



HUMAN RESOURCE MANUAL, 2022

FOREWORD

The purpose of this Human Resource Manual is to document and communicate the University's policies and procedures on Human Resource Management and to encourage fair and consistent treatment of employees of Kabale University. It provides guidelines to be used for the management of the University's most valuable asset -- that is Human Resources. The policies and guidelines herein are intended to create order and consistency in the day-to-day operations of Kabale University.

The University Council encourages responsible and productive working relationships and respect for personal integrity and growth of all staff members. This Manual is approved by Council as an effort towards achieving that goal.

The policies and procedures contained in this Manual shall replace and supersede any previous or existing human resource policies, procedures, regulations or practices. The University Council, which I am privileged to serve as Chairperson, believes whole-heartedly in the policies and procedures described herein and I encourage all stakeholders to internalize and make reference to the Manual while handling human resource issues.

This document may not cover every contingency and condition that may arise during employment and /or the management of human resources. I encourage every staff member to support the human resource programme of the University by letting the Directorate of Human Resources know whenever implementation problems arise. Employees can also help by suggesting improvements in the administration of these policies and procedures. As revisions become necessary, the Directorate of Human Resources, through the Vice Chancellor, should notify the relevant Committee of Council so that such areas are amended and stakeholders are notified of the amendments.

Management must ensure that copies of this Manual are available to line managers and all members of staff.

Adison Kakuru

CHAIRPERSON OF KABALE UNIVERSITY COUNCIL

INTRODUCTORY REMARKS BY THE VICE CHANCELLOR

The Human Resource Manual has been prepared in pursuance of the Vision and Mission of Kabale University. It represents the best effort of staff, Management and Council to formulate policies and guidelines that underscore and concretize the human resource goals of the University.

The level of staff morale and staff productivity depends on human resource policies that are well conceived, clearly stated, and consistently implemented. Kabale University aims to achieve fairness in the treatment of all members of the University community. We believe this Manual gives us the necessary framework for accomplishing this aim.

The Manual outlines policy guidelines and procedures approved by the University Council on recruitment, promotion, retention, career development and staff training, remuneration and welfare, performance management, disciplinary procedure, exit procedures, among others. It is hoped that this Manual provides a user-friendly guide for officers responsible for human resource management, line managers and staff, about their responsibilities and entitlements as employees of Kabale University. However, there may be some aspects of human resource management that are not covered and it is hoped that with time the Manual will be reviewed and identified gaps will be filled.

The Manual is a result of the efforts of many stakeholders in the University: the staff, staff Associations, Directorate of Human Resources, the Management team, the Chairperson and members of the Appointments Board, and the Chairperson and members of the University Council. I wish to express my sincere gratitude to all the members of staff and Council for their effort in enabling the production of this Manual. Additionally, we acknowledge the contribution of the various sister Universities and other organizations for sharing their materials with us.

I hope that all members of the Kabale University community will use this Manual to make their human resource management practices and behaviour compliant with the approved guidelines.

Prof. Joy C. Kwesiga

VICE CHANCELLOR

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Abbreviations/Acronyms

AR	Academic Registrar
DVC (AA)	Deputy Vice Chancellor Academic Affairs
DVC (FA)	Deputy Vice Chancellor Finance & Administration
HOD	Head of Department
HR	Human Resource
KAB	Kabale University
SDC	Staff Training and Development Committee
UOTIA	University and Other Tertiary Institutions Act 2001 (as amended)
US	University Secretary
VC	Vice-Chancellor

PREAMBLE

Kabale University (KAB): that started in 2002 as a Private University that changed status to a Public University in 2015 has the zeal, charisma and interest in advancing its service of imparting knowledge and skills development focusing on its Vision, fulfilling its Mission through its objectives, in line with its core values, principles and motto;

Mindful that: good and quality service provision is a function of high-quality professional and dedicated employees from a well selected, flittered, thoroughly evaluated, carefully recruited and appointed, entrusted with the job of promoting the Institution to the level of academic excellence;

Realizing that: a good employee force requires facilitation for support and morale boosting through well-articulated adequate remuneration that provides a decent living as well as incentives;

Conversant with the fact that: employees need time to rest for refreshment and rejuvenation, grants different type of leave to allow a break from institutional work;

Making sure that: employees need to be monitored, supervised and appraised in order to get a lot from them through coordinated high performance;

Realizing that: in order to maximize employees' performance, their skills need to be continuously enhanced through training and skills development to attain high qualifications as well as increase levels of performance through specialized and relevant knowledge acquisition and applications;

Well knowing that: a good employee should be of good conduct, with adherence to ethics; exhibiting not only respect for others but also smartness both in appearance and thinking; and refraining from discrimination and violent tendencies;

Understanding that: Conduct does not always automatically come by, but in some cases, it has to be enforced and reinforced through instilling discipline into employees through the application of appropriate disciplinary measures to counter any indiscipline tendencies;

Acknowledging that: employees need a voice to raise, air and defend their positions through organizations that collectively articulate, harmonize and logically present their views for redress by the employer by associating or unionizing;

Being sure that: the Institution as an employer outlives many generations far longer than any of its employees and, therefore, prepares for successive recruitment and exit of some members periodically;

Kabale University, therefore: hereby undertakes to articulate all these issues of employer and employees' concerns in a vibrant and even growing human resource manual to be the source of organized approaches and coordinated handling of employees' issues, providing a base of fairness and justice in the relationship between the employer and employees.

CHAPTER ONE

1.0 Introduction.

Kabale University (KAB) started in 2002 as a private University owned by the people of Kigezi. It acquired a License No. UIPL 003 in 2005, was granted a Charter – Charter Certificate No.UI.CH.008 in 2014, and became a Public University under Statutory Instrument No. 36 of 2015.

Since its inception, KAB has grown steadily in all aspects: academic, administration, student numbers and staffing as projected in the laid down objectives and functions.

1.1 OBJECTIVES AND FUNCTIONS OF THE UNIVERSITY

The objectives and functions of the University as a Public University include the following:

1. The provision of higher education, teaching and learning, promotion of research and advancement of and community outreach.
2. Dissemination of knowledge and giving opportunity of acquiring higher education to all persons including persons with disabilities wishing to do so regardless of race, political opinion, colour, creed or gender.
3. The provision of accessible physical facilities to the users of the Public University.

- a) **Intellectual:** to provide academic and comprehensive curricula made up of a broad range of degree, diploma and certificate programmes which allow each student to acquaint himself/herself with a fund of knowledge and skills that will aid him/her to grow socially, academically, professionally and to meet their needs and societal demands;
- b) **Socio-cultural:** to attach great importance to the enrichment of

the lives of the community residents and students by serving as a cultural and educational centre, offering cultural and recreational programmes of interest and value; and opportunities which will help students identify, clarify, and develop their aesthetic, moral and spiritual values and philosophy through student support services and programmes that facilitate growth and success in the academic, social, economic and spiritual sphere;

c) **Vocational:** to endeavor to provide courses that impart into students' vocational skills and knowledge best suited to their interests and aptitudes.

1.2 VISION

A sustainable vibrant University of academic excellence in the Great Lakes Region and beyond.

1.3 MISSION

To be an efficient and effective University that excels in teaching, learning, research, innovation and community engagement

1.4 CORE VALUES

- a) Excellence
- b) Integrity
- c) Diversity
- d) Learning Environment
- e) Academic freedom
- f) Collegiality
- g) Community Engagement

1.5 PRINCIPLES

The principles that shall guide the University towards the realization of its core purpose include:

- a) Innovative problem-based learning and teaching
- b) Community-oriented approaches
- c) Knowledge creation and research excellence
- d) Institutional efficiency and effectiveness
- e) Ethics and quality assurance
- f) All this is to be achieved on the basis of a **“University without walls”** that builds partnership with all its stakeholders.

1.6 Definition of Terms

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

- a) **“Abscondment”** – means a situation where a member of staff does not report for duty without good cause for thirty consecutive days.
- b) **“Academic staff”** – means, in accordance with the Universities and Other Tertiary Institutions Act, 2001:
 - i. Deans of Faculties or Schools
 - ii. Directors of Institute, College or other academic body
 - iii. Professors, Associate Professors, Senior Lecturers, Lecturers, and Assistant Lecturers appointed for teaching and research
 - iv. University Librarian, Professional Librarians and other library staff designated as academic members of staff
 - v. Researchers and Research Fellows
 - vi. Such other persons as the University Council may designate academic members of staff.

- c) **Academic Unit** shall mean a unit that runs academic programmes as approved by Council.
- d) **The Act** shall mean the Universities and Other Tertiary Institutions Act (UOTIA) 2001 (as amended).
- e) **Adjunct** appointment: Appointing a person(s) with academic or research specialization/ expertise to contribute their professional standing and specialist expertise to the teaching and/or research activities of a particular Department or research centre in the University.
- f) **“Administrative staff”** – means, in accordance with the Universities and Other Tertiary Institutions Act, 2001, persons employed by the University, other than academic staff, holding administrative, professional or technical senior posts in salary scales M7 – M1 established by the University Council for the efficient management and running of the University.
- g) **“Appointment”** - means conferment upon a person of an office or post of emolument in the service of the University.
- h) **“Appointing Authority”** - means the University Council or its delegate.
- i) **“Child”** – means, for purposes of this manual, a person who is:
 - (i) Born to a member of staff and aged not above 18 years;
 - (ii) Legally adopted by a member of staff, and aged not above 18 years;
 - (iii) Born to a member of staff, who, in the case of people with disabilities, may be outside the age range in (i) above, but deemed worthy consideration by the University Management.
- j) **“Contract”** - means a formal agreement signed between Kabale University and another party, to the effect that the other party should work for the University for a specified period of time.
- k) **“Council”** shall mean the Kabale University Council.

- l) **“Day”** - means a period of 24 hours.
- m) **“Deans Committee”** - shall mean the Senate Committee of Deans and Directors.
- n) **“Employee”** - shall mean a person employed by the University under the following terms of service: contract, permanent, temporary, probation, and casual.
- o) **“Failing to complete a course of study”** - means a situation where one does not get the required results or qualifications within the scheduled period of study without reasonable justification.
- p) **“Family”** – means one legally married spouse registered with the University and their 4 biological or legally adopted children under the age of 28 years.
- q) **“Gratuity”** – means a specific payment to the University employee on contract terms after a defined period.
- r) **“Leave”** – means a period competently granted to a member of staff to be off duty for a specific reason and time.
- s) **“Long course”** – means a course of study lasting one academic year and above.
- t) **“Top Management”** - shall mean the committee of Officers of the University as defined in section 30-37 of the UOTIA.
- u) **“Senior Management”** - shall mean a committee of Deans, Directors and Heads of Units chaired by the respective Deputy Vice Chancellors.
- v) **“Medical Practitioner”** – means a qualified medical doctor, duly registered and approved according to the written laws.
- w) **“Member of Staff”** – means a person appointed by Kabale University to work full-time in its service.
- x) **“Month”** - means calendar month of the year.

- y) **“Secretary”** – means University Secretary.
- z) **“Senior academic staff”** - means staff members at the rank of Senior Lecturer and above.
- aa) **“Senior administrative staff”** - means all administrative staff at the rank of Senior Administrative Officer or equivalent and above.
- bb) **“Short course”** – means a course of study lasting less than one academic year.
- cc) **“Spouse”** - shall mean one legally married spouse.
- dd) **“Staff”** - shall mean all persons appointed by the University in the academic, administrative and support categories.
- ee) **“Support Staff”** – means persons employed by the University who are not members of the academic staff, or the administrative staff.
- ff) **“Teaching”** - shall mean lecturing, instruction, drawing course outlines, setting course work assignments, practical or tests, invigilating, marking examinations, supervision, guidance and mentoring students.
- gg) **“The Board”** - shall mean Kabale University Appointments Board.
- hh) **“University”** – means Kabale University established under the Universities and Other Tertiary Institutions Act 2001 (as amended).
- ii) **“University Council”** – means the governing body of the University appointed in accordance with the Universities and Other Tertiary Institutions Act, 2001.
- jj) **“University Senate”** – means the senate for Kabale University appointed in accordance with the Universities and Other Tertiary Institutions Act, 2001.
- kk) **“Vacation employment”** - means employment offered to students on holidays.

II) **“Year”** – means calendar period of twelve months from January to December.

CHAPTER TWO: GENERAL PROVISIONS

2.0 Introduction

This Manual summarizes all the major Human Resource Policies and Procedures of Kabale University.

2.1 Citation

This Manual shall be cited as “The Kabale University Human Resource Manual 2022”.

- 2.1.1** The Manual shall constitute the University terms and conditions of service for all categories of its employees.
- 2.1.2** Where conflict arises between the Laws of Uganda and this Manual, the Laws of Uganda shall prevail.
- 2.1.3** When any matter arises which is not covered by this Manual, such a matter shall be brought to the attention of the University Council through the Appointments Board for consideration.
- 2.1.4** Any matter not covered by this Manual, but covered by other University Policies passed by Council and other applicable laws shall be equally binding upon employees of the University.
- 2.1.5** Ignorance of any particular sections of this Manual by staff shall in no circumstance be accepted as an excuse for its violation by any member of staff of the University.
- 2.1.6** The University Council may cause amendment of this Manual from time to time.

2.2 Objectives of the Manual

The objectives of this Manual are to:

- a) Enable the University attract and retain high quality staff.
- b) Create a good working environment for its personnel.
- c) Promote good working relationship.

- d) Serve as a basis for human resource development and management.
- e) Define the rights and obligations of the University as the Employer on one hand, and the rights and obligations of the employees of the University on the other hand.

2.3 Application

- 2.3.1** This Human Resource Manual is applicable to all persons holding or acting in any position in the service of the University.
- 2.3.2** The Manual is supplemented by other relevant University policies, professional codes of conduct and other applicable laws.
- 2.3.3** The Secretary shall ensure that University employees comply with provisions in this Manual.

2.4 Accessibility

- 2.4.1** The Secretary shall make the Manual accessible to all employees of the University by availing it on the University Website and University Library.
- 2.4.2** All employees of Kabale University have an obligation to access, read and comply with the provisions of this Manual.

2.5 Interpretation

- 2.5.1** Interpretation of the provisions of this Manual shall be vested with the Vice Chancellor.
- 2.5.2** Where a dispute arises in regard to the interpretation of this Manual, an appeal shall be made to the University Council through the Appointments Board.
- 2.5.3** The Council's interpretation shall be final.

2.6 Implementation

The overall implementation of this Manual is vested with the University Secretary in conjunction with managers and supervisors at all levels.

2.7 The Human Resource Directorate

2.7.1 The Human Resource Directorate shall be responsible for all Human Resource matters in the University.

2.7.2 The Human Resource Directorate shall:

- i. Ensure that quality standards are complied with and are cost effective;
- ii. Identify and advise on recruitment options;
- iii. Support, enable an effective and efficient recruitment process;
- iv. Help supervisors in establishing efficient and effective performance appraisal processes and procedures;
- v. Advise on issues of Labour and Employment laws, and human resource-related issues;
- vi. Maintain an updated data bank on potential candidates;
- vii. Maintain updated open and confidential personnel files for all staff;
- viii. Provide technical advice as may be necessary.

CHAPTER THREE: APPOINTMENT

3.0 Introduction

In accordance with Section 40 (1) of the Universities and Other Tertiary Institutions Act 2001, as amended, the University Council shall be the supreme organ of a Public University and shall be responsible for the overall administration of the University and ensuring the due implementation of the objects and functions of the University.

The Appointments Board shall be responsible for appointments of all University employees as per Section 50 (1) of the UOTIA.

3.1 General Policy Statement

3.1.1 The Appointments Board shall, except where provided otherwise under the Act, be responsible to University Council for the appointment, promotion, removal from service and discipline of all the academic, administrative officers and support staff of the University.

3.1.2 The Council shall also be responsible for establishment and review of posts in the University.

3.1.3 Recruitment shall be carried out in accordance with approved establishment and Budget.

3.1.4 Kabale University is an equal opportunities employer and all appointments in the University shall be governed by the principle of merit and equal opportunities.

3.2 Age Limit on Appointment

This provision establishes the age limit for appointment in order to have a systematic appointment and retirement plan for staff at different employment levels, which enhances a well-structured strategy for employee entry and exit practice.

3.2.1 Appointment on Permanent Terms

- a) Shall mean appointment up to the age of 60;
- b) Shall be for all employees of 55 years and below;
- c) Shall only be open to Ugandan citizens.

3.2.2 Appointment on Contract Terms

- a) All persons entering the University Service above the age of fifty-five (55);
- b) All Non-Citizens of Uganda;
- c) All Officers of the University as provided for in Part VIII of the Universities and Other Tertiary Institutions Act (2001) as amended.

3.2.3 Eligibility for first appointment on the basis of age

a) Academic Staff

- | | |
|-------------------------------|--------------------|
| i) Teaching Assistant | 35 years and below |
| ii) Assistant Lecturer | 50 Years and Below |
| iii) All other Academic Staff | 55 years and below |

b) Administrative Staff

- | | |
|--|--------------------|
| i) Administrative Staff (excluding Officers) | 55 years and below |
| ii) Officers of the University | 45 years and above |

c) Support Staff

- | | |
|------------------|--------------------|
| i) Support Staff | 55 years and below |
|------------------|--------------------|

3.2.4 Retirement Age

- a) Employees on permanent terms who attain the age of 60 years shall automatically retire.
- b) In special circumstances, depending on the University's needs, the Vice Chancellor may appoint an employee who has attained the retirement age on temporary terms for a period not exceeding six months. The Vice Chancellor shall report such appointment immediately to the Board.

3.2.5 Appointment of Retired Staff

An employee may be employed on contract terms depending on the following circumstances:

- a) Critical need of the University;
- b) Availability of a vacancy;
- c) Medical fitness, Certified by Medical Doctor.

3.2.6 Administrative and Support Staff

Administrative and Support staff who have reached the mandatory retirement age of sixty (60) years and whose services are still needed by the University as determined by the Board may be appointed on contract terms.

3.2.7 Appointment of teaching staff after retirement

Professors, Associate Professors, Senior Lecturers and Lecturers who have reached the mandatory retirement age of sixty (60) years and whose services are still needed by the University as determined by the Board may be appointed on contract terms.

3.2.8 The age limit for employment of retired teaching staff on contract terms shall be as follows:

Category	Upper Age Limit
a) Professor	80 years.
b) Associate Professor.	75years
c) Senior Lecturer	70 years
d) Lecturer	68 years

3.2.9 The age limit for employment of retired Administrative and Support

Staff on contract terms shall be as follows:

Category	Upper Age Limit
a) Officers of the University	
i. Vice Chancellor	80 years
ii. Deputy Vice Chancellors	75 years
iii. Other Officers	75 years
b) Senior Officers and above	70 years
c) Officers and Assistant Officers	65 years
d) Support Staff	65 years

In some exceptional circumstances the Board or the Council may vary the minimum or maximum age limit in respect of an employee in order to meet a critical need of the University.

When an employee reaches the upper age limit before completing the contract period, the period of service under contract supersedes this provision.

3.2.10 Age Limits for Appointment of Graduate Fellows/Teaching Assistants

A person who has attained the age of 35 years shall not be eligible for appointment as a Graduate Fellow/ Teaching Assistant.

3.2.11 Retirement on Medical Grounds

- a) An employee may be retired on medical grounds when he or she is no longer able to discharge his or her duties on medical grounds.
- b) The University Medical Board shall certify that the employee is not capable of continuing to perform the duties of his or her office.

3.3 Categories of employees

There shall be three (3) categories of staff as per section 51(1) UOTIA, 2001 (as amended):

- a) Academic
- b) Administrative
- c) Support

3.3.1 The Academic staff

The Academic staff shall, as per section 51(2) UOTIA, 2001 (as amended), consist of:

- a) Deans of Faculties or Schools;
- b) Directors and Principals of Institutes, Colleges or other academic bodies;
- c) Professors, Associate Professors, Senior Lecturers, Lecturers, Assistant Lecturers, appointed on fulltime basis for teaching and research;
- d) University Librarian, Professional Librarians and other library staff designated as academic members of staff; and
- e) Such other persons as the University Council may designate academic members of staff.

3.3.2 The Administrative staff

The Administrative staff shall consist of persons employed by the University, other than academic staff, holding senior administrative, professional or technical posts established by the University Council for the efficient management and running of the University in line with section 51(3) UOTIA, 2001 (as amended).

3.3.3 The Support Staff

The Support Staff shall consist of persons employed by the University who are not members of the academic or administrative staff in line with section 51(4) UOTIA, 2001 (as amended).

3.4 Types of Appointment

The following types of appointment shall apply:

- a) Permanent
- b) Contractual
- c) Part-time
- d) Temporary
- e) On trial
- f) Transfer of service
- g) Honorary
- h) Acting
- i) Probationary
- j) Adjunct
- k) Promotion

All letters of appointment shall be issued by the Secretary.

3.4.1 Permanent Appointment

3.4.1.1 Appointment on permanent terms shall be the type of employment where the period of service is up to the mandatory retirement age.

3.4.1.2 Eligibility for such appointment shall be determined by the University Council.

3.4.2 Contractual Appointment

3.4.2.1 Appointment on Contract shall be the type of employment where the terms of employment are as defined in a particular contract of employment between the University and an employee.

3.4.2.2 Eligibility for such appointment shall be determined by the University Council from time to time.

3.4.3 Part-time Appointments

3.4.3.1 A part-time appointment shall be made by the Secretary on the advice of Top management.

3.4.3.2 The staff on part-time employment shall be paid on an hourly basis or

any other agreed arrangement.

3.4.3.3 Part-time contracts shall normally be for a maximum of one academic year with renewal subject to satisfactory performance and the needs of the University.

3.4.3.4 Two weeks' written notice by either party shall be required prior to termination of part-time employment.

3.4.3.5 A member of academic staff of one Department may render part-time services to another Department on terms approved by the Top Management.

3.4.3.6 A member of administrative staff may offer part-time services to the University on terms approved by the Top Management.

3.4.4 Temporary Appointments

3.4.4.1 The Vice-Chancellor may make a temporary appointment where there is critical need for such appointment and inform the Chairperson of the Appointments Board within a period of one (1) month.

3.3.4.2 A temporary appointment shall be for a period not exceeding six months and shall be renewable once.

3.4.4.2 Two weeks' written notice by either party shall be required prior to termination of a temporary appointment.

3.4.5 Honorary Appointments

3.4.5.1 Honorary appointments may be awarded by Vice Chancellor on recommendation by Senate for persons on grounds of academic and/or professional distinction.

3.4.5.2 The appointment shall be non-salaried.

3.4.6 Acting Appointments

3.4.6.1 Subject to the provisions of the Law, all appointments in acting positions shall be made by the Appointments Board and communicated in writing.

- 3.4.6.2 Acting appointments shall be for a period not exceeding six months, renewable once.
- 3.4.6.3 In line with subsection 3.4.6.1 above, the employee holding such an appointment shall automatically revert to his or her substantive post, unless the appointment is extended for another period not exceeding six months.
- 3.4.6.4 An employee shall not act in two positions at the same time.
- 3.4.6.5 Only confirmed staff in service may be assigned acting appointment.
- 3.4.6.6 Where an officer is acting in a higher office, he or she shall be remunerated during his/her acting period as if he/she had been promoted to the higher office.
- 3.4.6.7 The officer's acting allowance will be the amount arrived at by subtracting his or her substantive current basic monthly salary from the monthly remuneration for the higher office.
- 3.4.6.8 Acting allowance commences 48 hours before the substantive or the holder of the post ceases to perform the functions of his or her office and ends 48 hours after another holder of the office, whether acting, on trial or substantive, assumes or resumes duty.

3.4.7 Transfer of Service

This is an appointment of an employee who has been serving in Local Government, Central Government or other public service and shall be made by the Board.

3.4.8 Probationary Appointment

- 3.4.8.1 The purpose of the probationary period is to enable the employee to learn about the University and his/her job. During this time, the employees will have an opportunity to find out if they enjoy and are well suited for their new position.
- 3.4.8.2 The probationary period shall also be used by the employer to assess

the suitability of the employee for confirmation.

3.4.8.3 All new employees shall be subjected to a probationary period specified in the Employment Act, 2006.

3.4.8.4 On assumption of duty, the Supervisor shall conduct a job-specific induction and orientation for the new employee.

3.4.8.5 At the end of the probationary period, the University may confirm, suspend confirmation or terminate employment.

3.4.8.6 A contract for a probationary period may be terminated by either party by giving fourteen days' notice of termination or by payment of the University to the employee of fourteen days' wages in lieu of notice.

3.4.9 Adjunct Appointments

3.4.9.1 The Board may appoint an Adjunct Professor, Associate Professor, Senior Lecturer or Lecturer.

3.4.9.2 The terms for adjunct appointment shall be approved by the Board according to Senate guidelines.

3.4.10 Appointment on Promotion

Promotion shall be carried out in accordance with provisions of this Manual.

3.4.11 Appointment on trial

The Board may in exceptional circumstances appoint an employee where recruitment of a qualified and/or experienced staff is not possible for a period of not more than two (2) years.

3.5 Other Appointments

3.5.1 Appointment of Heads of Academic Units

3.5.1.1 Principals and Deputy Principals of Colleges shall be appointed by the University Council.

3.5.1.2 Appointment of Principals and Deputy Principals of Constituent Colleges shall be carried out in accordance with Section 29(2) of the

UOTIA 2001 as amended.

3.5.1.3 Dean of a School/Faculty, Director of an Institute or Head of Department, and their deputies, and such other academic-related units shall be elected by its academic staff from amongst its senior Members of Academic Staff who are PhD holders. A submission shall then be made by the Secretary to the Appointments Board for appointment.

3.5.1.4 In case of a College, School/Faculty or Department in the process of being established, the Vice Chancellor shall appoint an Acting Head of the Unit to hold office for a period of one year, after which the Head of the Unit shall be elected in accordance with sections 53 or/and 54 of UOTIA as amended.

3.5.1.5 In line with sections 53 or/and 54 of UOTIA, such a Head shall hold office for a period of four (4) years and shall be eligible for re-election for one (1) more consecutive term.

3.5.1.6 The removal of the Head of the Academic Unit from office may be secured by a recommendation supported by two-thirds of Academic Members of the specific Academic Unit. Such recommendation shall be made to the Vice Chancellor who shall forward it to the Appointments Board.

3.5.2 Assignment of Duties.

Top Management may, on recommendation of the Dean or Head of Department, assign an employee to carry out duties of a higher post or at the same level when the post is temporarily vacant.

3.5.3 Appointment of External Examiners

3.5.3.1 The Academic Registrar shall appoint External Examiners subject to the approval of Senate in accordance with external examination policies

3.5.3.2 External examiners shall perform the following:

- a. External examination of thesis and dissertation;

- b. Processing of examinations of undergraduate/graduate programmes.
- 3.5.3.3 The External Examiners shall be remunerated on terms and conditions approved by Council.

3.5.4 Appointment of Casual Workers

- 3.5.4.1 The Secretary may hire Casual Workers on daily or hourly basis where payment is due on completion of each day's work.
- 3.5.4.2 3.3.4.2 For practical purposes, this daily or hourly payment may be accumulated and paid at the end of the week, subject to agreement of both parties.

3.5.5 Appointment of Volunteers

- 3.5.5.1 Persons of academic and/or professional distinction may be appointed as volunteers in accordance with this Manual.
- 3.5.5.2 A volunteer shall not receive a salary from the University but may be paid an allowance.
- 3.5.5.3 Volunteers shall be appointed for a period not exceeding two years.

3.5.6 Appointment of Professor Emeritus

The Senate may appoint Professor Emeritus who shall be a person of academic/professional distinction.

3.5.7 Appointment of Visiting Professor/Lecturer

- 3.5.7.1 Appointment of Visiting Professors and Lecturers shall be made by the Vice Chancellor on the recommendations of Academic Units.
- 3.5.7.2 Visiting Professors/Lecturers shall be appointed up to two (2) years and may be renewed based on satisfactory performance.
- 3.5.7.3 In a Unit where there may be no suitable staff to be appointed to occupy a Deanship/Headship position, a Visiting Professor may be assigned such administrative role.
- 3.5.7.4 **Remuneration:** Visiting academic staff may earn a salary from the University or receive honorarium as may be determined by Council.

3.5.7.5 The duties of the Visiting Lecturer shall be assigned by the head of an Academic unit.

3.5.8 Deployment on Secondment

3.5.8.1 An employee may be released to work in another institution on secondment for a specified period.

3.5.8.2 The duty, terms of service shall be specified in the letter of secondment issued by the Vice Chancellor.

3.5.8.3 The University shall remunerate such an employee in such a manner as shall be agreed upon between the two parties as long as such remuneration shall not amount to payment of double salary.

3.5.8.4 An employee on secondment shall not be entitled to terminal benefits as applicable to University employees on fulltime employment terms.

3.5.8.5 During the period of secondment, the receiving entity shall only pay duty facilitating allowances while the releasing entity 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 of the releasing entity, the salary difference shall be paid by the receiving entity.

3.5.8.6 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.

3.5.8.7 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 or her to assume duties of the new post.

3.5.8.8 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.

3.5.8.9 Where in the interest of the University it is deemed necessary that the employee becomes a permanent staff of the entity where he or she is seconded, the employee shall be recommended for appointment on transfer of service and the laid down recruitment procedures shall be followed.

3.5.8.10 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.

3.5.9 Appointment of non-citizens

3.5.9.1 A non-citizen may be appointed; and upon such appointment shall utilize his letter of appointment to obtain a work permit from the Directorate of Immigration and Citizenship.

3.5.9.2 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.

3.5.9.3 All non-citizens shall be employed on local contractual terms or as may be determined by the Council.

3.5.10 Employment of Retired Staff

The University may employ retired employees on contract terms depending on the following circumstances:

- i. Availability of a vacancy on the recommendation of the Head of Department;
- ii. The post to be filled requires special skills; and
- iii. The only suitable candidate available for the post is the retired employee;
- iv. He/she is found to be medically fit by Certified Medical Doctor.
- v. Availability of funds

3.5.10.1 A retired employee engaged on local contract terms shall be eligible to receive a gratuity in respect of his or her contract service in accordance with the terms of appointment.

3.5.10.2 An Academic/Research Department of the University may recommend the engagement of Associate Professors and Professors after the official retirement age under the following guidelines:

- a) The staff must have special skills useful to the Department and the University;
- b) His/her training and expertise must be relevant to the Department and the University.

3.5.10.3 Employment of Persons Retired on Abolition of Office

A University employee who retires on abolition of office may be re-designated in the University in any vacant post for which he or she is qualified.

3.5.10.4 Employment of Persons who resigned

- i. A University employee who resigns from the University may be appointed as a new entrant subject to the availability of vacancy.
- ii. The previous period served shall not be considered as part of employee's service.
- iii. A person who resigned may be re-engaged on condition that his/her record of previous service was satisfactory.

3.6 Appointment Procedure

3.6.1 Appointments and promotions shall be in accordance with the provisions of this Manual.

3.6.2 All vacant positions shall be declared by Heads of Units to the office of the Secretary through the Director of Human Resource.

3.6.3 The Secretary shall declare the vacant positions to Top management, who shall make relevant recommendations to the Board.

- 3.6.4** The Board shall review and authorize the method of recruitment.
- 3.6.5** All vacant posts shall be advertised either internally or externally except in emergency situations as determined by the Board.
- 3.6.6** Background check may be undertaken by the Appointments Board on some of the candidates.
- 3.6.7** The Appointments Board may appoint an applicant from a list of successful persons interviewed within a period of six (6) months before appointment.

3.7 Vacancies

A post shall be deemed vacant if it is in the Staff Establishment and not filled.

3.8 Solicitation of Applicants

- 3.8.1 Headhunting:** In case of failure to attract suitable candidates after advertisement or in case of emergency, positions may be filled through Headhunting.
- 3.8.2** Candidates identified through headhunting shall be subject to the normal recruitment procedures.

3.9 Handling of Applications

- 3.9.1** All persons seeking employment with the University shall do so through written applications addressed to the Secretary.
- 3.9.2** All applications received shall be registered by the Secretary.
- 3.9.3** The record of applicants shall be forwarded to the relevant department/unit for the comments of the Departmental/Unit Appointments and Promotions Committee.
- 3.9.4** The Department will forward the applications to Faculty Appointments and Promotions Committee.

3.9.5 The Faculty will forward the applications to Top Management through the Secretary.

3.9.6 Top Management will submit the applications to the Board with their comments

3.10 Verification of Documents

3.10.1 3.10.1 The University reserves the right to investigate the authenticity of a prospective employee's qualifications, employment record, work experience, research work and publications where applicable and references in such manner as it shall be deemed necessary.

3.10.2 3.10.2 Cases of impersonation, forged documents or giving false/incomplete information, whenever discovered, either before appointment or afterwards, will lead to automatic cancellation of candidature, cancellation of appointment, dismissal and/ or criminal prosecution.

3.11 Selection process

3.11.1 Technical support: The Appointments Board may engage specialized bodies/persons for support in the recruitment process.

Short-listing

3.11.2 The short-listing shall be done on the basis of guidelines given by the Appointments Board.

3.11.3 During short-listing of candidates for interview, the following factors shall be considered:

- i. Academic, professional and technical qualifications;
- ii. Job knowledge and technical competence;
- iii. Relevant work experience;
- iv. Leadership and management experience.

3.11.4 In line with other provisions of this Manual, during the short-listing process, discrimination on grounds of age, sex, marital status, family status, disability, race, ethnicity, and religion shall not be permitted.

3.11.5 All candidates shall be assessed fairly and equally irrespective of the above-mentioned characteristics.

3.11.6 Methods of Short-listing

Short-listing of candidates may include:

Document verification, Written/Practical Tests, Background Check, Screening of applicants.

3.11.7 Notice to short-listed candidates

3.11.7.1 Short-listed applicants shall be given notice of a minimum of 7 days and a maximum of 3 weeks, inclusive of weekends before the interview date.

3.11.7.2 The notice to each applicant shall indicate the date, place and time of the interview.

3.11.7.3 Short-listed candidates shall be notified through University website and any of the following modes of communication: University notice boards, email, telephone calls and SMS.

3.11.8 Background Check

3.11.8.1 The first background check can be done during the short-listing as determined by the Board.

3.11.8.2 The Board may conduct a reference check as a final stage of the selection process.

3.12 Interviewing

The Board shall interview short-listed candidates to determine suitable applicants for appointment.

3.12.1 Types of Interviews

3.12.1.1 The Board may use any or a combination of the following methods:

- a) Oral interviews
- b) Structured interviews
- c) Tests/practical.

3.12.1.2 At the interview, candidates shall present original copies of certificates and testimonials for verification.

3.12.1.3 The scoring structure shall be determined and agreed upon before the interview session.

3.12.1.4 The most suitable candidate(s) shall be selected after the interview session.

3.13 Procedure for Recruiting Academic Staff

3.13.1 In each academic Department, Faculty, Institute or College, there shall be an Appointments and Promotions Committee which shall consider applications for appointments, promotions and confirmations.

3.13.2 Where there is no capacity in the Departments, Faculties, Colleges or Units, competent persons shall be co-opted from related disciplines and/or other Institutions.

3.13.3 Except for professors, only persons whose ranks are higher to the rank of the person being considered for appointment, promotion and/or confirmation shall participate.

3.13.4 The Departmental Appointments and Promotion Committee shall serve for two years and:

- i. Consist five (5) members, at least three (3) of whom shall be Senior Academic Members of staff of the Department.
- ii. Where the Department is understaffed and lacks quorum, the

applications shall be considered at Faculty level.

- iii. The quorum for the Departmental Appointments and Promotion Committee shall be 2/3 of the members.
- iv. Where the Head of Department is a candidate, or where two (2) or more members of the Departmental Appointments and Promotion Committee are being considered, the members present shall elect a senior member available to chair the meeting.
- v. Where the Departmental Appointments and Promotion Committee cannot be constituted due to lack of eligible staff members, the cases shall be referred to the Faculty Appointments and Promotions Committee. The submission to the Faculty Appointments and Promotions Committee shall be accompanied by duly signed minutes by members who attended and form a quorum.
- vi. The task of the Committee shall be to scrutinize all applications for appointment promotion or confirmation.
- vii. In case of a controversy within a Department or a lack of clarity on any issue, the relevant Dean/Director/ shall be invited to assist in resolving the problem.

The decisions of the Departmental Appointments and Promotions Committee shall be communicated to the Faculty Appointments and Promotions Committee in form of minutes which shall bear the signatures of members who attended the meeting and formed quorum.

3.14 The Faculty/School/Institute Appointments Committee

3.14.1 A Faculty, School or Institute shall have an Appointments and Promotions Committee which shall serve for two years consisting of the following:

- i. The Dean or Director who shall be the Chairperson;
- ii. The Deputy Dean or Deputy Director;

- iii. Heads of Department within the Faculty, Institute or School or other body;
- iv. Two representatives of the teaching staff at the rank of Senior Lecturer and above elected by the Faculty Board;
- v. Any other co-opted member(s).

3.14.2 The quorum for the Faculty Appointments and Promotions Committee shall be 2/3 of members.

3.14.3 Where a Faculty/School/Institute is understaffed and cannot constitute a committee due to lack of eligible staff members, the Dean shall refer the matter to, the Academic Registrar to identify suitable members from other Units or similar Institutions.

3.14.4 The Faculty Appointments and Promotions Committee shall be responsible for:

- a) Considering recommendations from the Departmental Appointments and Promotions Committees and making recommendations to the Top Management;
- b) Handling cases of appointment, promotion and confirmation and training from understaffed Departments;

3.14.5 Where the Head is the candidate, the Faculty Appointments and Promotions Committee shall elect a Chairperson from among the members present to assess the application.

3.14.6 A member of the Faculty Appointments and Promotions Committee who may have interest in the agenda under consideration, shall be required to declare conflict of interest.

3.14.7 Vetting of applicants' publications

- i. Vetting of publications by the applicants at the rank of Senior Lecturer and above shall be done.

All appointments by Board shall be reported to the Council.

3.15 Recruitment of Officers of the University

Officers of the University shall be recruited in accordance with Part VIII of Universities and Other Tertiary Institutions Act, 2001 (as amended).

3.16 Other Administrative and Support staff

Administrative and Support staff

3.16.1 There shall be an Administrative and Support staff Appointments, Promotions Committee which shall serve for two years consisting of the following:

- a) The Deputy University Secretary who shall be the Chairperson;
- b) The Deputy Bursar;
- c) Heads of Units;
- d) Two representatives of the Associations of Administrative and Support staff;
- e) The Human Resource Directorate will provide the Secretary;
- f) The Committee may co-opt any other member;
- g) The principle of Gender equity will be observed.

3.16.2 The quorum for the committee shall be 2/3 of the members.

The Committee will submit its report to Top management through the Secretary.

3.16.3 Each successful applicant shall be issued with an appointment letter spelling out the terms and conditions of service and job description.

3.17 Appointment of Administrative Staff to Academic Positions and Vice Versa

3.17.1 Administrative Staff of the University may be appointed as academic

staff by the Appointments Board in accordance with the established guidelines and procedures.

3.17.2 Academic Staff of the University may be appointed as administrative staff by the Appointments Board in accordance with the established guidelines and procedures.

3.18 Offer of Appointment and Acceptance

3.18.1 An offer of Appointment shall be made in writing by the Secretary and copied to Vice Chancellor, Deans/Directors, Internal Audit, University Bursar, Human Resource and Heads of relevant Departments.

3.18.2 The Appointment letter shall embody the following: name of appointee, effective date of appointment, post appointed to, Job Description, terms of appointment, duration of appointment, salary scale, any other entitlements as applicable and the acceptance option.

3.18.3 The appointee shall be required to indicate in writing their acceptance of offer.

3.18.4 Shall attach three copies of passport size photographs of their current likeness, indicating the earliest time they would be available to take up the post.

3.18.5 All new employees shall be required to confirm their dates of assumption of duty through their respective supervisor.

3.18.6 Heads of relevant Department shall be required to confirm in writing the individual's date of assumption of duty to the Secretary within two days from the date of reporting on duty.

3.18.7 An offer of appointment shall remain valid for a period not exceeding one calendar month from the expected date of assumption of duty.

3.18.8 All new employees shall be required to fill the Personal Data Form provided by the University.

3.18.9 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.

3.18.10 All appointees shall be subjected to medical examination by a Government Medical Officer.

3.18.11 The period of the assignment should not exceed six months.

3.18.12 The period when one is assigned to carry out duties of higher post does not attract gratuity for employees whose contract include a gratuity clause.

3.18.13 An employee assigned to carry out duties of a higher post shall be paid duty allowance in accordance with approved University's duty facilitating allowances.

3.18.14 An employee on probation shall not be assigned duties of a higher post.

3.19 Employment Records

The employment record shall include but is not limited to acceptance assumption of duty, bio-data forms, contract agreement and any other correspondences on the employee.

3.20 Records Management Policy

The University shall have a records management policy that includes employees' records, both manual and electronic, which shall be managed within the provisions of that policy.

3.20.1 Personal Data

The initial records provided shall be taken as the true and authentic record and any changes thereafter shall require proof of authenticity by the Secretary beyond any doubt. All employees shall provide passport-size photographs

attached to their bio data forms to be updated after every five (5) years.

3.20.2 Personal Files

3.20.2.1 All records about an employee shall be kept on their personal file.

3.20.2.2 There shall be at least two sets of personal files; one kept and maintained in the Central Registry and the other kept and maintained at the Department/Unit.

3.20.2.3 An employee may have access to their personal file in accordance with records management guidelines as approved by Council.

3.21 Transfers and Deployments

3.21.1 Internal transfers are encouraged by the University as they give employees opportunity to widen their exposure and pursue development in other Departments/Units within the university.

3.21.2 Transfer also enables the University to deploy employees to areas where they can best contribute, meet the staffing requirements and changing priorities of the University.

3.21.3 It shall be the policy of the University to consider internal transfers for existing employees whenever a suitable job opportunity arises.

3.21.4 All employees shall have equal opportunity for transfer and shall be affected basing on job-related factors.

3.21.5 An employee may be transferred from one Campus to another and from one Department, Section or Unit when need arises and following the guidelines below:

3.21.6 An employee on transfer shall immediately hand over his or her office in accordance with the University policy and report to the Head of the station to which he or she is posted.

3.21.7 Transfers shall always be justified on genuine administrative considerations.

3.21.8 Transfers shall be to same position as the staff is substantively appointed to.

3.21.9 An Academic Staff who wishes to transfer to another Department shall submit his/her application through his/her Head of Department to the Secretary who shall present the case to the Appointments Board.

3.21.10 A Head of Department may initiate a transfer of Staff from one Section or Unit to another.

3.21.11 All Administrative and Support Staff requests for transfers shall be submitted by Heads of Department to the Secretary through the Head of Human Resource for approval.

3.21.12 Under normal circumstances, the University shall not post husband and wife or parent and child for duty in the same Department. Where this is not possible, husband and wife, parent and child may work in the same Department, but they should not be deployed in a relationship where one might be the immediate supervisor of the other.

3.21.13 When transferring employees, the Head of Department shall ensure that copies of the posting instructions are sent to the receiving station.

3.21.14 An employee who does not comply with the posting instructions shall have committed an act of insubordination and shall be liable to appropriate disciplinary action.

3.22 Confirmation

- a) All employees appointed on probationary terms shall be confirmed on satisfactory completion of the probationary period.
- b) Where an employee has already held an appointment at a lower level, the Board may waive the period of probation.

- c) An employee who has successfully completed his/her probation period shall be confirmed in University service with effect from the date of assumption of duty.

3.22.1 Procedure for confirmation

- 3.22.1.1 An employee concerned shall apply to the Secretary through the Head of Department/Unit, for confirmation.
- 3.22.1.2 On receipt of the application, the Head of Department shall present it to the Department Appointments and Promotions Committee who will make their recommendation and submit to the Faculty Appointments and Promotions Committee.
- 3.22.1.3 The Faculty Dean shall submit to the Secretary.
- 3.22.1.4 The Secretary shall submit to Top Management who will submit to the Board.
- 3.22.1.5 The Secretary shall ensure timely submission of confirmation cases.
- 3.22.1.6 The Board may confirm the Appointment, extend the probationary period or terminate the appointment.
- 3.22.1.7 Confirmation in all cases must be processed within the probationary period of an employee.
- 3.22.1.8 Supervisors who fail to process confirmations of employees within the probationary period shall commit an offence and shall be liable to disciplinary action.
- 3.22.1.9 Confirmation in University service shall be based on satisfactory performance as indicated in the appraisal reports.

CHAPTER FOUR: SALARY: ALLOWANCES AND PERKS

4.0 Introduction

An employee who has been appointed and has assumed duty shall have a right to receive a salary in return for the services he/she renders. Allowances, Benefits and Perks shall be paid to employees according to the rates determined by the Council from time to time.

4.1 SALARIES

4.1.1 General Rules about Payment of Salaries

- 4.1.1.1 Salary is paid to an employee in return for rendering service while in employment of the University.
- 4.1.1.2 Salaries for employees shall be paid monthly through individuals' bank accounts.
- 4.1.1.3 Subject to practicality, employees leaving, or being dismissed from the University's service after the 15th, shall be entitled to a full month's salary.
- 4.1.1.4 Each employee may access his/her pay slip on a monthly basis on the electronic system.
- 4.1.1.5 When a post has been downgraded by a relevant authority, the employee occupying the post shall retain his/her previous salary on a person-to-holder basis.

4.1.2 Salary Advance

- 4.1.2.1 An employee may apply, once in every three (3) years, for salary advance not exceeding three (3) months gross pay to his or her secretary, who will in turn seek approval from the Secretary to the Treasury. Advances will normally be made only in cases of emergency or hardship arising from causes which the employee could not have foreseen.

- 4.1.2.2 Upon approval, the request for payment shall be effected through the payroll using the normal procedures.
- 4.1.2.3 Recovery of the amount advanced shall be effected through deduction from the employee's salary.
- 4.1.2.4 Recovery shall be effected within the same fiscal year.
- 4.1.2.5 In cases where the applicant has other on-going or pending deductions to his or her salary, approval for payment shall only be granted on certification by the Secretary that the total deduction shall not exceed 50% of the employee's gross salary in any one month.
- 4.1.2.6 An employee shall be required to sign a salary advance form.

4.1.3 Allowances –

- 4.1.3.1 The following are the types of allowances:

Table 1: Types of Allowances

S/N	CATEGORY ALLOWANCE	OF TYPES OF ALLOWANCE
1	General	Mobile Telephone Allowance Housing Subsidy Allowance
2	Travel	Night Allowance Outside Uganda Transit Allowance Safari Day Allowance in Uganda Safari Day Allowance outside Uganda/Mission Lunch and Dinner Allowance Out-of-Pocket Allowance Kilometrage Allowance Staff welfare Allowance Disturbance Allowance Settling-in Allowance

		Hardship Allowance
3	Extra Duty	Acting Allowance Duty Allowance Honoraria Sitting Allowance Overtime Allowance Special provisions of Overtime for Drivers Innovation or Award Allowance
4	Training	Part-time Lecturer's Allowance Part-time Examiner's Allowance Oral Examination Allowance Invigilation Allowance External Examination Allowance Teaching Allowance Book Allowance

4.1.3.2 The details of the above allowances can be viewed in Section (E) of the Uganda Public Service Standing Orders, 2021.

4.1.3.3 The types and rates of allowances shall be paid as determined by Council from time to time subject to availability of funds.

4.1.3.4 Duty Allowance

- a) Computation of duty allowance shall be based on basic salary of the post.
- b) The formula for computation of duty allowance shall be as follows:
 - (i) Where an officer is assigned duties of a post one step above his or her substantive post, he or she shall be paid the full difference between the minimum salary of the higher post and the basic salary of

- his or her substantive post;
- (ii) In the rare event that an officer is assigned higher responsibilities in a post which is two steps above his or her substantive post, the formula applicable shall be a half ($1/2$) of the full difference between the minimum salary of the higher post and the basic salary of his or her substantive post; and
 - (iii) Where the responsibilities of a higher post are shared by two or more officers, the allowance arrived at (a) or (b) above will be divided equally between the officers.
- c) Duty allowance cannot be paid simultaneously with acting allowance.
 - d) Duty allowance is payable where the post is vacant or temporarily vacated by its substantive holder.
 - e) Duty allowance does not continue indefinitely, but lapses after six months' payment.
 - f) The extension for payment of duty allowance shall be granted only in cases where the substantive holder is still away on authorized leave.
 - g) Duty allowance is not payable where the salary of the officer undertaking the higher duties is already equal to or greater than the fixed salary or the minimum basic salary point of the salary scale on which the post carrying the higher responsibilities is graded.

CHAPTER FIVE:

5.0 EMPLOYEE BENEFITS

5.1 Terminal Benefits

- 5.1.1** University may operate a terminal benefits scheme as shall be determined by the Council.
- 5.1.2** Terminal benefits shall be paid to employees leaving the service of the University and have cleared with the relevant offices. Terminal benefits shall be subjected to deductions for damages losses or any other dues owed to the University.
- 5.1.3** Terminal benefits shall be taxed as provided for under the laws of Uganda.
- 5.1.4** An employee who is dismissed, on probation, temporary or on part-time terms of employment shall not be paid terminal benefits.
- 5.1.5** Teaching Assistants shall not be eligible for terminal benefits.

5.2 National Social Security Fund (NSSF)

- 5.2.1** University employees shall contribute to the National Social Security Fund (NSSF) in accordance with the National Social Security Fund Act.
- 5.2.2** The contribution shall be 10% by the employer and 5% by the employee of the basic salary every month.
- 5.2.3** An employee on permanent terms who attains the age of 55 shall be entitled to a monthly contribution of 10% of his/her basic salary.
- 5.2.4** Notwithstanding paragraphs 5.2.1- 5.2.2, the University may choose to subscribe to an alternative retirement benefit scheme in accordance with the laws of Uganda.

5.3 Compensation

If an employee is injured or dies from injuries sustained while going to or from work or while on duty, compensation will be paid to him/her or to his/her family members in accordance with the Workers Compensation Act.

5.4 Death

5.4.1 The death of an employee must be reported immediately by the quickest means of communication to the Secretary, who shall in turn inform the next of kin. The initial notification must be followed by a detailed report with the following:

- (a) Date and time of death;
- (b) Address of nearest relative; and
- (c) A report by the Medical Officer.

5.4.2 Burial expenses for all employees shall be borne by the University and shall include the following:

- (a) Coffin
- (b) Grave construction
- (c) Shroud (wrapping cloth)
- (d) Embalming of the body.
- (e) Wreath
- (f) Transport of the deceased from the point of death to the home place as indicated in the bio-data form.
- (g) The Secretary may provide transport and any other assistance to the deceased employee's family.

5.4.3 The Secretary should ensure that terminal benefits of a deceased employee are paid.

5.4.4 Death of a Member of an employee's Immediate Family

5.4.4.1 For purposes of this Section, a family member will include a spouse

and biological or legally adopted children declared in the Bio-data form.

5.4.4.2 The death of a member of the family of an employee must be reported to the Secretary immediately.

5.4.4.3 The University shall contribute towards burial expenses at rates determined by Council.

5.4.5 Gratuity

An Employee on contract, other than Teaching Assistant, is entitled to annual gratuity as provided by the Regulations.

CHAPTER SIX

6.0 LEAVE, VACATIONS AND PUBLIC HOLIDAYS

6.1 Leave

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.

6.2 Forms of Leave

6.2.1 Annual Leave

6.2.1.1 Annual leave is a right. It is, therefore, mandatory for all full-time employees to apply for leave when it is due and to get express authority to go on leave.

6.2.1.2 Academic staff, and other staff whose services are directly required when students are in session will normally take their annual leave during students' vacation.

6.2.1.3 While the wishes of an individual employee to take leave at a particular time may be taken into account, the approval of such leave is subject to the exigencies of the University, and at the discretion of the immediate supervisor.

6.2.1.4 All full-time employees are entitled to the number of days set out in **Appendix 1.**

6.2.1.5 Where an employee is not permitted to take leave for whatever reason, he /she may carry the leave to the succeeding year, subject to the approval of the Vice Chancellor or the Secretary as the case may be.

6.2.1.6 The Secretary shall explain to the individual in writing the reasons for cancelling or deferring the leave.

6.2.1.7 Annual leave not taken during a calendar year shall be forfeited unless prior written permission to carry the leave to the succeeding year is granted.

6.2.1.8 The Head of Department (HOD) in consultation with the employees

under the Department is responsible for scheduling leave for all employees in the Department.

6.2.1.9 Every Department shall have a leave roster at the beginning of each calendar year, a copy of which shall be availed to the Secretary.

6.2.1.10 Employees shall submit their leave requests in advance at least 14 days before the beginning of the leave.

6.2.1.11 The leave year shall commence on the date of first appointment and thereafter on the anniversary of the date of first appointment.

6.2.1.12 An employee will be eligible for annual leave after serving for a period of at least eight (8) months from the of assumption of duty or from the date of resumption of duty after the previous leave.

6.2.1.13 For the period an employee is on suspension, study leave or sabbatical leave, s/he will not be eligible for annual leave.

6.2.1.14 Where, during annual leave, an employee falls sick to the extent of being hospitalized, the Secretary may allow him/her to extend the leave by the days he/she was hospitalized, subject to providing proof of hospitalization by the affected employee.

6.2.1.15 Recall from Annual Leave

a) The University has the right to recall any employee from annual leave or deter or cancel permission to proceed on Annual Leave in the interest of the University.

b) Where an employee is recalled from leave prematurely, the remainder of the leave shall be deferred and the University shall meet travel expenses for returning to duty and going back.

6.2.2 Study Leave

6.2.2.1 Study leave shall be granted in the public interest to enable an employee to pursue studies. The course content must be relevant to

the performance needs of the University or the career progression of the employee.

- 6.2.2.2 Approved study leave shall be on full salary.
- 6.2.2.3 When submitting a request for study leave, the Secretary shall be guided by the Kabale University Policy on promoting staff academic growth and professional development.
- 6.2.2.4 An employee who proceeds for full-time studies without authority shall be regarded as having abandoned duty in accordance with the provisions of Section A – o of Uganda Public Service standing Orders, 2021.
- 6.2.2.5 Study leave shall not extend beyond the stated duration of the course without any further renewal by the Appointing Authority.
- 6.2.2.6 Extension of study leave may be granted on request by the employee subject to satisfactory academic progress report.
- 6.2.2.7 An employee on study leave shall not be granted or considered for promotion during that period of study.
- 6.2.2.8 The period of study is not leave-earning.
- 6.2.2.9 An employee who has not served the University for at least two (2) years or on temporary terms shall not be eligible for study leave.
- 6.2.2.10 Study leave with pay for courses exceeding Six months shall be granted by the Board.
- 6.2.2.11 Employees who exhaust their study leave and do not return to the University within one month from expiry of the leave, without justifiable reason, shall have payment of their salaries and allowances suspended and may be subjected to disciplinary action.
- 6.2.2.12 **Emoluments for Staff on Study Leave**
 - (a) Payment of such allowances as transport, food, warm clothing, visa fees, per diem or related matters shall be determined by the Board and/or the

conditions of the grant/sponsorship.

- (b) A return air-ticket not exceeding economy class air fare may be granted by the University.

6.2.3 Maternity Leave

- 6.2.3.1 A female employee shall be allowed to go on maternity leave when her pregnancy has reached its 36th - 38th week and/or as may be recommended by a Government Medical Officer.
- 6.2.3.2 Every female employee, regardless of her status or her terms of appointment, shall be entitled to maternity leave of up to 60 working days on full pay.
- 6.2.3.3 A female employee who requires an additional period of absence from duty over and above the 60 working days, for purely maternity purposes, may seek additional days on the recommendation of a Government Medical Officer.
- 6.2.3.4 The additional period mentioned in 6.4q.3 shall not exceed the number of days of annual leave to which an employee by virtue of her status is entitled.

6.2.4 Paternity Leave

- 6.2.4.1 After a wife of an employee has had a delivery or miscarriage, the employee shall immediately be entitled to seven (7) working days of paternity leave on full pay.
- 6.2.4.2 Paternity leave shall be granted within ten (10) days after the day of delivery by a spouse registered with the University.
- 6.2.4.3 A medical report shall be presented before one proceeds from paternity leave for record.

6.2.5 Sick Leave

- 6.2.5.1 An employee who is sick may be granted sick leave in the event where the Secretary, on recommendation of a Government Medical Officer, concludes that the output of such a member has been adversely affected, and that the reduced productivity is attributable to the sickness, or that the member of staff has been debilitated by the sickness.
- 6.2.5.2 On the recommendation of a Government Medical Officer, an employee may be granted sick leave on full pay by the Secretary up to 90 days in any period of twelve months. This period may be extended to 180 days on full pay in any period of 12 months if a Government Medical Officer is satisfied that the member of staff will be fit to resume duty within a reasonable time.
- 6.2.5.3 If there is doubt about the employee's ability to resume duty within a reasonable period of time because of sickness, the Board will refer the Employee to the University Medical Board constituted by the Council.
- 6.2.5.4 On the Recommendation of the University Medical Board, the Appointments Board will take the final decision which may include retirement on medical grounds.
- 6.2.5.5 The employee will be retired on medical grounds and shall be paid all terminal benefits that he/she is entitled to.
- 6.2.5.6 It is recognized that sick leave may have to be approved in retrospect because when an employee falls sick, his or her medical officer cannot at that stage be sure when the employee will be fit to resume duty. This is in order, provided the employee is under the care of a Government Medical Officer.

6.2.6 Leave without Pay

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

6.2.6.1 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.

6.2.6.2 Employment on contract under Government Projects and Programmes: In this case, Leave Without pay will be granted for a period of five (5) years renewable once.

6.2.6.3 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 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 an approved course of study abroad;
- ii. An employee who wishes to join a spouse who is working in Foreign Service; and
- iii. An employee who encounters challenges related to child-raising.

6.2.6.4 An employee may be granted Leave without pay by the Vice Chancellor under Justifiable cause up to a maximum of 12 months beyond which one has to reapply. Beyond 12 months, the authority must be given by the Board.

6.2.6.5 An employee on Leave without pay shall not be paid salary and allowances during the leave period.

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

6.2.7 Compassionate Leave

- 6.2.7.1 At the discretion of the Top Management, with a recommendation of the immediate supervisor, Compassionate leave on full pay may be granted to an employee under justifiable circumstances such as: sickness/hospitalization/death of a spouse, biological/legal child, or parent. Such leave shall not exceed seven (7) working days.
- 6.2.7.2 Any deviation from this may be approved by the Top Management as circumstances may warrant. Any other additional days taken shall be deducted from annual leave.

6.2.8 Sabbatical Leave

- 6.2.8.1 The University may grant Sabbatical leave to employees for academic/professional/managerial purposes.
- 6.2.8.2 Sabbatical leave shall be for a period not exceeding one calendar year.
- 6.2.8.3 An employee shall become eligible for sabbatical leave only after serving the University for not less than seven continuous years.
- 6.2.8.4 The purpose for, and expected outcome of, the Sabbatical leave shall be explicitly stated in the application and grant for the leave.
- 6.2.8.5 Sabbatical leave shall be applied for through the respective Dean/Director/Head of Department/Section and granted by the Vice Chancellor.
- 6.2.8.6 Sabbatical Leave activities: While on sabbatical leave the employee shall focus his/her efforts on undertaking the following:
- a) Advancing frontiers of knowledge through research;
 - b) Processing of research data and publishing the results in the form of scholarly papers and/or books;
 - c) Consultancy work where there is evidence of research involvement and benefit to both the University and the employee;

d) Improving managerial competences.

6.2.8.7 The following shall be the conditions for eligibility to Sabbatical Leave:

- a) Must have served at a level not less than a Lecturer/ Research Fellow/ Librarian I/Senior Officer in the administration at the University.
- b) For Departments/Units which have more than one (1) eligible sabbatical leave candidate at a given period, one who has served the University longer will be given first priority.
- c) Under no circumstances shall services in a given Department be allowed to suffer as a result of an employee taking sabbatical leave.

6.2.8.8 **Procedure for Sabbatical Leave**

- a) An employee applying for Sabbatical Leave shall submit to the Vice Chancellor through his/her Department and Faculty, attaching a comprehensive and acceptable research programme or academic activity which shall be undertaken during that sabbatical leave period.
- b) An employee must also submit to the Vice Chancellor through his/her respective Department and Faculty, details about the Institution where he/she intends to spend the sabbatical leave period.
- c) An employee shall identify and confirm source(s) of funding before applying for sabbatical leave.
- d) An employee shall submit a report to the Vice Chancellor through the Head of Department and the Secretary on completion of sabbatical leave.
- e) Extensions of sabbatical leave up to three (3) months may be granted under very special circumstances.
- f) An employee who has just completed a term as University administrator (e.g. Vice Chancellor, DVC, Dean, Director or Head of Academic or Administrative Department), during which period he/she had relatively

little time available for research/professional development shall be placed on a high priority.

- g) Disciplinary action shall be taken against an employee who does not follow and fulfil the approved sabbatical leave application procedures and activities.

6.3 Public Holidays

The University shall observe all statutory public holidays and other public holidays as may be declared by Government from time to time. Where employees are requested to perform some urgent official duties, they may take off days in lieu.

6.4 University Vacations

6.4.1 The University has two (2) main vacations, namely, the long vacation from June to early August and the Christmas recess from mid-December to the first week of January. During these periods, the academic members of staff engage themselves in marking examinations, doing other useful academic activities like research or field practice (internship) supervision. Alternatively, they may take their annual leave as may be arranged.

6.4.2 All non-teaching staff shall continue to work normally even when students are on holidays and may take annual leave at the time mutually agreed upon with the supervisor.

CHAPTER SEVEN

7.0 PERFORMANCE MANAGEMENT

7.1 General Principle

7.1.1 Performance management is a continuous process where managers and employees work together to plan, mentor and review an employee's work objectives and overall contribution to the Institution.

7.1.2 The University shall ensure that the following human resource practices are in place to support the performance management process.

- a) Well-designed job descriptions and specification;
- b) Comprehensive employee orientation and training;
- c) A conducive work environment; and
- d) Efficient and effective supervision.
- e) Appraisal system

7.1.3 All employees of the University shall be required to sign performance agreements annually.

7.1.4 Performance management at the University shall be based on six core principles namely:

- a) Simplicity,
- b) Openness,
- c) Objectivity,
- d) Fairness,
- e) Transparency, and
- f) Participation.

7.1.5 The performance management system shall enable the University to:

- a) Review employees' contribution to the strategic plan of the university;
- b) Identify and address areas for improvement in job performance;
- c) Identify professional development needs;

- d) Promote employees;
- e) Build an efficient and effective performance culture.

7.2 Performance Planning

7.2.1 Annual University performance plans shall be agreed upon at the beginning of each financial year and shall form a basis for determining an employee's annual performance.

7.2.2 When preparing the performance agreement, the targets and outputs should be determined with a specific aim of achieving the University's strategic plans.

7.2.3 The supervisor and supervisee shall identify and review the links between the employee's job description, schedule of duties, his/her work plan on one hand, and the University strategic plans, objectives and goals on the other.

7.2.4 The supervisor and supervisee shall develop performance plans that include, but are not limited to, the following:

- a) performance targets;
- b) performance indicators; and
- c) key outputs.

7.2.5 The supervisee shall identify at least five, but not exceeding ten, key outputs and develop a work plan to accomplish them within a given year as per example Forms in **Appendix 2**.

7.3 Performance Monitoring

7.3.1 Each financial year, University employees shall sign an annual performance agreement indicating clearly:

- a) annual outputs;
- b) Performance Indicators;

- c) Targets;
- d) verifiable indicators.

7.3.2 The performance shall be monitored through bi-annual reports and annual performance reports submitted in the prescribed format to the respective supervisors.

7.3.3 All performance monitoring feedback shall be dully discussed, documented and signed by the supervisor and supervisee using the format in **Appendix 3**.

7.4 Performance Evaluation

7.4.1 The performance assessment shall be concluded at the end of the Financial Year.

7.4.2 The performance assessment discussions shall provide employees with an opportunity to have the supervisor and supervisee identify performance problems encountered during the course of the review period and agree on an action plan to improve performance.

7.4.3 Each employee shall be evaluated on his/her performance against predetermined outputs and performance indicators agreed upon mutually by the supervisor and supervisee.

7.4.4 Appraisal feedback should be communicated in writing to the Secretary within two (2) weeks after the meeting of the supervisor and supervisee. A University performance report shall be prepared by the Secretary to Top Management.

7.4.5 Performance rating shall be used to rank the performance of the employees and shall be related to job performance. Rating shall be located to each employee based on the degree to which each employee has attained pre-determined outputs.

7.4.6 Supervisors shall be required to take into account detrimental indicators

such as:

- a) absenteeism,
- b) inefficiency,
- c) lack of timely delivery of the agreed outputs,
- d) habitual late coming,
- e) habitual drunkenness,
- f) late submission of results,
- g) losing students' assessment results,
- h) failure in timely supervision of student's research/project work.

7.4.7 The performance discussions shall seek to address any cases of job reward and dissatisfaction that may require redress.

7.5 Assessment Criteria for All University Employees

The following assessment criteria shall be as per the attached form in **Appendix 4.**

7.6 Performance Improvement Plan

An Action Plan containing agreed actions for improving performance shall be jointly agreed upon during the performance appraisal discussion, taking into consideration the employee's required job competences and the identified performance gaps.

7.6.1 Where the plan involves formal training of the employee, the supervisor shall forward the request to the Head of Human Resource for consideration by the Staff Development Committee. An employee who fails to achieve the agreed targets or where the achievement of the agreed targets by an employee fall below the average level of achievement shall be subjected to PIP.

7.6.2 The Performance Improvement Plan may include but not be limited to:

- a) Training,
- b) Mentoring,
- c) Coaching,
- d) Necessary resources,
- e) Benchmarking, and
- f) Attachment to other employees/Institutions.

7.6.3 The supervisor shall ensure that where underperformance is identified, appropriate steps are taken to enable the concerned employees improve performance.

7.6.4 An employee who persistently fails to improve performance after having been given the necessary help and support shall be subjected to disciplinary action.

7.7 Rewards and Sanctions

7.7.1 There shall be a Rewards and Sanctions Committee constituted by the University Management. The Rewards and Sanctions Committee shall also handle cases of indiscipline and sanction poor performance.

7.7.2 As part of the University performance management system, there shall be a rewards and sanctions framework.

7.7.3 The University may recognize and reward an employee's contribution for outstanding performance and good ethical conduct.

7.7.4 The rewards shall include, but not be limited to, the following:

- a) Long-service award,
- b) Outstanding performance,
- c) Open praise,
- d) Letter of commendation,
- e) Bonus,
- f) Award of Mementos or medals,

g) Certificate of Merit.

7.7.5 Underperformance shall be sanctioned in accordance with the disciplinary procedures provided in this Manual.

7.7.6 The Human Resource Department shall develop guidelines to operationalize this policy which shall be made known to all employees.

7.8 Performance Feedback

7.8.1 Performance feedback shall be continuous throughout the year and shall be communicated both formally and informally to enable the employees achieve the agreed outputs.

7.8.2 The supervisee shall expressly acknowledge the feedback in writing.

7.8.3 Both the feedback and acknowledgement shall be copied to the Head of Human Resources.

CHAPTER EIGHT

8.0 PROMOTIONS

8.1 Academic Staff

8.1.1 General Provision

The Objective of this provision is to promote academic staff whose performance demonstrates particular merit in teaching, research and related duties including student supervision, scholarship, creativity/innovativeness, administration, leadership in the University and professional practice including community service.

In addition, promotion shall be subject to availability of funds and vacancy in the Staff Establishment.

8.1.2 Filling a position for Academic Staff

Where a position is to be filled by an existing staff, the Head of the Unit shall submit a seniority list of all eligible staff in the Department to the Departmental Appointments and Promotions Committee and attach a record of service and performance appraisal reports for the two consecutive assessment periods with a recommendation on the staff to fill the position.

8.1.3 Promotion Criteria for Academic Staff at Kabale University

8.1.3.1 Introduction

This promotion criteria is aimed at aligning the general requirements for academic ranks in the higher education landscape in Uganda.

The key objective of the promotion criteria is to arrive at competitive but fair decisions in recognizing, motivating and rewarding Academic Staff who demonstrate growth in scholarship and excellence in the inter-dependent functions of Teaching and Learning, Research, Services to the University and Community Service. In identifying individuals for promotion, the following

criteria shall apply:

- i. Level of academic qualification,
- ii. Experience in teaching and learning,
- iii. Research and publication outputs,
- iv. Supervision of Students,
- v. Services to the University in terms of leadership and administration,
- vi. Professional practice and service to communities,
- vii. Code of Conduct,
- viii. Performance Appraisal.

The lowest promotional position shall be Assistant Lecturer. This means that the position of Teaching Assistant is not a promotional position. A person appointed at the rank of Teaching Assistant shall be appointed to the rank of Assistant Lecturer if a vacancy is available in the Department.

In recommending Academic Staff for Promotion, these Criteria shall be read together with the following guidelines:

- i. Types of Appointment presented in Chapter Three, Section 3.1 of the Human Resource Manual;
- ii. Performance Management and awards presented in Chapter Seven, Section 7.4 of the Human Resource Manual;
- iii. Training and Professional Development presented in Chapter Nine, Section 9.6 of Human Resource Manual;
- iv. Code of Conduct of staff members presented in Chapter 10 of the Human Resource Manual.

8.1.3.2 Requirements for Promotion at various ranks for Non-Clinical Professions

In this section, promotion requirements for various ranks for non-Clinical

positions are outlined.

a) Lecturer

To be promoted to the position of Lecturer, applicants for promotion must have been Assistant Lecturers at Kabale University. The following requirements shall apply:

- i. Hold a PhD from a recognized institution;
- ii. At least two (2) years of experience as Assistant Lecturer;
- iii. Satisfactory Performance Appraisal in the last two years;
- iv. Demonstrate compliance with Kabale University and other relevant Codes of Conduct.

b) Senior Lecturer

To be promoted to the position of Senior Lecturer, the following requirements shall apply:

- i. Hold a PhD from a recognized institution;
- ii. Should have had at least three (3) years of teaching experience as a Lecturer;
- iii. Should have had three (3) publications in the area of specialization since promotion to the rank of Lecturer; or
- iv. If the applicant is in the Department of Applied Design & Fine Art three (3) exhibitions in the international fora;
- v. If appointed at Kabale University at the rank of Lecturer, two (2) of the publications or exhibitions must have been while serving at Kabale University;
- vi. The applicant shall be the first author for at least one (1) of the publications.
- vii. Should have supervised at least three (3) Master's Students to completion since promotion to Lecturer;

- viii. Satisfactory Performance Appraisal in the last two years;
- ix. Demonstrate compliance with Kabale University and other relevant Codes of Conduct;
- x. Evidence of writing fundable research projects and proposals;
- xi. Evidence of Service to the University beyond the schedule of duties;
- xii. Evidence of Service to the Community.

c) Associate Professor

To be promoted to the position of Associate Professor, the following requirements shall apply:

- i. Hold a PhD from a recognized institution;
- ii. Should have had at least seven (7) years of teaching experience three (3) of which should have been at the rank of Senior Lecturer;
- iii. Should have had five (5) publications in the area of specialization in recognized journals since promotion to the rank of Senior Lecturer;
or
- iv. If the applicant is in the Department of Applied Design and Fine Art, should have had five (5) exhibitions in international fora;
- v. If appointed at Kabale University at the rank of Senior lecturer, the applicant should have had at least three (3) of the publications while serving at Kabale University;
- vi. The applicant shall be the first author for at least Two (2) of the publications;
- vii. A published book by a reputable publisher in the area of specialty shall be equivalent to Three (3) published articles;
- viii. Should have supervised at least five (5) Master's Students to completion since promotion to Senior Lecturer;

- ix. Should have supervised at least One (1) PhD student to completion or an additional Two (2) Master's Students to completion while at Kabale University;
- x. Should have submitted at least Five (5) publications for review by a Professor in the same field and obtain a 50% pass on the assessment criteria in Table 1;
(**Note:** The External Vetting for all promotions will be done by the office of the Academic Registrar.)
- xi. Satisfactory Performance Appraisal in the last two years;
- xii. Demonstrate compliance with Kabale University and other relevant Codes of Conduct;
- xiii. Evidence of writing fundable research projects and proposals;
- xiv. Evidence of Service to the University beyond the schedule of duties;
- xv. Evidence of Service to the Community.

d) Professor

To be promoted to the position of Professor, the following requirements shall apply:

- i. Hold a PhD from a recognized institution;
- ii. Should have had at least three (3) years of teaching experience as Associate Professor;
- iii. Should have had at least seven (7) publications in the area of specialization in referred journals since promotion to the rank of Associate Professor; or
- iv. If the applicant is in the Department of Applied Design and Fine Art, at least seven (7) exhibitions in international fora;

- v. If appointed at Kabale University at the rank of Associate Professor, four (4) of the publications or exhibitions should have been while at Kabale University;
- vi. The applicant shall be the first author for at least 50% of the 7 publications;
- vii. Should have supervised at least five (5) Master's Students to completion since promotion to Associate Professor;
- viii. Should have supervised at least two (2) PhD students to completion or an additional four (4) Master's Students to completion while at Kabale University;
- ix. A published book by a reputable publisher in the area of specialty shall be equivalent to three (3) published articles;
- x. Should have submitted at least Seven (7) publications for review by a Senior Professor in the same field and obtain at least 50% score on the assessment criteria in Table 1;
(**Note:** The External Vetting for all promotions will be done by the office of the Academic Registrar.)
- xi. Satisfactory Performance Appraisal in the last two years;
- xii. Demonstrate compliance with Kabale University and other relevant Codes of Conduct;
- xiii. Evidence of writing fundable research projects and proposals;
- xiv. Evidence of Service to the University beyond the schedule of duties;
- xv. Evidence of Service to the Community.

8.1.3.3 Clinical Professions

All applicants for promotion in Clinical professions must have obtained at least a Master's degree from a recognized institution of higher learning. **All other requirements for the positions above apply.**

8.1.3.4 Procedure for Promotion of Academic Library Staff

Table 2: Procedure for Promotion of Academic Library Staff

Post	Minimum Academic Qualifications	Years of Professional Library Work	Publications	Community Service	Service to the University	Performance appraisal	Code of Conduct
Librarian 1	Master's Degree in LIS	3 years	Not required	Required	Required	Satisfactory	Satisfactory
Senior Librarian	PhD (LIS)	6 years	Three referred publications in the area of specialization	Required	Required	Satisfactory	Satisfactory
Associate Library Professor	PhD (LIS)	9 years	Three publications since last promotion	Required	Required	Satisfactory	Satisfactory
Library Professor	PhD (LIS)	10 years	Five new referred publications since last promotion	Required	Required	Satisfactory	Satisfactory

University Librarian	PhD (LIS)	12 years 3 of which should have been at Senior managerial experience.	Five new referred publications Since last promotion.	Required	Required	Satisfactory	Satisfactory
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8.1.3.5 Criteria for evaluation of publications

All publications presented for promotion to the rank of Associate Professor & Professor shall be evaluated. Before the publications are submitted to the external vetter, they must be cleared of plagiarism by the Quality Assurance office.

Table 3: Criteria for evaluation of publications

Criteria	Maximum Score	Actual
Originality of article	10	
Contribution to scholarship or knowledge	10	
Relevance to academic discipline	15	
Relevance to societal needs	10	
Relevance and applicability of methods	25	
Publisher	10	
Overall quality of book or article	20	
Total score	100	

Table 4: Summary of promotion requirements at each level

Post	Qualifications	Teaching Experience since last promotion	Number of publications	Number of graduate students supervised	Service to the University	Resource mobilization	Performance appraisal	Code of Conduct
Lecturer	PhD	2	Not required	2	Required	Not required	Satisfactory	Satisfactory
Senior Lecturer	PhD	3	3	3	Required	Not required	Satisfactory	Satisfactory
Associate Professor	PhD	3	5	5	Substantially Required	Required	Satisfactory	Satisfactory
Professor	PhD	3	7	7	Substantially Required	Substantially Required	Satisfactory	Satisfactory

8.2 Promotion of Administrative and Support Staff

8.2.1 General Provision

- a) The Administrative and Support Staff Appointment and Promotion Committee shall be responsible for reviewing administrative and support staff applications for promotion and make appropriate recommendations to Top Management who shall make submission to the Board.
- b) The composition of the Committee shall be as provided for in 3.16.1 above.
- c) Where a member of the committee is a candidate or where two or more members of the Committee are being considered, the committee shall co-opt members from a higher status committee.
- d) All Applications for promotion shall be forwarded with appropriate recommendations in form of minutes by the Head of Department to the Administrative and Support staff Appointment and Promotion Committee, to the Secretary for onward submission to the Appointments Board.
- e) Re-designation shall not amount to promotion.
- f) Available vacancies may be advertised internally or externally.

8.2.2 Administrative and Support Staff Promotion Criteria

- a) Years of relevant experience as determined by the job specifications;
- b) Academic /professional qualifications;
- c) Performance evaluation based on annual assessment reports;
- d) Conduct in line with the core values of the University;
- e) Subject to other provisions in this Manual, no person shall be promoted to a post more than one level up the professional ladder;
- f) To qualify for promotion, one must have served for at least 3 years at the level from which he/she is promoted.

CHAPTER NINE

9.0 TRAINING AND PROFESSIONAL DEVELOPMENT

9.1 STAFF TRAINING AND DEVELOPMENT

9.1.1 General Statement

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

The University shall make effort to enhance the skills of employees to enable them reach their full potential, and thereby maximize their contribution to the fulfilment of the University's objectives. The University recognizes, and is committed to promoting, the value of a culture of learning, development and continuous improvement aiming to benefit both the University and the individual.

This section shall be read in conjunction with the Kabale University Policy on Promoting Staff Academic Growth and Professional Development

9.1.2 Purpose

9.1.2.1 All training and development programmes organized by the University shall be geared towards the following objectives:

- a) Strengthening the job skills/knowledge of employees;
- b) Improving operational efficiency and productivity; and/or
- c) Developing the potential of employees for maximizing mutual benefit to individuals and the University.

9.1.2.29. Staff Development activities shall include training, attachments, mentoring, coaching, delegation, assignment of duties to university employees; and other activities that support learning and development for purposes of unlocking university employees' potential.

9.1.2.3 Staff training and development for University employees is a continuous process, which shall be needs-based, planned, carried out and reviewed in accordance with a Faculty/Department or Section mission and strategic objectives.

9.1.2.4 It shall be a University policy to administer and implement any type of training or development programme in accordance with its strategic business objectives.

9.1.2.5 The Directorate of Human Resources shall work closely with line managers in assessing areas that need training and performance development support.

9.1.2.6 Training and development in the University shall be guided by the University's Promoting Staff Academic Growth and Professional Development Policy, the Strategic Plan, and the approved Training Plan.

9.1.2.7 The University shall ensure that:

- I. Staff training and development is provided in a systematic manner for all levels of staff through training programmes based on identified current or projected training needs.
- II. Necessary research is carried out to enable the University monitor staff development activities with a view to ensuring continuous improvement of staff training and development programmes; and
- III. Provision is made for funding of training and development programmes.

9.1.2.8 Departments and Faculties shall identify training needs and recommend eligible staff to the Staff Development and Training Committee.

9.1.2.9 An employee shall take initiative to explore opportunities and funding for his/her academic and/or professional growth.

9.1.2.10 An employee of the University shall avail himself or herself for training whenever called upon by Top Management.

9.1.2.11 The Head of Human Resource Department, in conjunction with Heads of line Departments, shall ensure that all job categories have training milestones for career development identified for them and there is effective utilization of all methods of staff training and development.

9.1.3 Induction/Orientation

9.1.3.1 Induction is intended to integrate newly recruited employees into the University.

9.1.3.2 It is a requirement that each Employee shall undergo induction within the first three months of entry into the University.

9.1.3.3 The induction programme shall be arranged by the Human Resource Directorate in consultation with the relevant Heads of Department.

9.2 Staff Development Committee

9.2.1 For ease of implementation, Top Management shall appoint a Staff Development Committee that will coordinate the managing of the training and development function in collaboration with the Human Resource Department.

9.2.2 Membership of the Staff Development Committee shall be as follows:

1) Deputy Vice Chancellor (Finance and Administration)	Chairperson
2) Deputy Vice Chancellor (Academic Affairs)	Member
3) University Secretary	Member
4) University Bursar	Member
5) University Librarian	Member
6) Academic Registrar	Member
7) Dean of Faculty/School/Institute (2 Representative)	Member
8) Heads of Administrative Departments (1 Representative)	Member
9) The Chief of the Graduate School	Member
10) Chief of Research and Publications	Member

11)One representative of each Staff Associations and the Member Union

12)Vice- Chancellor Ex-Officio

13)The Committee may co-opt other members as and when need arises

14)Head of Human Resource Department Secretary

9.2.3The Head of Human Resource Department, in conjunction with supervisors, shall develop the annual staff training and development plan in accordance with the University Training Policy, and present it to the Staff Development Committee which will in turn present it to Management.

9.2.4The Staff Development Committee shall receive, consider and approve all requests for training.

9.2.5In considering requests for training opportunities, the Staff Development Committee shall consider the human resource needs of the University and the individual employees in line with the University Mission and Objectives.

9.2.6The development needs and priorities of the University shall take precedence over those of an employee regardless of the source of funding.

9.2.7In addition to the above, the Committee shall consider the following:

- i. Sources and availability of funds in a given period;
- ii. Relative lack of expertise in a given area of specialization in the Department/Unit;
- iii. The work load among staff in Department vis-a-vis the number of staff already on study programmes;
- iv. A career development path;
- v. Giving equal opportunity to all University employees and where necessary applying affirmative action;

- vi. Considering age of the applicant and his or her ability to continue serving the university after training;
- vii. Relevance of the training to the applicant's job requirement.

9.3 Application Procedure

- 9.3.1** An employee who wishes to be sponsored shall route their application through the Departmental and/or Faculty Board Committees to the Head of Human Resource Department.
- 9.3.2** On receipt of the recommendations of the Department and/or Faculty Committees, the Head of Human Resource Department shall present the application to the Staff Development Committee.
- 9.3.3** Employees shall submit their applications for sponsorship and/ or study leave at least two months before course commencement.

9.4 Eligibility for Training Leading to Academic Awards

- 9.4.1** Any employee who is confirmed in the University Service and has served for at least two years shall be eligible to go for further training.
- 9.4.2** Teaching Assistants appointed in the University service and have served for at least one year shall also be eligible for training.
- 9.4.3** Confirmed employees shall prepare and submit to the Directorate of Human Resources through their supervisors their career growth plans indicating timelines for acquiring higher qualifications.
- 9.4.4** The following sponsorship arrangement may apply:
 - a) The University may sponsor or nominate an employee for training relevant to the employee's job requirements;
 - b) Where an employee has secured a fully/partially funded scholarship;
 - c) Where an employee is funding himself/herself.

9.5 Types of Training and Development Activities

Depending on the nature of needs and operational requirements, training and development programmes may also be implemented as job induction, job rotation, on-job coaching, placement, mentoring, role play, and secondment.

9.5.1 General Conditions

9.5.1.1 Staff training and development activities can be employer or employee initiated. In either case, it has to be recommended by the Departmental and or Faculty Committees and approved by the University Staff Development Committee.

9.5.1.2 Employee-initiated training and development activities may include external programmes that are organized by external training institutes or by the University.

9.5.1.3 Employer-initiated programmes may take the form of offering sponsorship for employees to attend external programmes or organizing such programmes in-house.

9.5.2 Job-related Training

Job-related Training activities shall include training, attachments, mentoring, coaching, delegation, assignment of duties to employee and other activities that support learning and development for purposes of unlocking a member of staff's potential.

9.5.3 Management Development Programmes

9.5.3.1 Management development programmes shall cater for recently promoted officers or those about to be promoted in order to assist them assume higher responsibilities effectively and with confidence.

9.5.3.2 Management development programmes will be particularly necessary for middle-level employees in the academic and administrative Departments.

9.5.4 Eligibility for Sponsorship

- 9.5.4.1 Training courses sponsored by the University shall be open to all employees.
- 9.5.4.2 Non-Ugandan staff employed on local terms may be permitted to attend short training courses only.
- 9.5.4.3 The age limit for sponsorship to attend various programmes shall be determined by the Board from time to time.
- 9.5.4.4 An employee may be granted study leave in accordance with the provisions of this manual.
- 9.5.4.5 An employee may be allowed to undertake part-time training as long as it does not interfere with the fulfilment of his or her official obligations. In situations where training requirements conflict with job obligations, the latter shall take precedence.
- 9.5.4.6 An employee sponsored by the University to undertake training shall get his or her basic salary in full and will earn his or her normal increments as they may fall due during the period of his or her training.
- 9.5.4.7 When the University undertakes to meet the costs of an employee's training, the University shall pay tuition and functional fees to the Institution conducting the training.
- 9.5.4.8 The University may provide the employee an allowance for accommodation and research, purchase of scholastic materials including stationery and essential books, as prescribed by the training Institution.
- 9.5.4.9 The Staff Development Committee shall work out the various training packages for each category.
- 9.5.4.10 An employee on probation shall not be permitted to undertake a training programme lasting more than three weeks unless that training is a condition for his or her confirmation.

9.5.4.11 An employee on study leave shall not be entitled to work-related allowances.

9.5.4.12 The period of absence from duty while on approved study leave shall not affect the computation of terminal benefits or gratuity.

9.5.5 Bonding of University Employees

9.5.5.1 Every employee proceeding for training, within or outside Uganda, on study leave under sponsorship of:

- a) Kabale University, shall be deemed to have taken a study loan from the University equivalent to the sponsorship and the salary earned during the period of study.
- b) Any other organization shall be deemed to have taken a study loan from the University equivalent to the salary earned during the period of study.

9.5.5.2 An employee proceeding for training, within or outside Uganda, shall be required to sign a bonding agreement to this effect before a study leave is granted.

9.5.5.3 On completion of the training, an employee shall be required to work for the University for a period equivalent to the duration of training.

9.5.5.4 The Head of Human Resource Directorate in consultation with the Legal Officer shall initiate the bonding process.

9.5.5.5 The Secretary shall administer a bonding agreement to an employee proceeding on training. Study leave and training funds shall not be processed unless the employee has signed a bond agreement.

9.5.5.6 An employee who does not sign the bonding agreement, shall have his/her sponsorship and study leave with pay withdrawn. The University at its discretion may offer some support to an employee who is either self-sponsored or partially sponsored.

9.5.5.7 In case of breach of the bonding agreement, the Secretary shall recover

training costs and salary paid during study leave from the employee.

9.5.5.8 An employee who contravenes any section in the bonding agreement shall be treated in accordance with the sanctions stipulated in the bonding agreement.

9.5.5.9 The Secretary shall be the official custodian of all bonding agreements.

9.6 Sources of Funding

9.6.1 The University shall endeavour to source funds from both the Government of Uganda as well as from other sources like Development Partners to meet the training needs of the employees.

9.6.2 Apart from funds received from the Government of Uganda and Development Partners, other sources of funds shall include contributions made through cost sharing by beneficiaries of training and technical assistance in form of grants and scholarships.

9.7 Promotion after training

9.7.1 The attainment of higher qualifications does not automatically qualify an employee for promotion to the next level.

9.7.2 An employee who acquires higher qualifications may be eligible for appointment to a higher level when a vacancy exists and funds are available.

9.8 Employee Obligations

9.8.1 An employee who is sponsored or granted study leave to attend a training programme shall:

- a) Proceed to the venue of the programme immediately or at such a time as may be required. If for some reason an employee is unable to assume studies at the scheduled time, he/she shall notify the Secretary

immediately and resume duty accordingly.

- b)** Diligently attend to his or her studies until completion of the programme.
- c)** Follow any activity which may be given by the authorities of the training Institution as part of the study programme.
- d)** Devote maximum attention to the programme.
- e)** Abide by the rules and regulations of the training Institution.
- f)** Furnish the University with academic progress report at the end of every academic year of the training institution.
- g)** Provide official invoices and receipts from the training institutions.
- h)** Abide by the terms and conditions of the bond agreement and other terms of the study leave.

9.8.2 Disciplinary action shall be taken against an employee who fails to abide by the rules stipulated in paragraph 9.7.1.1

9.8.3 An employee who fails an examination on a sponsored programme shall repeat the examination at his / her cost.

9.8.4 An employee who fails to complete a programme for which he / she was granted study leave, without justifiable cause, shall be liable to disciplinary action which may include termination of employment and shall be required to refund the money spent on his / her training.

9.8.5 An employee on a staff development programme shall submit to the Chairperson of the Staff Development Committee an annual progress report duly signed by an authorized officer of the Training Institution and give a copy of such report to the Secretary and the immediate supervisor.

9.8.6 The Head of Human Resource Directorate shall keep an up-to-date record of every employee on a staff development programme, showing:

- a) Position/Title and Department
- b) Study Leave Agreement Date
- c) Bond agreement Date

- d) Programme of study
- e) Date of commencement
- f) Expected date of completion
- g) Progress as extracted from annual academic reports
- h) Source of sponsorship
- i) Amount of funding disbursed
- j) Start date of study leave
- k) End date of study leave granted, and any other relevant information.

9.8.7 The Head of Human Resource shall compile and submit an annual report to the Staff Development Committee indicating progress made by each employee on the Staff Development Programme.

9.8.8 The progress report shall form a basis for continuation or discontinuation of sponsorship.

9.9 Living Allowance for Employees on Staff Development

The University may pay living allowance to sponsored employees on training as determined by the Council.

9.10 Monitoring, Evaluation and Feedback

9.10.1 An employee who registers for training leading to a qualification through research shall be required to submit a work plan within the first three months of the programme, using the format approved by Staff Development Committee.

9.10.2 An employee who registers for a training programme leading to a qualification shall submit an annual activity report including, but not limited to:

- a) Work covered vis-à-vis work planned;
- b) Work to be covered in the next twelve months;

- c) Expected date of completion;
- d) Resources available for the task;

9.10.3 Employees on sponsorship shall be responsible for the cost of their dead years and the continuation of their employment shall be under the discretion of the Appointing Authority.

9.10.4 An employee's supervisor shall be responsible for monitoring and evaluating the impact of training programme's on-job performance at both individual and organizational levels. This may assist in determining future training needs for both the individual and Departments.

CHAPTER TEN

10.0 CODE OF CONDUCT

10.1 General Statement

All employees of the University shall maintain a high standard of professional, Ethical and personal conduct.

10.1.1 Employees shall comply with all the requirements set out in this Code and other relevant professional Codes of Conduct in addition to the terms and conditions of service of their appointment.

10.1.2 Breach of the provisions of this Code shall constitute an offence and shall lead to disciplinary action.

10.1.3 The responsibility to enforce this Code of Conduct shall be vested in the Secretary in conjunction with other supervisors.

10.1.4 Acting contrary to the provisions herein shall lead to disciplinary action and /or prosecution in courts of law.

10.2 General Code of Conduct

10.2.1 An employee shall act at all times in a reasonable and responsible manner, with honesty, diligence and integrity.

10.2.2 An employee shall always comply with the laws of Uganda as well as the University prescribed policies, rules, standing instructions and procedures.

10.2.3 An employee must not receive two wage/salary payments from the University for work rendered in official working time.

10.2.4 An employee shall at all times be rated and recognized primarily on the basis of output.

10.2.5 An employee shall at all times exercise courtesy, civility and self-control in dealing with other people.

10.2.6 Drunkenness, substance abuse, use of abusive language and assault

at work constitutes breach of conduct which shall call for disciplinary action against an employee.

10.2.7 Each employee shall be individually held responsible and accountable for observing and maintaining the University safety and security regulations as may be prescribed from time to time.

10.2.8 An employee shall not engage in any activity involving conflict of interest without declaring it.

10.2.9 An Employee shall not be involved in corruption, fraud, discrimination, and abuse of office at all and the University shall observe zero tolerance against these vices.

10.2.10 An employee shall not commit the University unless with express authority from the authorized officer.

10.2.11 Neat and decent personal appearance shall be required of each employee at all times.

10.2.12 An employee shall not do or engage in any action that is prejudicial to the interests of the University.

10.2.13 An employee shall not hold two or more full-time jobs at any point in time whether in government or private institutions.

10.2.14 An employee shall commit working hours to official duties only.

10.2.15 An employee undertaking official assignment or trip shall promptly make a written report to the supervisor.

10.3 Oaths of Secrecy and Allegiance

10.3.1 All employees in the University Council are required to swear oaths of secrecy and allegiance and adhere to them in their entirety.

10.3.2 Such persons must ensure that no leakage of any vital or confidential information ever happens directly or indirectly.

10.4 Openness and Participation

10.4.1 All employees shall adhere to the principles of openness and transparency in their dealings inside and outside the University.

10.4.2 Heads of Units, both academic and administrative, shall ensure full participation and inclusiveness of employees in policy initiation, development and implementation.

10.5 Representing the University

10.5.1 Official representation of the University shall be vested in the Chairperson of Council and the Vice Chancellor or any delegated person.

10.5.2 No employee shall officially represent the University without permission from the Vice Chancellor.

10.5.3 An employee appointed/nominated to represent the University shall be required to submit a report to the Chairperson of Council/ Vice Chancellor on the subject matter of representation promptly.

10.6 Substance Abuse and Alcohol

Manufacturing, distribution, dispensing, or use of any illegal drug, alcohol, or controlled substance while on University premises is strictly prohibited.

10.7 Drugs and Alcohol Testing

10.7.1 The University prohibits any form of drug abuse, controlled substances and irresponsible consumption of alcohol at its premises in order to ensure a secure and conducive teaching and learning environment and preserve the reputation of the University.

10.7.2 University employees shall be subjected to alcohol and drug tests under the following conditions.

- a) When an employee shows signs of impairment during the execution of his/her duties.
- b) After any accident or occurrence that results in an injury on the job as defined by the Occupational Safety and Health Act, 2006.
- c) After any peculiar accident when it appears that the employee might have avoided the accident or minimized but did not so.

10.7.3 The University reserves the right to require new employees to pass a drug pre-entry test as a requirement for employment.

10.7.4 Consumption of: mairungi, kubar, goro, shisha, opium and other related substances is prohibited within the University premises.

10.7.5 Employees who refuse to submit to drug and alcohol testing shall be terminated.

10.7.6 First-time offenders who test or screen positive may be suspended for at least four (4) weeks without pay or at half pay.

10.7.7 During that time the employee is expected to examine his or her continued working relationship with the University and seek appropriate rehabilitative assistance and resolve to comply with University regulation on return.

10.7.8 At the end of the suspension and before returning to work, the employee shall be retested and if he or she tests positive, appropriate corrective measure including termination of service shall be taken.

10.7.9 Employees who test positive for the first time and complete their period of suspension, rehabilitation and subsequent negative testing shall be offered an opportunity to return to work.

10.8 Dress and Appearance

10.8.1 The University employee shall maintain a neat and well-groomed appearance at all times.

10.8.2 Ceremonial attire shall be worn during the ceremonies at the University.

10.8.3 Clothing shall be clean, neat, in good repair, appropriate for the assigned duties and reflective of the University's overall image and credibility.

10.8.4 Wearing any item of clothing, jewellery, or other personal adornment that bears objectionable, obscene and/or profane pictures, caricature, writing or other forms of inappropriate communication is strictly prohibited.

10.9 Communication

10.9.1 The University employees shall be required to observe the University communication policy.

10.9.2 Employees shall not disclose confidential information, purposefully or inadvertently, by any means to any unauthorized person inside or outside the University.

10.9.3 Employees who are unsure about the confidential nature of specific information must ask their supervisor for clarification.

10.9.4 Employees are forbidden from making any communication to the press and/or social media with regard to the University or to allow themselves to be interviewed without the permission of the Vice Chancellor.

10.9.5 Correspondence between the public and offices of the University shall not be communicated to any unauthorized person without receiving prior permission from the Vice Chancellor or the Secretary.

10.10 Internal Investigations and Searches

10.10.1 The University may, from time to time, conduct internal investigations pertaining to security, auditing or work-related matters. Employees are required to cooperate fully and assist in these investigations if requested to do so.

10.10.2 Refusal to cooperate, obstruction/interference or hiding information from a duly constituted investigating team or person shall constitute an offence.

10.10.3 Whenever necessary, in the University's discretion, work areas (i.e. desk, file, cabinet, etc.) and personal belongings (i.e. briefcases, handbags, laptops/computers etc.) may be subjected to search without notice and employees are required to cooperate.

10.11 Outside Employment

The University recognizes the right of the employee to engage in activities outside of their employment which are of a private nature and unrelated to University business provided they are not carried out during the University working hours.

10.12 Financial Interest and Other Business

10.12.1 An employee and his or her immediate family shall not own or hold any significant interest in a supplier, customer or competitor of the University except where such ownership or interest consists of securities in a publicly-owned University where securities are regularly traded on the open market.

10.12.2 Employees are hired and retained in the University employment with the understanding that the University is their primary employer and that other employment or commercial involvement which is in conflict with the business interests of the University is strictly prohibited.

10.12.3 University employees may, from time to time, be required to work beyond their normal schedule of hours.

10.12.4 Employees must perform their work when requested. In case of conflicts with any other personal activities, the employee's obligation

to the University must be given priority.

10.13 Acceptance of Gifts

10.13.1 An employee of the University shall not earn or accept any gift or donation of whatever nature the value of which exceeds five (5) currency points from potential and actual customers, suppliers or competitors of the University and if it so happens, the Leadership Code Act, 2002 shall apply.

10.13.2 A gift or donation to a leader on any public or ceremonial occasion, or commission to a leader on any transaction shall be treated as a gift or donation to the University and shall be declared to the Inspector-General of Government and the University shall keep an inventory of any such gifts or donations {Leadership Code Act, 2002(as amended)}.

10.13.3 A leader may accept a gift if the gift is in nature of a souvenir or ornament and does not exceed five (5) currency points in value.

10.13.4 If a leader accepts a gift whose benefit of value is ten (10) currency points or above from any source, he or she shall have to disclose that gift or benefit to the Inspector-General of Government and/or Vice Chancellor.

10.14 Declaration of Assets

10.14.1 All employees are required to declare their assets and liabilities in accordance with the Leadership Code Act, 2002 (as amended).

10.14.2 Any questions regarding this provision shall be addressed to the Secretary.

10.15 Work Product Ownership

10.15.1 The University retains the legal ownership of the product of the work done or performed within the employment of the University but the

employee shall retain the moral rights in accordance with Section 8 of the Copyrights and Neighbouring Rights Act, 2006.

10.15.2 University employees are encouraged to innovate and create products.

10.15.3 The University in conjunction with the inventor may secure the patent of any invention in accordance with the Trade Marks Act and the Patents Act.

10.16 Handing Over and Taking Over

10.16.1 Employees leaving the University must hand over all University property before their terminal benefits are paid.

10.16.2 The employee is required to complete and sign a handover clearance form.

10.16.3 The various Heads of Department and Internal Auditor shall witness the handover and subsequently issue a clearance letter.

10.16.4 The handover report shall be signed by both parties and shall include, but will not be limited to, the following:

- a) Major policy issues which the employee shall be involved with for continuity;
- b) University property under the custody of the employee;
- c) Specific assignments to be handled and any pending cases; and
- d) Organizations/clients the employee has been involved with in the course of performing his or her duties.

10.16.5 Whenever handing over and taking over occur, the following shall apply:

- a) The incoming employee shall report to the Secretary;
- b) The Head of Human Resource shall introduce the employee to the staff of the University or any delegated employee.

10.17 Discrimination and Harassment

10.17.1 These are some of the vices that are practiced in places of work by some employees against their fellow employee influenced either by the positions they hold or the dominant groups that exist.

10.17.2 Discrimination and harassment can be committed to individuals by virtue of their rank, sex, religious beliefs, nature of their ability, tribe, ethnicity or to small groups in relation to the work they handle, beliefs and/or positions they hold.

10.17.3 The University is committed to a work environment in which all individuals are treated with respect and dignity.

10.17.4 Each employee has the right to work in a conducive environment that promotes equal employment opportunities and prohibits discriminatory practices and harassment.

10.17.5 The University expects that all relationships among persons in the workplace will be professional, collegial and free of bias, prejudice and harassment.

10.17.6 The University prohibits and shall not tolerate any such discrimination or harassment.

10.17.7 All cases of discrimination and harassment shall be handled in accordance with the Kabale University Gender and Inclusiveness Policy, 2020.

10.18 Sexual Harassment

10.18.1 Sexual Harassment as conduct includes but is not limited to epithets, slurs or negative stereotyping, threatening, intimidating or hostile acts, denigrating jokes and display or circulation in the work place or social media of written or graphic materials that denigrate or show hostility or aversion toward an individual or group.

10.18.2 Sexual harassment is prohibited in any form it manifests itself and any act of Sexual Harassment will be dealt with in accordance with the Kabale University Sexual Harassment Policy, 2020.

10.19 Retaliation

The University prohibits retaliation against any individual who reports discrimination or harassment or participates in an investigation of such reports.

10.20 Responsive Action

Responsive action may include, for example, training, referral to counselling, monitoring of the offender and/or disciplinary action such as warning, reprimand, withholding of promotion or pay increase, reduction of wages, demotion, reassignment, suspension or termination, as the University deems appropriate.

10.21 Working Hours/ Time Management.

10.7.1 The official working hours of the University shall be from 08:00am to 12.45pm and 2:00pm to 5:00pm Monday to Friday except on public holidays.

10.7.2 An employee may be required to work beyond these official hours due to the exigency of the University.

10.7.3 For the employees working according to otherwise determined work schedules, the official working hours shall be in accordance with their duty rosters.

10.7.4 All employees shall be required to report for work daily and on time and to seriously observe working hours. They are expected to work for eight (8) hours a day and not more than forty-eight (48) hours a week in accordance with the Employment Act, 2006.

10.22 Hours of work for Academic Staff

10.22.1 The maximum work load shall be in accordance with National Council for Higher Education set Standards.

10.22.2 Any day from Monday to Sunday shall be a working day for an academic staff.

10.22.3 Each employee shall strictly observe time and shall arrive early at work and for meetings.

10.22.4 Early departures are strictly prohibited except with permission from the supervisor.

10.22.5 In case of University evening study programmes, support staff may be required to work in shifts.

10.23 Duty Attendance

10.23.1 The attendance of employees shall be monitored using a system, modality, mechanism or any other approved system including Biometrics, attendance registers, applications or any other tool or device that the University may deem appropriate for monitoring attendance to duty.

10.23.2 An employee shall seek and obtain permission from his/her supervisor for being late or absent from duty.

10.23.3 A record of absenteeism and lateness should be kept by the employee's supervisor and it shall become part of the personal record.

10.24 Family Relationships

10.24.1 Members of an employee's Nuclear family may be considered for employment on the basis of their qualifications. Nuclear family members may not be employed where employment would:

- a) Create immediate supervisor-subordinate relationship with a family

member;

- b) Have the potential for creating an adverse impact on work performance or create either an actual conflict of interest or the appearance of a conflict of interest.

10.24.2 For purposes of this section, the term ‘Nuclear family’ includes: spouse, biological and legally adopted children, sibling and parents.

10.24.3 When a situation occurs which results in a violation of this section whether because of the marriage of two employees or some other circumstances, one of the employees involved may be re-deployed in a different unit or be required to resign or be discharged.

10.24.4 Employees will be permitted to determine which of them will resign and will be required to inform the University of their decision within two (2) months period after the violation begins.

10.24.5 If the employees cannot make a decision, the University will decide in its sole discretion who will remain employed.

10.25 Use of University Vehicles

10.25.1 10.8.4.1 Only employees entitled to chauffeur-driven University vehicles may operate a University Vehicle or use a vehicle to conduct University business.

10.25.2 Such employees must have a valid driver’s license.

10.25.3 10.8.4.2 University pool vehicles may be used for University business as authorized by the Secretary.

10.25.4 10.8.4.3 In the absence of University Vehicles, employees who use their personal vehicles on authorized University business will be paid a kilometrage allowance determined by the Council from time to time.

10.25.5 10.8.4.4 Any employee operating a University vehicle under the influence of drugs or alcohol or unsafe or negligent manner commits

an offence.

10.25.6 10.8.4.5 An employee proceeding on leave must surrender the University vehicle unless he/she is entitled to a chauffeur-driven vehicle.

10.25.7 10.8.4.6 An employee who drives a University vehicle without authorization and damages it will meet the costs of repair and face disciplinary action.

CHAPTER ELEVEN

11.0 DISCIPLINE AND DISCIPLINARY PROCEDURES

11.1 General Statement

Discipline in the University entails the observance and execution of one's roles and obligations in accordance with this Manual and other University Policy Documents.

Employee discipline is recognized as the foundation of productivity and the University shall encourage and enforce discipline. Discipline shall be enforced in accordance with established rules, regulations and procedures, and within the provisions of the Laws of Uganda.

11.2 Power to Discipline

The power to exercise disciplinary control is vested in the University Council through the Board.

11.3 Misconduct

Any act or omission done without reasonable excuse by an employee which amounts to failure to perform any duty assigned to him/her, or which contravenes any laws relating to the University or is otherwise prejudicial to the efficient conduct of the University or tends to bring the University to disrepute, constitutes misconduct

11.4 Offences of Misconduct

11.4.1 These include, but are not limited to, the following:

- a) Late arrival to work or early departure from work;
- b) Unauthorized absence from work;
- c) Failure to perform duties satisfactorily;
- d) insubordination and refusal to take lawful orders;

- e) Use of abusive or insulting language or behaviour or assault;
- f) Acts or omission that bring the image of the University into disrepute;
- g) Discrimination;
- h) Embezzlement;
- i) Financial embarrassment;
- j) Intimidation;
- k) Disclosure of information in contravention of the law;
- l) Bullying or victimization;
- m) Threatening behaviour;
- n) Fighting or assault at the place of work;
- o) Insider Trading;
- p) Breach of trust or confidentiality;
- q) Issuing media statements or granting media interviews without authority;
- r) Unauthorized use and possession of University property or facilities;
- s) Act or omission against public interest;
- t) Making false statements;
- u) Driving a University vehicle under the influence of liquor or stupefying drug;
- v) Incitement with intent to cause disobedience;
- w) Use and abuse of drugs or alcohol;
- x) Refusal to comply with a posting instruction or order;
- y) Non-compliance to performance management requirements.
- z) Failure or negligence of an employee to enforce discipline or follow University rules, procedures and Standing Instructions.

11.4.2 Any of the above offences may be construed as Gross Misconduct by the Board depending on the circumstance, gravity of the offence and frequency of occurrence.

11.5 Gross Misconduct

11.5.1 Gross misconduct is conduct which destroys the relationship of trust and confidence between an employee and the University, and renders the working relationship untenable.

11.5.2 Gross misconduct shall result into retirement in public interest or dismissal, and it shall include:

- a) Commission of offences under the Anti-Corruption Act, Leadership Code Act, and the Penal Code Act, in the course of one's duty;
- b) Theft and fraud or willful damage to University Property;
- c) Wilful endangering of the safety of the employer or fellow employee or a member of the public;
- d) Physical assault on an employer or employee or a member of the public;
- e) Inability to perform work by reason of voluntary intoxication whether by drinks or drugs or other misconduct of similar gravity;
- f) Forgery, falsifying or presenting false documents and/or records for the purpose of disseminating wrong information, obtaining money, or reward or favour;
- g) Soliciting or accepting bribes;
- h) Sexual Harassment;
- i) Abscondment from duty;
- j) Persistent failure or negligence of a supervisor/employee to enforce discipline or follow University rules, procedures and Standing Instructions;
- k) Unauthorized access or removal, alteration, mutilation or destruction of University documents, records or information;
- l) Acts likely to endanger the safety or life of or which may result to injury to another person, including gross negligence or misconduct, violence or

- fighting;
- m) Acts likely to disrupt orderly management and progress of the University;
- n) Plagiarism;
- o) Gross insubordination;
- p) Misuse of firearms;
- q) Perjury;
- r) Holding more than one full-time employment concurrently;
- s) Leakage of Examination information;
- t) Awarding marks for unmarked scripts;
- u) Falsifying grades;
- v) Failure to handover office as required;
- w) Failure to complete a course of study in the stipulated time without justifiable cause;
- x) Failure to account for University funds;
- y) Impersonation;
- z) Defamation;
- aa) Inciting violence;
- bb) Abetting crime;
- cc) Falsification of University records;
- dd) Gross negligence of responsibility;
- ee) Fighting;
- ff) Inciting Staff or students to strike;
- gg) Refusal to be subjected to tests of alcohol and drugs;

11.5.3 The University reserves the right to require an employee to undergo a medical evaluation under appropriate circumstances.

11.5.4 The University Management shall work out a mechanism under which employees will be sensitized on dangers of substance abuse.

11.6 Disciplinary Procedure

The complaint procedure and handling cases of sexual harassment shall be in accordance with Kabale University Sexual Harassment Policy, 2020.

The disciplinary procedure for misconduct shall take a progressive approach.

The rules of natural justice shall apply in all disciplinary cases of whatever description.

11.6.1 Disciplinary procedures for Misconduct

11.6.1.1 If an employee commits an offence under Section 11.4 subsection 11.4.1, the immediate Supervisor shall verbally inform him/her of the offence and counsel the employee.

11.6.1.2 If the same offence is repeated, the employee receives a verbal warning from the Supervisor.

11.6.1.3 If the same employee commits the offence again, he/she shall be served with a written warning by the Supervisor and the former shall have to respond in writing within seven days from the date of receiving the warning.

11.6.1.4 A copy of the written warning shall be submitted to the Head of Human Resource for noting and follow-up.

11.6.1.5 If the Supervisor is satisfied with the response of the employee, the case shall be put to rest and appropriate communication made to that effect. If the Supervisor is not satisfied with the response, the case shall be forwarded to the Secretary for appropriate action.

11.6.1.6 The Secretary shall forward the case to the Rewards and Sanctions Committee who shall take appropriate action and report to the Secretary who will in turn report to Top Management.

11.6.1.7 The Top Management may conclude the matter or submit it to the Board.

11.6.2 Gross misconduct

- 11.6.2.1 In the case of gross misconduct, the case shall immediately be reported to the Secretary in writing. The Secretary shall then forward the case to the Rewards and Sanctions Committee which will make a report to the Secretary and thereafter to Top Management for appropriate action.
- 11.6.2.2 Notwithstanding (a) above, any interested party may inform the Secretary of staff misconduct in writing.
- 11.6.2.3 Appointments Board shall handle the matter in accordance with set procedures and tenets of natural justice.
- 11.6.2.4 In case the accused declines to appear before the Board in person without a sound reason, the Appointments Board shall have his/her case concluded basing on the available facts/ evidence.
- 11.6.2.5 The decisions of the Appointments Board shall be reported to Council.
- 11.6.2.6 In case the concerned staff is not satisfied with the decisions of the Appointments Board, he/she may appeal within thirty (30) days to the University Tribunal as specified in section 56 of the Universities and Other Tertiary Institutions Act 2001 as amended.

11.6.3 Criminal Proceedings

- 11.6.3.1 Top Management may forward criminal cases to Police for appropriate action.
- 11.6.3.2 If Top Management considers that an employee should be removed from office on criminal conviction, then action shall immediately be taken in accordance with the appropriate provisions of this Manual.
- 11.6.3.3 An employee who is charged under the Penal Code Act on allegation of committing a felony shall immediately be interdicted.

- 11.6.3.4 The Secretary in consultation with the University Legal Department shall raise the charges to the employee. In such situations, an employee shall be given seven (7) days upon which he/she shall respond.
- 11.6.3.5 Employees shall be subjected to appropriate disciplinary action for revealing information that is of a confidential nature.

11.7 Disciplinary Actions

Depending on the gravity of the matter, the following may constitute the type of disciplinary actions to be taken in various disciplinary cases:

11.7.1 Offenses shall attract the following actions:

- a) Warning or reprimand;
- b) Severe reprimand;
- c) Suspension;
- d) Withhold or stop salary;
- e) Surcharge or refund;
- f) Making good the loss or damage of University property or Asset;
- h Demotion;
- a) Retirement in public interest;
- b) Dismissal.

11.7.2 Interdiction

- 11.7.2.1 Interdiction is a temporary removal of an employee from exercising his/her duties while an investigation of a particular misconduct is being carried out. The interdiction shall be effected by the Secretary.
- 11.7.2.2 Where University Officers are involved, the Vice Chancellor shall interdict.
- 11.7.2.3 Where the Vice Chancellor is involved, the Chairperson of Council shall interdict.

- 11.7.2.4 The responsible person for interdiction shall ensure that investigations are done expeditiously, in any case within three (3) months for cases that do not involve the Police and Courts and six (6) months for cases that involve the Police and Courts of Law.
- 11.7.2.5 Where an employee is interdicted, he or she shall be informed of the reasons for such an interdiction.
- 11.7.2.6 An interdicted employee shall receive such salary not being less than a half of his or her basic salary, subject to a refund of the other half, in case the interdiction is lifted.
- 11.7.2.7 The employee under interdiction shall not leave the country without written permission from the responsible person.
- 11.7.2.8 An employee under interdiction shall not access University premises unless with a written permission from the responsible person.
- 11.7.2.9 Upon interdiction, an employee shall with immediate effect hand over his/her office formally.
- 11.7.2.10 Failure to hand over as required shall be construed as gross misconduct.
- 11.7.2.11 The case of an employee who is interdicted from exercising the powers and functions of his/her office shall be submitted to the Board for noting.
- 11.7.2.12 After investigation, the responsible person shall submit a report to Top Management who may in turn submit the case to the Board.
- 11.7.2.13 In all cases the concerned employees shall be given a fair hearing.

11.8 Dismissal/Termination

- 11.8.1 The University may dismiss an employee who is confirmed in the University service and may also terminate an employee's contract.

11.9 Appeal Mechanism

11.9.1 An employee may appeal to the University Staff Tribunal against the decision of the Board within fourteen (14) days after being notified of the decision.

11.9.2 Where an employee has been removed from office or employment by the Board, he/she shall be deemed to be suspended until the expiry of the period allowed for the Appeal at which date the removal shall become effective.

11.9.3 If an employee is not satisfied with the decision of the Staff Tribunal, he/she may appeal to Courts of Law.

11.9.4 Where an Appeal has been lodged in time, the suspension shall remain in force until the Tribunal determines the Appeal.

11.9.5 For avoidance of doubt, where criminal charges are instituted against an employee in any Court of law on the same set facts or offences, for which disciplinary proceedings have been instituted, or there is an intention to institute disciplinary action against the same employee, it shall not stop the

11.9.6 Board from holding the disciplinary proceedings.

11.9.7 Nothing in this Section shall be construed as prohibiting or restricting the Board's power to suspend such an employee.

11.10 Employees' Grievances

The University shall recognize and put in place measures to handle employee grievances urgently and efficiently in order to promote harmony.

11.11 Handling Employees' Grievances

The University shall respond to the grievances of employees with the following objectives:

- a) To handle complaints and grievances from employees effectively and efficiently.
- b) To minimize incidents of serious disciplinary action such as termination of employment, summary dismissal or litigation.
- c) To increase harmony and a healthy working environment, maintain morale of employees and ensure maximum productivity.

11.12 Procedure for Submitting Grievances

11.12.1 The University shall install general suggestion boxes throughout the university main campus to encourage employee to put forward their grievances to the authorities without disclosing their identity if they so wish.

11.12.2 The University shall ensure that no one will be punished in any way for making a formal complaint/grievance to the university as long as he/she does not directly or indirectly incite other employees into violence.

a) Stage One

An employee with any complaint/grievance shall report it to the Immediate supervisor who shall carry out investigations of the grievance and take prompt appropriate action.

b) Stage Two

Failure to find a solution, at the request of the complainant or on his/her own discretion, the supervisor shall report the matter to the his/her next supervisor.

Where the grievance is against the immediate supervisor or head of Unit, the employee shall lodge a complaint before the supervisor at a higher level in accordance with the hierarchy.

c) Stage Three

If the aggrieved party is still unhappy with the decision made at Stage Two, he/she may appeal to the Secretary who shall take appropriate action.

Grievances from employees may be forwarded to the Secretary directly or to the Vice Chancellor in case the employee is of the opinion that the grievance cannot be handled by the supervisors.

CHAPTER TWELVE: STAFF ASSOCIATIONS

12.0 Introduction

Employees are free to organize themselves in available Associations as per the Act and other Laws of Uganda.

The University shall recognize and work with employee Associations within the University to promote good working relations with employees.

The Associations shall carry out their duties in conformity with the Public Service (Negotiating, Consultative and Disputes Settlement Machinery) Act 2008.

12.1 The National Union of Educational Institutions (NUEI) – Support Staff-KAB Branch

NUEI is registered and affiliated to the National Organization of Trade Unions in accordance with the Act.

12.2 Kabale University Academic Staff Association (KABASA)

KABASA is the KAB recognized Association that represents the interests of the Academic Staff in accordance with the Act.

12.3 Kabale University Administrative Staff Association (KUADSA)

KUADSA is the KAB recognized Association that represents the interests of the Administrative staff in accordance with the Act.

12.4 Kabale University Convocation (KABCON)

KABCON is the KAB recognized association that brings together and represents interests of alumni of the Kabale University as stipulated in the Act.

12.6 And any other Association that may be recognized by Council.

CHAPTER THIRTEEN

13.0 EXITING MANAGEMENT

13.1 General Statement

The power to remove an employee from the service of the University is vested in the Board.

This provision sets out the conditions and procedures relating to a University employee exiting management. It aims at ensuring that the University is in conformity with good employment practices and complies with the statutory requirements.

13.2 General Conditions for Leaving

13.2.1 The employee can leave the University service under the following circumstances:

- a) Termination of probationary appointment;
- b) Resignation;
- c) Abandonment of duty;
- d) Death;
- e) Mandatory Retirement;
- f) Retirement in Public Interest;
- g) Early Retirement;
- h) Retirement on medical grounds;
- i) On contract expiry or termination of the contract;
- j) Retirement on abolition of office;
- k) Down-sizing to facilitate improvement in the University;
- l) Retirement on marriage grounds;
- m) Change of ownership of the University;
- n) Dismissal.

13.2.2 On leaving the Service, an employee shall hand over all University

properties in his or her charge in accordance with the provisions of this Manual. If the employee fails to hand over, his/her benefits shall be withheld until such liabilities are fully discharged by him/her.

13.2.3 Unless otherwise specified in the law, an employee who is dismissed forfeits all rights and privileges attached to his or her appointment.

Employees who are terminated and/or retired in public interest shall be given notice depending on the period of service.

13.2.4 An employee who may wish to leave prior to the stipulated period of notice shall pay to the University such an amount equivalent to his/ her salary for the period of notice.

13.2.5 Any outstanding period of annual leave to which an employee is entitled, on termination of the employee's employment shall not be included in any period of notice which the employee is entitled to under this subsection.

13.2.6 The University shall only compensate an employee for unused leave when the employee works throughout the notice period and is not terminated for gross misconduct; otherwise, the outstanding leave shall be forfeited.

13.2.7 In instances where the University initiates the termination of an employee, he/she may be paid in lieu of leave and/or notice.

13.2.8 All benefits that an employee is entitled to including medical care end on the last day of employment, or the last day of the month in which the last day of employment falls.

13.2.9 All entitlements to the employee will be paid during the next normal pay period following the month of termination.

13.2.10 If there are unpaid obligations to the University, the final paycheck will reflect the appropriate deductions.

13.3 Termination

Termination shall be deemed to take place in the following instances:

13.3.1 Where the contract of service is ended by the University with notice;

13.3.2 Where the contract of service, being a contract for fixed term or task, ends with expiry of the specified term or the completion of the specified task and is not renewed within a period of one week from the date of expiry on the same terms or terms not less favourable to the employee;

13.3.3 Where the contract of service is ended by the University with or without notice, as a consequence of unreasonable conduct on the part of the employee;

13.3.4 Where the contract of service is ended by the University in circumstances where the employee has received payment in lieu of notice.

13.4 Period of notice

13.4.1 A contract of employment shall not be terminated by the University unless notice is given to the employee, except where the contract of employment is terminated summarily in accordance with section 69 of the Employment Act, 2006.

13.4.2 Where the reason for termination is attainment of retirement age.

13.5 Period of Notice

13.5.1 Termination by the University or by the University Staff

The University or University Staff terminating an employment contract shall be obliged to give notice to the other party as follows:

- a) Not less than two weeks, where the employee has been employed for a period of more than six months but less than one year;
- b) Not less than one month, where the employee has been employed

- for a period of more than twelve months, but less than five years;
- c) not less than two months, where the employee has been employed for period of five, but less than ten years; and
- d) Not less than three months where the service is ten years or more.

During the period of notice, an employee is expected to be working full-time except where the University terminates in lieu of notice.

The employee who is resigning or terminating service shall be required to hand over all University property to the relevant authorities before leaving the University. This applies to both the local and expatriate staff.

13.5.2 Termination of Probationary Appointment

An employee whose probationary appointment is terminated other than by summary dismissal shall: -

- a) Be given two weeks' notice.
- b) Have no claim to any retirement or other terminal benefits.
- c) On request, be given a certificate of service; and
- d) Hand-over any University property in his or her possession.

13.6 Resignation

13.6.1 An employee may resign from his or her employment at any time for any reason.

13.6.2 When an employee decides to leave for any reason, the Head of Human Resource shall discuss the resignation before final action is taken to find out whether another alternative may be better.

13.6.3 If, however, after full consideration the employee decides to leave, the employee shall provide the University with a written advance notice period in line with this manual.

13.6.4 In the event of resignation, the employee shall forfeit, all benefits including terminal benefits payable by the University due to him or

her. However, he/she shall be entitled to his/her NSSF contributions and/or gratuity in the case of employees on contract.

13.7 Abscondment from Duty

13.7.1 is the responsibility of the employee to inform his/her supervisor in writing about his/her absence from duty.

13.7.2 An employee who is absent from duty for five (5) working days or more shall be served with a written warning letter by the Head of Department and shall give a copy of such a communication to the Secretary.

13.7.3 The Secretary shall require an employee who is absent from duty for fourteen (14) days to resume duty immediately with a written explanation for his or her absence.

13.7.4 An employee who is absent from duty without permission for 30 consecutive days shall be deemed to have absconded from duty.

13.7.5 The Secretary shall suspend payment of salary immediately and submit to the Board for appropriate action.

13.7.6 An employee who absconds from duty shall forfeit, all terminal benefits payable by the University.

13.7.7 A Head of Department or supervisor who fails to report cases of Abscondment shall be subjected to disciplinary action.

13.8 Dismissal

13.8.1 The University may dismiss an employee whose conduct, actions or performance violates or conflicts with the University Code of Conduct.

13.8.2 In the event of dismissal, the employee shall forfeit all benefits including retirement benefits payable by the University.

13.9 Mandatory Retirement

13.9.1 The employee shall retire on attaining the mandatory retirement age as determined by Council.

13.9.2 The University shall provide retirement orientation.

13.9.3 Six (6) months to the due date of retirement, the Head of Human Resource shall notify the employee in writing indicating the date of retirement.

13.10 Retirement in Public Interest

13.10.1 Where the Board requires an employee to relinquish his or her office as a disciplinary measure which does not merit dismissal, the employee shall be entitled to his or her terminal benefits in accordance with the regulations.

13.10.2 When an employee is retired in public interest, he or she shall be entitled to a period of notice.

13.11 Removal of Head of Academic Units

Two-thirds of Academic Members of the Academic Unit may make a recommendation to the Vice Chancellor to forward to the Appointments Board to remove the Head of Academic Unit from office, as per the Act.

13.12 Contract Expiry and Termination of the Contract

13.12.1 An employee engaged on contract terms may leave the University at the end of his/her contract period.

13.12.2 An employee engaged on contract terms shall be terminated in accordance with the conditions spelt out in the contract agreement.

13.12.3 An employee may in turn terminate his or her contract in accordance with the terms of the contract.

13.12.4 An employee who leaves the service of the University under this sub-

section shall be paid terminal benefits in accordance with the agreement.

13.13 Post Retirement/Resignation/Termination Procedure

13.13.1 Exit Interview

13.13.1.1 The Head of Human Resource shall be responsible for scheduling an exit interview with an employee, explaining the procedure to be followed when an employee is leaving the University and clarifying to the employee any terminal benefits that may be due to him or her.

13.13.1.2 In case of resignation, the reason for leaving the University may be recorded with the consent of the employee.

13.13.2 Certificate of Service

13.13.2.1 On termination of employment, the University on request by the employee shall provide the employee with a Certificate of Service indicating:

- a) The names and address of the employer and employee;
- b) The nature of the employer's business;
- c) The length of the employee's period of continuous employment with the employer;
- d) The capacity in which the employee was employed prior to termination;
- e) Where the employee so requests, the reason(s) for the termination of the employee's employment.

13.13.2.2 The Certification shall be prepared by the Head of Human Resource and signed by the Secretary.

13.14 Circumstances under which Persons shall not be re-employed in the University

Persons previously employed in the University shall not be re-engaged after leaving the Service under any of the following circumstances:

- i. Abandonment of duty;
- ii. Retirement in Public Interest;
- iii. Dismissal from the University.

13.15 Movement of Employee within, to or from Outside the University

13.15.1 The University subscribes to the concept of free movement of labour within reasonable limits, even beyond the University, in the interest of the service. Procedures shall be laid down to be followed to avoid situations which might adversely affect a University employee and/or the University.

13.15.2 Movement of employees within the University, between Universities and other organizations shall be of the following categories:

- a) Movement of Employees within the University;
- b) A University employee may be deployed from one Department to another or from one Academic Unit or Administrative Unit to another or academic unit to administrative unit and vice versa considering the following:

13.15.3 Transfer of persons from one Section to another shall be in the University interest, in good faith and should never be used as a punitive measure or a way of disciplining University employees.

13.15.4 A University employee may be transferred to or from one campus to another, from one Department to another after continuous stay in his or her current posting for at least three (3) years and not exceeding five (5) years, subject to the exigency of the University.

13.16 Appointment on Transfer within the University

13.16.1 An appointment on transfer within the University service is where a confirmed, serving University employee changes from one cadre to another within the University at the same level.

13.16.2 All appointments on transfer within the University shall follow proper appointment procedures.

13.16.3 Appointment on transfer within the University shall be in the interest of the University and may be on the recommendation of the Head of Department.

13.16.4 Appointment on Transfer of Service from a Central Government or Local Government or Public University to the University.

13.16.5 An employee on permanent terms in a Central Government, Local Government or a Public University once appointed to a post in the University, such appointment shall be referred to as appointment on transfer of service from Central Government, Local Government or a Public University to another University. Copies of the employee's open and confidential files, particulars of service and other relevant documents like Local Last Pay Certificate shall be provided to the University.

13.16.6 If a person appointed has received terminal benefits from the previous employer, appointment on transfer shall not arise. The Appointing Authority may consider other terms depending on the age of the candidate.

13.17 Reference Checks for Former Employees

13.17.1 All inquiries regarding a current or former University employee must be referred to the Secretary.

13.17.2 Should an employee receive a written request for a reference, he or she shall refer the request to the Head of Human Resource.

13.17.3 The reference letter for current or former employee shall be issued by the Secretary.

13.17.4 Under no circumstances should any University employee release any information about a current or former employee of the University over the telephone and/or social media. All telephone inquiries regarding any current or former employee of the University must be referred to the Secretary in writing.

13.17.5 In response to an outside request for information regarding a current or former University employee, the Secretary will furnish or verify an employee's name, dates of employment, job title and Department.

13.17.6 No other data or information regarding any current or former University employee, or his or her employment with the University, will be furnished unless:

- a) The employee authorizes the University to furnish this information in writing and also releases the University from liability in connection with the furnishing of this information.
- b) The University is required by law to furnish any information.

13.17.7 Any employee who violates this provision shall commit an offence.

14.0 MISCELLANEOUS PROVISIONS

14.1 Date of Commencement

This Revised Manual shall commence on the date of approval by the Council and repeals all other previously existing Human Resource Manuals of Kabale University.

14.2 Revision

This Manual may be reviewed from time to time. Any employee or organ of the University may communicate in writing the need for revision of any part of this Manual to the Secretary who shall then present the need to Top Management for onward submission to the Board.

After deliberation, the Board shall submit the matter to Council.

Any changes by the Council shall be communicated to all employees.

Appendix 1: The Annual Leave Entitlement Table

S/N	Scale	Annual leave Entitlement	Monthly Entitlement
1	M1-M5	36Working Days	3 Working Days
2	M6.1-M13	30Working Days	2 ½ Working Days
3	M14 &Below	24 Working Days	2 Working Days

Appendix 2: Performance Monitoring Tools

KABALE UNIVERSITY

PERFORMANCE AGREEMENT FOR ACADEMIC STAFF

Professor and Associate Professor

Period of Assessment : 1st July……. to 30th June ……

Name of Appraisee :

Job Title/Rank :

Salary Scale :

Date of appointment

Department

Name of Appraiser

Rank of Appraiser

Position Summary

To provide academic leadership and knowledge in the relevant discipline and lead the development and implementation of research and publications

Duties and Responsibilities

1. Provides academic leadership, guidance and mentorship in the department and participate in curriculum development and review.
2. Prepares and delivers lectures to students.

3. Conducts seminars and tutorials.
4. Sets, marks and assesses course work and examinations and provides timely feedback to students.
5. Conducts research and produces scholarly publications.
6. Prepares and submits proposals and applications to external bodies for funding and accreditation purposes.

TEACHING AND LEARNING				
	Key Outputs	Performance Targets	Means of verification	Agreed Rating
	Lectures delivered to students Course outline adhered to	No. of lectures delivered No. of course outlines prepared & given to students	Signed Attendance sheets. Actual course outline & course content Students' appraisal form Report from Quality assurance	20
	Course work given and assessed	No of course works given and assessed Course 1 Course 2 Course 3 Course 4 Course 5	Student Course Scores	3
	Course work feedback		Signed script	2

	given on time	Course 1 Course 2 Course 3	received form	
	Semester examination given, invigilated and marked on time	Course 1 Course 2 Course 3	Examination marks sheets	10
RESEARCH AND PUBLICATIONS				
	Key Outputs	Performance Targets 2 publications	Means of verification	27
	Research & scholarly publications produced Articles Books Book chapters	No. of Research & scholarly publications produced	Actual Publications available	10
	Conference attendance			2
	Research grant proposals submitted	Number of research grant proposals	Acknowledgement of receipt	10
	External Examiner	Number of Masters/PhD dissertations examined	Letter of appointment	3
	Participation as a review of editorial member of journals	Number of articles reviewed	Invitation letter to review/act as an editor	2
SUPERVISION OF STUDENTS				

	Key Outputs	Performance Targets	Means of verification	of 15
	Supervision of graduate students (PhD, Masters, PGD)	Number of students supervised	Letter of appointment List of students supervised	12
	Supervision of Interns, School practice & Industrial Training	No. of Students Supervised	List of Students supervised Report	2
COMMUNITY SERVICE				
	Key Outputs	Performance Targets	Means of verification	of 8
	Services to the community	Number of services		5
	Consultancy	Number of consultancy services	Letter of appointment Reports Permission letter	3
GOVERNANCE & ADMINISTRATION				
	Key Outputs	Performance Targets	Means of verification	of 5
	Faculty meeting conducted /attended	No. of Faculty meetings conducted/attended	Minutes and attendance list	2
	Membership to university committees: Council committee Senate Quality assurance Resource Mobilization	Number of meetings attended	Appointment letter Attendant list	3

ACADEMIC LEADERSHIP				
	Key Outputs	Performance Targets	Means of verification	10
	Headship of Units	No. of units headed	Appointment letters	4
	Participation in Planning, Budgeting & Fund accounted for	Plans, Budget & accountabilities submitted on time	Accountabilities	2
	Mentorship of Staff & students	No of staff & Student	Lists, Reports	2
	Staff appraised on time/performance appraisal filled on time	Number of staff appraised	Appraisal forms	2
	Total Overall			100%

Agreed Position of the Appraiser & Appraisee

.....

Name and Signature of Appraiser Signature:

Date

Name and Signature of AppraiseeSignature:.....

Date:

KABALE UNIVERSITY

PERFORMANCE AGREEMENT FOR ACADEMIC STAFF

Senior Lecturer and Lecturer

Period of Assessment : to

Name of Appraisee :

Job Title/Rank :

Salary Scale :

Date of appointment

Department

Name of Appraiser

Rank of Appraiser

Position Summary

To provide academic leadership and knowledge in the relevant discipline and lead the development and implementation of research and publications

Duties and Responsibilities

1. Provides academic leadership, guidance and mentorship in the department and participates in curriculum development and review.
2. Prepares and delivers lectures to students.
3. Conducts seminars and tutorials.

4. Sets, marks and assesses course work and examinations and provide timely feedback to students.
5. Conducts research and produces scholarly publications.
6. Prepares and submits proposals and applications to external bodies for funding and accreditation purposes.

TEACHING AND LEARNING				
	Key Outputs	Performance Targets	Means of verification	Agreed Rating
	Lectures delivered to students Course outline adhered to	No. of lectures delivered No. of course outlines prepared & given to students	Signed Attendance sheets. Actual course outline & course content Students' appraisal form Report from Quality assurance.	20
	Course work given and assessed	No of course works given and assessed Course 1 Course 2 Course 3	Student Course Scores	3
	Course work feedback given on time	Course 1 Course 2 Course 3	Signed script received form	2

	Semester examination given, invigilated and marked on time	Course 1 Course 2 Course 3	Examination marks sheets	10
RESEARCH AND PUBLICATIONS				
	Key Outputs	Performance Targets	Means of verification	27
	Research & scholarly publications produced Articles Books Book chapters	No. of Research & scholarly publications produced	Actual Publications available	10
	Conference attendance			2
	Research grant proposals submitted	Number of research grant proposals	Acknowledgement of receipt	10
	External Examiner	Number of Masters/PhD dissertations examined	Letter of appointment	3
	Participation as a review of editorial member of journals	Number of articles reviewed	Invitation letter to review/act as an editor	2
SUPERVISION OF STUDENTS				
	Key Outputs	Performance Targets	Means of verification	15
	Supervision of graduate	Number of	Letter of	12

	students (PhD, Masters, PGD)	students supervised	appointment List of students supervised	
	Supervision of Interns, School practice & Industrial Training	No of Students Supervised	List of Students supervised Report	2
COMMUNITY SERVICE				
	Key Outputs	Performance Targets	Means of verification	8
	Services to the community	Number of services		5
	Consultancy	Number of consultancy services	Letter of appointment Reports Permission letter	3
GOVERNANCE & ADMINISTRATION				
	Key Outputs	Performance Targets	Means of verification	5
	Faculty meeting conducted /attended	No. of faculty meetings conducted/attended	Minutes and attendance list	2
	Membership to university committees: Council committee Senate Quality assurance Resource Mobilization	Number of meetings attended	Appointment letter Attendant list	3
ACADEMIC LEADERSHIP				
	Key Outputs	Performance	Means of	10

		Targets	verification	
	Headship of Units	No. of units headed	Appointment letters	4
	Participation in Planning, Budgeting & Fund accounted for	Plans, Budget & accountabilities submitted on time	Accountabilities	2
	Mentorship of Staff & students	No of staff & Student	Lists, Reports	2
	Staff appraised on time/performance appraisal filled on time	Number of staff appraised	Appraisal forms	2
	Total Overall			100%

Agreed Position of the Appraiser & Appraisee

.....

.....

Name and Signature of AppraiserSignature:.....

Date:.....

Name and Signature of Appraisee Signature:

Date:.....

KABALE UNIVERSITY

PERFORMANCE AGREEMENT FOR ACADEMIC STAFF

Assistant Lecturer and Teaching Assistant

Period of Assessment : to

Name of Appraisee :

Job Title/Rank :

Salary Scale :

Date of appointment

Department

Name of Appraiser

Rank of Appraiser

Position Summary

- To assist the design, development and production of learning material and teaching.

Duties and Responsibilities

1. Lectures prepared and delivered under guidance.
2. Tests, examinations and coursework set under guidance.
3. Tests and examinations scripts marked, and examinations results compiled under guidance.

4. Tests, examinations and coursework administered or invigilated under guidance.
5. Students' projects supervised under guidance.
6. Junior Academic Staff mentored.
7. Official assignments by Head of Department done

TEACHING AND LEARNING				
	Key Outputs	Performance Targets	Means of verification	Agreed Rating
	Lectures delivered to students Course outline adhered to	No. of lectures delivered No. of course outlines prepared & given to students	Signed Attendance sheets. Actual course outline & course content Students' appraisal form Report from Quality assurance.	20
	Course work given and assessed	No of course works given and assessed Course 1 Course 2 Course 3	Student Course Scores	15
	Course work feedback given on time	Course 1 Course 2 Course 3	Signed script received form	5

	Semester examination given, invigilated and marked on time	Course 1 Course 2 Course 3	Examination marks sheets	10
SUPERVISION OF STUDENTS				
	Key Outputs	Performance Targets	Means of verification	20
	Supervision of students	Number of students supervised	Letter of appointment List of students supervised	10
	Supervision of Interns, School practice & Industrial Training	No of Students Supervised	List of Students supervised Report	10
COMMUNITY SERVICE				
	Key Outputs	Performance Targets	Means of verification	10
	Services to the community	Number of services		5
	Consultancy	Number of consultancy services	Letter of appointment Reports Permission letter	5
GOVERNANCE & ADMINISTRATION				
	Key Outputs	Performance Targets	Means of verification	20
	Faculty meeting conducted /attended	No. of faculty meetings conducted/atten	Minutes and attendance list	10

		ded		
	Membership to university committees: Council committee Senate Quality assurance Resource Mobilization	Number of meetings attended	Appointment letter Attendant list	10
	Total Overall			100%

Agreed Position of the Appraiser & Appraisee

Name and Signature of Appraiser Signature:

Date:.....

Name and Signature of Appraisee Signature:

Date:.....

KABALE UNIVERSITY

PERFORMANCE AGREEMENT FOR ADMINISTRATIVE & SUPPORT STAFF

Period of Assessment : to

Name of Appraisee :

Job Title/Rank :

Salary Scale :

Position Summary

.....

Duties and Responsibilities

.....

	Key Outputs	Performance Targets	Means verification	of Agreed Rating
	Total overall			100%

Agreed Position of the Appraiser & Appraisee

.....

Name and Signature of Appraisee: Signature:

Date:.....

Name and Signature of Appraiser: Signature:.....

Date:.....

Appendix 3: Performance Monitoring Feedback

Key output s	Perform ance indicato rs	Target s	Progress made since the last performan ce assessmen t	Areas of strengt h	Areas of weak ness es	Chal leng es face d	Conse nsus/a rea for improv ement	Agreed actions for improv ement

Signature _____ of _____

Supervisee.....Date.....

Signature _____ of _____

Supervisor.....Date.....

Signature _____ of _____

Overseer.....Date.....

Appendix 4 ANNUAL STAFF PERFORMANCE APPRAISAL
KABALE UNIVERSITY

ANNUAL STAFF PERFORMANCE APPRAISAL

Preamble

This performance management tool is for establishing the extent to which set targets within the overall goals of the organization are achieved. Performance gaps are discovered, and development needs of an individual employee are identified as the appraisal process offers an opportunity to the Appraisee and Appraiser to dialogue and obtain feedback on performance. The process should therefore be participatory in nature, and consistent in the use of guidelines by all Public Officers in filling the form.

The Appraiser and Appraisee are therefore, advised to read the detailed guidelines before filling this form.

Period of Assessment: From.....to.....

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

Name of the
Appraisee.....

DD **MM** **YEAR**
Date of Birth:

Current Job Title:Salary Scale.....

Date of 1st Appointment..... Date of Current Appointment.....

Terms of Appointment (Probation, Permanent, Contract)

.....,

If contract or probation indicate start date: End date:
.....

Name of the Appraiser.....

Job Title..... Salary Scale.....

Faculty/Institute/Unit.....

Department.....

SECTION B:ASSESSMENT OF THE LEVEL OF ACHIEVEMENT

This section 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.

At the end of the assessment period, an appraisal meeting should be conducted by the Appraiser. The Appraisee completes part B (1); before the appraisal meeting, by indicating the key outputs, performance indicators and targets agreed upon in the performance plan at the beginning of the assessment period. The Appraiser should complete part B (2), after the appraisal meeting. The assessment should reflect the jointly agreed position.

The assessment of the Individual outputs shall be reflected as a performance level under section B; this will be supported by relevant comments on performance under the same section. The performance levels shall be described as Excellent, Very good, Good, Fair and Poor. In order to quantify the assessment, the performance levels shall be awarded scores namely; 5 for excellent, 4 for Very Good, 3 for Good, 2 for Fair and 1 for Poor. Right after the table is a detailed description of the performance levels.

Appraiser and Appraisee sit and Agree

B (1) Agreed Key Outputs, performance Indicators and Targets			B (2) Assessment of Performance			
Key Outputs	Performance Indicator (How will results be measured)	Performance targets (An agreed minimum level of performance)	Self-Rating	Supervisors Rating	Agreed Rating	Comments of Performance
TOTAL						

SECTION C: ASSESSMENT OF CORE COMPETENCES

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.

COMPETENCE	ASSESSMENT						COMMENTS
	Performance level attained (Please tick)						
	5	4	3	2	1	N/A	
Professional knowledge/skills: Uses own knowledge and expertise to demonstrate good judgment and relates it to work.							
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.							
Leadership:							

Demonstrates credible leadership, uses power and authority fairly and reinforces and communicates vision for change.							
Decision making: Makes logical analysis of relevant information and develops appropriate solution.							
Initiative & Innovation Shows persistence by addressing current problems; acts proactively, plans for the future and implements comprehensive plans.							
Team work Works cooperatively and collaboratively to build strong teams; also shares information and develops processes to improve the efficiency of the team.							
Human Resource 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.							
Financial Management: Knows basic financial policies and procedures; is familiar with the overall financial management processes.							
Management of other resources (equipment & facilities): Effectively and efficiently uses resources to accomplish tasks.							
Result orientation: Takes up duty willingly and produces results.							
Customer/Client care Responds well and attends to clients. Reflects a good image of the University.							
Communication: Actively listens and speaks respectfully; seeks and sends clear oral and written messages, and also understands the impact of messages on others.							
Integrity: Communicates values to others and takes pride in being							

trustworthy. Provides quality services without need for inducements.							
Time Management: Always maximizes time in accomplishing set targets.							
Loyalty: Complies with lawful instructions of Supervisor and is able to provide on-going support to supervisors.							
Any other relevant competence							

Definition of the Performance Levels

Excellence (5): The Appraisee has exceeded the agreed targets and has consistently produced results of excellent quality and demonstrated a high level of productivity and timeliness. The Appraisee is a model of excellence in both the results achieved and the means by which they are achieved.

Very good (4): The Appraisee achieved all the agreed output in line with the agreed targets. The Appraisee consistently meets expectations for the out puts achieved and the means by which they are achieved.

Good (3): The Appraisee achieved most, but not all the agreed outputs in line with the agreed targets, and there is no supporting justification for not meeting the other commitments.

Fair (2): The Appraisee has achieved minimal outputs in line with the agreed and without a supporting justification for inability to meet the commitments.

Poor (1): The Appraisee has not achieved most of the targets and without supporting justification for not achieving them.

Overall Assessment of Performance

Overall assessment of performance should be derived by adding the scores of each performance level and the total divided by the total number of outputs. The average of the scores obtained shall be the overall assessment.

Overall Performance Level

Excellent	Very Good	Good	Fair	Poor
5	4	3	2	1

(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 competences, and the identified performance gaps. Such action plan for improved performance may include: Training, coaching, mentoring, job rotation, counselling among others.

Where the plan(s) involve formal training of the Appraisee, such record should be forwarded to the Staff Training and Development Committee through the Head of Human Resources.

Performance Gap	Agreed Action	Time frame

SECTION E: COMMENTS, RECOMMENDATIONS (IF ANY) AND SIGNATURES

This section is to be completed by the Appraisee, Appraiser and the countersigning Officers. It is to confirm that the appraisal meeting actually took place and that there was agreement or if there was a disagreement, it was resolved. It further confirms that the action plan to improve performance was discussed and agreed upon. So, the above concerned parties should use this section to comment about the job, career and any other relevant information.

Describe how effectively you have been utilized by the University.

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

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

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

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

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

Comments of the Appraisee

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

Signature: DD MM YEAR
 [][] [][] [][][][]

RECOMMENDATION (E.g.)

1. To write a letter of appreciation
2. To write a letter of encouragement
3. To write a letter of warning
4. To confirm in service
5. To terminate services

COMMENTS OF THE APPRAISER

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.....
.....

Signature..... DD MM YEAR

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COMMENTS OF THE COUNTERSIGNING OFFICER/SUPERVISOR OF APPRAISER

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Name of Countersigning Officer:.....

Job Title:.....

Signature:..... DD MM YEAR

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