For avoidance of doubt, any member of staff whose names are captured on the promotions list shall not lay an automatic claim to a promotion.

4.9 AWARDING ACADEMIC RANKS TO ADMINISTRATIVE STAFF

- a) A member of staff who has been an academic staff and is appointed as an administrative staff may apply for the award of an academic rank.
- b) The staff must satisfy the criteria and procedure for that academic position as laid down in this Manual.
- c) Applicants to be awarded such ranks shall be limited to those having attained the rank of Associate Professor and want to apply for Professorship.
- d) The staff shall maintain their administrative appointments after the award.
- e) The staff shall not earn extra salary and/or benefits but may be paid extra workload as per University guidelines.

- f) The rank shall be awarded by the University Council on recommendation by the Appointments Board.
- g) In case of end of the contract, such administrative staff may become a member of the Department that seconded him or her to the award of academic rank following the recruitment policy of the University as laid down in the Manual.

4.10 UNIVERSITY INTERNAL STAFF APPOINTMENTS AND PROMOTIONS COMMITTEE

- a) There shall be a University Internal Staff Appointments and Promotions Committee chaired by the Deputy Vice Chancellor (F&A).
- b) The Committee shall be nominated by the Vice Chancellor and appointed by the Appointments Board.
- c) The membership of the Committee shall be seven (07) members;
- d) The Director Human Resources shall be the Secretary to the Committee.
- e) In carrying out its work, the Committee may co-opt any other member as it deems necessary.
- f) The quorum for the University Internal Staff Appointments and Promotions Committee shall be four (04) members.
- g) The term of office for members of the Committee shall be four (04) years.
- h) Where the Chairperson is absent, the members present shall choose from amongst themselves a Chairperson for the meeting.
- i) Where a member of the Committee is being considered for promotion, he/she shall not take part in the proceedings of the Committee.
- j) The University Internal Staff Appointments and Promotions Committee shall be responsible for:
 - i. Handling promotion of staff in salary scales PU13 – PU15 (or whatever

nomenclature of salary scales may be in place) and making recommendations to the Appointments Board.

- ii. Carrying out any such other duties as may be assigned by the Appointments Board.
- k) The recommendations/decisions of the Internal Staff Appointments and Promotions committee shall be presented to the Appointments Board. Minutes of the Committee meeting(s) shall be annexed to the Committee's report.
- l) The Director Human Resources shall communicate the recommendations / decisions of the Appointments Board to the concerned member of staff within seven (07) working days.

4.11 THE ROLE OF APPOINTMENTS BOARD IN THE PROCESS OF PROMOTION

With respect to promotions, the Appointments Board shall;

- a) Receive and consider applications/recommendations for promotion of ALL staff.
- b) Receive and consider promotion appeals against the decisions of the Internal Staff Appointments and Promotions Committee, and Faculty/ Institute Appointments & Promotions Committees.
- c) Direct the Director Human Resources to inform, in writing, the appealing member of staff of the outcome of his/ her appeal within fourteen (14) working days after the Appointments Board meeting.
- d) Direct the Director Human Resources to prepare a letter indicating all changes in terms and conditions of employment and send the letter to the promoted member of staff. The member of staff shall be required to sign and return a copy of the letter to the Director Human Resources, signifying acceptance of the new terms and conditions.

- e) Develop its Rules of Procedure to make the promotion processes of the University efficient.

CHAPTER FIVE: STAFF TRAINING AND DEVELOPMENT

5.1 INTRODUCTION

- a) The University is committed to ensuring that all staff are trained in how to carry out their duties, and shall equip and prepare them for present and future challenges.
- b) MUST shall support training and development of staff members to address institutional competency and individual career development needs.

5.2 PRINCIPLES

This policy shall be guided by the following principles;

- a) Professionalism: Training shall be planned, monitored and evaluated.
- b) Transparency: Training opportunities shall be made known to all stakeholders. Fairness will be reflected in all decisions concerning training.
- c) Equal opportunity: There shall be no discrimination in award of training opportunities.
- d) Affirmative action: Disadvantaged groups shall be given special consideration for training.
- e) Demand-driven approach: Training shall be based on identified training needs of both the individual member of staff and University Department.
- f) Value for Money: Training funds shall be optimally utilized for the benefit of the University.

5.3 OBJECTIVES

The overall training and development objective shall be to provide an environment that encourages and supports members of staff to reach their maximum potential. The policy therefore, aims at;

- a) Enabling the University Council to support staff training and development.
- b) Enabling the Director Human Resources to effectively plan, coordinate, implement and evaluate training programs.
- c) Providing all eligible employees with appropriate and relevant training opportunities.

5.4 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 in relation to the institutional plans and stakeholder needs.
- d) The Director Human Resources shall consolidate University's training needs into annual training plans with an agreed upon training budget. Decisions shall then be made on how best to meet those needs.
- e) The Director Human Resources, in consultation with the Heads of Departments / Units shall prioritise the training needs against the available resources.
- f) The University's training plans shall be approved by the Staff Training and Development Committee (STaDeC).
- g) Training and development shall cover specific performance shortfalls, if it becomes clear that management coaching and guidance shall not be sufficient.
- h) Members of staff who are identified to have potential for training shall be availed relevant training opportunities depending on the availability of funds, fellowships or scholarships.
- i) Where there are no funds, scholarships or fellowships, members of 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.

- j) On successful completion of such courses, the member of staff may be considered for appropriate placement.

5.5 TRAINING ADMINISTRATION PROCEDURES

- a) The preparation for training shall be the responsibility of the respective departments in liaison with the Staff Training and Development Committee (STaDeC) in line with the University's approved training plan.
- b) The Director of Human Resources shall follow up training reports, analyse and summarize them for the STaDeC to evaluate, and thereafter make reports to the Vice Chancellor for appropriate action.
- c) It shall be mandatory for members of staff to complete their training programs within the stipulated time. However, in exceptional cases, extension(s) may be granted by the Vice Chancellor on the guidance or recommendation of the STaDeC.
- d) Failing to complete a course of study on leave with pay / sponsorship shall be considered indiscipline and the affected staff shall be referred to the Internal Staff Disciplinary Committee for further action.
- e) 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.
- f) Members of staff on probation, other than those specified in (e) above shall not be sponsored by the University for courses longer than one (01) month. The Vice Chancellor may, however authorize longer training for members of staff on probation acting in the best interests of the University.

- g) Staff on long training programs shall sign a bond contract between themselves and the University in line with Section 5.11 of this Manual.
- h) Upon completion of a bonded training program, a member of staff shall not be allowed to undertake further long training programs until he/she has 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.
- i) Subsection 5.11.1 (a) notwithstanding, a member of staff proceeding for PhD study programs after completing a Master's degree may be given permission to go ahead without waiting to serve the whole bonding period.
- j) The University shall not grant permission for a member of staff to undertake programmes that are irrelevant to its plans and needs.

5. 6 TRAINING CATEGORIES

The University shall provide for the following staff training programs:

5.6.2. Performance Improvement Training

Every member of staff shall undergo at least one performance improvement training programme once in every three (03) years. Such courses shall be of short duration targeted towards improving general or specific aspects of a given Job. There shall be different forms of performance training programmes such as;

- i. Refresher training: Members of staff who are identified to be in need of refresher training shall be facilitated to attend suitable refresher courses.
- ii. Job-related training: Newly appointed or promoted members of staff shall, as soon as practicable, be given job-related training to facilitate them achieve acceptable levels of performance.
- iii. Management skills training: Members of staff with the responsibility of

supervising other staff shall, on a regular basis, be equipped with relevant management skills training to enable them optimally attain results through team effort.

5.6.3. Professional development training

- a) A member of staff may undertake an identified short- or long-term training programmes at different levels within their career. Such training may be of a full or part time nature.
- b) Members of staff 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.

5.6.4. Pre-retirement training

- a) The Director Human Resources shall organise pre-retirement trainings for staff to prepare them for life after active University service.
- b) The Director Human Resources shall plan and coordinate the implementation of all pre-retirement training programmes.

5.7 RESPONSIBILITY FOR TRAINING

The following shall ensure that training achieves its objectives accordingly;

5.7.1 The individual member of staff

Individual members of staff shall;

- a) Be 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 without compromising University

work.

- b) Have the obligation to formulate or identify appropriate and relevant schemes of study at suitable points in one's career, and where need be, to apply for Study Leave in accordance with this Manual.
- c) Participate in training programs arranged at the Department/Unit, Faculty or University level.
- d) Seek permission to undertake training in accordance to the provisions of this Manual.

5.7.2 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 and come up with training plans.
- b) Develop subordinate staff through counselling and coaching them to reach acceptable levels of performance in their jobs, and preparing them for higher responsibilities. They shall also give necessary induction to new members of staff in line with established procedures and practices in the University.
- c) Recommend their subordinates for training programs and opportunities to the Director Human Resources.
- d) Advise on the appropriateness of releasing a member of staff for further training depending on current Faculty/Institute/Departmental needs.

5.7.3 The University

The University, through the Vice Chancellor, STaDeC and Director Human Resources shall;

- a) Be responsible for the overall direction of staff training and development.
- b) Support staff training and development by providing the necessary resources,

- but with emphasis on developing research and training capacity subject to availability of resources.
- 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.

5.8 PERMISSION TO UNDERTAKE TRAINING

5.8.1 Nomination for training

- a) Scholarships, fellowships, grants etc. to the University shall be received by the Staff Training and Development Committee (STaDeC) Secretariat and nomination of candidates for such awards shall be made by the Committee in accordance with the University's training plan.
- b) Immediate supervisors shall nominate/recommend their subordinates for appropriate training during the performance appraisal process. In exceptional circumstances, the beneficiary may seek the nomination/recommendation of the Vice Chancellor who shall notify the STaDeC of the decision taken.
- c) Self-acquired scholarships shall be reported to the STaDeC for noting.

5.8.2 Recommendation for training

- a) All applications for training shall be forwarded to the STaDeC through the Director Human Resources by respective Dean/Director/Head of Department/Unit for recommendation.
- b) The STaDeC shall provide guidance / recommendation to the Vice Chancellor who shall grant permission to staff to proceed for training.

5.9 STAFF TRAINING AND DEVELOPMENT COMMITTEE (STaDeC)

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

5.9.1 Composition of the Committee

- a) The Deputy Vice Chancellor (AA) shall be the Chairperson of the Committee.
- b) Members of the Committee shall include: Academic Registrar, University Secretary, Deans of Faculties, Directors of Institutes, Director of Research and Graduate Training, University Planner, and representatives of the Senior Administrators' Forum and Workers' Union (one each) and a representative of People with Disabilities (PWDs).
- c) The Director of Human Resources shall be the Secretary to the Committee.
- d) The Committee may co-opt other members to the committee as and when necessary.

5.9.2 Functions of the Committee

The Committee shall, in liaison with Deans/Directors and Heads of Departments, be responsible for;

- a) Implementing the approved University training plan.
- b) Designing and regularly reviewing the staff training and development plans.
- c) Preparing and recommending on annual staff training and development budgets, sponsorships and fellowships.
- d) Recommending members of staff for sponsorship, fellowships, and other scholarship awards for further training whenever opportunities arise.
- e) Preparing and recommending on training activities, workshops, courses and seminars.

- f) Preparing and recommending on appropriate further training for members of staff who may take long without making initiatives for their own training and development.
- g) Monitoring and evaluation of staff training plans and activities.
- h) Executing any other duties related to staff training and development as may be assigned by the Vice Chancellor.

5.9.3 Committee business and Rules of Procedure

The committee shall determine its business and rules of procedure.

5.10 STUDY LEAVE

5.10. 1 Emoluments for staff on studies

- a) The University shall pay full salary and allowances to members of staff who undertake their training programmes at MUST or other institutions but continue to perform routine duties.
- b) The University shall pay salary to sponsored members of staff undertaking full time training programs, but who are unable to continue performing their duties 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, insurance, etc. shall be determined by the University Council and or the conditions of the grant or sponsorship.
 - ii. Where assistance is not available from other sources, members of staff who have been granted Study leave may be granted:

- A return passage not exceeding the cost of economy class air fare for the member of staff to and from the approved Study leave destination.
- Twenty kilograms of excess baggage by air 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.

5.10.2. Study leave without pay

- a) A member of staff may be granted study leave without pay to undertake a privately sponsored course/program, which may not be in the interest of the University or relevant to the staff's current job or career path.
- b) A member of staff position shall be retained for the employee but temporally occupied by a contract employee whose contract will fit within the leave period on completion of the programme, the member of staff shall be allowed to resume duty.

5.10.4 Study leave disputes

- a) A member of staff who has reasonable grounds to believe that he/she will be unfairly treated, by the respective Dean/Director/Head of Department /Section during the process of applying for training program(s), shall be allowed to submit his/her application directly to the STaDeC.
- b) Where a member of staff is still not satisfied with the reviewed decision, he/she may refer the matter to the Chairperson of the Appointments Board for a final decision.

5.11 TRAINING BONDS

- a) A member of staff who undertakes a training program sponsored by the University or on sponsorship or fellowship secured by or recommended by the University shall be bonded.
- b) A member of staff who undertakes his/her training at MUST or other institutions without sponsorship and continues to perform his/her routine duties shall not be bonded.

5.11.1 Bonding period

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

- a) A member of staff who undertakes a programme sponsored by the University or donor grant or sponsorship/fellowship approved by the University on study leave with pay shall be bonded for a period equivalent to duration of the programme undertaken.
- b) A member of staff who undertakes a training programme on study leave with pay but without sponsorship from the University, and is unable to carry out his/her routine duties during the study period, shall be required to sign bonding agreement with the University to serve for a period equal to the duration of the programme undertaken.
- c) The University shall recover from a member of staff under section (a) and (b) above the cost of salary and any other training related costs that might have been paid by the University in case of breach of the bonding agreement.

5.11.2 Bonding contracts

- a) Bonding contract shall be signed before program commencement.
- b) A member of staff who contravenes the bonding contract shall be treated as

stipulated in the bonding agreement.

- c) Members of staff who exhaust their study leave and do not return to the University within one month from the time of the expiry of the leave, without justifiable reason, shall be regarded as having absconded from duty and resigned accordingly.
- d) The Director of Human Resources shall be the custodians of the all-bonding contracts.

5.12 TRAINING REPORTS

- a) A member of staff on a training programme of one year or more shall be required to submit annual progress reports to the STaDeC Secretary through their Heads of Departments / Units and Deans. Such reports shall be endorsed by the training supervisors. Where such reports are not provided, it shall be considered as abscondment.
- b) On completion of training, the member of staff who undertook training channelled through the STaDeC shall be required to submit a feedback / experiential report to the STaDeC.
- c) A copy of each report shall be kept on the 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 STaDeC shall convene to recommend the necessary action to the Vice Chancellor, who will cause action to be taken by appropriate officials.
- e) The STaDeC shall provide reports about on-going and completed training programs to the Vice Chancellor on an annual basis.

5.13 TRAINING CERTIFICATES

- a) A member of staff shall be required to submit a copy of the training certificate

- after the completion of training programme within one (01) month.
- b) A copy of each training certificate shall be kept on the individual's confidential personal file.
 - c) A member of staff who fails to submit a copy of the certificate shall be required to explain in writing, and appropriate disciplinary action taken against him/her.

5.14 ATTAINMENT OF ADDITIONAL QUALIFICATIONS

- a) The University shall encourage members of staff to update their skills and knowledge in areas related to their professions.
- b) The attainment of higher qualifications shall not automatically qualify a member of staff for promotion to the next grade.
- c) A member of staff who completes her/his programme of study shall be deployed appropriately depending on institutional needs.
- d) A member of staff who acquires higher qualifications shall be eligible for promotion to a higher grade in accordance with the provisions of this Manual.

5.16 OTHER STAFF TRAINING AND DEVELOPMENT ISSUES

The Director of Human Resources shall from time to time advise Management on how to resolve issues that may not be specifically addressed by this Policy.

CHAPTER SIX: EMPLOYMENT RECORDS

6.1 RECORDS POLICY

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

6.2 BIO-DATA RECORD / FORM

- a) All employees shall complete a physical or electronic (or both) bio-data form capturing basic details about them.
- b) The record shall be continuously updated and it shall be the responsibility of the employee to provide the updated information for example marital status, family members, academic qualifications, etc.
- c) The initial records provided shall be taken as the true and authentic record and any changes thereafter shall require proof of authenticity beyond any doubt to the Director Human Resources.
- d) The **DATE OF BIRTH** provided at the time of an employee's first appointment, as reflected on the National Identification Card and other documents, **SHALL NOT BE ALTERED** under any circumstances in the course of one's employment.
- e) All employees shall provide photographs attached to their bio-data forms to be updated after every five (05) years.

6.3 PERSONNEL FILES

- a) All records about an employee shall be kept on their personal file.
- b) There shall be at least two (02) sets of personal files; one kept and maintained in the Central Registry and the other kept and maintained at the Department/Unit.

6.4 MANAGEMENT OF RECORDS

All records shall be confidential and shall only be accessed upon expressed request to the Head of Records and Information, through the Director Human Resources.

6.5 UPDATING OF RECORDS

- a) All requests related to the updating of records shall be communicated to the Head of Records and Information, through the Director Human Resources as soon as need arises. However, ALL employees shall be required to update their records after every five (05) years.
- b) For emphasis of Section 6.2 (d), NO requests for CHANGE OF DATE OF BIRTH shall be considered.
- c) Falsification of records, when discovered at whatever stage of employment or even thereafter, shall lead to disciplinary action at the discretion of the Appointments Board.

CHAPTER SEVEN: EXIT MANAGEMENT

7.1 FORMS OF EXIT

A member of staff shall exit from MUST service under any of the following

Circumstances:

7.1.1 Retirement age

- a) The mandatory retirement age for all members of staff shall be sixty (60) years irrespective of the form of appointment unless provided otherwise by the University Council.
- b) A member of staff shall be notified of the mandatory retirement six months before the due date.
- c) A member of staff who has retired shall be paid his/her retirement/ terminal benefits as provided for in this manual.

7.1.2 Retirement in the University interest

- a) The Appointing Authority may retire any member of staff before attainment of retirement age in the interest of the University.
- b) A member of staff retired in the University's interest shall be paid terminal benefits and be given notice in accordance with Section 7.4 (a) of this Manual.

7.1.3 End of contract

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

7.1.4 Resignation

- a) On resignation, a member of staff employment shall automatically cease.
- b) The Vice Chancellor may resign his/her office by giving due notice, in writing, to the Chancellor through the Chairperson of the University Council.
- c) A Deputy Vice Chancellor may resign his/her office by giving due notice, in writing, to the Chancellor through the Vice Chancellor and the Chairperson of the University Council.
- d) The University Secretary may resign his/her office by giving due notice, in writing, to the Vice Chancellor.
- e) A member of staff, other than a Vice Chancellor, Deputy Vice Chancellor or University Secretary, may resign his/her office by giving due notice, in writing, through his/her Dean/Director or Head of Department to the Director Human Resources.
- f) The period of notice on resignation shall be in accordance with Section 7.4 (a) of this Manual.
- g) Resignation of a member of staff shall be accepted only when the University 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.
- h) Resignation shall not be accepted if disciplinary proceedings are pending against a member of staff which might lead to his or her dismissal.
- i) Resignation from a position or office shall be regarded to have taken effect only after it is accepted by the Appointments Board in writing or if the notice period expires without any response from the responsible office.

7.1.5 Death

- a) On the death of a member of staff his/her employment shall automatically

cease.

- b) The death of a member of staff shall be reported immediately by the quickest means of communication to the Director Human Resources.
- c) Where a member of staff dies on duty, the Director Human Resources shall inform the next of kin of the death of the staff.
- d) 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.
- e) In case of death of an expatriate member of staff, or one of his or her family members, the University, shall incur the cost of transporting the corpse to his or her home country.
- f) The University shall bear transport expenses in case a member of staff dies outside Uganda while on official duty.

7.1.7 Retirement on medical grounds

- a) Where a member of staff is prevented by illness from carrying out his/her duties for a period of twelve (12) months, the Appointments Board shall request a Medical Board to examine him/her.
- b) After consideration of the Medical Board's report, the Appointments Board shall terminate the appointment of the member of staff on medical grounds.
- c) A member of staff terminated on medical grounds shall be entitled to three months' notice or payment in lieu of notice irrespective of their terms of employment and length of service.

7.1.8 Abscondment

- a) It is the responsibility of a member of staff to inform his/her supervisor in writing about his or her absence from duty.

- b) The Vice Chancellor or the Director Human Resources shall require a member of staff who is absent from duty for fourteen (14) consecutive days to resume duty immediately with a written explanation for his or her absence.
- c) In the absence of communication from the member of staff and failure to resume duty after 30 consecutive days, the member of staff shall be deemed to have absconded from duty and resigned accordingly.
- d) The Director Human Resources shall stop the salary immediately and submit to the Appointing Authority for a formal directive for his or her removal from the University service on grounds of abscondment from duty.
- e) A member of staff who is removed from service on the grounds in sub-section (d) above shall forfeit his/her emoluments, benefits and privileges attached to his/her employment.

7.1.9 Termination of appointment on disciplinary grounds

The employment of any member of staff may be terminated on disciplinary grounds in accordance with Chapter three (03) of this Manual.

7.1.10 Redundancy/Retrenchment

The services of a staff member may be terminated on grounds of redundancy if;

- a) The University has ceased or intends to cease to carry on the business for the purpose of which the staff was employed.
- b) The University has ceased or intends to cease to carry on that business in the place where the staff was so employed.
- c) The University has ceased to require the specific skills for the exercise of which the staff was employed.

- d) In all cases, necessary measures shall be taken to avoid redundancies. However, if it is inevitable, the University shall give ample notice to the staff in order to help prepare for the separation process.
- e) The redundancy process shall be handled in a transparent manner and the affected staff shall be informed accordingly.

7.2 OBLIGATIONS 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.
- 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 7.3 of this Manual before issuance of clearance certificate/certificate of service.

7.3 HANDING OVER AND TAKING OVER OFFICE

- a) When a member of staff leaves office or end of any appointment such as Deanship, he or she shall handover to his or her immediate supervisor.
- b) Before the arrival of the incoming member of staff, the outgoing member of staff must make a conscientious effort to clear his / her desk
- c) The outgoing member of staff shall prepare a handover report that shall be signed by both parties and shall include, but not limited to, the following:
 - i. Major policy issues which the incoming member of staff shall be involved with for continuity;
 - ii. University property under the custody of the outgoing member of staff;
 - iii. Specific assignments to be handled and any pending cases; and

- iv. Organizations/clients the outgoing member of staff has been involved with in the course of performing his or her duties.
- d) Whenever handing over and taking over takes place, the following guidelines shall apply:
- i. The incoming member of staff shall report to the Director Human Resources who will introduce him/her to his supervisor.
 - ii. The outgoing member of staff or supervisor and incoming members of staff shall discuss the office routine, paying particular attention to the chain of command, to whom the incoming member of staff will report and from whom he or she can expect to receive work, and where he or she fits into the department.
 - iii. The outgoing member of staff or supervisor shall give the incoming member of staff an assessment of the capabilities of each of his or her subordinate staff and particularly any weak points which require watching or duties in which they require additional supervision.
 - iv. The outgoing member of staff or supervisor shall provide the incoming officer with a list of files, with which he or she will deal with and draw his or her attention to all outstanding business.
 - v. The outgoing and incoming members of staff shall discuss the work schedules, key result areas, organizational work plans and major outstanding issues at the time, referring to the relevant files.
 - vi. The outgoing and incoming members of staff shall go through the office instructions together. The incoming member of staff shall be informed of the procedure to be followed if he or she is required for any reason to gain access to the office premises and also the security registry of files after normal working hours.
 - vii. When an outgoing member of staff is leaving the station and has

University accommodation, he or she must settle the personal outstanding bills e.g. telephone, water and electricity before departure.

- viii. Handover shall be witnessed by the Director of Human Resources and/or Internal Auditor and such other officers as may be invited.
- ix. Refusal or unjustified delays to handover office shall constitute a disciplinary offence as stipulated in this Manual.

7.4 NOTICE PERIODS

- a) On termination of appointment other than in the circumstances stated in sub-section 3.7.2, notice shall be given as follows;
 - i. Not less than two weeks, where the member of staff has been employed for a period of more than six months but less than one year.
 - ii. Not less than one month, where the member of staff has been employed for a period of more than twelve months, but less than five years.
 - iii. Not less than two months, where the member of staff has been employed for period of five, but less than ten years.
 - iv. Not less than three months where the service is ten years or more.
- b) No notice shall be given to a member of staff on;
 - i. His or her dismissal.
 - ii. His or her summary dismissal.
 - iii. Termination of his or her contract agreement in which the period of employment is expressed, following the expiry of such period.
- c) 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.

7.5 EXIT INTERVIEW

- a) The Director Human Resources shall conduct exit interviews with every exiting member of staff, to get feedback for purposes of policy review and any other changes considered necessary to promote better employee management practices.
- b) The Director Human Resources shall present a summary of feedback from the exit interview to the Appointments Board for noting and appropriate decision making.

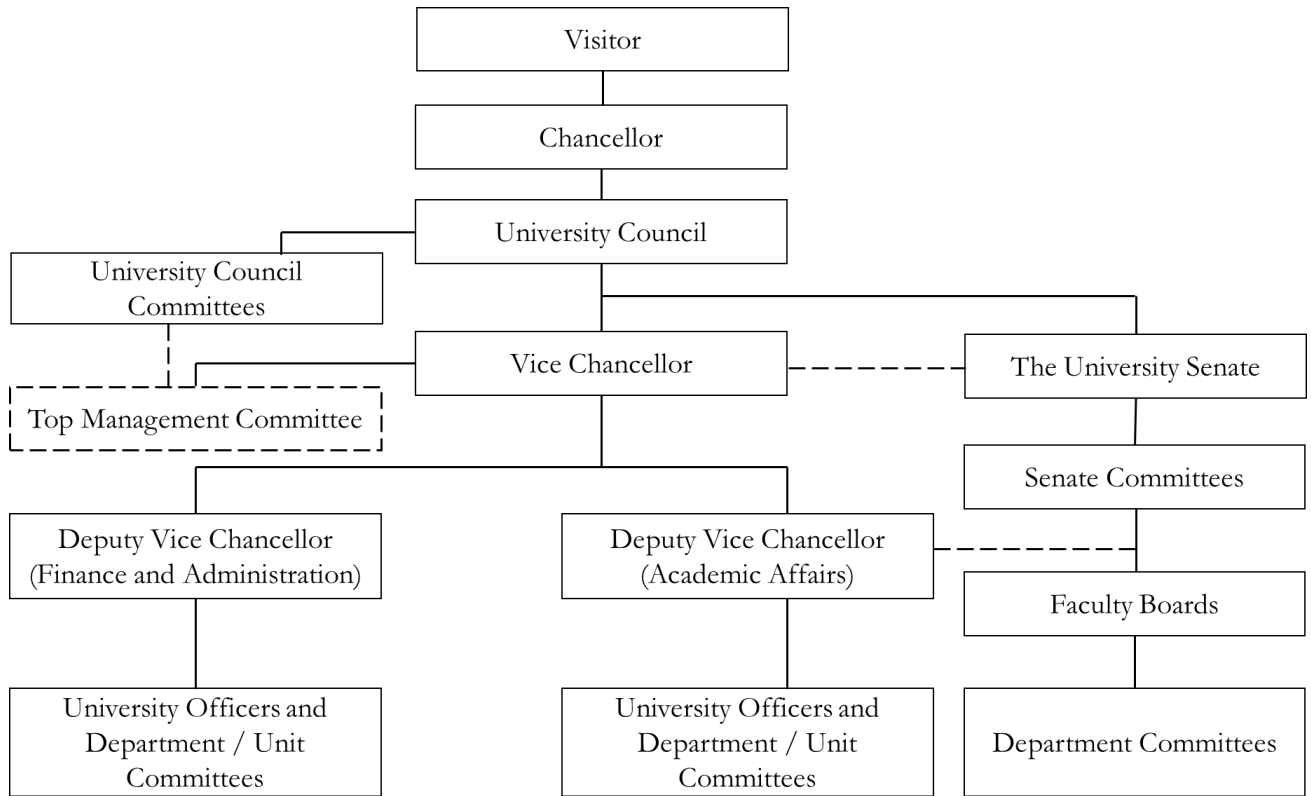
7.6 CERTIFICATE OF SERVICE

- a) A member of staff who leaves the service of the University may on request be given a written record showing the nature and duration of employment known as a Certificate of Service.
- b) The certificate of service shall be issued by the Director Human Resources.

APENDICES

APPENDIX 1: UNIVERSITY GOVERNANCE STRUCTURE

Below is the University Governance Structure (in line with Section 2.3 of the University Council Charter):



Current
passport photo

APPENDIX 2: PERSONAL RECORD FORM

CURRENT POSITION:

1. Details of Employee

- (a) Surname:
- (b) Other Names:
- (c) Date of Birth:
- (d) Gender:
- (e) Religion:
- (f) Telephones:
- (g) Email address(es)
- (h) Mailing address / P.O Box number:

2. Marital Status:

- (a) Single.....
- (b) Married.....
- (c) Separated.....
- (d) Divorced.....
- (e) Widowed.....

3. Details of Spouse

- (a) Names spouse.....
- (b) Date of birth.....
- (c) Place of work/Employer
- (d) Telephone..... Email:
- (e) Residence.....

(Please attach national ID of spouse)

4. Residence (*Where employee ordinarily resides during working days*)

- (a) Village/LC1:
- (b) Parish:
- (c) Sub-county:
- (d) District:

5. Parents (if alive)

- (a) Name of your
father.....
- (b) Name of
Mother.....

6. Children (*Biological or Legally adopted*)

Name	Date of Birth
i.	
ii.	
iii.	
iv.	
v.	

- vi.
vii.
viii.

(Please attach birth certificate or adoption documents)

7. Nationality

- (a) Nationality.....
(b) National ID No.
(c) Home District.....
(d) County.....
(e) Sub-County.....
(f) Parish.....

(Please attach copy of the National ID or passport for non-Ugandans)

8. Educational Background

A. Primary

Name of school Dates

- (a)From.....to
(b)Fromto

Qualification obtained after Primary Education.....

B. Secondary Schools Attended:

Name of school Dates

- (a).....Fromto
(b).....Fromto
(c).....Fromto

Qualification obtained after Ordinary Level Education

Qualification obtained after Advanced Level Education

(iii) Colleges/University Attended

Name of Institution Dates Qualifications Obtained

- (a).....Fromto
(b).....Fromto
(c).....Fromto
(d).....Fromto
(e).....Fromto
(f).....Fromto

9. Employment Record

- (a) Post:
(b) Department:
(c) Date of appointment:
(d) Appointment type:

10. Payroll Information

(a) Bank: Branch: Account No:

(b) Tax Identification Number (TIN):

(c) NSSF Number:

(d) Payroll (*IPPS or equivalent*) Number:

11. Details of previous employment since you left School/College/University

Date	Employer	Reasons for departure
(a)
(b)
(c)
(d)
(e)

(f) Indicate your last salary.....

12. Publications

List of publication (s) if any (attachment recommended)

13. Have you ever been convicted of any offence in courts of law: Yes/No

If yes, what was/were the charges against you?

Date	Charge
(a)
(b)
(c)

14. Special needs

(a) Do you suffer from any physical or mental impairment?

(b) If so, please give details

.....
.....
.....

15. Next of Kin (Person the University should contact in case of an emergency).

(a) Names

Relationship detail, e.g. husband/wife/brother/sister/son/etc. (please tick)

Telephone Contact

(b) Names

Relationship detail, e.g. husband/wife/brother/sister/son/etc. (please tick)

Telephone contact

16. Declaration

Icertify that to the best of
my knowledge the above information is true and correct.

Signed: **Date**.....

APPENDIX 3: DECLARATION OF MEMBER OF FAMILY

(To be completed by a member of staff whose relative is an employee of the University)

A. PARTICULARS OF PERSON DECLARING

Staff File Number:	
Names:	
Position:	
Department / Unit:	
Faculty/Institute:	
Date of Appointment:	

B. PARTICULARS OF PERSON BEING DECLARED

Staff File Number:	
Names:	
Position:	
Department / Unit:	
Faculty/Institute:	
Date of Appointment:	

C RELATIONSHIP BEING DECLARED

Spouse:

Child:

Father:

Mother:

Signature of person declaring: Date:

D. SUBMISSION TO DIRECTOR HUMAN RESOURCES

Date received:

Signature:

APPENDIX 4: EMPLOYEE INDUCTION COMPLETION FORM

MBARARA UNIVERSITY OF SCIENCE AND TECHNOLOGY

EMPLOYEE INDUCTION COMPLETION FORM

EMPLOYEE NAME: _____

DEPARTMENT: _____

FACULTY /UNIT: _____

I confirm that I have been inducted / oriented into the University service. By checking “**yes**” against the indicated items / elements, I confirm that they have been explained to me, and where I had questions and concerns, they were answered to my satisfaction.

s/No	Item	Yes	No
1	Terms of employment		
2	Hours of work		
3	Standards and procedures for my work		
4	University policies		
5	Occupational safety and health		
6	Tour of the workplace		
7	Introduction to colleagues and managers		
8	Paperwork that must be filled before I start work		
9	Any other element of interest (please mention):		

Date of induction: _____

Employee's signature: _____

Induction conducted by (Name, position and signature): _____

APPENDIX 5: PERFORMANCE PLAN – ACADEMIC STAFF

This should be filled by both the Appraiser and the Appraisee. At the beginning of each assessment period, the Appraiser and Appraisee will agree on the key outputs for the assessment period. The means by which performance shall be measured (Performance Indicators) and the minimum level of performance (Performance targets) for each output shall be agreed upon. If in the course of the assessment period, other activities are assigned to the Appraisee, the outputs related to the activities should be agreed upon and included immediately or at least before the end of the assessment period. It is recommended that the maximum of outputs for each assessment period should not exceed 10.

Key performance outputs (Minimum five, maximum ten)	Performance Indicator (How will results be measured)	Performance targets (An agreed minimum level of performance)	Means of verification	Rating
Teaching and Learning				
Research, Innovations and Publications				
Community Outreach and Service				
Governance, Administration & Financial management				
Total				80%

Name of appraisee: Signature:Date:

Name of appraiser: Signature:Date:

APPENDIX 6: PERFORMANCE PLAN – ADMINISTRATIVE AND SUPPORT STAFF

This should be filled by both the Appraiser and the Appraisee. At the beginning of each assessment period, the Appraiser and Appraisee will agree on the key outputs for the assessment period. The means by which performance shall be measured (Performance Indicators) and the minimum level of performance (Performance targets) for each output shall be agreed upon. If in the course of the assessment period, other activities are assigned to the Appraisee, the outputs related to the activities should be agreed upon and included immediately or at least before the end of the assessment period. It is recommended that the maximum of outputs for each assessment period should not exceed 10.

Key performance outputs (Minimum five, maximum ten)	Performance Indicator (How will results be measured)	Performance targets (An agreed minimum level of performance)	Means of verification	Rating
Total				80%

Name of appraisee: Signature: Date:

Name of appraiser: Signature: Date:

APPENDIX 7: ANNUAL STAFF PERFORMANCE APPRAISAL FORM

PERIOD OF ASSESSMENT:..... TO

SECTION A: PERSONAL INFORMATION *(To be filled by the Appraisee).*

Name of the Appraisee:

Date of birth:

Current Job Title: Salary Scale:

Date of 1st Appointment: Latest Date of Appointment:

Terms of Appointment (Probation, Permanent, Contract): Probation

Name of the Appraiser:

Job Title: Salary Scale:

Faculty/Institute/Unit: Department:

SECTION B: ASSESSMENT OF THE LEVEL OF ACHIEVEMENT

At the end of the assessment period, an appraisal meeting should be conducted by the Appraiser. The appraisal exercise should base on the plan elaborated at the beginning of the assessment period.

Key Outputs	Indicator	Targets	Predetermined Rating	Self-Rating out of the predetermined rating	Supervisor Rating out of the predetermined rating	Agreed Rating	Comments of Performance
TOTAL						80%	

SECTION C: ASSESSMENT OF CORE COMPETENCIES

This section should be filled by the Appraiser after joint discussions between him/her and the Appraisee. The assessment will help establish any areas where some training or development is necessary. The Appraisee should be rated only in areas, which are relevant to his/her job. The maximum points per competence are **5, which represents excellence, 4-very Good, 3-Good, 2-Fair, 1-Poor, N/A-Not Applicable**. The Appraiser should give work related examples under comments, to justify their rating.

No	Competence	Assessment					Comments
		performance level attained (please tick)					
		5	4	3	2	1	
1	Professional knowledge/skills: Uses own knowledge and expertise to demonstrate good judgment and relates it to work.						
2	Planning, organizing and coordinating: Prioritizes own work, develops and implements plans to rationally allocate resources and build capacity for effective planning and execution of work.						
3	Leadership: Demonstrates credible leadership, uses power and authority fairly and reinforces and communicates vision for change.						
4	Decision making: Makes logical analysis of relevant information and develops appropriate solution.						
5	Initiative &Innovation Shows persistence by addressing current problems; acts proactively, plans for the future and implements comprehensive plans.						
6	Team work: Works cooperatively and collaboratively to build strong teams; also shares information and develops processes to improve the efficiency of the team.						
7	Human Resources Management:/Mentorship Works effectively with people to achieve organizational goals. Trains, mentors and motivates supervisees and also delegates effectively to build a strong working team.						
8	Financial Management: Knows basic financial policies and procedures; is familiar with the overall financial management processes.						

9	Management of other resources (equipment& facilities): Effectively and efficiently uses resources to accomplish tasks.						
10	Result orientation: Takes up duty willingly and produces results.						
11	Customer/Client care Responds well and attends to clients. Reflects a good image of MUST.						
12	Communication: Actively listens and speaks respectfully; seeks and sends clear oral and written messages, and also understands the impact of messages on others.						
13	Integrity: Communicates values to others and takes pride in being trustworthy. Provides quality services without need for inducements.						
14	Time Management: Always maximizes time in accomplishing set targets.						
15	Loyalty: Complies with lawful instructions of Supervisor and is able to provide on-going support to supervisors.						
	Total						20%

Overall Assessment of Performance

Overall assessment of performance should be derived by adding the scores of each category of assessment.

Overall Performance Level

Excellent	Very Good	Good	Fair	Poor
5	4	3	2	1
> 80 %	70-79 %	60-69 %	50-59 %	Attained results <50 %

(Tick the relevant box)

SECTION D: ACTION PLAN TO IMPROVE PERFORMANCE

The Action Plan shall be jointly agreed during the performance appraisal meeting, taking into account the Appraisee's required job competencies, and the identified performance gaps. Such action plan for improved performance may include: Training, coaching, mentoring, job rotation, counselling among others.

Performance Gap	Agreed Action	Time frame

SECTION E: COMMENTS

APPRAISEE

Describe how effectively you have been utilized by the University.

.....

How would you like management to assist you in improving your performance?

.....

What are your aspirations as far as career development is concerned?

.....

Signature of appraisee:

APPRAISER

Comment:

.....

Reasons for comments

.....

Recommendation by the Supervisor

.....

Signature of appraiser:

DIRECTOR HUMAN RESOURCES

I confirm receipt of the completed appraisal form.

Name and Signature:

Date and stamp:

APPENDIX 8: APPLICATION FORM FOR CONFIRMATION IN SERVICE

A. PERSONAL DETAILS *(To be filled by Applicant)*

Staff File Number:	
Name:	
Current Rank:	
Desired Rank:	
Department / Unit:	
Faculty/Institute:	
Date of Birth:	
Date of Appointment:	
Signature of Applicant:	
Date:	

B. PERFORMANCE *(To be filled by Supervisor)*

(a) Comments on applicant's performance. (Attach performance appraisal form).

.....
.....
.....

(b) Comments on applicant's achievements. (Attach statement of achievement).

.....
.....
.....

(c) Recommendation whether to confirm or not to confirm (give clear reasons)

.....
.....
.....

Names of Head of Department: _____

Signature _____ Date _____

C. ACTIONS BY THE APPOINTMENTS BOARD

(a) Date received by Director Human Resources: _____

(b) Minute of Appointment _____

(c) Action by Appointments Board: _____

(d) Date: _____

APPENDIX 9: APPLICATION FORM FOR PROMOTION (ACADEMIC STAFF)

A. PERSONAL DETAILS

Staff File Number:

Name:

Current Rank:

Desired Rank:

Department / Unit:

Faculty/Institute:

Date of Birth:

Date of first appointment:

Date of promotion to current rank:

B. ACADEMIC QUALIFICATIONS

Institution name	Qualification	Award date	Check off if document has been attached.

C. PUBLICATIONS

(a) All publications – Papers, Book Chapters or Books (from most recent)

S/N	Title	Publication year	Journal / Publisher	Authors	Author type (First, corresponding or co-author)	DOI or ISBN	URL

(b) Selected publications for vetting – Papers, Book Chapters or Books (from most recent)

S/No	Title	Publication year		Journal / Publisher	Authors	Author type (First, corresponding or co-author)	DOI or ISBN	URL

(c) Confirmation of the validity of publications by the Director Quality Assurance

I confirm that the publications above that have been submitted by Dr/Mr/Ms _____ have passed the plagiarism test and that they are NOT in predatory journals.

Name of Director Quality Assurance: _____ Signature: _____
Date: _____

Name of anti-plagiarism software used (NB: Director to keep plagiarism reports on file and give a copy to the applicant): _____

List of predatory journals used: _____

Official Stamp: _____

D. STUDENT SUPERVISION

(a) PhD students supervised to completion

S/N	Name	Registration Number	Date of completion

(b) Academic Registrar's confirmation of PhD students supervised to completion:

I confirm that Dr/Mr/Ms..... supervised the above listed students to completion.

Name: _____ Signature: _____ Date: _____

Official Stamp: _____

(c) Master's degree students supervised to completion

S/N	Name	Registration Number	Program	Date of completion

(d) Academic Registrar's confirmation of the Master's degree students supervised to completion:

I confirm that Dr/Mr/Ms..... supervised the above listed students to completion.

Name: _____ Signature: _____ Date: _____

Official Stamp: _____

E. EXTRAMURAL (e.g. RESEARCH) GRANTS

(a) Research grants won (*list from the most recent*)

S/N	Name / Title	Grant Number	Amount (in foreign currency and UGX)	Date of start and completion

(b) Confirmation of the above Grants by the Head of Grants Management Office

I confirm that Dr/Mr/Ms.....won all the grants listed above.

Name of Head MGO: _____ Signature: _____ Date: _____

Official Stamp: _____

(c) Confirmation of the above Grants by University Secretary (US)/Accounting Officer Management Office and

I confirm that Dr/Mr/Ms.....won all the grants listed above.

Name of US: _____ Signature: _____ Date: _____

Official Stamp: _____

F. INNOVATIONS

(a) List of Innovations

S/No	Item	Registration Number
------	------	---------------------

1	Patent	
2	Utility model	
3	Copyright	
4	Product	
5	Trademark	

(b) Confirmation of Innovations by the University Secretary/Accounting Officer

I confirm that Dr/Mr/Ms.....has made all the innovations listed above.

Name of US: _____ Signature: _____ Date: _____

Official Stamp: _____

G. SERVICE TO THE UNIVERSITY (ATTACH LETTERS)

(a) Headship or membership of a university faculty/institute/department or Committee

S/No	Item / Position	Department / Unit	Date of appointment
1	Dean / Director		
2	Deputy Dean/Deputy Director		
3	Head of Department		
4	Membership to committees (University or Faculty)		

(b) Confirmation service to the University by the Director Human Resources (DHR)

I confirm that Dr/Mr/Ms _____ has served the university in the capacities stated above.

Name of DHR: _____ Signature: _____ Date: _____

Official Stamp: _____

H. SERVICE TO THE COMMUNITY (Attach Letters)

S/No	Activity	Location	Date of activity
1			
2			
3			
4			

I. OTHER ACADEMIC ACTIVITIES

(a) External examination (attach letters)

S/No	Student name and Registration number	Institution	Date of examination
1			
2			
3			
4			

(b) Internal Examination

S/No	Student name and Registration number	Department	Date of examination
1			
2			
3			
4			

(c) Confirmation of the internal examination by the Academic Registrar

I confirm that Dr/Mr/Ms _____ examined the students listed in (b) above.

Name of Academic Registrar: _____ Signature: _____ Date: _____

Official Stamp: _____

J. CONFERENCE PRESENTATION *(Attach letters)*

S/No	Conference Theme	Location	Date
1			
2			
3			
4			

K. APPLICANT'S SIGNATURE AND DATE

Signature of applicant: _____ Date _____

Date of submission of application: _____

L. COMMENTS AND RECOMMENDATIONS

(a) Comments and recommendation by Head of Department (and attach Minutes of the Departmental Appointments and Promotions Committee).

.....
.....

Names of Head of Department_____Signature_____Date____

(b)Comments and recommendation by Dean of Faculty/Director of Institute (and attach Minutes of the Departmental Appointments and Promotions Committee)

Names of Head of Department_____Signature_____Date____

M. SUBMISSION TO THE APPOINTMENT BOARD AND SUBSEQUENT ACTIONS

(e) Date received by Director Human Resources: _____

(f) Preliminary action taken by the Appointments Board:

(g) **Vetting of publications, book chapters and book(s) (where necessary)**

Date	Action	Status	Comments
	Documents sent to AR		
	AR has identified vetters		
	Documents sent to vetters		
	Vetter reports have been received		
	Vetters reports sent to AB		

(h) **Date vetters reports received by Director Human Resources:**

(i) **Final action by the Appointments Board:**

Date: _____

APPENDIX 10: COMPETENCE SCORING SYSTEM FOR PROMOTIONS

The following scoring criteria for promotion of academic staff shall be used as guidelines to assess the competences of each applicant.

CRITERIA
<p>1 - Academic and professional qualifications in relevant disciplines</p> <p>Non-clinical scholars:</p> <p>Professors/Associate/Senior/Lecturer</p> <ul style="list-style-type: none"> • PhD [or being on PhD track, for Lecturer] (12 points) • Masters (8 points) • Bachelor's degree: First class (6 points); Second upper (4 points) • Other academic and professional qualifications (2 points) <p>Assistant Lecturer</p> <ul style="list-style-type: none"> • Masters (8 points) • Bachelor's degree: First class (6 points); Second upper (4 points) • Other academic and professional qualifications (2 points) <p>Teaching Assistant</p> <ul style="list-style-type: none"> • Bachelor's degree: First class (6 points); Second upper (4 points) • Other academic and professional qualifications (2 points) <p>Clinical scholars:</p> <p>Professors/Associate/Senior/Lecturer</p> <ul style="list-style-type: none"> • PhD or being on PhD track (added advantage) (6 points) • Masters (12 points) • Bachelor's degree: First class (6 points); Second upper (4 points)* • Other academic and professional qualifications (2 points) <p>Teaching Assistant</p> <ul style="list-style-type: none"> • Bachelor's degree: First class (6 points); Second upper (4 points)* • Other academic and professional qualifications (2 points)
<p>2 – Publications (obtained after last promotion)</p> <ul style="list-style-type: none"> • Peer-reviewed journal article: First author (4 points); Corresponding (2 points); Co-author (1 point) • Published book with an ISBN (12 points)

<ul style="list-style-type: none"> • Book chapter (4 points)
3 - Teaching experience (where its required) <ul style="list-style-type: none"> • 1 point per year; maximum 15 years (15 points) at the current rank.
4 - Research grants and collaborations (cumulative) <ul style="list-style-type: none"> • More than UGX 1,000,000,000 (12 points) • Between UGX 500,000,000 - 1,000,000,000 (8 points) • Between UGX 100,000,000 - 500,000,000 (6 points) • Less than UGX 100,000,000 (4 points)
5 - Supervision of Postgraduate Students to Completion** (only the required number of completions shall be scored) <ul style="list-style-type: none"> • PhD student: 6 points • Masters student: 2 points
6 - Innovations <ul style="list-style-type: none"> • Patent (5 points) • Utility model (4 points) • Copyright (3 points) • Product (3 points) • Trademark (1 point)
7 - Other academic activities <ul style="list-style-type: none"> • External examination of a thesis (0.5 points per candidate), maximum of 10 candidates. • Internal examination of a thesis (1 point per candidate, maximum of 10 candidates). • Conference presentation (0.5 points per conference, maximum of 2 presentations). • Editors of journals (1 point per journal, maximum of 3 journals)
8 - Service to the University <ul style="list-style-type: none"> • Dean / Director (5 points) • Deputy Dean/Deputy Director (3 points) • Head of Department (2 points) • Membership to committees (University or Faculty) (1 point)
9 - Service to the Community <ul style="list-style-type: none"> • Any form of community service: 5 points

10 - Membership to Professional Bodies/Associations

Membership to Professional Bodies/Associations: 1 point (maximum 2 bodies)

11 - Performance and Conduct

- Based on performance appraisals for the last 3 years: 3 points.

*For unclassified degrees, the official University degree classification system shall apply to grade the candidates.

**These shall be students of Mbarara University of Science and Technology and “completion” shall mean successful thesis / dissertation defence or graduation as confirmed in a letter by the Academic Registrar (AR).

APPENDIX 11: VETTERS FORM

A: SCORING PROCEDURE FOR VETTERS

A1. Veters shall submit the following information on each publication. Assessment of the publication in relation to:

- a. Originality and contribution to knowledge.
- b. Relevance to the academic discipline.
- c. Relevance and currency of literature.
- d. Relevance or consistency to the individual's own specialization in an academic discipline.
- e. Quality of published work.
- f. Overall quality.

A2. For each component above, a grade should be awarded following the grading system shown below. In summary, a score of A (Excellent) should only be awarded when indicators in (a),(b), and (c) are highly regarded. For (f) above (overall quality of the publication), the grade should reflect the average of components (a) to (e), as mentioned above.

Grade	Points	Comment
A	6	Excellent
B+	5	Very Good
B	4	Good
C	3	Average
D	2	Poor
E	1	Very Poor

B: EVALUATION FORM

Paper/ Book chapter Book	(a) originality and contribution	(b) Relevance To academic discipline	(c) Relevance and currency of literature	(d) Relevance or consistency to individual's own specialisation in academic discipline	(e) Quality of published work	(f) Overall quality
1						
2						
3						
4						
5						
6						

B1. Overall Assessment (with a recommendation to *promote/ not to promote* or *to appoint/ not to appoint*)

B2. Any other comments / suggestions/recommendations (Please attach any other relevant additional information).

C: ASSESSOR'S ENDORSEMENT

Signature and date: _____

Assessor's name: _____

Academic Qualifications: _____

Title: _____

Institution: _____

APPENDIX 12: APPLICATION FOR OFFICIAL TRAVEL - ACADEMIC STAFF

To Be Completed in Triplicate (one for applicant, Central Registry personnel file and the other for departmental file) attach all relevant documents including Letters of Invitation/Placement and Sponsorship and budget breakdown)

SECTION ONE (To be filled by applicant- Academic Staff)

Name: Designation

Faculty: Department:

Place you intend to travel:

Dates: From to

Reason:

Any funds sought from the University? Yes/No, Amount:

If yes, specify the purpose for the funds sought? (Details e.g. per diem, air ticket etc.):
.....

If No, source of funding:

Date you last had Official Travel: For how long

Reason(s) for travel then

Funding Agency

Did you get (additional) University Sponsorship? Yes/No..... If Yes, How much?

What expenses were covered?.....

Signature: Date: Tel.....email.....

SECTION TWO (To be filled by the Dean/Director/Head of Department/Appointee)

Remarks by the Dean (in case of Heads, regarding relevance, timing and vote position, etc.)
.....

Signature: Date:

Remarks by the Head of Department (for other academic staff)
.....

Signature: Date:

For Deans/Heads (name who is to act in your absence).....

SECTION THREE (To be filled by the Bursar when funds are sought from the University)

Recommended/Not Recommended

Reason(s)

Signature: Date:

SECTION FOUR To be filled by the Vice Chancellor

Decision by the vice chancellor

Approved/Not Approved:

Signature: Date:

APPENDIX 13: APPLICATION FOR OFFICIAL TRAVEL - OTHER STAFF

To Be Completed in Triplicate (one for applicant, Central Registry personnel file and the other for departmental file) attach all relevant documents including Letters of Invitation/Placement and Sponsorship and budget breakdown)

SECTION ONE (To be filled by applicant- Other staff)

Name: Designation

Department:

Place you intend to travel:

Dates: From to

Reason:

Any funds sought from the University? Yes/No, Amount:

If yes, specify the purpose for the funds sought? (Details e.g. per diem, air ticket etc.):
.....

If No, source of funding:

Date you last had Official Travel: For how long

Reason(s) for travel then

Funding Agency

Did you get (additional) University Sponsorship? Yes/No..... If Yes, How much?

What expenses were covered?

Signature: Date: Tel.....email.....

SECTION TWO (To be filled by Heads of Department/Unit/Appointee to act)

Remarks by the University Secretary or Head of Department (For Heads of Departments and other staff respectively, regarding relevance, timing and vote position, etc.)
.....

Signature: Date:

For Heads of Departments (Name who is to act in your absence).....

SECTION THREE (To be filled by the Bursar when funds are sought from the University)

Approved /Not approved:.....

Reason(s) for approval/Not approval
.....

Signature: Date:

SECTION FOUR (To be filled by the Deputy Vice Chancellor Finance & Administration or University Secretary (For Heads of Departments and other staff respectively)

Approved/Not Approved:

Signature: Date:

APPENDIX 14: ANNUAL LEAVE FORM

To Be Completed in Triplicate (one for applicant, Central Registry personnel file and the other for departmental file). Attach Leave roster.

SECTION ONE (To be filled by applicant)

Name.....Designation
Department
Leave applied fordays. From:.....To:.....
Leave Address:.....
Telephone No:.....E-mail
Signature: Date

SECTION TWO (To be filled by the Head of Department)

Balance outstanding at last leave:.....days
Leave due from: To:
Leave odd days/leave taken off:.....days
This application is in accordance with leave roster, computation checked and leave recorded. I recommend that leave be granted.

Signature: Date:

SECTION THREE (To be completed by the Director Human Resource)

Application for leave from.....to is approved/ not approved (reasons for not approving must be given)
.....

Signature:..... Date:.....

APPENDIX 15: MATERNITY LEAVE FORM

To Be Completed in Triplicate (one for applicant, Central Registry personnel file and the other for departmental file). Attach Discharge form from a recognised health facility).

SECTION ONE (To be filled by applicant)

Name of applicant:

Position held:

Department/Unit:

Date of assumption of duties on first appointment:.....

Date of return from last maternity leave:

Present Maternity leave entitlement:.....

Maternity leave currently required:.....days. From:..... To:.....

Address while on Leave:.....

Signature of applicant:..... Date

SECTION TWO (To be filled by the Head of Department)

Leave due from: To:

Leave odd days/leave taken off:.....days

I certify that the applicant is entitled to maternity leave applied for and recommend that leave be granted.

Signature: Date:

SECTION THREE (To be completed by the Director Human Resource)

Leave approved/ not approved as recommended above.

The leave is taken up to:.....

Signature:..... Date:.....

APPENDIX 16: PATERNITY LEAVE APPLICATION FORM

To be completed in Triplicate (one for applicant, Central Registry personnel file and the other for Departmental file). Attach spouse's discharge form from a health facility).

SECTION ONE (To be filled by applicant)

Name of applicant:

Position held:

Department/Unit:

Names of Spouse who delivered:

Date of delivery:

Date of return from last Paternity leave:

Present Paternity leave entitlement:

Paternity leave currently required:days. From: To:

Address while on Leave:

Telephone contact:

Signature of applicant: Date

SECTION TWO (To be filled by the Head of Department)

Leave due from: To:

Leave odd days/leave taken off:days

I certify that the applicant is entitled to Paternity leave applied for and recommend that the leave be granted.

Signature: Date:

SECTION THREE (To be completed by the Director Human Resource)

Leave approved/ not approved as recommended above. If the leave is not approved, please give reasons:

.....
.....

The leave is taken up to:

Signature: Date:

APPENDIX 17: SCORING SYSTEM FOR APPLICATION OF POST-RETIREMENT CONTRACTS

The performance of staff who applies for contracts shall be appraised and scored based on the following criteria. The Head of Department should ensure that the submission has minutes / minute extract of the Departmental and Faculty Appointments and Promotions Committee explaining each score.

(A) TEACHING

S/No	PARAMETER	Maximum score	Awarded score
1.	Participation in teaching	10	
2.	Curriculum development, if any.	10	
3.	Supervision of graduate students	10	
4.	Mentoring Junior academic or research staff	10	
SUB-TOTAL		40	

(B) RESEARCH AND PUBLICATION

S/No	PARAMETER	Maximum score	Awarded score
1.	Involvement in quality improvement programs of the Department or Faculty.	10	
2.	Having publications, or book chapters or books published in the last five years or contract period.	20	
SUB-TOTAL		40	

(C) SERVICE TO UNIVERSITY AND COMMUNITY

S/No	PARAMETER	Maximum score	Awarded score
1.	Participation in University processes e.g. Committees	5	
2.	Quality assurance procedures of any institution such as vetting, thesis examination, moderation, editorial board	5	
3.	Participation in community service e.g. external boards, commissions, national programs, etc.	10	
SUB-TOTAL		20	

TOTAL SCORE (A+B+C): _____

APPENDIX 18: STAFF RESIGNATION COMPLIANCE FORM

To Be Completed in Triplicate (one for Applicant, one for Central Registry Personal File and the other for the Departmental File.

SECTION ONE (To be filled by the applicant)

Name of applicant:
Position held:
Faculty:
Department/Unit:
Date of first appointment:.....Date of resignation application:
Effective date of resignation:
Reason(s) for resignation:
.....
.....
Notice period required: Notice period given:

SECTION TWO (To be filled by the Head of Department/Unit)

(Attach Department Minutes on bonding, discipline, accountability etc.):

I confirm that the applicant has fulfilled all the requirements of resignation as stipulated by the relevant laws, policies and regulations including handing over of University property. I recommend that he/she be allowed to resign from University service.

Signed: Date:

SECTION THREE (To be completed by the Dean for academic staff)

I confirm that the applicant has fulfilled all the requirements of resignation as stipulated by the relevant laws, policies and regulations including handing over of University property. I recommend that he/she be allowed to resign from University service.

Signed: Date:

SECTION FOUR (To be completed by the Director Human Resource)

I confirm that the applicant has no pending or related disciplinary matter(s).

Signed: Date:

SECTION FIVE (To be completed by the Vice Chancellor)

I confirm that the applicant has fulfilled all the requirements of resignation as stipulated by the relevant laws, policies and regulations including handing over of University property. I recommend that he/she be allowed to resign from University service.

Signed: Date:

APPENDIX 19: CERTIFICATE OF SERVICE

(To be completed in respect of all staff leaving the Service regardless of scale)

Name of staff:.....

Faculty/Department/Unit:.....

Last Position held

Period of Service: From To

Type of engagement: Permanent/Contract:.....

Details of work performed.....

.....

.....

.....

.....

General Conduct

Cause of termination of engagement

This certificate is issued without any alteration or erasure.

Name and Designation:

Signature..... Date.....

Stamp of the Director Human Resources