



GULU UNIVERSITY

**HUMAN RESOURCES
MANUAL**

2017

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FOREWORD

Following extensive consultations, the new University Human Resource Manual has been approved. It is the most comprehensive Manual that establishes guidelines on policies, procedures, benefits, and working conditions that shall be followed by all Gulu University employees as a condition of their employment at the University.

The policies and procedures contained herein shall replace and supersede the previous Tenure, Terms and Conditions of Service; or any other existing human resource policies, procedures, regulations, or practices.

The Manual comprises three parts: Part one entails entry onto the job; covering employment, recruitment and probationary appointment. Part two entails stay on the job; covering remuneration, allowances, benefits, performance management, staff conduct, training and development; and Part three details exit from the job; covering staff disciplinary code of conduct and termination.

The University Council is committed to ensuring that the policies and procedures herein are abided by; and, staff perform duties professionally to achieve the mission and vision of the University. On behalf of Council, I take this opportunity to sincerely thank the committee that drafted the Manual and management for the good work.

A handwritten signature in black ink, appearing to be 'BN Otto', written in a cursive style.

Dr. Benjamin Nelson Otto
Chairperson, University Council.

ACKNOWLEDGEMENT

I would like to acknowledge the Council contribution and support towards approval of this most comprehensive Human Resource Manual. Management Committee members and staff of the University have been very instrumental in analyzing and enriching the Manual thereby making it amenable to the University community interests. I thank the staff and management team for their valuable input to this Manual.

This Manual was developed through the tireless efforts of the dedicated committee chaired by Ms. Safina Naggayi. Other members of the committee to whom I am grateful were Mr. Oballim Christopher, Mr. Kamuntu Moses, Ms. Christine Cakuru, and Ms. Agnes Oliver Ataro.

I acknowledge contributions of Kyambogo University, Uganda Management Institute, Mbarara University of Science and Technology and Makerere University in the development of this Manual. Kyambogo University deserves special appreciation for sharing with Gulu University their experience and materials during the development of the Manual.

Management is committed to championing the implementation of the Manual in order to enhance good governance and improve the quality of our services within the University and beyond.



Prof. J.H. Pen-Mogi Nyeko
Vice-Chancellor

DEFINITION

Words used in this Human Resources Manual shall have the contextual meaning attributed to them by definitions given hereunder:

Abscondment	Shall mean absence from duty without permission for a continuous period of fourteen (14) days.
Act	Shall mean the Universities and Other Tertiary Institutions Act 2001, as amended.
Allowances	Shall mean monetary benefits an employee is entitled to receive to assist with costs incurred for such items as housing, transport etc, which shall vary from time to time.
Appointing Authority	Shall mean the Gulu University Council or its delegate.
Appointment	Shall mean the formal engagement of an employee in the service of Gulu University, in accordance with this Manual.
Appointments Board	Shall mean the Appointments Board of Gulu University which is a committee of the Council.
Basic Salary	Shall mean the salary exclusive of allowances.
Calendar Month	Shall mean the calendar month of the twelve months of the year (January – December).
Casual Worker	Shall mean a person employed to perform defined tasks on a day to day basis and whose remuneration is on a piece rate or time rate basis.

Chancellor	Shall mean the Chancellor as defined in the Universities and Other Tertiary Institutions Act 2001, as amended.
Child or Children	Shall mean an employee's biological, dependent, or legally adopted child or children under 18 years of age, registered with the University.
Conflict of Interest	Shall mean a situation where an employee's personal interest's conflict with those of the University as defined in the Leadership Code Act.
Consent	Shall mean mutual knowledge of and acceptance/permission between and among employees.
Consolidated Salary	Shall mean the basic salary and allowances indicated in the letter of appointment and reflected on the pay slip.
Contract	Shall mean employment in the service of the University for a specific, prescribed period under such terms and conditions as shall be agreed upon and prescribed in a service agreement entered into between an employee and the University.
Contract Gratuity	Shall mean the terminal benefit an employee on contract will receive upon completion of the respective period of service.
Council	Shall mean the governing body of Gulu University.
Day	Shall mean a period of twenty four (24) hours.
Dean/Director	Shall mean a person appointed and designated by Council as Dean/Director.

Department	Shall mean units which run administrative or academic programs as approved by Council.
Dependant	Shall mean a person who lives with and is catered for by a member of staff.
Disciplinary Committee	Shall mean the people appointed by the University Council to hear disciplinary cases or matters.
Dismissal	Shall mean termination of the services of an employee by the University without giving the employee any benefit.
Employee	Shall mean a person employed by the University under a specified contract of service.
Employee on Permanent Terms	Shall mean an employee who has satisfactorily completed the prescribed probationary period and has been confirmed in service and notified in writing to that effect.
Established Position	Shall mean the approved and declared job position as stipulated in the job categories under Gulu University staff establishment.
Faculty/ Institute	Shall mean an academic unit comprising academic or research units.
Industrial Training	Shall mean the attachment of a student to a University unit for the purpose of gaining hands on experience.
Leave	Shall mean a period officially granted to a member of staff to be off duty for a specific number of days.

Management	Shall mean a composition of officers of the University appointed by Council for the purpose of spearheading the strategic and administrative operations of the University.
Mandatory Retirement	Shall mean permanently leaving service of the University at the age of 65 years for employees in the salary scales above M5 and 60 years for employees in the salary scales M5 and below.
Nominated Beneficiary	Shall mean any person who has been declared by a member of staff or named in the Letter of Administration to receive money or gratuity the University owes the staff in case she/he dies before receiving it.
Overtime	Shall mean any additional hours worked in a day that is over and above the specified working hours.
Part time Employee	Shall mean a professional part time employee whose payment is based on hours worked.
Plagiarism	Shall mean the unauthorized use or close imitation of the language and thoughts of another author or authors and the representation of them as one's own original work.
Principal	Shall mean the Head of a College set up under the Constituent College.
Probation	Shall mean the process of testing or observing the character or abilities of a person who is new to a role or job.
Promotion	Shall mean the conferment upon a person in the service of the University, of an office or post to which is attached a higher salary, salary scale or status or

privileges than that attached to the office or post to which he/she was last substantively appointed.

Qualification	Shall mean a qualification obtained by examination by a recognized examining body or institution.
Spouse	Shall mean a wife or husband of an employee.
Staff Tribunal	Shall be a body that handles staff appeals against decisions of the Appointments Board.
Suspension	Shall mean a situation where an employee is caused to stay off duty temporarily pending investigations into the cause of the suspension.
University	Shall mean Gulu University as established under Statutory Instrument No. 16 of 2003.
University Secretary	Shall mean the Secretary to the University Council and the Accounting Officer of the University.
Vetting Committee	Shall mean the sub-committee of Management mandated to review and recommend all applications for promotion.
Volunteer	Shall mean an individual who is authorized to render services to the University without salary payment but may be paid facilitation allowance.

PREAMBLE

1. Establishment and Mandate of the University

Gulu University is a Public University established in 2002 by Statutory Instrument No. 16 of 2003. The University was set to serve as a launch pad for equitable development in Uganda, providing knowledge and skills and stimulating innovations in education, technology, economic advancement and social development.

The mandate of Gulu University as stated in Section 24 (2) of the Act:

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

2. Vision

To be the leading academic institution for the promotion of rural transformation and industrialization for sustainable development.

3. Mission

To expand access to higher education, conduct applied research and provide quality professional training for the delivery of appropriate services directed towards social transformation and conservation of bio-diversity.

4. Core Values

1. Professionalism
2. Integrity
3. Effectiveness and efficiency
4. Accountability and transparency
5. Team work
6. Gender responsiveness
7. Concern for the elderly and people with disabilities.

5. University Governance and Administrative Structure

University Council is the supreme organ of the University responsible for the overall administration of the University. Senate is the organ responsible for the organization, control and direction of the academic matters of the University and reports to Council. The Chancellor is the ceremonial head of the Institution while the Vice Chancellor shall be responsible for the academic, administrative and financial affairs of the University, and in the absence of the Chancellor preside at ceremonial assemblies of the University and confer degrees and other academic titles and distinctions of the University.

The University shall be governed and administered by a structure approved by Council.

6. Gulu University Official Oath and Oath of Secrecy

- (a) All members in the following categories shall always take Official Oath and Oath of Secrecy in the first three months of assuming office;
 - (i) Council and its committees
 - (ii) Senate members
 - (iii) Academic staff
 - (iv) Administrative staff
 - (v) Support Staff
- (b) Staff currently in service who have not sworn the Official Oath and Oath of Secrecy shall be required to swear the Oaths on commencement of this Manual.

SECTION 1: INTRODUCTION

1.1 INTRODUCTION

- 1.1.1 This Manual shall be cited as the Gulu University Human Resources Manual, 2017.
- 1.1.2 The Human Resources Manual shall constitute the University's Terms and Conditions of Service for all categories of its employees. It shall complement and be read together with other University policies and regulations made thereunder, the Employment Act 2006, the Public Service Standing Orders, and all relevant laws of Uganda that may be in force as amended from time to time. In the event where any provision of this Manual may not be in conformity with the existing National Legislations of Uganda, the provisions of the National Legislation shall prevail.
- 1.1.3 For avoidance of doubts, the Gulu University Revised Tenure, Terms and Conditions of Service of Staff (2010) is hereby repealed.
- 1.1.4 Staff appointed before the coming in force of this Manual shall be deemed to have been appointed under this Manual.
- 1.1.5 This Manual summarizes all major human resources policies and procedures which are currently in force in Gulu University.
- 1.1.6 Matters not covered by this Manual, but covered by other University policies passed by Council, shall be equally binding to all staff.
- 1.1.7 Ignorance of regulations in this Manual by any staff shall in no circumstance be accepted as an excuse for the violation of the rules and regulations herein.

1.2 GOAL AND PURPOSE OF THE MANUAL

1.2.1 Goal of the Manual.

- 1.2.1.1 The overall goal of the Manual is to have a comprehensive guide and tool for efficient recruitment, development and management of the University's human resources.

1.2.2 Purpose of the Manual.

- 1.2.2.1 To serve as a guide on the human resource policies and procedures of the University, as well as rationale and principles of how they shall be implemented and enforced.
- 1.2.2.2 To define the rights and obligations of the University Council as the employer, and the rights and obligations of the employees of the University.
- 1.2.2.3 To serve as a basis for human resource management and development.

1.3 HUMAN RESOURCES PHILOSOPHY

- 1.3.1 In the matters of employment, without discrimination, the University shall maintain a delicate balance between the employee and the employer and the need to have a high level of staff performance and rights that shall promote result oriented culture that conforms to the spirit and letter of the law.

1.4 HUMAN RESOURCE POLICY

- 1.4.1 It shall be policy of the University to recruit the best qualified people and to maintain a pool of human resources according to the human resource plan of the University.
- 1.4.2 It shall be policy of the University to promote competent employees to fill vacancies so that employees are provided with opportunities to widen their exposure and further their career development within the University.

- 1.4.3 All job applicants shall be treated fairly and equitably, and no person shall be denied employment opportunity on the basis of age, sex, marital status, pregnancy, family status, disability, race, nationality or religion.
- 1.4.4 The University shall be an equal opportunity employer and appointments to all positions in the University service shall be based on the principle of merit.
- 1.4.5 Employment shall be offered only to the best qualified applicants with reference to their merits and abilities to meet the requirements of the jobs irrespective of whether they are referrals or direct applicants.
- 1.4.6 All appointments into the service of the University shall be effected by the University Secretary with authority of the Appointments Board, except those appointments provided for in Section 31(2) and Section 32(1) of the Act.
- 1.4.7 The University Council shall approve establishment of all staff positions and shall be responsible for all appointments through the Appointments Board except as provided for otherwise in the Act.

1.5 ACCESSIBILITY OF THE MANUAL

- 1.5.1 The Director of Human Resources shall make the Manual accessible to all employees of the University.
- 1.5.2 A hard copy of the Manual shall be availed to each Department, Faculty, Directorate/Institute.
- 1.5.3 Hard copies of the Human Resources Manual shall be availed at the reference section of the University Library.
- 1.5.4 A copy of the Manual shall be uploaded on the University intranet and website.

1.6 INTERPRETATION

- 1.6.1 For purposes of enforcing the provisions of this Manual, its interpretation shall be the responsibility of the University Secretary with advice from the Director of Human Resources.
- 1.6.2 Where a dispute arises regarding the interpretation of the manual, appeals shall be made to the Vice Chancellor in the first instance, and in the second instance to the Appointments Board and University Council, and final recourse shall lie with the Staff Tribunal.

1.7 IMPLEMENTATION OF THE MANUAL

- 1.7.1 The overall implementation of the provisions of this Manual is vested in the Directorate of Human Resources in conjunction with line managers and supervisors at all levels.
- 1.7.2 The role of staff in the implementation process is to observe and abide by all the human resources policies and procedures as stipulated herein.

1.8 AMENDMENT OF THE MANUAL

- 1.8.1 This Manual may be amended from time to time under the following circumstances:
 - a) When a major restructuring has taken place.
 - b) When there is change in the Laws governing the University.
- 1.8.2 This Manual may be amended from time to time under the following procedures:
 - a) A member of staff or any organ of the University may communicate in writing the need for revision or addition to any part of the Manual to the University Secretary, who shall communicate the same to the Directorate of Human Resources.
 - b) The University Secretary, through the Management Committee shall submit the recommendations to the Appointments Board, who

upon deliberation and consideration shall make a further recommendation to the University Council.

- c) The University Council upon deliberation and consideration may vary, accept or reject the amendment of the Human Resource Manual.

- 1.8.3 In the event that the Manual has been amended, the amended copy of the Manual shall be circulated to members of staff as provided for under section 1.5 of this Manual.

1.9 COMMENCEMENT OF THE MANUAL

This Manual shall come into force with effect from the 31st day of March 2017.

Part One

ENTRY INTO THE JOB

SECTION 2: EMPLOYMENT

2.1 INTRODUCTION

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

2.2 HUMAN RESOURCE PLANNING

- 2.2.1 The aims of Human Resource Planning at the University are:

- a) To ensure that the University acquires and retains the optimum number of employees with the required skills, expertise and competence;
- b) To exercise effective control of staffing and the associated cost; and
- c) To assist in optimum resources allocation so that potential human resource surplus or shortage can be anticipated and alleviated as much as possible.

- 2.2.2 Human Resource Planning shall set out the number of posts by level/position and by division, department and faculty as well as the number of positions that are filled or expected to be filled and vacant during the financial year.

- 2.2.3 Heads of Division/Department and Faculty Deans shall be required to conduct a thorough review of the operations, structure and staff of their divisions, departments and faculties each year, and furnish recommendations of Human Resource Plan for the following financial year to the Directorate of Human Resources.

- 2.2.4 The Human Resources Directorate shall be responsible for reviewing the recommendations and compiling an integrated Human Resource Plan for the financial year.

- 2.2.5 The Human Resource Plan shall be within the limits provided for by the establishment approved for each department.
- 2.2.6 Posts in the University shall be created by the Council on the recommendation of the Appointments Board and Management Committee.
- 2.2.7 Appointments and promotions shall be made in line with the criteria established by Council.
- 2.2.8 The number of established posts in each department shall be reviewed by Management within a period of five years and any change shall be submitted to the University Council, through the Appointments Board for approval.

2.3 HUMAN RESOURCE CONTROL

- 2.3.1 In order to optimize human resource utilization and to maintain cost effectiveness, stringent human resource control shall be exercised.
- 2.3.2 Recruitment shall be carried out in accordance with the structure, operational needs and approved Human Resource Plan.
- 2.3.3 Whenever an employee leaves the University service, the Head of Department shall assess the human resources of his department to determine whether a replacement is necessary.
- 2.3.4 Where a replacement is required, internal recruitment may be considered before pursuing external recruitment.

2.4 TERMS OF EMPLOYMENT

2.4.1 Permanent

- 2.4.1.1 Appointment on permanent terms refers to the type of employment where an individual is offered an opportunity to serve the University in a specified position up to the mandatory retirement age, subject to other provisions contained in this Manual.

- 2.4.1.2 Staff appointed on probation shall attain permanent employment in the University service on successful completion of the probationary period, and subsequent confirmation in the University service.
- 2.4.1.3 Notwithstanding paragraph 2.4.1.1, the University may terminate the services of a person employed on permanent terms at any time in accordance with this Manual and the laws of Uganda.
- 2.4.1.4. Permanent appointments shall be open only to Ugandan citizens.

2.4.2. Contract

- 2.4.2.1 Appointment on contract terms shall be the type of employment in which a period of employment is specified and the term is expressly specified as being on contract.
- 2.4.2.2 Subject to the provisions of this Manual, an employee may change status from permanent terms to contract terms, and vice-versa through application and consideration for approval by the Appointments Board and in whichever case, the employee shall be deemed to have resigned the incumbent position.
- 2.4.2.3 Non-citizens of Uganda shall be appointed on contract terms for a period not exceeding two years which may be renewed depending on satisfactory performance and whether their services are still required.
- 2.4.2.4 The position of Graduate Trainee shall be a training position and such appointments shall be on non-gratuitable contract terms.
- 2.4.2.5 A staff below the salary scale of M3 may be given appointment on non-gratuitable contract.
- 2.4.2.6 The Vice Chancellor and the Deputy Vice Chancellors shall be appointed on five year contractual terms and shall be eligible for appointment for one more term upon satisfactory

performance, as provided for under Section 31 and 32 of the Act respectively.

- 2.4.2.7 An employee appointed on contract terms shall only be allowed to undertake short term training not exceeding three (3) months duration, except when one is a Graduate Trainee who shall have a two year training period renewable once, subject to attainment of a Master's Degree.
- 2.4.2.8 Staff employed on contract after attaining the mandatory retirement age shall not be eligible for gratuity.

2.4.3. Part Time

- 2.4.3.1 Appointment on part time terms shall be the employment where the payment for service is in working hours at rates as approved by Council from time to time.
- 2.4.3.2 All part time staff shall only be entitled to the benefits specified in their appointment letters.
- 2.4.3.3 For avoidance of doubts, part time employees shall not be entitled to terminal benefits or gratuity.

2.4.4. Temporary

- 2.4.4.1 Temporary employment refers to a short term administrative contract of employment not exceeding six months.
- 2.4.4.2 The Vice Chancellor may authorize temporary administrative appointments for a period not exceeding six months.
- 2.4.4.3 A person appointed on temporary terms of employment may be eligible for one more term not exceeding six months.
- 2.4.4.4 Administrative appointments shall be brought to the attention of the Appointments Board for ratification in a period not exceeding two months from the date of appointment.
- 2.4.4.5. Temporary staff employed on contract shall not be eligible for gratuity.

2.4.5 Casual

- 2.4.5.1 Casual employment refers to the type of employment where an individual shall be engaged to perform defined tasks on a day to day basis and whose remuneration shall be on a piece rate or time rate basis.
- 2.4.5.2 A Dean, Director, or Head of Department/Section may initiate requests for employment of casual workers depending on the operational needs of the directorate/faculty/department/section.
- 2.4.5.3 Requests for engagement of casual employees shall be addressed to the University Secretary who may, in consultation with the Director of Human Resources, assess and approve the request.
- 2.4.5.4 The responsible Head of Department shall maintain a record of proof that a casual worker has performed the duties for which he/she was engaged.
- 2.4.5.5 The wage rate for causal employees shall be determined by the University Council as part of the annual budgeting process.
- 2.4.5.6 The University shall reserve the right to cancel casual employment with or without notice basing on operational needs of the University, and employee conduct and performance.

2.4.6 Honorary

- 2.4.6.1 Honorary employment shall refer to the type of employment which attracts no remuneration from the University and shall only be extended to persons of academic and professional distinction as determined by Council.
- 2.4.6.2 Honorary employees shall not be paid a regular salary, but may be paid allowances and honoraria for specific assignments authorized by the University Secretary in consultation with the Vice Chancellor.

2.4.7 Visiting Scholars

- 2.4.7.1 A visiting scholar shall be a scholar from another institution of higher learning who visits the University to teach, lecture, or perform research on an identified topic.
- 2.4.7.2 A visiting scholar shall be appointed by the University based on his/her status from the parent institution as long as the parent institution where he/she is serving is a recognized University or an academic institution of repute.
- 2.4.7.3 A visiting scholar seconded by his/her mother institution shall be subject to this Manual but where the provisions of this Manual contradict the Memorandum of Understanding (MoU), the MoU shall take precedence.
- 2.4.7.4 A visiting scholar shall be appointed by the Appointments Board for a period not exceeding two years, renewable upon satisfactory performance provided that his/her services shall still be needed.

2.4.8 Exceptional Appointment

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

2.4.9. Adjunct

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

2.4.10 Professor Emeritus

- 2.4.10.1 Staff members at the rank of professors, who retire from the University service after at least five years of service, and having made a contribution such as to bring distinction to the individual, the University, and the nation may be appointed Professor Emeritus in the service of the University.
- 2.4.10.2 Staff appointed as Professor Emeritus may get office space, use university address and write proposals for funding but shall not be paid salaries.

2.4.11 Vacation Employment

- 2.4.11.1 Vacation employment may be offered on terms to be determined by the University management.

2.4.12 Voluntary Appointment

- 2.4.12.1 These shall be appointments authorized in writing by the University Secretary upon application to render voluntary services to the University through a specific unit for a specific period of time not exceeding one year.
- 2.4.12.2 A volunteer shall not receive salary from the University but may be paid an allowance subject to availability of funds in the recipient unit.

2.4.13. Industrial Training/Internship

- 2.4.13.1 Industrial trainees shall be authorized in writing by the University Secretary to work in the University in order to gain work experience or satisfy requirements for a qualification.
- 2.4.13.2 Prospective students on industrial training/internship shall apply for attachment to the University Secretary through their respective departmental units.
- 2.4.13.3 The University may accept students for attachment to any of its units for training purposes, for a period not exceeding 3 (three) months.
- 2.4.13.4 Industrial trainees or interns are not University employees, and as such they shall not be paid salary but may be paid lunch allowance at Council approved rates for support staff.
- 2.4.13.5 Upon completion of the internship period, an intern shall prepare and submit, to the Director of Human Resources, a report indicating among other things the intern's learning experience, challenges encountered during the internship period and suggestions for improving learning among interns.
- 2.4.13.6 Management may develop further guidelines for managing internship attachments in the University.

2.4.14. Acting Appointment

- 2.4.14.1 Acting Appointments shall occur when one is appointed to act in a vacant post or when an incumbent is temporarily out of office.
- 2.4.14.2 All acting appointments shall be authorized by the Appointments Board.

- 2.4.14.3 Any staff in an acting appointment shall be entitled to all benefits attached to the post and shall be paid an acting allowance at the rates approved by Council.
- 2.4.14.4 In order to qualify for an acting allowance, a member of staff shall have worked for a minimum period of thirty (30) continuous working days.
- 2.4.14.5 For avoidance of doubt, appointment to take care of an office is not considered an acting appointment, and such appointment shall be administrative in nature.

2.4.15 Secondment

- 2.4.15.1 The University Council may by special arrangement with an organ of government or the private sector or an international institution offer employment to a suitable person on secondment terms from those organs or bodies.
- 2.4.15.2 Terms of service for the seconded staff shall be subject to negotiations between the two parties and/or a Memorandum of Understanding signed by the two parties.

2.5 CATEGORIES OF EMPLOYEES

- 2.5.1 Unless otherwise stated in the Act, all categories of University employees shall be appointed by the Appointments Board subject to this Manual.
- 2.5.2 Employees of the University shall comprise the following categories as stipulated in the Act:
 - (a) Academic staff
 - (b) Administrative staff
 - (c) Support staff
 - (d) Others as may be determined by the University Council.

2.5.3 Academic Staff

2.5.3.1 Academic staff refers to employees of the University who teach and/or carry out research as well as library staff designated as such.

2.5.3.2 Academic staff shall include the following:

- (a) Professors;
- (b) Associate Professors;
- (c) Senior Lecturers;
- (d) Lecturers;
- (e) Assistant Lecturers;
- (f) Graduate Trainees;
- (g) Senior Research Fellows;
- (h) Research Fellows;
- (i) University Librarian and other Library staff designated Academic;
- (j) Technicians and Senior Technicians involved in teaching.

2.5.3.3 In accordance with the Act, the University Council may designate other staff as academic staff.

2.5.4 Administrative Staff

2.5.4.1 In accordance to Section 51(3) of the Act, the administrative staff shall consist of persons employed by the University, other than the academic staff, holding administrative, professional or technical senior posts established by the University Council for the efficient management and running of the University.

2.5.4.2 Administrative staff shall include:

- (a) All staff at the salary scale M7 – M1;
- (b) Library staff designated as administrative staff.

2.5.5 Support Staff

2.5.5.1 Support staff shall refer to University employees who are not members of the academic staff or administrative staff. These shall be staff between the salary scale M20 and M10 who render support services to the University.

2.6 DUTIES OF EMPLOYEES

2.6.1 Academic Staff

- 2.6.1.1 The duties of the academic members of staff shall include the following:
- (a) Organizing and developing their Departments and such other duties as are necessary for the proper and efficient functioning of their departments.
 - (b) Promotion of the knowledge of their subjects by their own original work(s).
 - (c) Teaching and examining in their areas of specialization.
 - (d) Teaching and demonstration, conducting tutorials, and practical classes as the Head of Department may direct.
 - (e) Examining students which includes; setting, marking and grading.
 - (f) Serving on faculty/departmental committees and any other duties as may be assigned.

2.6.2 Administrative and Support Staff

- 2.6.2.1 The duties of administrative and support staff shall be as those spelt out in their respective job descriptions.
- 2.6.2.2 All members of staff shall serve the University on full time basis and where called upon to work outside the normal office hours shall do so willingly and they may be remunerated for such extra time.
- 2.6.2.3 A member of staff may, in addition to the normal duties that her/his post entails be called upon to perform any other duties as may be assigned from time to time.
- 2.6.2.4 All members of staff shall endeavour to assist colleagues.

2.6.3 Job Descriptions Manual

- 2.6.3.1 For avoidance of doubt, there shall be a Job Descriptions Manual for all categories of staff, as approved by Council.

SECTION 3: RECRUITMENT

3.1 PURPOSE OF RECRUITMENT

- 3.1.1 The purpose of recruitment in the University is to acquire, in a cost effective manner, the optimum number of high quality caliber of employees for the operations and development of the University.
- 3.1.2 In order to appoint the most appropriate persons for the positions, it is crucial that potential candidates are drawn from a wide pool and equal opportunities shall be ensured for all candidates.

3.2 RECRUITMENT CRITERIA

3.2.1 Eligibility for Appointment on Basis of Age

- 3.2.1.1 The University shall observe age limits for appointment of employees as follows:

Category of Staff	Age Limit
All Academic Staff from salary scale M4 and above:	Sixty (60) years and below;
All administrative staff from salary scale M3 and below:	Fifty five (55) years and below;
Senior Lecturer:	Fifty five (55) years and below;
Lecturer:	Forty five (45) years and below.

Assistant Lecturer:	Forty (40) years and below;
Graduate Trainee:	Thirty five (35) years and below;
All support staff:	Thirty five (35) years and below.

3.2.1.2 All Graduate Trainees shall be appointed on contract terms and a person may not be appointed to the position of Graduate Trainee if he/she has attained 35 years of age.

3.2.2 Minimum Qualifications for Administrative and Support Staff

3.2.2.1 The minimum qualification for employment as an administrative staff in the University service shall be an Honours Bachelor's degree from a recognized institution.

3.2.2.2 The minimum qualification for employment as a support staff in the service of the University shall be a Uganda Certificate of Education (UCE) or its equivalent.

3.2.2.3 Minimum qualifications for each post shall be as specified in the job description and person specification of the post in question which may, subject to approval and amendment by the Council from time to time, include the following qualifications;

3.2.3 Track For New Entrants for Administrative and Support Staff

3.2.3.1 New entrants to the University service shall be required to meet the minimum qualifications as tabled below.

Salary scale	Required Minimum Qualifications
M3	(a) Master's Degree in a relevant field (b) Bachelor's Degree in a relevant field (c) Relevant experience of eight (8) years, five of which should have been at senior level of management in a related field (d) Professional qualification (e) Certificate in computer applications (f) Age limit 45 - 55
M4	(a) Master's Degree in a relevant field (b) Bachelor's Degree in a relevant field (c) Experience of six (6) years, three of which should have been at senior level of management in a related field (d) Relevant Professional qualification (e) Certificate in computer applications (f) Age limit 45 - 55
M5	(a) Master's Degree in a relevant field (b) Bachelor's Degree in a relevant field (c) Relevant experience of five (5) years in a related field (d) Relevant Professional qualification (e) Certificate in computer applications (f) Age limit 30 - 45
M6	(a) Master's Degree in a relevant field (b) Bachelor's Degree in a relevant field (c) Relevant Work experience of three (3) years in a related field (d) Certificate in computer applications (e) Age limit 30 - 45

M7(Upper)	(a) Bachelors in a relevant field (b) Work experience of five years in a related field (c) Certificate in computer applications (d) Age limit 25 - 35
M7(Lower)	(a) Bachelors in a relevant field (b) Certificate in computer applications (c) Age limit 21 - 30
M10	(a) Diploma in relevant field (b) Uganda Advanced Certificate of Examination or its equivalent (c) Experience of five (5) years in a related field (d) Age 20 - 30
M11	(a) Diploma in relevant field (b) Uganda Certificate of Education or its equivalent (c) Experience of three (3) years in a related field (d) Above age of 21 years.
M12	(a) Certificate in a relevant field (b) Uganda Certificate of Education or its equivalent (c) Above age of 21 years.
M20	(a) Uganda Certificate of Education for all categories (b) Valid driving permit (for drivers) (c) Certificate of training (for security) (d) Relevant experience of two years in a related field (e) Above age of 21 years.

3.2.4 Minimum qualifications for Academic Staff

3.2.4.1 The minimum qualifications for appointment of teaching staff shall be as follows:

Salary scale	Required Minimum Qualifications
Professor (M3)	(a) Must have a PhD in a relevant discipline. (b) Must have published at least twenty one articles in peer reviewed journals, or ten book chapters or two books with ISBN Number. (c) Should have supervised two graduate students to completion, one of whom should be at PhD level.
Associate Professor (M4)	(a) Must have a PhD in a relevant discipline. (b) Must have published at least eleven articles in peer reviewed journals, or three book chapters or one book with ISBN Number. (c) Must have supervised at least three graduate students to completion. (d) Should have contributed to community service.
Senior Lecturer (M5)	(a) Must have a PhD in a relevant discipline. (b) Must have published at least three articles in peer reviewed journal, or at least three book chapters or one book with an ISBN Number since last promotion. (c) Must have supervised of at least two graduate students to completion. (d) Should have contributed to community service.
Lecturer (M6)	(a) At least a Master's degree in a relevant discipline. (b) Second Class Upper Division Bachelor's degree in a relevant discipline. (c) Should be registered for PhD in a relevant discipline. (d) Candidates who have already attained a PhD or Doctorate degree need not have a First Class or Second Class (Upper Division) Bachelor's degree.

Assistant Lecturer (M7 Upper)	(a) At least a Master's degree in a relevant discipline. (b) At least First a Second Class Upper Division Bachelor's Degree in a relevant discipline.
Graduate Trainee (M7 Lower)	(a) At least a Second Class Upper Division Bachelor's degree in a relevant discipline.

3.2.4.2 Classification of Degrees shall not apply in the case of non-graded degree

3.2.4.3 Only in special circumstances, the Appointments Board may appoint Graduate Trainees and Assistant Lecturers who do not have a First Class or Second Class Upper Division Honours degree.

3.2.5 Appointment of Staff after Mandatory Retirement

3.2.5.1 Mandatory retirement age shall be 65 years for employees in the salary scales above M5 and 60 years for employees in the salary scales M5 and below.

3.2.5.2 Administrative staff who have reached the mandatory retirement age shall not be eligible for appointment on contract.

3.2.5.3 Academic staff at the level of Associate Professors and Professors who have reached the mandatory retirement age, and whose services are still needed by the University may be appointed on four year contract terms, based on satisfactory performance.

3.2.5.4 The letter of appointment offering a contract shall specify the performance targets of the person being offered the contract.

3.2.5.5 Appointments after mandatory retirements shall not be gratuitable.

3.3 RECRUITMENT PROCEDURE

3.3.1 General

- 3.3.1.1 The Director of Human Resources shall maintain an up-to-date record of the number of posts, their classification and the scales of pay attached thereto as approved by the Council.
- 3.3.1.2 Subject to the provisions of this Manual, the Directorate of Human Resources shall determine the actual number of vacancies that will occur during the next financial year and prepare a recruitment plan by 31st March of every year.
- 3.3.1.3 Appointment in the University service shall be subject to availability of:
 - (a) A vacancy in the approved staff establishment; and
 - (b) Funds in the approved budget estimates.
- 3.3.1.4 Generally, to identify interested and suitable candidates, the Appointments Board may adopt one or more of the following recruitment approaches:
 - (a) Advertising the post
 - (b) Executive Search
 - (c) Referrals
 - (d) Internal Recommendation

3.3.2 Advertising the Post

- 3.3.2.1 Advertising the post helps communicate clearly and openly to the public the available vacancy, the requirements for the position and the selection criteria which shall apply.
- 3.3.2.2 The methods for advertising the post may include:
 - (a) Advertising in either the local or national or international press;
 - (b) Advertising on the University website;
 - (c) Advertising on the University notice boards;
 - (d) Other media such as recruitment websites.

3.3.3 Executive Search

- 3.3.3.1 Recruitment consultants may be used to tap into their specialized skills in testing and identifying potential candidates.
- 3.3.3.2 In using executive search, the following points shall be considered:
 - (a) Good reputation, extensive recruitment experience and a proven track record;
 - (b) The consultant should show a commitment to diversity and equality issues, and demonstrate how such commitment is reflected in its practice and approach;
 - (c) Precise job descriptions and person specifications should be agreed between the consultant and the Appointments Board.

3.3.4 Referrals

- 3.3.4.1 Referral is one of the widely used methods for identifying potential candidates in both the public and private sectors.
- 3.3.4.2 Possible referral sources may include reputable scholars, senior executives of universities, and other persons of high repute in public and private organizations.
- 3.3.4.3 Candidates identified through referrals shall be subjected to selection process of the Appointments Board.

3.3.5 Internal Recommendation

- 3.3.5.1 Given that having continuity can be beneficial to the operation of the University, internal candidates with the relevant technical expertise and experience may be recommended by Management for consideration by the Appointments Board when the position falls vacant.

- 3.3.5.2 For positions in salary scale M5 and below, it shall be a University policy to first advertise a vacancy internally and failure to obtain a qualified candidate, the position shall be filled through external advertisement.
- 3.3.5.3 For positions in the salary scale M4 and above, vacant positions shall be externally advertised.
- 3.3.5.4 University staff shall not be barred from applying for any jobs advertised externally.
- 3.3.5.5 Internal candidates, just like external candidates, shall be evaluated on the basis of merit and shall be subjected to the same criteria of selection.

3.3.6 Initiation of Recruitment Process

- 3.3.6.1 When a position falls vacant, the Head of Department shall write formally to the Director of Human Resources to initiate the recruitment.
- 3.3.6.2 Subject to section 3.3.5.2 of the Manual, where the Director of Human Resources is satisfied that there is no qualified candidate from within the department to fill the vacancy, he/she shall recommend that the vacancy be advertised.
- 3.3.6.3 All jobs to be advertised by the University shall be approved by the Appointments Board.
- 3.3.6.4 The job advertisements shall contain sufficient details about the position advertised, the type of person required and other relevant information as follows:
 - (a) Summary information about the University;
 - (b) The job title;
 - (c) The job grade;
 - (d) The pay scale;
 - (e) Reporting relationships;
 - (f) The overall objective of the job;
 - (g) Qualifications, experience and competence;

- (h) The job descriptions;
- (i) Statement about the conditions of service;
- (j) Application procedure;
- (k) Closing date for receiving applications, and;
- (l) Any other information as may be approved by the Appointments Board.

3.3.7 Job Applications

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

3.4 SELECTION PROCESS OF JOB APPLICANTS

- 3.4.1 The selection process of job applicants shall comprise the following steps:
 - a) Shortlisting
 - b) Interviewing
 - c) Due diligence and background check

3.4.2 Shortlisting

- 3.4.2.1 Shortlisting of applicants shall be the responsibility of the Appointments Board through the Director of Human Resources who shall co-ordinate the exercise in close consultation with the user or technical departments as the case may be.

- 3.4.2.2 Shortlisting shall be done within a period of not more than one month from the closure of receiving applications.
- 3.4.2.3 Shortlisted applicants shall be given reasonable notice for interviews specifying time and place of interview by a phone call or posted/hand delivered letter or email.
- 3.4.2.4 The shortlisting criteria shall focus on the factual requirements as per the job advertisement.
- 3.4.2.5 In shortlisting candidates for interviews, the following factors shall be considered inter alia:
 - a) Academic, professional and technical qualifications;
 - b) Job knowledge and technical competence;
 - c) Relevant work experience;
 - d) Leadership and management experience.
- 3.4.2.6 Subject to the provisions of this Manual, during the shortlisting process, all candidates shall be assessed fairly and equally with no discrimination on the grounds of age, sex, marital status, family status, disability, race, nationality or religion in any circumstances.
- 3.4.2.7 The shortlisting committee may conduct reference checks to confirm that the information provided by the applicant is correct.

3.4.3 Interviewing

- 3.4.3.1 A job interview is a process of interaction between the job applicant and the employer in which a job applicant shall be evaluated by the University to determine whether or not the applicant is suitable for the job position.
- 3.4.3.2 During the interviews, interviewers shall only ask questions that relate directly to the job requirements and where it is necessary to assess whether personal circumstances are likely to affect job performance, interviewers shall discuss these objectively.

- 3.4.3.3 In addition to oral interviews, the Appointments Board may administer written and/or practical tests to determine suitability of a candidate.
- 3.4.3.4 Assessment of the candidates and due recommendation of the interviewers shall be properly documented after interviews.
- 3.4.3.5 All documents containing personal data of a job of applicant shall be retained by the Director of Human Resources for further handling, irrespective of whether the applicant is appointed or not.

3.4.4 Due Diligence and Background Check

- 3.4.4.1 Due diligence shall be conducted as the final stage of the selection process, and offers of employment shall be finalized subject to receipt of satisfactory report.
- 3.4.4.2 Due diligence shall include confirmation of the validity of all information provided by the candidate prior to, and during the job interview.
- 3.4.4.3 Prior to offer of appointment, the Director Human Resources shall ensure that the candidates are lawfully employable in Uganda and hold a valid passport or other valid identity documents that are acceptable.
- 3.4.4.4 Candidates shall be required to certify their qualifications and working experience by producing the original copies of their academic and professional credentials, reference letters from previous employers and other relevant documents.
- 3.4.4.5 Before assumption of duty candidates shall be required to provide both an original and a certified copy of the national identification card, birth certificate, passport or any other nationally recognized document.
- 3.4.4.6 Due diligence shall be conducted before appointment of staff from salary scale M1 to M6, and where deemed necessary, this may be conducted for other grades of staff.

3.5 DELEGATION OF RECRUITMENT PROCESS

- 3.5.1 The Appointments Board may delegate some stages of the recruitment process to management, but in all cases all appointments shall be approved by the Board.

3.6 MISREPRESENTATION BY A CANDIDATE

- 3.6.1 Misrepresentation of oneself and use of forged documents before and during the recruitment and selection process shall result in the disqualification of the candidate.

3.7 OFFER OF APPOINTMENT AND ACCEPTANCE

- 3.7.1 Offer of appointment shall be made in writing by the University Secretary and Deans/Directors/Heads of relevant departments shall receive copies of such offers.
- 3.7.2 The Appointment letter shall include the following:
- (a) Name of appointee;
 - (b) Effective date of appointment;
 - (c) Rank appointed to;
 - (d) Reporting relationship;
 - (e) Terms of appointment;
 - (f) Validity period of appointment;
 - (g) Salary scale, salary amount and any other entitlements as applicable and;
 - (h) The acceptance option.
- 3.7.3 The appointee shall be required to indicate in writing his/her offer of acceptance within one month from receipt of appointment, the earliest time they would be available to take up the post and attach two copies of passport size photographs of their current likeness.
- 3.7.4 All new staff shall be required to fill the bio-data form which shall capture his/her personal information and other information required by the University during and after tenure of employment.

- 3.7.5 It shall be the responsibility of a staff appointed by the University to provide up to date information about his/her bio-data to capture significant changes during his/her tenure of employment.

3.8 REPORTING FOR DUTY

- 3.8.1 On the first day of employment, a new employee shall report to the Directorate of Human Resources to complete the engagement formalities.
- 3.8.2 Where applicable, a new employee shall not access the University payroll until he/she has produced written evidence that he/she has officially left the service of the previous employer.
- 3.8.3. An offer of appointment not taken within a period of three months from the dispatch of the letter, shall be deemed as having been declined and the Director of Human Resources shall declare the post to the Appointments Board for filling thereafter.

3.9 INDUCTION/ORIENTATION

- 3.9.1 Induction shall be the first step in building a two-way relationship between the University and the employee.
- 3.9.2 The induction shall serve the purpose of introducing the new employee to the work environment as well as to the various aspects of the employee's work.
- 3.9.3 Orientation shall help the employee better understand the mission, objectives and organization structure of the University, as well as its rules and regulations, and code of conduct.
- 3.9.4 Induction shall be mandatory to properly initiate all new staff (hired, promoted or transferred) into their new tasks.

- 3.9.5 An employee shall be given induction immediately after reporting for duty, preferably within the first two (2) months
- 3.9.6 The induction programme, which shall not exceed two weeks, shall be arranged by both the Directorate of Human Resources and the relevant head of department or immediate supervisor as soon as the new staff has reported for duty.

SECTION 4:

PROBATIONARY APPOINTMENT

4.1 PURPOSE

- 4.1.1 Probation shall be a process of testing or observing the character or abilities of a person who is new to a role or job.
- 4.1.2 The purpose of the probationary period of appointment is to allow time for new employees and the University to ensure their expectations on employment and job performance are met.

4.2 POLICY

- 4.2.1 Unless otherwise stated in the employment contract, all appointments shall be preceded by a six months probationary period which shall count from the date of assumption of duty.
- 4.2.2 The Appointments Board may use its discretion to prescribe a shorter period or waive a period of probation in any individual case which shall be exercised only in the following circumstances:
 - (a) When an employee is properly supervised and has completed more than six months non-permanent service with the University during which there are good staff performance appraisal reports covering the whole period;
 - (b) When an employee is appointed on transfer from another reputable institution in which he/she is already confirmed in a permanent position;
 - (c) Where an employee has proved himself/herself in previous employment that there is no doubt in the mind of the

Appointments Board that he/she is suitable for appointment on permanent terms;

- (d) Where a member of staff has already been in the service of the University at a lower grade and he/she is appointed to a higher post which is not within his career path of the lower position, the Appointments Board may waive the probationary period or a part of the probationary period as it may deem fit.

4.2.3 A member of staff, appointed on probation shall, during the probationary period, perform the duties of the post for which he/she was appointed and any other relevant duties as may be assigned by the supervisor, in accordance with the terms of the appointment.

4.2.4 During the probationary period, an employee of the University shall be:-

- (a) On trial, with a view to learning his/her work and being tested so as to ascertain his/her suitability for retention in the service of the University;
- (b) Under continuous observation, coaching, counseling and mentoring and helped to improve performance;
- (c) Given all possible facilities for acquiring experience; and
- (d) Placed in such a way that he/she can master the basic elements of the job.

4.2.5 Probation shall be a reality and it shall be used to retain employees that are suitable for a university career and eliminate at an early stage those not suitable for permanent retention. If during the probationary period, an employee exhibits weaknesses in the performance of his/her duties, he/she should be helped to improve. If there is no sign of improvement, the supervisor shall warn the employee in writing.

4.2.6 During the probationary period, an employee shall complete staff performance appraisal forms for assessment of his/her performance by the supervisor who shall submit them to the Director of Human Resources.

- 4.2.7 An employee on probation shall not be considered for promotion or assigned duties of a higher office or granted leave without pay.
- 4.2.8 An employee on probation shall not be permitted to proceed on a long term training course unless such training is a direct requirement for the confirmation of the employee in accordance with the schemes of service or addressing a critical skills gap.
- 4.2.9 Where paragraph 4.2.8 applies, the employee's probationary period shall be suspended and resumed on return to office.
- 4.2.10 An employee on probation shall not be eligible for annual leave or salary increment.

4.3 EXTENSION OF PROBATIONARY PERIOD

- 4.3.1 A probationary appointment of a university employee may only be extended for justifiable causes, such as an employee not being able to pass or sit for the relevant examination (where applicable) for reasons beyond his/her control or owing to extended period of ill health.
- 4.3.2 Where fully justified, a probationary appointment will be extended only once for a period not exceeding six (6) months.
- 4.3.3 The Director of Human Resources shall make a submission to management, which shall in turn make a submission to the Appointments Board requesting for an extension after the expiry of the probationary period.

4.4 TERMINATION OF APPOINTMENT DURING PROBATIONARY PERIOD

- 4.4.1 A university employee who fails to fulfill the requirements for confirmation (with or without extension of probation) such as failure on the part of the employee to master his/her official duties or responsibilities within the probationary period or failure to sit or pass

the examination (where applicable) required for confirmation shall have the appointment terminated by the Appointments Board on the recommendation of the supervisor and management.

4.4.2 A contract for a probationary period may be terminated by either party and by giving not less than fourteen days' notice of termination, or by payment of fourteen days' wages in lieu of notice by either party.

4.4.3 An employee whose appointment is terminated during the probationary period shall not be entitled to terminal benefits.

4.5 CONFIRMATION

4.5.1 The power to confirm an employee in the service of the University is vested in the Appointments Board.

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

4.5.3 The procedure for confirmation shall be as follows:

- (a) Initiation of action for confirmation of a university employee shall be vested in the employee, whose responsibility is to make a submission one month before expiry of the probationary period through the head of department to the Director of Human Resources.
- (b) The concerned employee shall, through the Head of Department, submit an application together with an appraisal form to the Director of Human Resources, one month before the expiry of the probationary period.
- (c) On receipt of the supervisor's recommendations, the Director of Human Resources shall assess the results of performance appraisal and make a submission to management.

- (d) Management shall consider the recommendation of the supervisor and the Director Human Resources and make an appropriate recommendation to the Appointments Board.
- 4.5.4 Where the head of department finds the performance of an employee due for confirmation to be unsatisfactory, he/she shall inform both the Director of Human Resources and the employee in writing and indicate clearly the recommended course of action.
- 4.5.5 Notwithstanding section 4.5.3 and 4.5.4 of this manual, confirmation in all cases must be processed within the probationary period of an employee.
- 4.5.6 The University Secretary shall communicate in writing the decision of the Appointments Board to confirm an employee or not. Where the decision of the Board is not to confirm the employee, the letter shall indicate clearly the recommended course of action.

4.6 DEPLOYMENT AND TRANSFER

- 4.6.1 The Director of Human Resources will ensure that new employees are deployed to their respective departments/units, immediately after reporting for duty.
- 4.6.2 The University may consider internal transfers for existing employees whenever deemed necessary.
- 4.6.3 Transfers may serve the following purposes:
 - (a) Provide staff with opportunities to widen their exposure and further their career development within the University.
 - (b) Enable the University to deploy employees to areas where they can best contribute to, and meet the staffing requirement and changing priorities of the University.
- 4.6.4 Employees may be transferred from one department to another for career development or operational and structural reasons.

- 4.6.5 Transfers shall be done administratively, however, transfer shall not be used as a means to shift undesirable or problem employees to another department and neither shall it be used for internal staff poaching.
- 4.6.6 All transfers shall be based on job related factors and age, sex, marital status, pregnancy, family status, disability, race, nationality or religion shall not be considerations for transfer.
- 4.6.7 As one of the main reasons for transfer is career development, frequent transfer shall not be encouraged and ordinarily, employees shall remain in their positions for at least one year before any transfer is considered.

Part Two

STAYING ON THE JOB

SECTION 5: REMUNERATION

5.1 PURPOSE

- 5.1.1 The University aims to provide employment which offers fair and equitable remuneration in relation to responsibility and performance. The remuneration policy shall be designed to attract, motivate and retain a high-calibre workforce.
- 5.1.2 This section sets out the guidelines for salary administration in the University. While the University Council formulates the salary policy and oversees the salary administration, it is the responsibility of the Directorate of Human Resources to execute the policy in accordance with the performance of employees.

5.2 SALARY

5.2.1 General Rules on Payment of Salaries

- 5.2.1.1 Salary shall be a monthly payment to an employee of the University during the course of executing his/her official duties while in the service.
- 5.2.1.2 An employee who has been properly appointed, deployed and has assumed duty of the post, shall have a right to receive a salary in return for the services he/she renders to the University.
- 5.2.1.3 Except as may be specifically stated, the salary entry point attached to a post shall be the minimum salary point of the salary scale.
- 5.2.1.4 The effective date of payment of salary shall be the officer's date of assumption of duty.
- 5.2.1.5 The salary structure for the University shall be determined in accordance with the pay policy approved by Council.

- 5.2.1.6 The salary structure shall indicate salaries attached to each salary scale in the University and shall be issued by the University Secretary through circulars from time to time.
- 5.2.1.7 Salaries shall be fixed at annual rates and paid in twelve (12) equal installments.
- 5.2.1.8 Salaries shall be paid correctly, promptly and as a monthly lump-sum in accordance with the approved salary structure of the University.
- 5.2.1.9 No increases in salaries may be implemented without the approval of the University Council, except the prescribed annual increment for which an employee may be eligible in accordance with the provisions of this Manual.
- 5.2.1.10 Salaries shall be paid monthly in arrears by the 28th of every month through individual bank accounts.
- 5.2.1.11 On assuming duty, a newly recruited employee shall provide to the Director of Human Resources a personal bank account through which he/she wishes to receive his/her salary.
- 5.2.1.12 The Director of Human Resources shall do everything possible to ensure that the employee accesses the payroll within reasonable time from the date of assumption of duty.
- 5.2.1.13 All posts in the University shall be classified by title and salary scale in accordance with the duties and responsibilities carried by the post as established by the University.
- 5.2.1.14 Payment of salary to an employee shall be stopped immediately the employee ceases to render services to the University under whatever circumstances, including death.
- 5.2.1.15 For full time employees salary shall be payable into the employee's salary bank account at the end of every month as per the approved salary scales.
- 5.2.1.16 A part time employee shall be paid an hourly rate as determined by Council from time to time.

- 5.2.1.17 The part time employee shall be paid upon submission of a duly filled and signed claim form through the Head of Department.
- 5.2.1.18 When an employee is reduced in rank arising out of disciplinary action, he/she shall receive a salary of the post to which he/she has been demoted.
- 5.2.1.19 When a post has been down-graded by Council, an employee occupying the post shall have the right to retain his/her previous salary on a personal to holder basis until the salary level in the grade reaches his/her level, except for new entrants who shall start from the new entry point.
- 5.2.1.20 An employee shall be issued with a pay slip on a monthly basis prior to payment of salary, whenever practicable, and a copy filed on the officer's personal file and another one retained by the Directorate of Human Resources.

5.2.2 Deductions from an Employee's Salary

- 5.2.2.1 The University Secretary shall authorize the deduction of any monies due to Government and University from an employee's salary by way of:-
- (a) Housing deductions for University houses and utility charges, where applicable;
 - (b) Statutory taxes, e.g. Local Service Tax, Pay as You Earn (PAYE);
 - (c) Any advances of salary or advances of allowances not properly accounted for;
 - (d) Contributions to an approved retirement benefit scheme;
 - (e) Any over-payments or other unauthorized payments from University funds made to the employee;
 - (f) The cost or part of the cost of any losses of public funds or property damages attributable to the officer's negligence;
 - (g) Any other outstanding debts to the University owed by the employee;
 - (h) Being a judgment debtor.

- 5.2.2.2 An employee's individual contractual obligations such as hire purchase, loan, and contributions to saving schemes, trade unions and staff associations may be deducted from his/her salary in accordance with the regulations and subject to written authorization by the employee.
- 5.2.2.3 Total deductions from an employee's salary shall not exceed 50% of the employee's basic salary in any one month. The statutory deductions, that is to say, Government taxes, shall take precedence.
- 5.2.2.4 When an employee is indebted in any manner, the University may offset any outstanding debts owing from the employee against any other payments due to him/her from the University source or require the employee to clear such debts direct from his/her own source.
- 5.2.2.5 An employee who knowingly and deliberately causes his/her monthly salary to drop to zero or negative pay, commits an offense and shall be liable to appropriate disciplinary action by the University Secretary.
- 5.2.2.6 The University will not assume any liabilities on behalf of the employee benefiting from a hire purchase or loan scheme but will merely facilitate the hire purchase or loan transaction by remitting monthly payments from the officer's salary.

5.2.3 Salary Advance

- 5.2.3.1 The University Secretary may authorize payment of salary in advance to a member of staff who is faced with an emergency or serious problem.
- 5.2.3.2 Salary advance shall not exceed an employee's three (3) month's gross pay.
- 5.2.3.3 Upon approval, the request for payment shall be effected through the payroll using the normal procedure. Recovery of the amount advanced shall be effected through deduction from the officer's salary in not more than nine (9) equal installments beginning with the preceding month the advance was made.

- 5.2.3.4 Any outstanding debts or advances owed by the employee to the University shall be recovered within the same Financial Year.
- 5.2.3.5 In cases where the applicant or employee has other on-going or pending deductions to his/her salary, approval for payment shall only be granted on certification by the University Secretary that the total deduction shall not exceed 50% of the employee's basic salary in any one month.

5.2.4 Salary Arrears

- 5.2.4.1 Salary arrears that accrue to an employee of the University within a financial year shall be paid through the payroll system within the same financial year.
- 5.2.4.2 The Director of Human Resources shall process all residual salary arrears by 30th September.
- 5.2.4.3 All claims for salary arrears shall be authorized by the Accounting Officer in person.

5.2.5 Salary Adjustment

- 5.2.5.1 Unless it is explicitly stated otherwise in the letter of employment, a full time employee of the University, whether employed on contract, temporary or permanent terms, shall benefit from the annual salary increases as announced by Government and the University Council in the annual budget speech and operationalized by circular standing instructions issued by responsible ministries and the University Council as the case may be.
- 5.2.5.2 The provision in 5.2.5.1 shall not apply where an employee has negotiated a remuneration package which is over and above the established salary structure of the University.
- 5.2.5.3 When the salary of an employee of the University is to be adjusted, it shall be effected through the payroll using the existing payroll management procedures.

5.2.6 Salary adjustment on promotion

- 5.2.6.1 When an employee is appointed on promotion, he/she shall receive a salary at the minimum point of the scale of the post to which he/she is promoted.
- 5.2.6.2 The date of the anniversary of his/her appointment shall be the employee's future incremental date.

5.3 STARTING SALARIES ON FIRST APPOINTMENT

- 5.3.1 The salary entry points for an employee joining the service of the University on first appointment shall be the minimum of each salary scale unless otherwise stated by the Appointments Board.

5.4 GRADING AND REGRADING OF JOBS

- 5.4.1 The Appointments Board, with the approval of the University Council, shall be responsible for the grading and re-grading of posts in the University Service.
- 5.4.2 Re-grading takes place when the salary scale or fixed salary attached to the post is changed on the recommendation of the Appointments Board and approval of the University Council.
- 5.4.3 When a post is downgraded and the salary attached to the post is lower, the employee occupying the post shall retain his/her salary on a personal to holder basis until the salary attached to the post reaches the same level.
- 5.4.4 Where a post has been upgraded, it shall be deemed to be a new post created at the higher salary level. The appropriate University regulations shall apply to fill the upgraded post.
- 5.4.5 Re-designation of a post takes place when the Appointments Board, with the approval of Council, changes the title of the post. In this case, the employees shall automatically take on the new post title as from the date it is approved.

- 5.4.6 Where the post title has not changed but the post has been re-graded, employees occupying the posts shall have their salary scales adjusted by the Appointments Board to the new salary scales with effect from the date of re-grading and the posts shall be deemed to be new posts created at the higher salary level.
- 5.4.7 Re-designation of staff is the re-assignment of duties and responsibilities at the same level, deemed administratively prudent by the Appointments Board.

SECTION 6: ALLOWANCES

6.1 GENERAL

- 6.1.1 An allowance shall be a payment in cash additional to salary payable to an employee to facilitate the proper execution of an assignment or duty. The allowance shall not be assignable from one employee to another, in whole or in part.
- 6.1.2 An allowance shall be paid to an employee for two main reasons:-
- (a) To compensate an officer for extra exertion on his/her part arising out of the additional duties or responsibilities he/she may be required to carry out or shoulder over a period of time; and
 - (b) To meet out of pocket expenses that an employee may incur from time to time in the course of official duties in furtherance of interest of the University.
- 6.1.3 The rates of allowances or the conditions for which they are claimed shall be determined from time to time by the University Council taking into account pertaining circumstances, and where applicable in consultation with the Ministries responsible for Finance and Public Service.
- 6.1.4 The rates of allowances shall be expected to cover all personal expenses including, accommodation, meals, hired transport, entertainment, and other incidentals.
- 6.1.5 Should any exceptional circumstances arise when in an individual case, the allowance proves inadequate, representation should be made for reimbursement to the University Secretary with proof.
- 6.1.6 Allowances may be taxed in accordance with the laws governing allowances.

- 6.1.7 Except as may be specifically stated in this Manual, allowances are neither pensionable nor gratuitable.
- 6.1.8 All claims for payment of allowances must be submitted and processed following the laid down procedures and within the approved budget. The University Secretary shall ensure that payment of allowances is done in a very transparent, fair and equitable manner. In case a claim is under query, the individual concerned shall be informed of the query by the quickest means of communication possible.
- 6.1.9 The University Secretary shall ensure that there is no double payment to an employee in respect of allowances. For example, if transport for a journey is provided, an employee shall not claim kilometrage for the same journey. In case of doubt, the University Secretary, may be consulted before an officer commits himself/herself to pay the allowance.
- 6.1.10 Allowances for spouses and children shall not be paid when an employee chooses to travel with them on duty unless this Manual makes specific provision or the University Secretary gives written approval in each case.
- 6.1.11 An employee appointed to act in a higher post by the Appointments Board shall claim the allowance at the rate appropriate to the office in which he/she is acting.
- 6.1.12 The University Secretary shall maintain a close watch on the travelling undertaken by university employees, to ensure that their duties are being carried out in a proper manner and that a minimum expenditure of public funds is incurred.
- 6.1.13 The expenditure incurred by an employee of the University on any kind of entertainment which would be a proper charge against the University vote for official entertainment (i.e. a cocktail or dinner party) shall be accepted against the entertainment vote, whenever possible, but prior approval of the University Secretary should be obtained for such expenditure.
- 6.1.14 Any allowance payable shall be claimed within the financial year of accrual.

6.2 TRAVEL ALLOWANCES

6.2.1 General

- 6.2.1.1 Travel allowances shall be treated as advances attracting no receipt accounts but the employee shall furnish the University Secretary with back-to-office report of the activity carried out as a form of accountability.

6.2.2 Night Allowance in Uganda and Away from Officer's Station

- 6.2.2.1 Night allowance shall be paid to an employee when he/she is necessarily absent from his/her duty station travelling on duty, in Uganda. The rates and conditions shall be determined by Council and communicated to staff in circulars issued from time to time by the University Secretary. The allowance will be claimed only for the actual nights spent away from the usual place of residence and no receipted account will be required.
- 6.2.2.2 An employee shall not be permitted to claim night allowance in respect of his/her spouse and children even if they accompanied him/her on duty.
- 6.2.2.3 Night allowance may be claimed for the number of nights an officer is absent from his/her station on official duty to a maximum of 21 consecutive nights of stay in one place. Beyond 21 days, the employee shall be regarded as being on official duty at that alternative station and no additional night allowance shall be paid. In exceptional circumstances where the consecutive nights exceed 21 but not more than 30, an employee within this category may claim the extra days but with written permission of their Head of Department and the University Secretary.
- 6.2.2.4 The payment of night allowance per officer shall be restricted to a maximum of 150 nights in any one financial year.
- 6.2.2.5 In addition to payment of night allowance, separate travel arrangements from Uganda to the place where the officer is to carry out his/her duties shall be made in accordance with the relevant section of this Manual.

- 6.2.2.6 An employee shall be reimbursed the cost of transport to and from the airport terminals, the cost of transport between places of duty including local transport within the duty area.

6.2.3 Night Allowance outside Uganda

- 6.2.3.1 Night Allowance outside Uganda is an allowance payable when an employee is absent from his/her duty station while on official duty outside Uganda. The allowance shall be claimed for the actual nights spent outside Uganda.
- 6.2.3.2 An employee may not claim night allowance for his/her spouse unless written permission has been given by the University Secretary for him/her to be accompanied by the spouse on a particular trip. If permitted, the rate of allowance for the spouse will be two thirds of the rate of the employee.
- 6.2.3.3 Claims for payment of the allowance shall be made following the laid down procedure and certified by the Accounting Officer. Night allowance outside Uganda may be claimed in advance by an officer proceeding on duty from Uganda.
- 6.2.3.4 When an employee is travelling by air on duty and has to “night stop”, the allowance under this section may be claimed only when:-
- (a) The cost of the night stop is not borne by the airline;
 - (b) The night stop is not caused by the failure of the officer to board a connecting flight on which he/she was booked, or other default; or
 - (c) The officer did not for personal reasons choose to travel on an air craft which had a scheduled night stop when he/she had a choice for a direct flight; or
 - (d) The officer did not make the night stop for any personal reasons.

6.2.4 Safari Day Allowance in Uganda

- 6.2.4.1 Safari day allowance is an allowance which an employee may claim when he/she is absent from duty station within Uganda for a period of six hours or more in any one day, although he/she may return to the duty station the same day.
- 6.2.4.2 In order to claim the allowance, an officer must travel a distance of 20 kilometers or more from his/her station by the most direct route.
- 6.2.4.3 If an employee is absent from his/her station on duty for less than six hours in any one day under circumstances in which he/she must purchase a meal, and the Accounting Officer considers the claim reasonable, the allowance may be paid.
- 6.2.4.4 The word “station” in this section is deemed to include a hotel or rest house at which an officer may temporarily be staying while on duty, and he/she is required to be absent from the hotel or rest-house for not less than the period and distance stipulated in paragraphs (6.2.4.1) and (6.2.4.2).
- 6.2.4.5 Claim for payment of the safari day allowance must be made following the laid down procedure and shall not be claimed concurrently (on the same day) with night allowance.

6.2.5 Safari Day Allowance outside Uganda

- 6.2.5.1 Safari day allowance outside Uganda is paid when an employee travels on duty for a period of six (6) hours or more in one day and returns to the country or duty station on the same day.
- 6.2.5.2 The safari day allowance cannot be claimed concurrently (on the same day) with night allowance.
- 6.2.5.3 The cost of any train, taxi, bus fares or any other means of transport necessarily incurred may be claimed in addition to the allowance.

6.2.6 Out of Pocket Allowance

- 6.2.6.1 Out of pocket allowance shall be paid to an employee to cater for incidentals when expenses of meals and accommodation are fully covered by the University or sponsor.
- 6.2.6.2 Out of pocket allowance shall not be paid concurrently with night allowance.

6.2.7 Warm Clothing Allowance

- 6.2.7.1 A warm clothing allowance shall be paid to an employee who proceeds on duty overseas to temperate and cold climates. This allowance shall not be paid more than once in any period of three consecutive years for the same employee.
- 6.2.7.2 The allowance may be claimed before the departure of the employee for his/her duty trip outside Uganda.

6.2.8 Kilometreage Allowance

- 6.2.8.1 Kilometreage allowance shall be paid to a university staff in salary scale M5 and above who is authorized to use his/her personal vehicle for home to office running and for official duties within a radius of 20 kilometers from the duty station.
- 6.2.8.2 Kilometreage allowance shall be paid as a consolidated monthly allowance commensurate with the employee's grade and shall be determined by the University Council from time to time.
- 6.2.8.3 An employee who is provided with a university motor vehicle, motorcycle or bicycle or other means of transport for official use shall not be entitled to any kilometreage allowances in respect of journeys, which were or could have been undertaken on the University vehicle or bicycle.

6.3 EXTRA DUTY ALLOWANCES

6.3.1 Headship Allowance

- 6.3.1.1 Headship allowance may be paid to senior staff of the University such as Senior Administrative Staff, Deans of Faculties, and Institutes, Heads of Departments, Units, and Sections with leadership responsibilities, at such a rate as Council shall determine from time to time.

6.3.2 Acting Allowance

- 6.3.2.1 An acting allowance shall be paid to an employee when he/she has been appointed to act in an office higher than his/her substantive office by the Appointments Board or the delegated University officer or organ, in accordance with the University regulations. The acting officer must be qualified to fill the position in which he/she is acting if such position fell vacant.
- 6.3.2.2 Where an officer is acting in a higher office, he/she shall be remunerated during his/her acting period as if he/she had been promoted to the higher office.
- 6.3.2.3 The officer's acting allowance will be the amount arrived at by subtracting his/her substantive current monthly remuneration from the monthly remuneration for the higher office.
- 6.3.2.4 The computation of acting allowance shall include top-up allowance and other allowances as applicable.
- 6.3.2.5 Acting allowance commences 48 hours before the substantive or the holder of the post ceases to perform the functions of his/her office and ends 48 hours after another holder of the office assumes or resumes duty.
- 6.3.2.6 Acting allowance is:-
- (a) Not payable unless the acting appointment lasts for at least 15 (fifteen) consecutive calendar days, when the acting

allowance becomes payable for the whole of the acting period.

- (b) Does not attract gratuity or terminal benefits for officers whose contracts include a gratuity clause;
- (c) Not payable where the salary of the acting officer is already equal to or higher than the fixed or the maximum salary on which the higher post is graded;
- (d) Not payable for any period in excess of 15 days during which the acting officer does not exercise the functions of the higher office for any reason, such as leave, training or unrelated assignments to the office to which the officer is acting; and
- (e) Not paid indefinitely but lapses after six months unless specifically renewed or extended by the Appointments Board.

6.3.2.7 The Responsible Officer must make sure that the legal formalities are completed before officers assume responsibilities of higher offices. This is particularly so where the functions of the higher office contain statutory functions, which could be upset in the courts because the acting appointment of the office exercising the functions shall be illegal.

6.3.3 Duty Allowance

- 6.3.3.1 Duty allowance is payable to an officer for carrying out responsibilities of a higher office in addition to the duties attached to the substantive appointment.
- 6.3.3.2 Duty allowance cannot be paid simultaneously with acting allowance.
- 6.3.3.3 Duty allowance shall be payable where the post is a pure vacancy or temporarily vacated by its substantive holder.

- 6.3.3.4 An employee shall not be assigned duties of a higher office when there are more senior officers at a higher level than him/her in the same hierarchy.
- 6.3.3.5 An employee shall not be assigned duties of a post more than 2 steps above his/ her substantive appointment.
- 6.3.3.6 Computation of duty allowance shall be based on basic salary and salary top-up of the post.
- 6.3.3.7 The formula for computation of duty allowance shall be as follows:-
- (a) Where an officer is assigned duties of a post one step above his/her substantive post, he/she shall be paid the full difference between the minimum salary of the higher post and the basic salary of his/her substantive post;
 - (b) In the rare event that an officer is assigned higher responsibilities in a post which is two steps above his/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/her substantive post; and
 - (c) 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.
- 6.3.3.8 Payment of duty allowance shall be authorized by the University Secretary.
- 6.3.3.9 Duty allowance shall not be paid where the higher responsibilities for the officer are carried for less than 30 continuous days. After 30 continuous days, the allowance shall be payable for the whole period for which the additional responsibilities are carried.
- 6.3.3.10 Duty allowance shall not be payable for any period in excess of 15 days during which an officer does not carry higher responsibilities for any reason.

- 6.3.3.11 Duty allowance shall not continue indefinitely but lapses after six months' payment.
- 6.3.3.12 The extension for payment of duty allowance shall be granted only in cases where the substantive holder is still away on authorized leave.
- 6.3.3.13 Duty allowance shall not be pensionable and shall not attract gratuity for non-pensionable officers whose agreements include a gratuity clause.
- 6.3.3.14 Duty allowance shall not be 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.
- 6.3.3.15 In line with provision of this Manual on probationary appointment, an employee on probation shall not be considered for payment of duty allowance.
- 6.3.3.16 Subject to provisions of this section, duty allowance, like acting allowance, commences 48 hours before the substantive, acting holder ceases to perform the functions of the office; and 48 hours after the substantive holder assumes or resumes the function of the office.

6.3.4 Honoraria

- 6.3.4.1 A University employee shall be employed on the understanding that the whole of his/her time is at the disposal of the University. Whenever it becomes necessary, an officer may work outside office hours without extra remuneration. There are, however special circumstances in which it is not reasonable to apply this principle strictly and payments may be made as honoraria in accordance with the regulations in the Manual.
- 6.3.4.2 Honorarium is an allowance payable when the University wants a particular piece of work to be carried out by an employee within a specified period of time which:-

- (a) Is of exceptional importance to the University;
- (b) Is outside the normal scope of the officer's official duties;
- (c) Involves disproportionate amount of his/her official and private time;
- (d) Involves temporary additional responsibilities; and
- (e) Requires the direct use of the officer's special talent or professional skill or his/her active participation in the actual work.

6.3.4.3 The circumstances set out in paragraph 6.3.4.2 above may be regarded as fulfilled when an officer is required:-

- (a) To serve as Chairperson, Deputy Chairperson, Secretary, Assistant Secretary, Member or as one of the supporting staff members of any Commission of Inquiry or Review or any adhoc committee set up by the University; or
- (b) To undertake a special task set up by the University.

6.3.4.4 Honoraria shall be paid on satisfactory completion of the assignment.

6.3.4.5 Honoraria shall be paid as a percentage determined by the University Council.

6.3.4.6 An officer affected by paragraph 6.3.4.3 above may in addition where applicable be paid subsistence allowance and or transport costs in connection with the execution of his/her assignment.

6.4 SITTING ALLOWANCE

6.4.1 Sitting allowance is payable per sitting to a person appointed or co-opted on a Committee, Tribunal or any other Committee established by the University Council, Vice Chancellor or University Secretary in accordance with the provisions of this Manual and other policies of the University.

6.4.2 A Responsible Officer may constitute a committee or task force for a specific assignment and members of such a committee may be paid a sitting allowance.

- 6.4.3 The University Council shall from time to time determine rates of sitting allowances.

6.5 OVERTIME ALLOWANCE

- 6.5.1 Overtime allowance shall be paid to support staff from salary scale M20-M10 who works over and above the ten (10) working hours a day. The rate shall be determined by Council from time to time.
- 6.5.2 Payment of overtime allowance to an employee shall be authorized by the University Secretary on recommendation of the employee's immediate supervisor.
- 6.5.3 Overtime allowance may not exceed 30% of the employee's monthly salary.
- 6.5.4 Overtime which invariably no driver can avoid has been consolidated for drivers so that such drivers shall get a consolidated overtime payment calculated as 30% of their monthly salary. The University Secretary shall in consultation with the Director of Human Resources designate drivers who, by the nature of their work schedule, may be paid overtime allowances stipulated in this paragraph.
- 6.5.5 The University Secretary may in consultation with the Director of Human Resources and the line supervisor, authorize other support staff to be paid overtime allowance at the rate not exceeding 30% of their monthly salary.

6.6 EXTRA LOAD ALLOWANCE

6.6.1 Teaching staff

- 6.6.1.1. The working hours for teaching staff shall be 40 hours per week (8 hours per day)
- 6.6.1.2 The work load per week for a teaching staff shall consist of the following elements:

(a)	Lecture Preparation	= 12 hours
(b)	Lecturing	= 6 hours
(c)	Tutorial	= 2 hours
(d)	Marking	= 6 hours
(e)	Practical/Clinical work	= 2 hours
(f)	Supervision	= 4 hours
(g)	Research	= 8 hours
	Total	= 40 hours

6.6.1.3 Extra load allowance shall be payable to teaching staff who are assigned to teach more hours than their normal workload per week.

6.6.1.4 An academic staff, irrespective of rank, has a mandatory teaching load of 10 contact hours per week. The mandatory contact hours are based on visible elements that can be monitored. Namely lecturing, tutorial and practical/clinical work.

6.6.1.5 When the mandatory 10 contact hours is covered, the academic staff shall be paid extra load for any additional contact hours within the limits specified by the law.

6.6.2 Administrative Staff

6.6.2.1 Extra load allowance will be paid to administrative staff in salary scale M7 to M6 who are required to perform duties beyond their normal working hours at rates approved by Council.

6.6.2.2 Senior Administrative Staff in salary scale M1 to M5 who are required to perform duties beyond their normal working hours shall not be paid extra load allowances. Instead they shall be paid top-up allowance at rates approved by Council.

6.7 ENTERTAINMENT ALLOWANCE

6.7.1 Entertainment allowance shall be an amount of money set aside by the University and advanced regularly to entitled officers for entertaining clients and visitors.

- 6.7.2 The University Council shall determine the rates of entertainment allowance and the entitled officers from time to time.
- 6.7.3 Entertainment allowance shall be paid as an imprest to be accounted for by the receiving officer in accordance with the financial management regulations of the University.

6.8 WORKMAN'S COMPENSATION

- 6.8.1 A staff who gets injured or dies while on duty shall be compensated as prescribed by the Workman's Compensation Act.

6.9. PART TIME TEACHING ALLOWANCE.

- 6.9.1 Part time teaching allowance shall be paid to persons who are hired to teach on part time basis.
- 6.9.2 Part time allowance shall be payable on hourly basis at the rates determined by Council.

6.10 FUEL ALLOCATION

- 6.10.1 Fuel shall be allocated to offices and officers who are assigned University vehicles to facilitate University operations as may be authorized by Council.
- 6.10.2 The rates of fuel allowance shall be determined by Council during the budgeting process and shall be allocated in liters per month using fuel cards.
- 6.10.3 Fuel allocated to the offices shall be used for the University activities within that office.
- 6.10.5 Every officer who uses University fuel on official duty must keep a log-book showing the dates, points of departure and arrival, distance travelled and reasons for all journeys.

- 6.10.6 University employees who are not allocated official vehicles and authorized to use their personal vehicles for official duties shall be paid kilometreage as provided for under paragraph 6.2.8.1 of this Manual.

6.11 SALARY TOP UP

- 6.11.1 Salary top up may be paid to an employee to supplement salary paid by government based on salary scale as may be determined by the University Council from time to time.
- 6.11.2 Salary top up shall only accrue to permanent and contract staff employed by the University on fulltime basis, or as may be determined by Council from time to time.

SECTION 7:

EMPLOYEE BENEFITS

7.1 MEDICAL TREATMENT IN UGANDA

- 7.1.1 The University may provide medical treatment at the University medical centre in accordance with the prevailing Council policy.
- 7.1.2 Council may, from time to time, designate hospitals where members of staff and their spouses and children, registered with the University, can receive medical care in accordance with prevailing University Health and Safety Policy.
- 7.1.3 Members of staff, their spouses and children may receive medical care from designated hospitals.
- 7.1.4 Council may from time to time designate private health providers from which staff members may receive medical care in a situation where such a service cannot be provided at government or designated hospitals.
- 7.1.5 Where possible a staff member shall first seek medical attention from the University Medical Centre before he/she is referred to designated hospital for further medical service.
- 7.1.6 Subsidized medical treatment at the University Medical Centre and designated hospitals shall be provided to members of staff, one spouse and up to six (6) children who are below the age of 18 years and are registered with the University.
- 7.1.7 The University may, subject to prevailing Council regulations, refund medical expenses incurred by a member of staff according to Council prescribed medical refund ceiling. Such treatment shall include medical, dental and ophthalmic treatment for self, one spouse and up to six children below the age of 18 years provided they attend Council designated hospitals and are registered with the University.

- 7.1.8 The University shall compensate an employee who may have sustained injury or died in the course of his/her official duty according to the provisions of Workers' Compensation Act.

7.2 MEDICAL TREATMENT ABROAD

- 7.2.1 Medical treatment abroad shall apply to a university employee or a member of his/her family who is eligible for subsidized treatment, who contracts a disease in Uganda for which adequate treatment is not available in Uganda.
- 7.2.2 On recommendation of the Director of Health Services and in consultation with a medical doctor from a referral hospital where a member of staff has been hospitalized, treatment outside the country may be considered by Council or in emergency case by the Chairman of Council or Vice Chancellor.
- 7.2.3 In each case, a Medical Board shall be convened by the Professional Head of Medical Services and the Medical Board shall sign a certificate that the patient is so seriously ill that there is danger on his/her life unless he/she receives medical treatment, which is not available in Uganda.
- 7.2.4 The Head of Medical Services shall then pass the recommendation in general terms, to the University Secretary, with his/her recommendation of the country in which the treatment may best be undertaken.
- 7.2.5 If the University Secretary approves the recommendation, the Professional Head of Medical Services shall then make the necessary arrangements with the medical practitioners in the country, in which the treatment is to be undergone, for the medical history of the patient to be sent to the appropriate specialist in the country.
- 7.2.6 The patient shall be eligible for a free air return passage in the appropriate class to the country in which he/she is to undergo treatment. If the patient must, for medical reasons, or for reasons of humanity as in the case of the young child of an employee, be accompanied, the special circumstances of the case shall be

explained in detail to the Accounting Officer and recommended by the Head of Medical Services.

- 7.2.7 In the event of an employee or a member of his/her family dying in a country in which he/she has been sent for medical treatment, the deceased may, on the request of his/her family be buried or cremated at the expense of the University in that country. Alternatively, the body or ashes may be flown back to Uganda at the University's expense for burial.
- 7.2.8 For avoidance of doubt, staff who qualify for treatment outside Uganda shall be those from salary scale M5 to M1.

7.3 MEDICAL INSURANCE

- 7.3.1 The University may subscribe to a medical insurance scheme or any other scheme as approved by Council.

7.4. TRAVEL INSURANCE

- 7.4.1 The University shall provide insurance cover for employees travelling by air on official duty.

7.5 RISKS AND HAZARDS INSURANCE

- 7.5.1 The University may provide insurance cover to employees against risks and hazards in the process of employment.

7.6 STAFF HOUSING POLICY

7.6.1 General

- 7.6.1.1 Salaries of all employees are consolidated and include a component for housing. Thus, an employee who stays in a university house shall pay a monthly house rent unless it is expressly waived off by the Council.
- 7.6.1.2 A university house refers to any house, flat, hostel, cottage or other quarter, which are available to the University, whether

owned or rented by the University, for occupation by university employees.

- 7.6.1.3 An employee occupying a university house shall pay monthly rent and all utilities at the prevailing rates for the period that he/she shall use the house.
- 7.6.1.4 An employee on study leave may be permitted to retain the university house for a period of one year of his/her study leave. The employee may request for permission from the University Secretary to leave such house under a caretaker in his/her absence.
- 7.6.1.5 An employee occupying a university house shall not sublet or assign it or any part of it or use it for any other purposes than as a residential house.
- 7.6.1.6 A member of staff occupying a university house shall maintain the house, its compound and surroundings in good condition. Where a member of staff fails to observe this, he/she shall pay for the cost of restoration of the house and its compound to its original accepted standard and the University shall have powers to deduct the cost from the employee's salary or other emoluments.
- 7.6.1.7 An employee occupying a university house shall not keep animals except a reasonable number of poultry and pets like a dog and a cat. Pets must be kept well under control in cages or confined to his/her compound.
- 7.6.1.8 An employee occupying a university house shall report to the Estates Officer all necessary minor and major malfunctions which may lead to deterioration of the condition of the house and any other condition of the house or its surroundings which if not rectified, may result in an abnormal rate of depreciation and consequential major repairs.
- 7.6.1.9 Where a house or decorations and fixtures therein or part(s) or thereof is/are damaged by the member of staff occupying it, her/his family, caretaker, or agent, through negligence or carelessness or recklessness, such member of staff shall incur

all expenses of repair of the damage and all damage naturally and reasonably arising from such damage, or shall re-imburse all the money that the University may spend on such repairs.

- 7.6.1.10 The University shall settle the expenses against the salary/dues of such member of staff if he/she fails to meet the expenses. Natural calamities such as storm, earth quake, are excluded.
- 7.6.1.11 The Estates Officer shall, in the presence of the occupant, periodically inspect university houses to determine repairs required provided reasonable notice shall be given to the occupants before such inspection.
- 7.6.1.12 If the University Secretary is satisfied that a member of staff has breached any condition of occupation of a university house as herein outlined and/or any other conditions made by Council or any other committee/body empowered by Council, the University Secretary shall give the member of staff three (3) months' notice to vacate the house.
- 7.6.1.13 If an employee occupying a university house wishes to voluntarily vacate residential accommodation, he/she shall give three (3) months' notice to the University Secretary.
- 7.6.1.14 On receipt of such notice, the University Secretary shall cause the Estates Officer to visit the premises, inspect them and make an inventory of the furniture and other fixtures and make a report.
- 7.6.1.15 The tenant shall on the expiry of the notice hand over the keys to the property to the Estates Officer who shall carryout final inspection of the premises, furniture and other fixtures and make a report of the vacancy of the said property to the University Secretary.
- 7.6.1.16 The Estates Officer shall make a report of the state of repair and inventory of property in the house including all deficiencies or damages which are not attributable to natural wear and tear of the premises/property both at the time that the member of staff enters and on leaving the house.

- 7.6.1.17 An employee shall not undertake any alteration or major repair on the house except with permission from the University Secretary.
- 7.6.1.18 An employee occupying a university house may only grow flowers and vegetables but not bushy crops such as cassava, bananas, maize, millet and sorghum in the compound.

7.6.2 Allocation of University Houses

- 7.6.2.1 The responsibility for allocation of university houses shall rest with the committee responsible for housing allocation.
- 7.6.2.2 The University Secretary shall appoint committee to handle the task of allocating houses and shall draw terms of reference, rules and procedures to be followed.
- 7.6.2.3 Once a house is allocated, it is the duty of the secretary of the house allocation committee to notify the employee to whom the house is allocated through his/her head of department. Copies of the house allocation letter shall be provided to the Estates Officer, the University Bursar and University Secretary for purposes of rent deductions where applicable.
- 7.6.2.4 If a house is not taken over within one month of being allocated, it shall be the duty of the Estates Officer to raise the matter directly with the Secretary of the house allocation committee and the employee's head of department to find out why the house has not been taken over and to pursue the matter to a conclusion.
- 7.6.2.5 Before an employee occupies a university house, a tenancy agreement should be signed between the employee, (tenant) and the University (land lord).
- 7.6.2.6 Occupancy of any university house shall be governed by a tenancy agreement between the two parties detailing the terms and conditions of the tenancy, drawn in consultation with the University Legal Officer.

- 7.6.2.7 When an employee vacates a university house he/she shall handover the house to the University Secretary after inspection by the Estates Officer.
- 7.6.2.8 The University Secretary shall advertise the university house to all university employees and request interested and qualifying employees to submit applications for house allocation.
- 7.6.2.9 The notice inviting applications shall remain valid for a minimum of 14 working days.
- 7.6.2.10 At the end of the notice period the University Secretary shall present all applications to the house allocation committee for consideration.
- 7.6.2.11 The most qualifying candidate shall be allocated the vacant house.
- 7.6.2.12 The housing allocation committee shall with the approval of Management Committee develop criteria for house allocation taking into account:
- (a) Nature of the employee's duties;
 - (b) Seniority;
 - (c) Size of employee's family; and
 - (d) Distance from residence to the workplace.

7.6.3 Converting University houses into office space

- 7.6.3.1 The University may convert university residential houses into office or other working spaces.
- 7.6.3.2 Pursuant to 7.6.3.1, the occupant shall be given a six months' notice within which to vacate the house.
- 7.6.3.3 On expiry of the notice, Section 7.6.2.7 of this Manual shall apply.

7.7 DEATH BENEFITS

7.7.1 General Provisions

7.7.1.1 Where a member of staff dies;

- (a) At the place of work, the university authorities shall notify the employee's next of kin or legal representatives and shall obtain a copy of the death certificate.
- (b) Other than at the place of work, the employee's next of kin or legal representative shall notify the University and present a copy of the death certificate and any other evidence of death to the Directorate of Human Resources for record and subsequent action.
- (c) In the event of death of a registered spouse or biological or legally adopted child, the University will contribute not more than a sum of money determined by Council from time to time towards the burial expenses. This shall be limited to one legal spouse and biological or legally adopted children under 18 years in addition to transporting the body to the burial place within Uganda.

7.7.1.2 In the event of a member of staff dying in service of the University:

- (a) The University shall provide transport from the deceased's place of work or hospital or residence to the place of burial/deceased's home.
- (b) Transport services and provision of a coffin shall be limited to members of staff, their spouses and natural (biological) children under 18 years of age provided they are registered with the University as such.
- (c) For re-imbursement purposes, where a coffin is bought by the family of the deceased, its price shall not exceed the figure approved by Council.
- (d) The University shall meet the cost of body embalmment.

- (e) Where the body has to be cremated, the University shall meet the costs provided they do not exceed the cost of the coffin and embalmment.
- (f) In the event of a member of staff dying his/her family shall be entitled to;
 - i. One year's gross salary of the deceased or gratuity due to the deceased, whichever is higher;
 - ii. Six (6) months stay in the University house or six (6) months' housing allowance if the deceased was not rented a house.
- (g) In the event of the death of an expatriate member of staff, his/her family shall be entitled to single passage, in economy class by the normal route which the deceased would have used to the normal destination, and such luggage allowance as if the deceased had completed a normal and final tour.
- (h) All monetary death benefits shall be claimed by the deceased's legal representatives within a period of 12 months from the date of death.

7.8 RECREATIONAL FACILITIES

- 7.8.1. The University recognizes that the health of its employees is very critical in their efficient and effective delivery of services.
- 7.8.2 Various recreational facilities such as clubs, playgrounds, and canteens shall be available and employees shall be encouraged to use them.
- 7.8.3 There shall be two Staff Social Clubs:
 - (a) A Senior Staff Social Club for academic staff and administrative staff
 - (b) A Staff Social Club for support staff
- 7.8.4 The objectives of the staff social clubs shall be:
 - (a) To build and maintain harmonious relationships and to strengthen communication and understanding among employees of different units/departments.

- (b) To cultivate a sense of belonging; and
 - (c) To create a platform for entertainment to enhance the morale of employees.
- 7.8.5 The staff associations shall be responsible for the smooth running of the staff social clubs under the overall supervision of the Human Resources Directorate.
- 7.8.6 Each staff social club shall be governed by a committee nominated by the associations or union drawing representatives from the different faculties and departments of the University.
- 7.8.7 The Staff Social Club Committee shall achieve its objectives by:
 - (a) Proposing, planning and organizing staff social activities for staff members.
 - (b) Promoting the staff social activities for wider participation.
 - (c) Contributing to the University events for the wellbeing of staff members.
- 7.8.8 All full time employees will become members of their respective Staff Social Club automatically upon joining the University.
- 7.8.9 The staff social clubs shall organize social and recreational activities for employees throughout the year.

7.9 TERMINAL BENEFITS AND GRATUITY

7.9.1 National Social Security Fund (NSSF)

- 7.9.1.1 All University employees shall contribute to the National Social Security Fund (NSSF) where their terminal/retirement benefits shall be secured.
- 7.9.1.2 The University shall contribute ten (10) per cent while the employee shall contribute five (5) per cent of his/her consolidated gross monthly salary and allowances towards the National Social Security Fund.

- 7.9.1.3 Notwithstanding paragraph 7.9.1.1 and 7.9.1.2, the University may choose to subscribe to an alternative retirement benefit scheme in accordance with the laws of Uganda.

7.9.2 Gratuity

- 7.9.2.1 All members of staff shall on cessation from service (either on expiry of contract or retirement) be entitled to receipt of 25% of the total gross salary earned during their tenure of office.
- 7.9.2.2 If a public officer's agreement entitles him/her to a gratuity, and during his/her period of employment the University has been obliged by law to make a 'Standard contribution' to the Social Security Fund to the officers credit, the amount of the gratuity will be reduced by an amount equal in value to the employer's share of the standard contribution which the University has paid in respect of the officer.
- 7.9.2.3 In the event where a member of staff who underwent training or a course of study sponsored by the university is retiring or whose contract has expired, such a member of staff shall not be paid gratuity unless he/she has fulfilled all the conditions under which such training was granted or accepted by the University, with the duration of such training being treated as a period of continued services.

7.9.3 Eligibility for Gratuity or Terminal Benefits

- 7.9.3.1 A member of staff who is dismissed, on probation, or temporary or on part time terms of employment shall not be paid terminal benefits or gratuity.
- 7.9.3.2 Terminal benefits and gratuity shall be taxed as provided for under the laws of Uganda.

7.10 SPECIAL ENTITLEMENTS TO SOME UNIVERSITY EMPLOYEES

7.10.1 The University shall provide special entitlements for the Vice Chancellor, Deputy Vice Chancellor and the University Secretary each as follows:

- (a) A university house.
- (b) A university vehicle.
- (c) A driver.
- (d) Two security guards for the residence.

7.10.2 The University shall provide each member of the top management with a monetized allowance for domestic servants as follows:

- (a) Vice Chancellor: - Two domestic servants
- (b) Deputy Vice Chancellor: - One domestic servant
- (c) University Secretary: - One domestic servant
- (d) Other members of top management (M3): - One domestic servant

7.10.3 The rate of domestic allowance shall be determined by the University Council from time to time and shall be paid on a monthly basis through the payroll.

7.11 STAFF BENEFITS ON ADMISSION AND SPONSORSHIP OF BIOLOGICAL CHILDREN

7.11.1 Admission

7.11.1.1 An eligible biological child of a member of staff may be given special consideration for admission to a programme of study offered by the University provided that the points obtained by the child are not more than 4.0 points below the cut-off point for admission to the programme.

7.11.1.2 Only those biological children of members of staff who fail to get admitted on government sponsorship shall be eligible for admission under this scheme.

- 7.11.1.3 Only full time members of staff who have been confirmed shall benefit from this scheme.
- 7.11.1.4 Only two biological children of a member of staff may benefit from this scheme at any one time.
- 7.11.1.5 A biological child of a member of staff of the University who qualifies for admission under this scheme shall be on University Sponsorship.
- 7.11.1.6 Accommodation for a child under this scheme shall be the responsibility of his/her parent.
- 7.11.1.7 Females who already enjoy the established 1.5 points of affirmative action shall not lose that benefit under this scheme.

7.11.2 Sponsorship

- 7.11.2.1 A biological child of a member of staff who has qualified for admission to a programme offered at the University on private sponsorship shall be granted a 50% tuition fees waiver.
- 7.11.2.2 Biological children admitted under this scheme shall be over and above the admission capacity declared by the Faculty/School/Institute.
- 7.11.2.3 Any student who gains admission to the University by virtue of being a biological child of a member of staff under this scheme shall lose the benefit of fees waiver and shall become privately sponsored if his/her parent leaves the University service by resignation, termination or dismissal.
- 7.11.2.4 Any biological child of a member of staff admitted under this scheme whose parent dies while in the University service or attains the mandatory retirement age shall

continue to benefit from the scheme until he/she completes his/her programme of study.

7.11.2.5 A member of staff who wishes to benefit from this scheme shall be given at least one month from the release of national examinations board results within which to apply for special admission under the biological children admission scheme.

7.11.2.6 The scheme on admission and sponsorship of biological children may be reviewed from time to time as and when need arises.

7.11.2.7 All proposals for revision of the scheme shall be approved by Senate and Council before being implemented.

7.12 TUITION WAIVER FOR STAFF

7.12.1 A member of staff who has qualified for admission to a programme offered at the University on private sponsorship shall be granted a 50% tuition fees waiver.

7.12.2 A member of staff under this scheme shall lose the benefit of fees waiver if he/she leaves the University service by resignation, termination or dismissal.

7.13. CAR LOAN SCHEME

7.13.1 The University shall operate a vehicle loan scheme as approved by Council under the following terms;

- (a) The scheme shall initially target Deans of Faculties, Directors of Institutes and Heads of Administrative Departments and Senior Staff.
- (b) The level of individual loan shall be an amount as approved by Council.
- (c) The recovery of the loan shall be monthly.
- (d) The log book shall be retained by the University.

- (e) The amount shall be recovered monthly from salaries of the beneficiary employee over a period of four (4) years.
- (f) After recovery of the loan, the log book shall be handed over to the employee.

7.13.2 In the event that the vehicle gets involved in an accident, or is stolen or lost, this will not stop the employer from recovering the loan due.

SECTION 8: LEAVE

8.1 GENERAL RULES ABOUT LEAVE

- 8.1.1 The main purpose of leave is diversion, recreation, relaxation and recuperation with a view to restoration or improvement of a public officer's efficiency, effectiveness and output except as may be explicitly stated in this Manual in respect to a particular type of leave.
- 8.1.2 Annual leave is a right only applicable to a member of staff employed on full time basis and when due, it shall be compulsory. 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, unless otherwise stated in these Terms, will be at the discretion of the Vice Chancellor or University Secretary or any other authorized officer as the case may be.
- 8.1.3 An employee shall cultivate an interest in what happens to their leave and where necessary should enquire from their responsible officers about their position in this regard.
- 8.1.4 Special leave of absence, study leave and leave without pay are a privilege granted to a public officer depending on circumstances spelt out in this Manual.
- 8.1.5 Maternity leave is a right for all female officers regardless of status or grade for every pregnancy.
- 8.1.6 Sick leave is a right, provided it is on the recommendation of a Government Medical Officer.
- 8.1.7 Any period taken on leave of whatever description, with the exception of special leave of absence, is not leave earning.
- 8.1.8 Any period of leave taken shall include Saturdays, Sundays and public holidays which may fall therein except for maternity and paternity leave.

- 8.1.9 An employee of the University must return to duty from leave on the due date and failure to do so may render the officer liable to disciplinary action as may be decided after consideration of the circumstances of the case.
- 8.1.10 The Director of Human Resources shall ensure that a leave records register is maintained so that every employee has got a folio where particulars of any type of leave taken are recorded from year to year.
- 8.1.11 The Leave Records Register shall be kept up-to-date and be made available for inspection by the Auditor General and other statutory inspectors on request.
- 8.1.12 The Vice Chancellor or the University Secretary may delegate his/her authority to approve leave provided:
- (a) It is in writing;
 - (b) That no officer shall have authority to approve his/her own leave;
 - (c) That no officer shall have authority to approve leave for an officer senior to himself/herself;
 - (d) That delegation shall not be made to an officer below salary scale M5.
- 8.1.13 An employee who works in a teaching department or faculty, which as part of their annual programme go into holiday recess, shall take any annual entitlement of leave to his/her credit during the recess within the calendar year. The officer/employee shall be regarded as being on duty for the days of the recess when he/she is not on leave. Such leave shall not exceed the officer's annual entitlement of leave.
- 8.1.14 Leave for an employee intending to contest for any political office shall be taken in accordance with the provisions of the Election Laws. If an employee is already on approved leave and decides to contest for any political office, the provisions of the Election Laws shall apply and the entitlement of leave, thereof, ceases.
- 8.1.15 Leave shall not be commuted into cash except in the following circumstances:

- (a) When an employee passes away with approved earned leave and a death certificate from a Government Medical Officer or a police report has been availed;
 - (b) When an employee's services are terminated, other than by dismissal, with approved earned leave to his/her credit.
- 8.1.16 In either case, paragraph 8.1.15 (a) and (b), the University Secretary shall pay cash in lieu of any leave due to the employee at the rate of 1/30th of the employees' last monthly salary multiplied by the number of leave days. Any outstanding debts owed to the University by the employee shall be deducted from the sum due to the officer under this paragraph before actual payment is made.
- 8.1.17 An employee before proceeding on any leave provided for in these regulations shall be required to hand over his/her office and any university property under his/her care.
- 8.1.18 Where an employee is undertaking an approved part time training course and has to sit for examinations, he/she shall be required to reserve his/her leave for this purpose.

8.2 TYPES OF LEAVE

Under the University service, leave may take the following forms:

- (a) Annual leave;
- (b) Compassionate leave;
- (c) Special leave of absence;
- (d) Leave without pay;
- (e) Study leave;
- (f) Sabbatical Leave;
- (g) Consultancy Leave;
- (h) Sick Leave;
- (i) Maternity;
- (j) Paternity;
- (k) Compulsory/Forced leave;
- (l) Public holidays.

8.2.1 Annual Leave

- 8.2.1.1 Annual leave for all members of staff shall be thirty (30) calendar days.
- 8.2.1.2 The Chancellor shall approve the annual leave for the Vice Chancellor on recommendation of the Chairman of Council.
- 8.2.1.3 The Vice Chancellor shall approve annual leave for the Deputy Vice Chancellor, University Secretary, Academic Registrar and University Librarian, University Bursar, Dean of Students, Director of Human Resources, Director Planning and Development, and the Chief Internal Auditor.
- 8.2.1.4 The Deputy Vice Chancellor-Academic Affairs shall approve annual leave for the Deans of Faculties and Directors of Schools/Institutes and Head of Departments.
- 8.2.1.5 The University Secretary shall approve annual leave for all the other employees below the salary scale M3.
- 8.2.1.6 The leave year shall commence on the date of first appointment, and thereafter on the anniversary of the date of the first appointment, provided such accumulated leave shall be taken after completion of at least eight (8) months' service either from the date of assuming of duty or from the date of resuming duty after the previous leave, and shall be taken at such a time as shall be convenient to and authorized by the University.
- 8.2.1.7 All necessary arrangements for taking leave shall be subject to exigencies of the service, which may require the member of staff to or not to take leave during a period to be determined by the Director of Human Resources in consultation with the Head of Department.
- 8.2.1.8. Annual leave of any member of staff shall commence on the day following the day he/she ceases duty, and end the day preceding the day he/she resumes duty.

- 8.2.1.9 The responsible officer has the right to authorize leave, but personal circumstances and preferences of the individual shall as much as possible be taken into consideration.
- 8.2.1.10 A member of staff shall not, except with written authority of the Vice Chancellor, Deputy Vice Chancellor, University Secretary or Director of Human Resources carry forward annual leave to another year.

8.2.2 Recall from, deferment or cancellation of annual leave

- 8.2.2.1 The Vice Chancellor, Deputy Vice Chancellor, the University Secretary, may recall an employee from annual leave, defer or cancel authorization to proceed on annual leave if it is deemed critically important, and in the interest of the University.
- 8.2.2.2 In such a case as stated in 8.2.2.1, the affected member of staff shall be allowed to carry forward the remaining portion of his/her annual leave to the succeeding annual leave, or may be permitted to take it immediately after accomplishing the task(s) for which the leave was deferred.
- 8.2.2.3 The responsible officer shall offer an explanation in writing to the member of staff who has been recalled from his/her annual leave, or whose leave proceeding has been deferred or cancelled on the circumstances surrounding the recall to duty, cancellation or deferment of leave.

8.2.3 Leave Roster

- 8.2.3.1 The Heads of Department and supervisors shall ensure that a leave roster is prepared indicating the period when each of the employees in their unit intends to take annual leave. Copies of departmental leave roster shall be submitted to the Director of Human Resources by the 31st day of December each year.
- 8.2.3.2 Director of Human Resources shall maintain a record of pending leave and leave taken by each staff in the University.

- 8.2.3.3 A copy of the approved leave roster shall be kept at the Directorate of Human Resources for record purposes whilst a copy of the same will be exhibited on the notice boards of the respective departments for all staff to take note of.
- 8.2.3.4 The heads of department shall ensure that all staff under their supervision take leave when due in accordance with the approved leave roster. Failure to take leave within a calendar year shall be deemed a disciplinary offense.
- 8.2.3.5 An employee who intends to take leave shall fill a standard leave form and submit it to his/her head of department or supervisor for endorsement. On receipt of the completed leave application form, the head of department shall process and forward the application form to the Director of Human Resources, University Secretary or Vice Chancellor.
- 8.2.3.6 Due to the exigency of university duties, the head of department may advise the member of staff to defer or forward his/her leave at a later date.
- 8.2.3.7 The approving officer, on receipt of the recommendation from the head of department, will promptly consider the matter and approve all the leave as scheduled in the approved leave roster or approve part of the leave or defer all or part of the leave to a later specific date either within the current calendar year or thereafter.
- 8.2.3.8 The head of department shall inform the employee of the leave approval immediately so that the necessary preparations including proper temporary handing over of duties of the office is done.

8.2.4 Approval for carrying leave forward to the next calendar year.

- 8.2.4.1 When it is necessary due to the exigency of University duties to defer or carry forward leave to the next calendar year, authority shall be sought and approval granted as follows:-
- (a) In respect of the Vice Chancellor, from the Chancellor on the recommendation of Chairperson of Council.

- (b) In respect of Deputy Vice Chancellors, from the Vice Chancellor
 - (c) In respect of Heads of Administrative Departments in salary scale M3, from the Vice Chancellor.
 - (d) In respect of Faculty Deans and Heads of Academic Departments from the Deputy Vice Chancellor.
 - (e) In respect of any other employees, from the Director of Human Resources, through their respective heads of department.
- 8.2.4.2 A request to carry forward annual leave must be submitted to the relevant offices for approval by 15th December.
- 8.2.4.3 It is ordinarily expected that an employee will fill a leave form and submit it to his/her supervisor who may advise the employee to take his/her leave at a later date.
- 8.2.4.4 Leave cannot be accumulated from one calendar year to another unless authority is sought for and obtained.
- 8.2.4.5 An employee retiring or about to retire from the service, shall take and exhaust any entitlement of leave due to him/her before the last day, immediately preceding the date of retirement or else it shall be forfeited.

8.2.5 Sickness during annual leave

- 8.2.5.1 When a member of staff falls sick to the extent of being admitted to a recognized hospital during his/her annual leave, such a member of staff may be allowed to extend his/her leave by the number of days during which he/she was hospitalized.
- 8.2.5.2 The extension should be subject to the approval of the Vice Chancellor or the University Secretary through the recommendation of the Director of Human Resources on the basis of production of medical documents from a recognized medical practitioner or the hospital in which the employee was hospitalized or admitted for treatment.

8.2.6 Leave entitlement for employees who are on interdiction or suspension

- 8.2.6.1 An employee on interdiction or suspension or who remains un-deployed whilst awaiting assignment of other duties, shall be regarded as being on leave.
- 8.2.6.2 It also follows that the period during which such an officer remains on interdiction, suspension or otherwise un-deployed is not leave earning.
- 8.2.6.3 An employee affected by paragraph 8.2.6.1 is liable to be recalled at any time at the discretion of the University authorities.

8.3 Compassionate Leave

- 8.3.1 The University Secretary or another officer authorized by the University Secretary may grant a member of staff compassionate leave not exceeding five (5) days of the week on any particular occasion.
- 8.3.2 Compassionate leave may be granted to a member of staff who has suffered a personal catastrophe or tragic loss, such as death of a close relative e.g. a parent, a spouse, or a child, or a sibling.
- 8.3.3 Compassionate leave shall be leave with pay.

8.4 Special Leave of Absence

- 8.4.1 Special leave of absence is leave, other than annual entitlement, study leave, sick leave and maternity leave, or compassionate leave granted for a specific purpose subject to the discretionary approval of a responsible officer under the following circumstances:
 - (a) Where an employee is to participate or otherwise be involved in an activity or event through which the public interest or national prestige will directly or indirectly, be served or enhanced; or

- (b) Where an employee is proceeding to another part of Uganda, in order to collect his/her children from school for the holidays or return them to school at the end of the holidays; or
 - (c) When an employee is attending to a sick member of his/her family.
- 8.4.2 Approval of special leave of absence will be at the discretion of the University Secretary or a person delegated by the University Secretary. Permission must be sought in writing before the employee leaves his/her official duties to attend the event in question.
- 8.4.3 For avoidance of doubt, if the University Secretary deems it unnecessary to grant compassionate leave or special leave of absence under this section, the officer may, if the exigencies of the university service permit, be allowed to be absent provided the period in question is to be off set against his/her earned annual entitlement of leave.
- 8.4.4 Compassionate leave and Special leave of absence will be granted for a period not exceeding ten (10) days in any calendar year and such leave will be on full pay and will not count against annual leave entitlement. In the event where an officer has exceeded the ten (10) days limit, the excess days shall be offset from the officer's annual leave entitlement, if permitted to proceed for the activity in question.

8.5 Leave without Pay

- 8.5.1 Leave without pay may be granted on the recommendation of head of department to an employee to attend to an important assignment and that period does not attract other privileges and benefits.
- 8.5.2 An employee shall only proceed on leave without pay after obtaining approval from the Appointments Board and he/she shall be required to hand over all University property under his/her possession before proceeding on the leave. Leave without pay is not leave earning.
- 8.5.3 Unpaid leave may not exceed two (2) years (twenty four consecutive months).

- 8.5.4 Any earned leave outstanding to an employee on the date on which he/she ceases to exercise the functions of his/her public office, will start to run from the date following that on which the employee ceases to exercise the functions of his/her office, and the employee will receive his/her monthly salary until his/her leave expires.
- 8.5.5 Applications and recommendations for leave without pay must be submitted, giving justification and duration before commencement of the assignment.
- 8.5.6 An employee who is granted leave without pay for an assignment relevant to his/her job shall rejoin the University on the grade applicable at the time his/her leave without pay was granted.
- 8.5.7 An employee who takes leave without pay for reasons not relevant to his/her job may rejoin the University depending on the availability of a vacant position.
- 8.5.8 Leave without pay shall not be granted to officers on probation or contract terms.

8.6 Study Leave

- 8.6.1 Study leave shall be granted to enable a member of staff to pursue studies and the course content must be relevant to both the performance needs of the University and the career progression of the officer.
- 8.6.2 Once an employee has been identified for a full time training course, the employee may be granted study leave by the Appointments Board on recommendation of the Staff Development Committee.
- 8.6.3 The study leave may be granted annually for a maximum of three years to a member of staff who is pursuing a master's degree and four years for a doctorate degree subject to satisfactory academic progress.
- 8.6.4 The member of staff shall be bonded for a period equivalent to the study leave before he/she can leave the service of the University.
- 8.6.5 Study leave may be granted with pay.

- 8.6.6 Extension of study leave may be granted on request of the member of staff, subject to satisfactory academic progress reports.
- 8.6.7 Members of staff on temporary terms of appointment shall not be eligible for study leave.
- 8.6.8 An employee shall apply for study leave through the Staff Development Committee.
- 8.6.9 Any employee who proceeds for full time studies without authority shall be regarded as having abandoned duty in accordance with the provisions of this Manual.
- 8.6.10 A member of staff on study leave shall not be considered for promotion during that period.
- 8.6.11 The period of study leave is not leave earning.

8.7 Sabbatical Leave

8.7.1 General

- 8.7.1.1 Sabbatical leave shall be granted to an employee to join and work for another organization or for the purpose of study, tour or research for a limited period.
- 8.7.1.2 Sabbatical leave may be granted to an employee who is confirmed in appointment and has served the University for a continuous period of seven (7) years.
- 8.7.1.3 Sabbatical leave may be granted to academic staff at the rank of Senior Lecturer and above.
- 8.7.1.4 Sabbatical leave may be granted for a maximum of 12 months with pay in every five years of service.
- 8.7.1.5 It shall be granted by the Appointment Board on recommendation of the Staff Development Committee.

- 8.7.1.6 There must be evidence that the leave shall benefit both the member of staff and the University.
- 8.7.1.7 The receiving organization shall take care of duty facilitating allowances.
- 8.7.1.8 Members of staff on probation terms shall not be granted sabbatical leave.
- 8.7.1.9 Sabbatical leave shall be leave with pay.

8.7.2 Eligibility to take Sabbatical Leave

- 8.7.2.1 For one to be eligible to take sabbatical leave, he/she shall be on permanent terms of employment at the University.
- 8.7.2.2 For departments/units which have more than one eligible sabbatical leave candidate at a given period, the order of priority for taking the sabbatical leave shall be determined by the relevant department/unit subject to the following;
 - (a) An employee who has served the University longer since the completion of PhD or since the previous sabbatical leave shall merit a higher priority consideration;
 - (b) An employee who has just completed two terms as University administrator (e.g. Vice-Chancellor, Deputy Vice-Chancellor, Dean, Director or Head of Academic or Administrative Department), during which period he/she had relatively little time available for research, shall also be placed on a high priority; and
 - (c) Under no circumstances shall teaching or any other service in a given department be allowed

to suffer as a result of an employee's taking of sabbatical leave.

- 8.7.2.3 Where an employee takes a year off for further training (e.g. post-doctoral research), for a fellowship, or a special assignment, or for secondment to Government or other organizations, the experience acquired during the period of absence from University shall be considered as a substitute for a sabbatical leave.

8.7.3 Procedure of applying for Sabbatical Leave

- 8.7.3.1 An employee applying for sabbatical leave shall submit his/her application to the University Secretary, through his/her department and faculty, for the approval of the Appointments Board, a comprehensive and acceptable research programme or academic activity which shall be undertaken during that period.
- 8.7.3.2 An employee shall submit to the University Secretary, through his/her respective Department and Faculty, for the approval of the Vice Chancellor, details about the institution where he/she intends to spend the sabbatical leave period.
- 8.7.3.3 Sabbatical leave shall be taken at a place most suitable for the employee's study/research discipline.
- 8.7.3.4 An employee shall identify, confirm and provide evidence of source of funding when applying for the sabbatical leave.
- 8.7.3.5 An employee shall submit an activity report to the University Secretary through the head of department with a copy to Director of Human Resources, on completion of the sabbatical leave.

8.7.4 Duration of Sabbatical Leave

- 8.7.4.1 The duration of the sabbatical leave shall be one calendar year, and may be extended up to 3 months under very special circumstances.
- 8.7.4.2 Where the sabbatical leave candidate is a Principal, Dean, Director or Head of Department, Librarian or other approved category of administrator, whose absence from office for a long and continuous period, exceeding six months, is judged as detrimental to the University's operations, the sabbatical leave shall be taken on a piece-meal basis.
- 8.7.4.3 Where, because of the high international travel costs, a Principal/Dean/Director/Head of Department is unable to satisfy the piece-meal sabbatical arrangements, and must stay out of office for a period exceeding six months, he/she must notify the University authority well in advance, so that a new substantive Principal/Dean/Director/Head is appointed in his/her place.

8.7.5 Sabbatical Activities

- 8.7.5.1 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; and
 - (c) Consultancy work, where there is evidence of research involvement and benefit to both the University and the employee.

- 8.7.5.2 Disciplinary action shall be taken against an employee who deviates from the approved sabbatical leave activities.

8.7.6 Financial Arrangements for Sabbatical activities

- 8.7.6.1 An employee who plans to take sabbatical leave may apply for funds from a development partner.
- 8.7.6.2 An employee who receives only an allowance for meeting one's living and research expenses from a development partner during the sabbatical leave period shall receive 100% of his/her university salary during the approved sabbatical leave period.
- 8.7.6.3 An employee who is paid a salary alongside research and living expenses by a development partner or host institution shall forego salary from the University for the duration of the sabbatical leave.

8.8 Consultancy Leave

- 8.8.1 Consultancy leave may be granted by the Vice Chancellor. In the case of the Vice Chancellor consultancy leave may be granted by the Chancellor on the advice of the Council.
- 8.8.2 Consultancy leave shall be leave with pay and shall be for a period not exceeding twelve months.
- 8.8.3 Consultancy leave may be granted on the basis of submission of a work plan. When granting consultancy leave the Vice Chancellor shall take into consideration its benefits to the University and Uganda as a country.
- 8.8.4 A member of staff shall disclose with evidence the fees payable to her/him for the consultancy.
- 8.8.5 A member of staff granted consultancy leave shall remit 25% of the net consultancy fee to the University for using the University time.

- 8.8.6 A member of staff shall not overstay the period of consultancy leave granted without the permission of the Vice Chancellor. A member of staff who overstays on consultancy leave without permission shall be deemed to have abandoned duty.
- 8.8.7 Employees on probationary terms shall not be eligible for consultancy leave.

8.9 Sick Leave

- 8.9.1 Any period during which an employee is absent from duty because of illness or convalescence shall be considered as sick leave. Any employee who cannot attend work because of illness should report the matter to his/her immediate supervisor.
- 8.9.2 An employee who is unable to attend work because of sickness for a period exceeding two (2) working days shall be required to be examined by a Government Medical Officer or a certified medical practitioner for purposes of obtaining a medical report.
- 8.9.3 On the recommendation of a medical officer from a hospital designated by the Council, an employee may be granted sick leave on full pay by the University Secretary or the Director of Human Resources up to ninety (90) days in any period of twelve months. This period may be extended by ninety (90) days on full pay in any period of 12 months if a University Medical Officer is satisfied that the officer will be fit to resume duty within a reasonable time.
- 8.9.4 If there is doubt about the officer's being able to resume duty within a reasonable period of time because of sickness, the University Medical Officer may recommend for the constitution of a Medical Board, to consider the case. A medical Board shall be constituted by Council with assistance of the Medical Officer.
- 8.9.5 In the event that the Medical Officer may not be sure when an employee will be fit to resume duty, sick leave may be approved in retrospect.
- 8.9.6 An employee who is taken ill while outside Uganda on duty shall, for the purpose of being granted sick leave, be treated in

accordance with the appropriate rules as if he/she had been in Uganda, when he/she became ill.

8.10 Maternity Leave

- 8.10.1 A female employee regardless of status and terms of service is entitled to sixty (60) working days of maternity leave on full pay.
- 8.10.2 A female employee shall be allowed to go on maternity leave, when she is between thirty six (36) and thirty eight (38) weeks pregnant as determined by the University Medical Officer.
- 8.10.3 When a head of department or other responsible officer notices deterioration in the female employee's output, attributable to advanced pregnancy and after obtaining the opinion of a University Medical Officer, the Head of Department may recommend her for maternity leave before the stipulated time.
- 8.10.4 For avoidance of doubt, under no circumstance shall maternity leave be considered as sick leave.
- 8.10.5 If a female employee requires, for maternity purposes, an additional period of absence from duty over and above the 60 days of maternity leave stated in 8.10.1, she shall apply for additional number of days which shall be offset against her earned leave.
- 8.10.6 Subject to 8.10.5, absence from duty beyond the limits laid down in this section shall be treated as absenteeism without permission and may lead to disciplinary action against the employee.

8.11 Paternity Leave

- 8.11.1 After a wife of a male employee has had a delivery or miscarriage, the male employee shall immediately be entitled to 4 working days of paternity leave.
- 8.11.2 Paternity leave shall be leave with full pay.

8.12 Forced Leave

- 8.12.1 A member of staff under investigation for various reasons may be sent on forced leave.
- 8.12.2 The Vice Chancellor or the University Secretary may at his discretion or under directive of the University Council may send a member of staff who is under investigation on forced leave.
- 8.12.3 When the Vice Chancellor or the University Secretary sends an employee on forced leave, the matter shall be brought to the attention of the Appointments Board immediately.
- 8.12.4 Forced leave should normally not exceed six (6) months.
- 8.12.5 Forced leave shall be leave on full pay.
- 8.12.6 The Chancellor may send the Vice Chancellor on forced leave on advice of the University Council.
- 8.12.7 A person sent on forced leave by the Vice Chancellor or the University Secretary as the case may be, may appeal to the Appointments Board.

8.13 Public Holidays

- 8.13.1 The observance of public holidays by the University shall be governed by the Public Holidays Act, 1965 as amended, by which the University shall be bound as declared from time to time under Statutory Instruments, which at the time of the commencement of this Manual provided for the following public holidays:

New Year's Day	1st January
Liberation Day	26th January
Archbishop Janan Luwum Memorial	16 th February
Idd el Fitr	
Idd Adhuha	
Good Friday	
Easter Monday	
Women's Day	8th March
Labour Day	1st May

Martyrs' Day	3rd June
Heroes' Day	9th June
Independence Day	9th October
Christmas Day	25th December
Boxing Day	26th December

- 8.13.2 University offices shall be closed on public holidays.
- 8.13.3 University employees shall enjoy public holidays on full pay.
- 8.13.4 If due to the exigencies of the University service, the Accounting Officer retains an employee on duty on a public holiday, he/she shall make arrangements for the employee to take another day off on full pay.
- 8.13.5 Alternatively, an employee who shall be required to work on a public holiday may be compensated in monetary terms in accordance with the prevailing policy approved by the Council.

SECTION 9: COMMUNICATION

9.1 PURPOSE

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

9.2 POLICY

- 9.2.1 Employees shall support the communication initiatives implemented by the University.
- 9.2.2 Employees shall have rights and obligations to express their views to their superiors about the University activities and vice versa.
- 9.2.3 Views raised by employees shall be respected, listened to and considered carefully.
- 9.2.4 Questions raised by employees shall be attended to by management in an effective and efficient manner and be treated in strict confidence.
- 9.2.5 There shall not be any prejudice against individuals due to differences in opinions.
- 9.2.6 Employees shall be well informed of the developments and major events of the University, in particular those that may have an impact on their jobs and/or welfare.
- 9.2.7 The University shall welcome Suggestions regarding improvement of communication and staff relations.

9.3 ROLE OF MANAGEMENT IN COMMUNICATION

- 9.3.1 Management of all units/departments shall be responsible for understanding their staff's concerns at work, sharing information and encouraging suggestions.
- 9.3.2 Management shall treat communication as equally important to other business priority.
- 9.3.3 Management shall treat matters raised by employees in a balanced and fair manner and in strict confidence.
- 9.3.4 Management shall facilitate publication of a quarterly newsletter about key events in the University, and make the information accessible to staff.
- 9.3.5 Management shall operate a suggestion box to encourage employees to express their views about the management of the University and give suggestion for improving operations.

9.4 COMMUNICATION ON BEHALF OF THE UNIVERSITY

- 9.4.1 The authority to communicate on behalf of the University shall be vested in the Chairperson of Council, Vice Chancellor, and the University Secretary.
- 9.4.2 The Public Relations Officer shall communicate on behalf of the University with clearance from the Chairperson of Council, Vice Chancellor, or the University Secretary.

9.5 ROLE OF EMPLOYEES IN COMMUNICATION

- 9.5.1 Employees are encouraged to discuss their views of the University with their immediate supervisor, heads of units/departments, the human resources department and/or the Vice Chancellor.
- 9.5.2 Employees shall be responsible for clarifying with the management about the issues which are deemed to be hearsay and may hamper employee relations and demotivate the staff morale.

9.5.3 Employees shall actively communicate their views, express their opinions, and raise their concerns verbally or in writing through the following communication channels as appropriate:

- (a) Staff briefing sessions;
- (b) Private interviews with superiors or human resources personnel;
- (c) The University publication or newsletter;
- (d) Training and development activities;
- (e) Suggestion boxes; and
- (f) During lunches, dinners or other institutional social functions and clubs.

9.5.4 Official communication from an employee shall be channeled through his/her immediate supervisor.

9.6 DISPATCH AND RECEIPT OF CORRESPONDENCE

9.6.1 The Accounting Officer and heads of departments/units, may appoint specific officers whom they authorize to open official mail and a definite process established for the handling of mail from the time of opening it to the time it reaches the officer who shall deal with it.

9.6.2 The attention of employees who open official mail shall be drawn to Treasury Accounting Instruction No. 796 which lays down the procedure to be followed when money remittances are received by post and the existing registry procedures.

9.6.3 Delivery books shall be used to transfer correspondences from one organization to another and from one office to another within the University.

9.6.4 When a communication is routed through one or more offices or departments before it reaches its final destination, it shall be routed through those offices which it has to pass.

9.6.5 When a communication is routed “thru” an office or department, a copy of the communication should be attached for each office or department, through which it has to pass. Where the final addressee of the communication is likely to consult another department or officer concerning the subject matter of the communication, a copy may be forwarded to such department or officer.

- 9.6.6 An officer “thru” whom the communication is being routed to a final destination should make observations, however brief, on the subject of the communication and initial it. If the officer requires more space for the observations, a separate memorandum with sufficient copies should be attached to the communication in question. The officer shall ensure timely forwarding of the communication to the next level.
- 9.6.7 A copy of a given communication may be forwarded to its destination as an advance copy in instances where the officer who should sign it off has not been able to do so in time or it is anticipated that there might be delays in signing it off and yet the recipient requires the communication urgently. Advance copies provide advance information on the subject of communication which should be used to follow up the original communication for action.
- 9.6.8 When an officer writes an official communication, he/she does so on behalf of his/her head of department or other responsible officer. It follows, therefore, that he/she must sign over his/her principal’s designation thus: “For Vice Chancellor”, “For University Secretary”, “For Head of Department” or whatever the title of the responsible officer may be.
- 9.6.9 It is important that all correspondences received whether from public bodies, firms and private individuals are acknowledged and dealt with promptly. If the answer cannot be provided immediately, the communication should be acknowledged and action taken thereafter. It should be stated in the acknowledgement as “the matter will receive early consideration and that a reply will be sent to you as soon as possible”. It is important that the promise is followed up and fulfilled.
- 9.6.10 Each official communication shall deal with one subject only.

9.7. INTERNAL COMMUNICATIONS

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

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

9.8 UNIVERSITY ANNUAL REPORT

- 9.8.1 The Annual Report shall be compiled by the Director of Planning and Development. The report shall primarily explain in a concise form to stakeholders both locally and abroad, the performance of the University, during the past financial year, in virtually all spheres of the University.
- 9.8.2 The Director of Planning and Development shall submit the draft report to the Vice Chancellor which shall be present to Management Committee for discussion, and subsequently to Council for approval in any case not later than 30th September of the following financial year.
- 9.8.3 Contributions from faculties and departments to annual reports shall be comprehensive and factual. Any information presented in the form of figures should be set out as simply as possible and special attention should be paid to their accuracy.
- 9.8.4 If figures shall not be available at the time of going to Press, estimates shall be provided clearly indicating that they are estimates.
- 9.8.5 The approved Annual Report shall be disseminated to stakeholders, not later than three (3) months after the end of each Financial Year.

9.9 SECRECY OF INFORMATION

- 9.9.1 All members of staff shall, on first appointment swear an oath of secrecy and oath of office.
- 9.9.2 All members of staff shall exercise a high degree of prudence, caution and secrecy in handling information and documents which come into their knowledge and possession in the course of their duty at the University.
- 9.9.3 No member of staff shall communicate without authorization to any person or organ/body, any confidential information at his/her disposal, known to him/her by virtue of his/her official designation.
- 9.9.4 No member of staff shall disclose, publish or cause to make public, or assist in publication of any materials or information connected to the University, except when executing normal duties or by authorization of the Vice Chancellor.
- 9.9.5 No member of staff shall perform any of the following acts pertaining to the University during his/her employment except with the consent of the Vice Chancellor:
 - (a) Issue any verbal or written statement (for and/or on behalf of the University) to the press, radio, or other mass media.
 - (b) Allow or cause him/herself to be interviewed on issues relating to public policies on the University.
 - (c) Withhold any information, which may be of vital interest to the University.
 - (d) Accept any assignment which may affect his/her status especially on integrity, independence or impartiality which such status requires.
- 9.9.6 Any member of staff who divulges information that he/she may have acquired in the course of duty to any unauthorized person, divulgence of which is prejudicial to the integrity of the University, commits an offence and shall be liable to be punished in accordance with the provisions of the Official Secrets Act.

- 9.9.7 A member of staff shall not divulge classified information to any unauthorized person.
- 9.9.8 A member of staff who defaults under 9.9.7 commits an offence and shall on conviction face disciplinary measures.
- 9.9.9 Where classified information comes into the possession of any unauthorized person due to the negligence of any member of staff, such member of staff shall on conviction be liable to dismissal.
- 9.9.10 A member of staff when making statements to the press shall bear in mind that Council is the supreme organ of the University and that the Vice Chancellor is responsible for all administrative and academic policy.
- 9.9.11 A member of staff may not make policy statements to the press except where policy on any matter is settled or if he/she has express authority of Council or the Vice Chancellor and where Council or Vice Chancellor cannot be consulted, such member of staff shall desist from making the statements.
- 9.9.12 A member of staff shall not, except with the prior authority of the Vice Chancellor, make communications to the press on matters of policy or governance of the University.
- 9.9.13 A member of staff may, with the express authority of the Vice Chancellor make any statement of fact to the press concerning the affairs of the University but not on matters of policy provided such statements shall be approved by the Vice Chancellor.
- 9.9.14 A member of staff who is an expert or has special knowledge in any subject may give lectures/broadcast/telecast talks on the subject provided he/she shall seek first and obtain the permission of the Vice Chancellor.
- 9.9.15 Where lectures/talks are given at the request of the University in subjects for which a member of staff giving the lecture/talk is officially responsible at the University, such member of staff shall not be remunerated but where a lecture/talk is given by any lecturer at the request of any other Institution/organization he/she may be paid an appropriate fees.
- 9.9.16 A member of staff who wishes to give a lecture/talk or broadcast/telecast any matter on behalf of the University shall submit to the Vice Chancellor first for approval of text of the talk/lecture and accordingly obtain the authority of the Vice Chancellor.

- 9.9.17 Press and radio releases shall be cleared and approved by the Vice Chancellor.
- 9.9.18 Material for press and radio releases shall be wholly factual.
- 9.9.19 Press and radio releases shall be duly signed by the Vice Chancellor or his delegated appointee.

SECTION 10: RECORDS MANAGEMENT

10.1 MEANING

- 10.1.1 The term record shall mean recorded information regardless of form or medium, created received and maintained by an institution or individual under its legal obligations, or in transaction of its business and providing evidence of the performance of those obligations or that business.
- 10.1.2 The term archive shall mean record of enduring value selected for permanent preservation.

10.2 RECORDS MANAGEMENT PROCEDURES

- 10.2.1 The University shall establish registries and records centers for management of current and semi current records respectively. These records shall be managed according to existing regulations and standard of records management of the University.
- 10.2.2 All documents which affect the official record on a university employee shall be kept properly regardless of the source.
- 10.2.3 The Central Registry shall open and maintain two files for each employee from the date of appointment:
 - (a) A personal open file; and
 - (b) A personal confidential file
- 10.2.4 Records in the personal open file shall include but not limited to;
 - (a) Extracts of minutes of the Appointments Board,
 - (b) Letters of appointment,
 - (c) Acceptance of offer of appointment,
 - (d) Confirmation in appointment,
 - (e) Adjusting salaries,

- (f) Changes in incremental dates,
- (g) Changes in names,
- (h) Transfer and posting letters,
- (i) Approved leave forms,
- (j) Employee record forms
- (k) Copies of academic and professional certificates,
- (l) Passport size photograph,
- (m) Performance appraisal reports,
- (n) Official Oath and Oath of Secrecy, where applicable, and
- (o) Any other official records on an employee.

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

- (a) Submissions to and minutes of Appointments Board,
- (b) Cases related to discipline, medical records, and security related matters,
- (c) Letters of appointment and confirmation,
- (d) Performance appraisal reports,
- (e) Application forms/letters,
- (f) Interview scores,
- (g) Official Oath and Oath of Secrecy, and
- (h) Other relevant documents.

10.2.6 A faculty/departmental registry shall open and maintain an open personal file for each employee in that faculty/department.

10.2.7 An employee's personal records shall be complete and up to date at any given time.

10.3 ACCESS TO PERSONAL RECORDS

10.3.1 An employee shall have:

- (a) Free access to his/her open personal file.
- (b) No access to his/her confidential file.

10.3.2 Notwithstanding 10.3.1 (a), an employee shall not remove any document from his/her personal file without authority.

- 10.3.3 The employee's attention shall be drawn by the Director of Human Resources to any documentation of an adverse nature to the employee's service record placed on his/her personal file.

10.4 TRANSFER OF PERSONAL RECORDS

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

10.5 PRESERVATION AND DISPOSAL OF RECORDS

- 10.5.1 Reliable information regarding the history of the University shall be preserved.
- 10.5.2 At regular intervals, University records shall be appraised according to existing Retention and Disposal Schedules to determine their administrative, historical, research or informational values, which shall warrant their transfer for permanent preservation in the university archives, where they shall be managed according to existing archives procedures.
- 10.5.3 Records of enduring value such as diaries, memoranda, manuscripts, maps and other records will become of increasing importance as time passes and it is essential that all records of enduring value shall be carefully preserved.
- 10.5.4 No records shall be destroyed without a prior written consent of the Accounting Officer so that the officer in charge of university records can arrange to transfer the records to the university archives. Where officers have important records in records center under their care, a routine shall be introduced for inspection of the records, and to fumigate records against vermin.
- 10.5.5 All records shall be preserved and any destruction of such records shall be within the existing regulations and in case of doubt, advice shall be sought from the Ministry responsible for National Records and Archives.

- 10.5.6 Disposal action shall not take place without the assurance that the record is no longer required, that no outstanding litigation or investigation is current or pending which would involve relying on the records as evidence.
- 10.5.7 An employee shall not be permitted to take official documents away from the office unless such documents are required for the execution of an assignment outside office.

10.6 TRANSFER OF CUSTODY OR OWNERSHIP OF RECORDS

- 10.6.1 Records can be required as evidence of activity for periods which exceed the life of the organ of the University or committee which created them.
- 10.6.2 In certain circumstances, it may be necessary to transfer records out of the custody or ownership of the unit or office which created them. Where this occurs, the records requiring transfer shall be identified, removed from, and physically transferred to the relevant department or to the university archives.

SECTION 11:

PERFORMANCE MANAGEMENT

11.1 PURPOSE

- 11.1.1 Performance Management shall be a systematic process of managing the organization and its human resources to achieve a high and steady rate of performance.
- 11.1.2 The University shall develop a performance management process which aims at:
 - (a) Driving the University to become a high performance institutional center focusing on academic and professional excellence;
 - (b) Aligning individual objectives with university objectives and core values;
 - (c) Encouraging employees to think about and communicate their performance objectives and targets;
 - (d) Focusing on performance improvement;
 - (e) Helping staff to continue self-improvement and competence development;
 - (f) Tracking and rewarding high performing staff.

11.2 PERFORMANCE MANAGEMENT POLICY

- 11.2.1 Performance management in the University shall be result-based.
- 11.2.2 Heads of department/unit shall manage the performance of their department/unit, to ensure that performance of the University and individual employees directly contribute to improved service delivery and the attainment of the University objectives.

11.3 PROCEDURE

- 11.3.1 Each department/unit shall establish a results framework that shall:

- (a) Specify the mission/purpose for which it exists;
 - (b) Indicate the institutional outcomes that the department/unit contributes to;
 - (c) Outline the objectives that it aims to achieve;
 - (d) Specify the key outputs and outcomes;
 - (e) Specify the activities to be carried out to achieve the objectives;
 - (f) Define the performance indicators that will be used to measure how well the department/unit is performing and delivering the expected outputs; and
 - (g) State specific performance targets.
- 11.3.2 The results framework shall be subject to periodic reviews in line with changes in the national and institutional development priorities.
- 11.3.3 Each department/unit shall develop annual performance plans at the beginning of every financial year. The performance plans shall be in line with the priorities in the national development plan, the sector plan, and the strategic plan of the University.
- 11.3.4 Departmental performance plans shall form the basis for the individual performance plans.
- 11.3.5 The Vice Chancellor shall ensure that performance review meetings with heads of department/Units are regularly held, at least on a quarterly basis, to review the performance of the University against the agreed performance plan.
- 11.3.6 The Director of Planning and Development shall coordinate quarterly performance review meetings where departments and faculties shall report their actual performance against planned targets.
- 11.3.7 Performance review at individual level shall also be carried out on a continuous basis to keep track of performance.

11.4 STAFF PERFORMANCE APPRAISAL

- 11.4.1 Performance appraisal is the assessment of the performance of an individual in relation to the objectives, activities, outputs and targets of a job over a specific period.

- 11.4.2 The staff performance appraisal system in the University shall be guided by the following principles:
- (a) Objectivity;
 - (b) Transparency;
 - (c) Fairness;
 - (d) Openness; and
 - (e) Participation.
- 11.4.3 The performance appraisal system shall involve the following processes:
- (a) Performance planning;
 - (b) Continuous performance monitoring;
 - (c) Performance assessment/evaluation; and
 - (d) Performance improvement.
- 11.4.4 In conducting the performance appraisal, an employee shall follow guidelines issued by Council from time to time.
- 11.4.5 A staff performance appraisal report form shall be completed for each employee and a copy submitted to the University Secretary as follows:
- (a) For confirmed employees and those on contract terms by 31st of July of every financial year;
 - (b) For an officer on probation after five (5) months with effect from the date of assumption of duty.
- 11.4.6 A special staff performance appraisal report on an employee may be made or requested for, at any time, by the University Secretary, the Vice Chancellor, or the Council if it is considered that circumstances justify such a report being made or requested for.
- 11.4.7 Heads of Department shall be responsible for performance appraisal reports of their staff.
- 11.4.8 The Director of Human Resources shall ensure that all employees are trained to acquire performance appraisal skills.
- 11.4.9 An employee on study leave, prolonged sick leave and leave without pay may not be required to fill the appraisal forms until

his/her return. The Director of Human Resources must ensure that the period of absence is duly authorized and clearly documented.

- 11.4.10 Where the employee serving on contract terms has applied for renewal of contract, the results of the performance appraisals shall be submitted to the appointing authority for the purpose of determining the person's suitability for reappointment.
- 11.4.11 Where an employee serving on permanent terms has applied for promotion or appointment to a different position in the University service, the results of the performance appraisals shall be submitted to the appointing authority for the purpose of determining the person's suitability for promotion or appointment.

11.5 RECOGNIZING AND REWARDING PERFORMANCE

- 11.5.1 As part of the performance management system, there shall be a reward and recognition scheme for individuals, teams and departments. Under this scheme, employees shall be recognized and rewarded individually or as teams or as departments for their contribution to the attainment of university goals/objectives.
- 11.5.2 The scheme shall center on the human need for achievement, recognition, responsibility, influence and personal growth.
- 11.5.3 The scheme shall support a working environment that values employees and facilitates a workplace that motivates, excites, encourages, stimulates and rewards.
- 11.5.4 There shall be an Employee Awards Committee constituted by management to receive, evaluate the nominations and approve the awards.
- 11.5.5 Recognition and rewarding of exemplary performance shall be used to support the development and enhancement of a productive work culture, commitment, attraction and retention of outstanding staff in the University.

11.6 MANAGING POOR PERFORMANCE

- 11.6.1 An employee who fails to meet their performance standards and targets, due to factors outside his/her control, shall be helped to improve through training, mentoring, coaching, and attachment to other better performing officers, among others.
- 11.6.2 An employee who fails to improve his/her performance after measures prescribed in paragraph 11.6.1 may be presented to the appointing authority for termination of employment.
- 11.6.3 An employee whose performance falls short of the expected standards, as a result of culpable behaviours, shall be sanctioned in accordance with the provisions of this Manual.

11.7 MANAGING UNDER PERFORMERS

- 11.7.1 Underperformance shall refer to a situation where an employee consistently fails without justifiable cause to achieve the agreed objectives in the performance assessment or where the achievement of agreed objectives by an employee falls consistently below the average level of achievement for a peer group.
- 11.7.2 The University Secretary shall ensure that where poor performance is identified, appropriate steps are taken to enable the concerned member of staff to learn and adjust to the required performance standards.
- 11.7.3 Underperforming employees shall be counseled, coached and retained for better performance but in case they fail to improve, their services shall be terminated after appropriate written warning.

SECTION 12:

STAFF TRAINING AND DEVELOPMENT

12.1 PURPOSE

- 12.1.1 Staff training and development shall refer 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 to prepare them for future/higher responsibilities.
- 12.1.2 The main objective of staff training and development in the University shall be to help develop key competencies which enable individuals to perform current or future jobs successfully.
- 12.1.3 All training and development programs 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
 - (c) Developing the potential of employees for maximizing mutual benefit to individuals and the University.

12.2 POLICY

- 12.2.1 The University to administer and implement any type of training or development program in accordance with its strategic objectives.
- 12.2.2 The Directorate of Human Resources shall work closely with line managers in assessing areas that need training and development support.
- 12.2.3 Training and development in the University shall be guided by the University's training policy, the strategic plan and approved training plan.
- 12.2.4 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.

- 12.2.5 The University shall support training and development of employees as a way of maintaining a competent workforce. The aim of staff training and development is to make the workforce effective, efficient and capable of initiating and executing appropriate programmes and activities for efficient delivery of the University's mandate.
- 12.2.6 The University shall ensure that:-
- (a) 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;
 - (b) Necessary research is carried out to enable the University monitor staff development activities with a view to ensuring continuous improvement to staff training and development programmes; and
 - (c) Training and development programmes are adequately funded including tuition, upkeep and transport.
- 12.2.7 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' potentials.
- 12.2.8 Departments, faculties and institutes shall identify training needs and recommend eligible employees to the Board of Research, Graduate Studies and Staff Development.
- 12.2.9 An employee of the University shall avail him/herself for training whenever called upon by the responsible officer.
- 12.2.10 The Director of Human Resources, 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 training and development.
- 12.2.11 There shall be a Staff Training and Development Policy approved by Council.

SECTION 13: PROMOTION

13.1 DEFINITION AND PURPOSE

- 13.1.1 Promotion is an appointment to a higher office and is accompanied with a higher rank, responsibility and salary. After promotion, an officer leaves behind a vacant office previously held.
- 13.1.2 The University aims to provide career advancement opportunities for employees to develop and utilize their potential whenever possible, while at the same time recognizing their outstanding performance.

13.2 POLICY

- 13.2.1 It is in the interest of both the University and the individual that employees are encouraged to seek and gain advancement within the University. Whilst the Appointments Board reserves the right to appoint the most suitable person to any particular post, it is the University's policy to prioritize promotion of qualified serving staff wherever possible before open advertisement. This is intended to tap talent and retain good performers.
- 13.2.2 The basic principles of promotion in the University are equal opportunities, non-discrimination and the best person for the job. Among others, selection for promotion shall be based on merit with due consideration of the following factors:
 - (a) Job knowledge and technical competence;
 - (b) Performance and quality of work;
 - (c) Academic/professional/technical qualifications;
 - (d) Honesty, integrity and commitment to work;
 - (e) Working attitude and interpersonal skills; and
 - (f) Personal attributes and tact.
- 13.2.3 No employee shall be denied promotion on the basis of age, sex, marital status, pregnancy, family status, disability, race, nationality, ethnicity, nepotism or religion.

- 13.2.4 Promotion based on merit provides pathways or potential avenues for employees to aspire for higher grades so as to maintain a clear and stable career development structure enabling the advancement and retention of quality staff.
- 13.2.5 Whenever vacancies arise, the University may consider the possibility of promoting existing employees from within before recruiting externally. Management may advertise the position internally and invite suitable candidates who are in service to compete for the position before advertising externally.
- 13.2.6 Heads of departments may recommend promotion for their employees, if they meet the requirements of and are suitable for the vacant positions.
- 13.2.7 Employees who fulfill the requirements of and consider themselves suitable for the vacant positions may apply as soon as they meet the requirements for promotion to the positions by responding to internal vacancy announcements.
- 13.2.8 An employee shall not be recommended for promotion unless he/she has served for a minimum of three years in his/her substantive grade.
- 13.2.9 Normally, employees shall be promoted to positions which are one grade higher than their current grade.
- 13.2.10 On promotion to a higher grade, employees shall normally receive the entry pay of the new grade or a promotional increase which is equitable to other employees of the new grade. They shall be eligible for benefits applicable to the new grade.
- 13.2.11 When recommending an employee for promotion, the following shall be considered:
- (a) Existence of a vacancy;
 - (b) Eligibility for promotion i.e. existence of eligible serving officers with the required competencies and having served for a minimum of 3 years at the lower grade;
 - (c) Seniority;

- 13.2.12 An employee shall not be recommended for promotion while on probation.
- 13.2.13 An employee shall not be recommended for promotion to a post more than one step up the promotion ladder.
- 13.2.14 If an employee is found suitable for promotion to the next level before completing the three years in the substantive grade or to a post more than one step in the promotion ladder, it shall be referred to as accelerated promotion if he/she has unique competences.
- 13.2.15 An employee may be considered for accelerated promotion if he/she has the set job qualifications and competencies provided, there is no other qualified employee holding a higher position.
- 13.2.16 An employee shall not be considered for promotion in the service during his/her absence on:-
(a) A scholarship/training course, if after promotion he/she will not be able to assume duty within one month, or
(b) Leave without pay.
- 13.2.17 When an employee, who has served a maximum period of five years in his/her current grade, is superseded by a more junior officer in any promotion to the next grade, the University Secretary may request the Appointments Board to assess the suitability of the employee for continued employment by subjecting him/her to a performance efficiency audit. Any weakness arising out of the performance efficiency audit should be brought to the attention of the employee.
- 13.2.18 Promotion shall be subject to availability of vacancy and funds.

13.3 PROMOTION PROCEDURE

- 13.3.1 An employee who is eligible for promotion shall submit an application together with an appraisal report through the head of department to the Director of Human Resources.

- 13.3.2 For promotion recommendation, the head of department shall complete and forward the performance appraisal and his/her recommendation to the Directorate of Human Resources who shall forward the same to the Vetting Committee.
- 13.3.3 The Vetting Committee shall review all applications for promotion, and make recommendations to Management, which may forward them to the Appointments Board.
- 13.3.4 Upon approval of the promotion by the Appointments Board, the Directorate of Human Resources shall prepare a letter indicating all changes in terms and conditions of employment and send the letter to the promoted employees. The employee is required to accept in writing the new terms and conditions.
- 13.3.5 An employee may at any time inquire from his/her head of department or the Directorate of Human Resources what his/her promotion prospects are and if need be, may request for a performance appraisal.
- 13.3.6 A supervisor or head of department shall not arouse in the mind of any one of his/her staff hope of promotion which does not rest within his/her authority to fulfill. This also applies to enhancement of salary without promotion, or to salary assessment on first appointment or promotion.
- 13.3.7 Unless specifically stated by the Appointments Board, the effective date of promotion of an employee shall be the date of assumption of duty to a higher position which is a future date.
- 13.3.8 The Appointments Board may determine procedures to test suitability in terms of competencies, for the purpose of promotion to all posts in the University as deemed necessary.
- 13.3.9 There shall be a policy approved by Council on promotion for:
(a) Academic Staff
(b) Administrative and support staff

SECTION 14:

CODE OF CONDUCT OF UNIVERSITY EMPLOYEES

14.1 PURPOSE

- 14.1.1 Code of conduct refers to the employee's conduct, relationship with others and professional behaviour during one's employment.
- 14.1.2 Professionalism, high ethical standards, integrity and honesty of employees are crucial for the University in pursuing its vision and mission.
- 14.1.3 The purpose of the code of conduct is to set down the employees' legal obligations while under the employment of the University and which they are required to comply with.
- 14.1.4 This code also provides guidelines to assist employees in understanding and complying with such legal obligations.
- 14.1.5 Employees who are in breach of any provision of this code may be subject to disciplinary proceedings.
- 14.1.6 An employee shall be guided (among others) by the code of behaviour, breach of which may constitute sufficient grounds for disciplinary action against such employee.

14.2 GENERAL CODE OF CONDUCT

- 14.2.1 Employees shall comply with all the requirements set out in this code in addition to the terms and conditions of employment set out in their appointment letters.
- 14.2.2 Employees shall devote to their work with high degree of dedication, enthusiasm and professionalism.

14.2.3 Employees shall:

- (a) Accomplish and discharge their duties and responsibilities prudently and diligently to the best of their professional knowledge, skills and abilities in order to meet the time, quality and productivity standards of work;
- (b) Engage faithfully in activities that are consistent with their official responsibilities and authority and which do not damage the business interests of the University.
- (c) Utilize time, supplies, equipment and office facilities with due caution solely for the benefit of the University.
- (d) Behave properly at all times with integrity and courtesy to upkeep the University's public image as a respectable institution; and
- (e) Cooperate with fellow employees and work as a team for the benefit of the University.

14.2.4 An employee shall act at all times in a reasonable and responsible manner.

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

14.2.6 An employee shall at all times be rated and recognized primarily on the basis of integrity, punctuality, diligence, competency, efficiency, effectiveness and personal conduct.

14.2.7 An employee shall at all times exercise courtesy towards other persons, civility, self- control and confidentiality.

14.2.8 Being drunk at work, abuse of drugs, quarrelling and assault at work, constitute a breach of conduct which shall call for disciplinary action against the employee.

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

14.2.10 An employee shall not be engaged in any activity involving conflict of interest between the employee and the University.

- 14.2.11 The University shall have zero tolerance towards corruption, fraud, discrimination, sexual harassment, insubordination and abuse of office.
- 14.2.12 An employee shall not commit the University unless with express authority of the Vice Chancellor and/or the University Secretary as provided for in the Act.
- 14.2.13 All members of staff shall obey the instructions of their superiors/heads, but where these orders appear to be unreasonable or to exceed their powers or recognized limits of propriety, they may appeal against the order(s) in writing.
- 14.2.14 All members of staff employed as drivers shall not carry any unauthorized passenger(s) or items in university vehicles, whether for pay or not.

14.3 CODE AND PERSONAL APPEARANCE

- 14.3.1 For the promotion and projection of a good image of the University, an employee shall at all times dress appropriately and appear decent and respectable in a way that is generally acceptable.

14.4 TREATMENT OF SUBORDINATES

- 14.4.1 Managers and supervisors shall exercise restraint and fairness in the treatment of employees under them at all times in all matters.

14.5 INSUBORDINATION

- 14.5.1 The University shall exercise zero tolerance to insubordination exhibited by any employee.

14.6 REPRESENTATION OF GULU UNIVERSITY

- 14.6.1 Official representation of the University shall be vested in the Chancellor, Chairperson of Council, Vice Chancellor and the University Secretary.

- 14.6.2 No employee shall officially represent the University without permission from the Vice Chancellor and the University Secretary. Breach of this rule shall attract disciplinary action against such employee.
- 14.6.3 An employee appointed to represent the University shall be required to submit a report to the Vice Chancellor and the University Secretary as the case may be, on the subject matter of representation.

14.7 PROFESSIONAL CODE OF CONDUCT

- 14.7.1 An employee who subscribes to a particular professional body shall observe that body's code of conduct alongside the code of conduct of the University.
- 14.7.2 Where an employee is faulted by his/her professional body for having violated the code of conduct of that professional body, the University shall likewise treat the case of that employee as a disciplinary matter.

14.8 SPOUSE AND FAMILY RELATIONSHIPS

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

14.9 TIME MANAGEMENT AND EXECUTION OF DUTIES

- 14.9.1 Each employee shall observe time as a non-renewable resource in the execution of his/her duties.
- 14.9.2 An employee's perpetual failure to manage time (e.g. late arrival at work and for meetings, early departures, failure to observe deadlines) shall constitute grounds for disciplinary action.

14.10 MANAGEMENT OF UNIVERSITY PROPERTY

- 14.10.1 An employee shall keep and maintain university property that comes into his/her possession in the course of his/her employment, in a clean and functional condition; and such property shall be exclusively used for the benefit of the University.
- 14.10.2 All members of staff shall take utmost care and economy in utilizing university property entrusted them.
- 14.10.3 All defective or inadequate equipment must be reported to the responsible supervisor, and ultimately to the University Secretary.
- 14.10.4 No member of staff shall remove any movable property of the University from its appropriate place/position without prior permission.
- 14.10.5 No member of staff shall unlawfully transfer or register any movable and immovable property of the University in his/her names.
- 14.10.6 No member of staff shall use any movable or real property of the University to his/her personal advantage or gain without prior permission of the University Secretary or his designate.
- 14.10.7 Proven misuse of or damage to University property shall constitute grounds for disciplinary action.

14.11 OFFICIAL WORKING HOURS

- 14.11.1 University official working hours shall be as follows:-
 - Monday to Friday: 8:00 a.m. – 12.45 p.m.
 - 2:00 p.m. – 5:00 p.m.
- 14.11.2 An employee of the University may be required to work beyond these official hours due to the exigency of the university service.
- 14.11.3 The attendance of University employees shall be monitored using a daily attendance register or biometric access system which shall be signed by all staff.
- 14.11.4 The register shall be availed for signatures every working day between 8:00 a.m. – 8:30 a.m., after which the register will be

withdrawn. The register shall be availed at 4.45p.m. for members of staff to sign out indicating the time of departure.

- 14.11.5 The supervising officer shall be responsible for the proper maintenance of the attendance register which shall usually be kept at a convenient place in the office premises.
- 14.11.6 The supervisor shall submit a copy of the attendance register to the Director of Human Resources for analysis at the end of every month.
- 14.11.7 The Director of Human Resources may produce a quarterly report summarizing attendance record of each employee which shall be presented to Management.
- 14.11.8 An employee of the University shall attend to visitors and clients promptly. In his/her absence, the employee shall delegate his/her responsibilities to another officer.
- 14.11.9 Employees who report early for duty shall be recognized and commended and those who report late shall be disciplined.

14.12 ABSENCE FROM DUTY

- 14.12.1 No member of staff shall be absent from duty without the permission of the superior to whom he/she is directly responsible, except in unavoidable circumstances, provided such member of staff shall always inform his/her superior/head of the reasons of his/her absence as soon as possible.
- 14.12.2 No member of staff shall be absent from duty during office hours without the consent of the head of department/section.
- 14.12.3 A member of staff shall not leave the local limits of Uganda without the permission of the Vice Chancellor, or stay out of Uganda when duly called upon by the Vice Chancellor to return.
- 14.12.4 Any member of staff who defaults with provision 14.12.3 shall be liable to disciplinary action.
- 14.12.5 The University shall reserve the right to take disciplinary action against an employee including making deductions from his/her pay for any period during which he/she is absent from work without permission.

Part Three

EXIT FROM THE JOB

SECTION 15:

STAFF DISCIPLINARY CODE OF CONDUCT

15.1 DISCIPLINARY OFFENCES

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

15.1.2 Misconduct shall include, but not limited to the following

- (a) Gross negligence in performance of duty;
- (b) Acts that bring the University into disrepute;
- (c) Disclosure of information in contravention of the law;
- (d) Acts involving turpitude e.g theft, corruption, tribalism nepotism etc;
- (e) Negligence causing loss to the University;
- (f) Malicious damage to university property;
- (g) Perjury;
- (h) Financial embarrassment;
- (i) Inside trading;
- (j) Unauthorized use and possession of university property;
- (k) Intimidation;
- (l) Assault;
- (m) Sexual harassment;
- (n) Gender, disability, racial/ethnic and religious discrimination;
- (o) Acts of omission against the interests of the University;
- (p) Using abusive language;
- (q) Holding more than one employment concurrently;
- (r) Unsatisfactory performance;
- (s) Incitement with intent to cause disobedience/strike undermining the Administration;
- (t) Use and abuse of drugs or alcohol;
- (u) Absence from duty without permission;
- (v) Insubordination;
- (w) Lateness for duty;
- (x) Refusal to comply with a posting instruction or order;

- (y) Falsification of records or documents;
- (z) Plagiarism;
- (aa) Making false statements;
- (bb) Driving an official vehicle under the influence of intoxication liquor or stupefying drug;
- (cc) Engaging in examination malpractice.

15.1.3 Capital offenses and repetition of a form of misconduct shall constitute gross misconduct.

15.1.4 Gross misconduct shall lead to summary dismissal.

15.2 AVOIDANCE OF DOUBT

15.2.1 For avoidance of doubt, the Appointments Board shall have powers to conduct disciplinary proceedings against any member of staff even where a misconduct by such member falls under or is covered by his/her professional code of ethics or oath. Acquittal and or conviction on a criminal charge in a court of law shall not bar the University from instituting disciplinary proceedings against an employee under this Manual.

15.3 INTERNAL STAFF DISCIPLINARY COMMITTEE

15.3.1 There shall be an Internal Staff Disciplinary Committee appointed by the Management Committee with approval of the Appointments Board.

15.3.2 The Internal Staff Disciplinary Committee shall be as representative as possible of the University employees.

15.3.3 The term of service of the committee shall be four years.

15.3.4 The committee shall assist the Appointments Board in carrying out the following functions:

- (a) To handle disciplinary matters of all employees and forward those which merit the attention of the Appointments Board;
- (c) To make a written comprehensive report on the disciplinary proceedings conducted by it to the Appointments Board;
- (d) To keep a registry of all disciplinary proceedings, reports and related documents and information; and
- (e) To carry out any such other functions as may be assigned to it by the Appointments Board under this Manual.

15.4 ADMINISTRATIVE DISCIPLINARY POWERS

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

15.5 REPORTING OF DISCIPLINARY OFFENCES

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

15.6 DISCIPLINARY PROCEDURE

- 15.6.1 Discipline in the University entails the observance and execution of one's roles and obligations in accordance with the provisions of this Manual, one's job description and other rules and regulations established by the Council from time to time.
- 15.6.2 The power to exercise disciplinary control is vested in the Council through the Appointments Board as stipulated in the Act. While exercising these powers, the Council shall abide by the Constitution and other laws.
- 15.6.3 Proper disciplinary procedure shall be followed in all cases involving disciplining university employees.
- 15.6.4 The disciplinary procedure for minor offences shall take a progressive approach involving but not limited to the following steps:-
 - (a) Oral or verbal warning by the supervisor;
 - (b) A formal written warning shall thereafter be given stating the nature of the offence and likely consequences; and

- (c) A final written warning under the signature of the Supervisor or Head of Department, or Director of Human Resources or other responsible officer of the University shall, when given, be valid for a period of twelve (12) months;
- (d) Recurrence of the offence should lead to suspension and interdiction or other disciplinary measures.

15.6.5 The written warning shall specify the following:

- (a) The deficiencies or inadequacies of the employee;
- (b) The improvements required;
- (c) Any recommendations to assist the employee to reform;
- (d) The period within which an employee must show improvement beyond which subsequent disciplinary action shall be taken.

15.6.6 Disciplinary procedure for gross offences shall take the following steps:-

- (a) Where the member of staff's misconduct is so grave or gross or serious, that it does not warrant a verbal or written warning, he/she will be required through a written communication from the responsible officer to appear before the Internal Staff Disciplinary Committee for disciplinary proceedings, which shall recommend to the Appointments Board.
- (b) The above step outlined in 15.6.6 (a) shall be preceded by a written communication from the staff's Head of Department or direct supervisor or a senior officer of the University (Vice Chancellor, University Secretary or Director of Human Resources) stating the offence committed and recommending the appropriate disciplinary action.

15.6.7 Failure by an employee of the University to appear for a disciplinary proceeding without justifiable cause shall be considered as gross misconduct, liable to dismissal.

15.7 NATURAL JUSTICE

- 15.7.1 The rules of natural justice shall apply in all disciplinary cases of whatever description. No University employee shall be subjected to any punishment without first being informed, in writing, what he/she has done and being given an opportunity to defend himself/herself in writing.
- 15.7.2 Those handling disciplinary cases shall be impartial and both sides in the case must be heard.
- 15.7.3 Disciplinary proceedings instituted against an employee of the University shall be brought to a speedy conclusion.
- 15.7.4 The Director of Human Resources, in consultation with the University Secretary, shall ensure that the submissions are complete and factual, that events which led to disciplinary action are isolated as to place and time, and that supporting written documents are properly annotated and cross-referenced so as to facilitate speedy handling by the Internal Staff Disciplinary Committee and the Appointments Board, respectively.
- 15.7.5 Up-to-date staff performance appraisal reports on the employee affected in the disciplinary case shall accompany the submission sent under the personal signature of the responsible officer.
- 15.7.6 If the offence recurs more than twice within the same year, it shall lead to suspension and interdiction or other disciplinary measures.
- 15.7.7 Removal of an employee of the University from office is not effective until the decision of removal is taken and communicated and cannot therefore be backdated.

15.8 STAFF ON CRIMINAL PROCEEDINGS

- 15.8.1 If the university management considers that an employee should be removed from office for criminal conviction then action shall immediately be taken in accordance with the appropriate provisions of this Manual.
- 15.8.2 The laws of Uganda shall apply to university employees as they do to a member of the public. This means that the law as it relates to him/her as an employee must not be ignored.

- 15.8.3 If a university employee is arrested and charged under the penal code on an allegation of having committed a felony, he/she shall be immediately interdicted /suspended.
- 15.8.4 Management in consultation with the Legal Officer shall raise the charges to the employee. In such situations an employee shall be given a duration of fourteen (14) working days in which the employee must respond.
- 15.8.5 The Constitution and labour laws of Uganda shall protect university employees against unfair disciplinary action.
- 15.8.6 If an employee is under detention on criminal offence then the employee shall be kept on the payroll on half pay for six (6) months after which he/she will be terminated pending ruling of the court, if found not guilty, the employee will be re-instated.

15.9 INTERDICTION OR SUSPENSION

- 15.9.1 Interdiction or suspension is the temporary removal of an employee from exercising his/her duties while an investigation over a particular misconduct is being carried out.
- 15.9.2 Suspension or interdiction shall be effected by the Vice Chancellor, University Secretary or by a Senior Officer of the University to whom the University Secretary has delegated that function.
- 15.9.3 Where an officer is interdicted/suspended, the University Secretary in conjunction with the Director of Human Resources shall ensure that investigations are done expeditiously as prescribed in the Employment Act, in any case within three (3) months for cases that do not involve Police and Courts, and for six (6) months for cases that involve the Police and Courts of Law.
- 15.9.4 After investigations, the Director of Human Resources, in consultation with management, shall refer the case to the Appointments Board through the Internal Staff Disciplinary Committee with recommendations of the action to be taken, and relevant documents to justify or support the recommendations should be attached.
- 15.9.5 The case of an employee interdicted from exercising the powers and functions of his/her office shall be submitted to the

Appointments Board within one month from the date of suspension.

- 15.9.6 Where an employee is interdicted, he/she shall be informed of the reasons for such an interdiction.
- 15.9.7 An employee interdicted shall receive half of his/her basic salary, subject to a refund of the other half, in case the interdiction is lifted and the charges are dropped;
- 15.9.8 The employee under interdiction or suspension shall not leave the country without written permission from the Vice Chancellor or University Secretary.

15.10 DISCIPLINARY ACTIONS

- 15.10.1** Depending on the gravity of the matter, the following disciplinary actions may be taken:
 - (a) Removal from office;
 - (b) Retirement in Public Interest;
 - (c) Dismissal;
 - (d) Termination;
 - (e) Other Forms of Disciplinary Action

15.10.1.1 Removal from Office.

- 15.10.1.1.1 Removal from office of a University employee either by retirement in public interest or dismissal is the exclusive responsibility of the Appointments Board.
- 15.10.1.1.2 When communicating the decision of the Appointments Board on the removal of an employee, the University Secretary shall make reference to the minute of the Board, the relevant section of this Manual and other relevant laws.

15.10.1.2 Retirement in Public Interest

- 15.10.1.2.1 When an employee is retired in public interest, he/she shall be entitled to a period of notice, any authorized earned leave and transport back to his/her place of domicile.
- 15.10.1.2.2 Where applicable, terminal benefits will be paid to person retired in public interest, in accordance with the law.

15.10.1.3 Dismissal

- 15.10.1.3.1 An employee of the university is dismissed only in the most serious or gross or grave cases of misconduct and acting in a way incompatible with his/her status as a University employee.
- 15.10.1.3.2 When an employee is dismissed, he/she forfeits all his/her rights and privileges as a University employee, including the claim to a period of notice.

15.10.1.4 Termination

- 15.10.1.4.1 The Appointments Board may terminate the services of an employee on account of incompetence or in cases where the services of the employee are no longer needed by the University or on account of unethical or gross misconduct where the circumstances may not allow the university to prove beyond any reasonable doubt that an employee has committed an offence that would ordinarily result in dismissal.
- 15.10.1.4.2 An employee whose employment is terminated under this provision shall be given notice or be paid the appropriate number of month's salary in lieu of notice as provided for under this manual.

15.10.1.5 Other Forms of Disciplinary Action

- 15.10.1.5.1 An employee of the University may be found by the Appointments Board guilty of misconduct not justifying dismissal or any other form of removal from office. The following may constitute disciplinary measures to be taken against such a university employee:-
- (a) Warning or reprimand;
 - (b) Suspension of increment;
 - (c) Withholding increment or deferment of increment;
 - (d) Stoppage of increment;
 - (e) Surcharge or refund;
 - (f) Making good of the loss or damage of public property/assets; and
 - (g) Reduction in rank.

15.10.1.5.2 Without prejudice to the foregoing provisions:-

- (a) The University Secretary, acting on his/her own volition, may issue a reprimand to an employee of the University.
- (b) The University Secretary may require an employee in his/her department to make good of the loss of University funds, the cost or part of the cost of any loss or damage of University property caused by the employee's fault or negligence;
- (c) The University Secretary may stop the pay of an employee who has been absent from duty without permission (after giving the employee where practicable an opportunity to be heard) an amount of salary equivalent to the number of days/months of absence.

15.10.1.5.3 For purposes of this section, reduction in rank means demotion of an employee to a lower level position.

15.10.1.5.4 A University employee demoted in rank to a lower level position shall earn the salary of the position to which he/she is demoted.

15.11 RIGHT OF APPEAL

- 15.11.1 An employee may appeal to the University Staff Tribunal against the decision of the Appointments Board within fourteen (14) days after being notified of the decision.
- 15.11.2 In any appeal, the Staff Tribunal may confirm, vary, amend or set aside the decision appealed against or give such decision as, in the view of the Tribunal, the case may require.
- 15.11.3 Where an employee has been removed from employment by the Appointments Board, he/she shall be deemed to be on suspension until the expiry of the period allowed for appeal, at which date the removal shall become effective.
- 15.11.4 Where an appeal has been lodged in time, the suspension shall remain in force until the tribunal determines the appeal.
- 15.11.5 An employee shall not resort to any court before exhausting all the internal disciplinary avenues, procedures and processes of the University.

15.12 APPEALS PROCEDURE

- 15.12.1 The procedure for handling appeals to the Staff Tribunal, shall be as has been laid out under section 56 and 57 of the Act.

15.13 FACING CRIMINAL CHARGES

- 15.13.1 Where criminal charges are instituted against an employee in any court of law, on the same set of 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 act as a bar against the Appointments Board or Management to hear or bring or conclude the proceedings.
- 15.13.2 Nothing shall prohibit or restrict the Appointments Board or its delegate, the power to suspend an employee facing criminal charges.
- 15.13.3 Upon suspension, an employee shall be on half salary until acquitted. Suspension of an employee on half salary shall not extend later than the acquittal unless another charge is still pending.
- 15.13.4 Where an employee is acquitted of criminal charges before the conclusion of the disciplinary proceedings, the University shall refund the employee any salary lost during the suspension if court orders for his/her reinstatement.
- 15.13.5 Any employee convicted of a criminal offence shall be deemed to have been summarily dismissed.

15.14 HEARING OF DISCIPLINARY OFFENCES

15.14.1 Staff other than Exempted Staff

- (a) The accused member of staff shall be allowed full opportunity to adduce and present evidence, including examining of witnesses, if any, in his/her defense.
- (b) There will be preliminary hearings by the Internal Staff Disciplinary Committee.
- (c) The Appointments Board shall conduct its proceedings expeditiously but without influence from anybody.

- (d) The proceedings of the Appointments Board shall not be open to the public.
- (e) An accused member of staff may on his/her own choice and expense, seek expert legal advice or the assistance of a colleague but shall have no right to be represented by a lawyer at the proceedings.
- (f) The Appointments Board shall be guided in its proceedings by principles of natural justice and, in that regard, strict rules of procedure and legal technicalities applied in a court of law shall not apply.
- (g) Where, on the expiry of the period given in the notice for the hearing of a disciplinary offence, the accused member of staff;
 - (i) Admits, in writing, having committed the offence and does not wish to be heard in person; or
 - (ii) Has not responded in writing without any known reasonable excuse (the determination of which shall be by the Appointments Board) and the Appointments Board having been satisfied that he/she was served with and received the required written notice;the Appointments Board may proceed to hear and decide on the accusation, including the decision on the issue of the sanction(s), in the absence of that accused member of staff.
- (h) Under the provisions of this Manual;
 - (i) If it is necessary to serve any notice, charge or other document upon a member of staff; or to communicate any information to any member of staff by reason of such member having absented him/herself from duty, and,
 - (ii) If it is not possible to effect such service upon or communicate such information to such member personally,it shall be sufficient if such notice, charge or other document or letter containing such information is served upon such member at his/her residence or by registered post or public media.

- (i) It shall be the duty of the Appointments Board to communicate its findings or decision(s) to the concerned staff.

15.14.2 Exempted Member of Staff

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

SECTION 16:

TERMINATION OF SERVICE

16.1 PURPOSE

- 16.1.1 This policy sets out the conditions and procedures relating to termination of employment with Gulu University. It aims to ensure that the University is in line with good employment practice and complies with the statutory requirements.

16.2 GENERAL PROVISIONS

- 16.2.1 Services of an employee shall be terminated under any of the following circumstances:
- (a) Death of an employee
 - (b) Incapacity to continue in employment.
 - (c) Abscondment or abandonment of duty
 - (d) Resignation
 - (e) Retirement
 - (f) Expiry of contract
 - (g) Redundancy
 - (h) Persistent absenteeism from work
 - (i) Professional and or ethical misconduct
 - (j) Gross negligence of duty
 - (k) Gross misconduct
 - (l) Upon conviction of a criminal case e.g., fraud, murder, rape, corruption, theft/robbery, forgery, defilement, malicious damage to property, assault and/or battery, etc.
 - (m) Restructuring
 - (n) Failure to satisfactorily complete the probation period of service specified in the letter of appointment or any extension granted thereafter.
 - (o) Frustration of contract
 - (p) Dismissal for offences as provided for in this Manual
 - (q) On termination of secondment in accordance with the terms of a secondment agreement.

16.3 RESIGNATION

16.3.1 General

- 16.3.1.1 An employee may resign from office by giving a duly written and signed resignation notice.
- 16.3.1.2 Notices of resignations by an employee shall be addressed to the University Secretary through his/her supervisor and forwarded to the Appointments Board for consideration and appropriate decision.
- 16.3.1.3 The Vice Chancellor and the Deputy Vice Chancellors shall address their resignation notices to the Chancellor through the Chairperson of Council.
- 16.3.1.4 It would be subversive if by resignation the University is deprived of the power to dismiss an employee for any gross misconduct. In such circumstance, resignation shall not be accepted if disciplinary proceedings are pending against an employee, which might lead to his/her dismissal.
- 16.3.1.5 The period of notice shall be three (3) months for academic and administrative staff or paying to the University three (3) months' basic salary in lieu of such notice.
- 16.3.1.6 For all support staff, the required notice of resignation shall be one (1) month or payment to the University in lieu of notice.
- 16.3.1.7 No notice of resignation shall be required for all employees working during the first month of probation.
- 16.3.1.8 The period of notice of resignation in the subsequent months of the probation period shall be one month for academic and administrative staff, and 14 days for support and temporary staff or payment in lieu of notice to the University.
- 16.3.1.9 Acceptance or rejection of resignation shall be communicated to the employee before the expiry of the resignation notice.
- 16.3.1.10 In the event that resignation is rejected, the grounds for refusal as well as the consequences shall be clearly stated in the letter to the employee.
- 16.3.1.11 Any employee who feels aggrieved by the outcome of 16.3.1.10 may appeal to the University Staff Tribunal

- 16.3.1.12 An employee whose resignation has been accepted by the Appointments Board shall be entitled to terminal benefits as provided for in this Manual less what may be due to the University and other parties.
- 16.3.1.13 An employee whose resignation has been rejected by the Appointments Board for good cause but goes ahead to leave service shall be deemed to have absconded from duty.

16.3.2 Procedure for Resignation

- 16.3.2.1 An employee who wishes to terminate his/her employment shall submit a letter of resignation to the University Secretary with a copy to Director of Human Resources. The head of department shall endorse the letter to signify his acknowledgement of the resignation and send his copy to the Human Resources Directorate.
- 16.3.2.2 Upon receipt of the letter of resignation, the Director Human Resources shall acknowledge receipt of the notice and inform the resigning employee in writing of the implications and procedure for handling the resignation, which includes presentation before the Appointments Board.

16.3.3 Submission to the Board

- 16.3.3.1 A notice of resignation shall be presented to the Appointments Board within one month from the date of receipt by the University Secretary. Where it is not possible for the Appointments Board to hold a meeting within one month, the notice of resignation shall be brought to the attention of the Board Chairperson.
- 16.3.3.2 Upon the Board's acceptance of the resignation, the University shall communicate the decision of the Board to the resigning employee and inform him/her of the actions to be taken before leaving the service of the University. The decision of the Board shall within reasonable time be communicated to the Council.

16.3.4 Return of University Property

- 16.3.4.1 Upon leaving the service of the University, the employee shall handover to his/her Head of Department or designated officer all

property, data, records and documents, whether in paper, tape, diskette or electronic form, related to his/her job.

- 16.3.4.2 The University reserves the right to deduct from the resigned employee's final payment an amount equivalent to the value of any property which shall not be returned or is damaged and any other amount due to the University.

16.4 TERMINATION BY THE EMPLOYER BY NOTICE OR PAYMENT IN LIEU OF NOTICE

- 16.4.1 If an employee's performance is unsatisfactory or not up to the required standard or if his/her working attitude is poor; or if he/she is found to be unsuitable for the job; or under any other circumstances other than those specified for dismissal the head of department may, through the University Secretary, recommend to the Appointments Board and Council that the employee's contract of employment be terminated with notice in writing or payment in lieu as specified in the contract of employment.
- 16.4.2 Following recommendations from the head of department, the Appointments Board may, with approval of the Council, terminate an employee whose services are no longer required by giving him/her notice or paying him/her the equivalent salary in lieu of notice as shown in the following table:

Table: Notice periods before termination of an employee by the University

Category of Staff	Notice Period	
	During Probation	After Confirmation
Academic and administrative staff	• Notice not required in the first month • One month in subsequent months	Three months or pay equivalent to three months' salary in lieu of notice
Support staff	• No notice required in the first month • 14 Days in subsequent weeks	One month or pay equivalent to one month salary in lieu of notice
Temporary Employees	• No notice required in the first month • 14 Days in subsequent weeks	Not applicable

16.5 RETIREMENT

16.5.1 Purpose

- 16.5.1.1 The University values the contributions made by its employees during their time of service and shall provide benefits at their retirement.

16.5.2 Retirement policy

- 16.5.2.1 It is the policy of the University to ensure succession and continuity through capacity building to avoid lapses after the retirement, termination or appointment of an officer to a higher office.
- 16.5.2.2 Employees on permanent terms who attain the age of 60 years shall be automatically retired except for staff in salary scale M4 and above, who shall retire at 65 years.
- 16.5.2.3 In recognition of the contribution of the retiring employee, the University will present him/her with a certificate of service and any other item as Council may deem appropriate.
- 16.5.2.4 Employees who have retired shall be paid their retirement/terminal benefits as provided for in this Manual.

16.5.3 Notice of Mandatory Retirement

- 16.5.3.1 A member of staff shall be notified of the mandatory retirement six months before the due date.

16.5.4 Retirement on Medical Grounds

- 16.5.4.1 If a member of staff is terminally ill and cannot perform his/her duties for more than six continuous months the member may be retired on medical grounds on recommendation of a Medical Board.
- 16.5.4.2 If a member of staff is unable to assume duty on medical grounds for a period of six months, the head of department shall inform the Director of Human Resources to request a University Medical Officer from a hospital designated by Council to advise on the likelihood of the employee resuming work within six months.

- 16.5.4.3 The Director of Human Resources shall submit the report in 16.5.4.2 to the Appointments Board.
- 16.5.4.4 If the report in 16.5.4.3 indicates that the employee is unlikely to resume work in the next six months, the Appointments Board shall recommend constitution of a Medical Board for final assessment, with the assistance of the University Medical Officer.
- 16.5.4.5 The Medical Board shall report its findings to the Director of Human Resource, who shall in turn submit it to the Appointments Board for a decision.
- 16.5.4.6 If an employee fails to appear before the Medical Board, the Medical Board shall report the matter to the Appointments Board through the Directorate of Human Resources. The Appointments Board shall, from the evidence before it, make a satisfactory recommendation even when the officer to be examined is absent.
- 16.5.4.7 On the basis of medical evidence, Appointments Board may allow a member of staff to retire if he/she is incapable by reason of any infirmity of mind or body of discharging the duties of his/her office and such infirmity is likely to be permanent.

16.6 EXPIRY OF CONTRACT

- 16.6.1 On expiry of contract of the employee, the University shall terminate the employment contract or re-engage the employee taking into consideration employee's performance record, provisions in the initial contract and the interest of the University.
- 16.6.2 In case an employee on contract does not inform the Appointments Board in writing of intentions to renew the contract, his/her contract shall be deemed to have lapsed upon its expiry.
- 16.6.3 For contracts of two (2) years and above, application for renewal shall be forwarded to the Appointments Board at least six (6) months before the expiry of the contract.
- 16.6.4 For contracts between one and two years, submission of application for renewal shall be at least three (3) months before expiry of the contract.

- 16.6.5 For contracts less than one (1) year, submission of application for renewal shall be at least one (1) month before the expiry of the contract.

16.7 TERMINATION DUE TO REDUNDANCY

- 16.7.1 **Termination** by reason of redundancy shall be based on the following:

- (a) When the University has ceased or intends to cease to carry on the activity for purposes for which the employee was appointed or has ceased or intends to cease to carry on that activity in the place in which the employee concerned worked.
- (b) Where the requirements of that activity for the employee to carry out work of a particular kind have ceased/diminished or are expected to cease/diminish.

- 16.7.2 The procedures for termination on account of redundancy shall be as agreed upon by Council or as stipulated in the Employment Act.

16.8 DISMISSAL

- 16.8.1 An employee of the University shall be dismissed in the most serious cases of misconduct and acting in a way incompatible with his/her status as a public officer.
- 16.8.2 When an employee is dismissed, he/she forfeits all his/her rights and privileges as an employee, including the claim to a period of notice.
- 16.8.3 While the Manual recognizes an employer's right to terminate the employment of an employee with legitimate reasons, the University must cautiously exercise the right in order to minimize the adverse impact on other employees and on the University.
- 16.8.4 Even in situations where the subject matter is of a very serious nature and it is clear that dismissal or termination of employment is inevitable, the University shall adopt the disciplinary procedures as specified in this Manual.

16.8.5 The following shall be instances of offences punishable by dismissal from the University:

- (a) Abscondment or abandonment of duty
- (b) Persistent absenteeism
- (c) Serious misconduct
- (d) Professional and or ethical misconduct
- (e) Criminal conviction

1.6.8.5.1 Abscondment or abandonment of duty

16.8.5.1.1 It is the responsibility of an employee to inform in writing, the University Secretary or the Vice Chancellor whatever the case may be, about his/her absence from duty.

6.8.5.1.2 The University Secretary or the Vice Chancellor whatever the case may be, shall require an employee who is absent from duty for fourteen (14) days to resume duty immediately, with a written explanation concerning his/her absence.

16.8.5.1.3 In the absence of communication from the employee, and failure to resume duty within thirty (30) days, the employee shall be deemed to have abandoned duty. University Secretary shall stop the salary immediately, and submit to the Appointments Board for a formal directive of his/her removal from the service of the University on abandonment of duty.

1.6.8.5.2 Persistent absenteeism

16.8.5.2.1 An employee who is persistently absent from duty with no justifiable reason may be dismissed from the university service at the discretion of the Appointments Board.

1.6.8.5.3 Serious misconduct

16.8.5.3.1 An employee shall be dismissed by the Appointments Board on account of a grave offence or gross neglect of duty or for other causes as stipulated in this Manual.

1.6.8.5.4 Professional and/or ethical misconduct

16.8.5.4.1 An employee shall be dismissed by the Appointments Board on account of professional and or ethical misconduct.

1.6.8.5.5 Criminal Conviction

- 16.8.5.5.1 An employee shall be dismissed by the Appointments Board upon conviction and sentence in a criminal case e.g. fraud, murder, rape, corruption, forgery, defilement, malicious damage to property, assault, etc.

16.9 PROCEDURE FOR TERMINATING OR DISMISSING AN EMPLOYEE

- 16.9.1 When in the opinion of the Vice Chancellor, Faculty Dean, Head of Department or other responsible officer, there is good cause to remove an employee from office as defined above, the University Secretary or the Vice Chancellor in consultation with Management shall have the authority to suspend the employee, provided that he/she shall forthwith report to the Appointments Board the fact of such suspension, together with the grounds for the action and any other statements on the case deemed necessary.
- 16.9.2 The facts shall then be laid before the Appointments Board which shall give the employee a fair hearing within four weeks from the date of suspension.
- 16.9.3 No employee shall be removed from office by dismissal or termination unless such employee has been given a reasonable opportunity to be heard by the Appointments Board, except for the case of abscondment or abandonment of duty.
- 16.9.4 Any employee dismissed for misconduct shall not be re-employed in the service of the University.

16.10 EXIT INTERVIEW

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

SECTION 17: MISCELLANEOUS

17.1 FINANCIAL AND COOPERATIVE SERVICES

17.1.1 Salary Loans

- 17.1.1.1 The University may assist employees to access salary loans from financial institutions on terms and conditions as agreed upon between the University and the Financial Institutions.
- 17.1.1.2 The University may recommend employees to obtain loans against their salary from financial institutions on terms and conditions mutually agreed upon between those institutions and in line with University regulations.
- 17.1.1.3 An employee who is a student on study leave shall not be eligible for a salary loan since it shall amount to a double loan.
- 17.1.1.4 The University shall only recommend and not act as a guarantor for salary loans.
- 17.1.1.5 The authority to recommend an employee is vested in the University Secretary in consultation with the Director of Human Resources.

17.1.2 Employees' Cooperative Saving Schemes

- 17.1.2.1 The University may support the establishment of saving schemes which employees may voluntarily join where they can save and borrow money.
- 17.1.2.2 The University shall ensure that as much as possible the employees cooperative and savings fund is managed in an efficient and transparent manner for the benefit of the contributing members and in accordance with the laws governing such schemes.

17.2 COUNSELING AND SPIRITUAL SERVICES

17.2.1 Counseling Services

- 17.2.1.1 The Directorate of Human Resources shall provide for counseling services to employees, their spouses and registered children under 18-years who may need such services at the University Counseling Centre.

17.2.2 Spiritual Services

- 17.2.2.1 The University shall recognize and respect freedom of worship.
- 17.2.2.2 The University will have Chaplains for both Catholic and Protestant faiths and an Imam for the Moslems.
- 17.2.2.3 Members of staff and their families are free to exercise their faiths by attending any of their denomination from a religious facility within or outside the university campus.

17.3 EMPLOYEE SAFETY

17.3.1 Policy

- 17.3.1.1 The University is committed to achieving a high standard of occupational safety and health. The University shall adhere to the principle that occupational safety and health of employees should be given the first and foremost consideration at work.
- 17.3.1.2 All University employees shall be accorded a safe and secure working environment.

17.3.2 Obligations of the University

- 17.3.2.1 Management shall assign responsible persons to attend risk assessment training, identify any actual and potential hazards and risks to each individual and work towards a safe and hygienic work environment for employees by, where applicable, transferring, reducing, eliminating and controlling hazards at workplace.

- 17.3.2.2 Management shall monitor and review the safety management systems and perform regular audits on safety and health performance.
- 17.3.2.3 Management shall maintain a complete set of emergency procedures and see to it that the procedures are being tested, drilled and updated systematically as required by law.
- 17.3.2.4 The Human Resources Directorate will, from time to time, organize safety and health programs to equip employees with the knowledge and skills to perform their duties in a safe manner.
- 17.3.2.5 Management shall provide protective wear to employees who work in areas that are exposed to potentially unsafe working conditions.

17.3.3 Obligations of the Employee

- 17.3.3.1 Employees shall comply with the safety and health measures and standards instituted by the University and cooperate in all safety related tests, drills and auditing.
- 17.3.3.2 Employees shall be fully aware of their personal responsibilities regarding occupational safety and health. They shall be constantly alert to potential risks and hazards related to their activities, and shall avoid improper behaviour or operation that may lead to accidents or occupational diseases or injury.
- 17.3.3.3 Employees liaising with external contractors should ensure that those contractors shall meet the same safety standards and requirements as the University.
- 17.3.3.4 Employees shall cooperate with management in complying with health and safety legal requirements and carry out lawful orders and obey all health and safety rules.
- 17.3.3.5 Employees shall report unsafe situations and incidents that may have resulted in injury to the immediate supervisor or head of department.

17.4 SMOKE-FREE WORKPLACE

- 17.4.1 In view of the harmful effects that are caused by smoking as well as second hand smoke, the University is committed to providing a healthy workplace for its employees and it shall have a smoke-free workplace policy.
- 17.4.2 Smoking shall be prohibited in the entire office premises covering enclosed offices, open office areas, conference/board rooms, pantries, toilets and lobbies.
- 17.4.3 Employees shall take the initiative to advise their guests and visitors about the University smoke-free policy, where appropriate.
- 17.4.4 Noncompliance to the policy may result in disciplinary actions.

17.5 COMPENSATION

- 17.5.1 The University shall abide by the provisions of the Workers Compensation Act.
- 17.5.2 If the personal injury by accident arises out of and in the course of an employee's work, the University shall be liable to pay compensation in accordance with the Workers' Compensation Act.
- 17.5.3 The University shall not be liable in respect of an injury which does not either:
 - (a) result in permanent incapacity; or
 - (b) incapacitate the worker for at least three consecutive days from earning full wages at the work at which he/she was employed.
- 17.5.4 An act shall be deemed to be done out of and in the course of employment when an employee acts to protect any person on the University premises whom the worker believes to be injured or imperiled, or when an employee acts to protect property on the University premises.

- 17.5.5 Any personal injury by accident arising while the employee is travelling directly to or from his/her place of work for the purpose of employment shall be deemed to be an accident arising out of and in the course of his/her employment.
- 17.5.6 For the purposes of this section, it shall be for the employee who suffers injury by accident arising while travelling to or from his/her place of work to show that such travel was direct.
- 17.5.7 Compensation shall be payable whether or not the incapacity or death of the worker was due to the recklessness or negligence of the worker or otherwise.
- 17.5.8 Any accident arising in the course of employment shall, unless the contrary is proved, be presumed to arise out of employment.
- 17.5.9 Compensation in cases of permanent incapacity or death shall, in principle, be paid in the form of periodic payments; otherwise, they may be awarded in lump sums as provided under the Workers Compensation Act.

17.6 EMPLOYEE RELATIONS

- 17.6.1 The University shall recognize and work with the following staff associations within the university system and any others that may be formed from time to time that shall promote good employee relations:
 - (a) Gulu University Academic Staff Association (GUASA)
 - (b) Gulu University Senior Administrative Staff Association (GUSASA)
 - (c) National Union of Education Institutions (NUEI)

17.7 DISPUTE RESOLUTION

17.7.1 General

- 17.7.1.1 The University shall recognize the provisions of dispute resolution in accordance with the Act.

17.7.2 Staff Grievances Committee

- 17.7.2.1 There shall be a Staff Grievances Committee composed of nine (09) members:
- (a) Two (02) members appointed by the Academic Staff Association;
 - (b) Two (02) members appointed by the National Union of Educational Institutions (Gulu University Branch);
 - (c) Two (02) members appointed by the Gulu University Administrative Staff Association.
 - (d) Three members appointed by management;
 - (e) The Director of Human Resources shall be the Chairperson of the Committee.
 - (f) Quorum shall be realized with six (6) members, at least one member from (a), (b), (c) and (d) present.
- 17.7.2.2 Members of the Staff Grievances Committee shall be of impeccable character.
- 17.7.2.3 The role of the Staff Grievances Committee shall be:
- (a) To conciliate between members of staff;
 - (b) To conciliate between a member of staff and his/her supervisors or the University.
- 17.7.2.4 In cases where the grievance is against the Director of Human Resources, the University Secretary shall chair the Staff Grievances Committee.
- 17.7.2.5 A member of staff who is aggrieved by his/her superior may complain to the Staff Grievances Committee.
- 17.7.2.6 Where the circumstances of the case warrant, the Director of Human Resources, in consultation with top management, may nevertheless:
- (a) Issue a warning/reprimand to the member of staff or his/her superior or both.
 - (b) Institute disciplinary proceedings against the member of staff or his/her superior or both.
- 17.7.2.7 When the Staff Grievances Committee receives a complaint from a member of staff, it shall:
- (a) Carry out due inquiry, compile a written report and as far as possible conciliate a member of staff with his/her superior (s).

- (b) Submit to the Vice Chancellor a report containing among other things, the statement of the complaint, deliberations, procedure followed, findings and action taken by the Committee.
- 17.7.2.8 The Chairperson of the Committee shall have a casting vote, in case of a tie of votes.
- 17.7.2.9 The Committee shall observe the principles of natural justice, fairness and confidentiality.

17.8 COPY RIGHTS

- 17.8.1 The University shall have the copy right on all research/dissertations produced by the students.
- 17.8.2 Where a publication is produced with the support of Council by a panel of the academic members of staff, the authors shall have a percentage of the accruing royalties, which shall be determined by Council from time to time.
- 17.8.3 Where an academic member of staff writes instructional material relevant to any aspect of any subject for which he/she shall have authorship of such material, the University shall have the copy right on such material.

17.9 HIV/AIDS

- 17.9.1 HIV/AIDS shall be treated like any other condition and no special conditions or burden shall be placed on employees living with HIV. The University shall not discriminate against persons with HIV/AIDS and shall grant equal opportunities as it does to persons with any other chronic illness or disability.
- 17.9.2 The University shall not deny potential staff employment or entry to the University service respectively on the grounds that they test positive for HIV. Job applicants shall not be subjected to HIV test prior to employment or during employment, as a condition for a job offer or continued employment.
- 17.9.3 An employee shall not be barred from performing the duties of his/her job, living in a university residence, being on

campus or participating in any university activity on account of their HIV status.

- 17.9.4 An employee living with HIV/AIDS who is no longer able to work shall enjoy benefits of the prevailing policy on ill health.
- 17.9.5 The University shall, where possible, make every reasonable effort to provide alternative, non-strenuous work, so as to enable the employee living with HIV/AIDS to continue to serve.
- 17.9.6 The University shall ensure that all relevant information concerning staff infected with HIV/AIDS is kept in confidence.
- 17.9.7 An employee living with HIV/AIDS shall ensure that he/she behaves in a way that shall not pose a threat of infection to any other person.
- 17.9.8 Awareness and education programmes shall be conducted to inform staff about HIV/AIDS and help them to protect themselves and others against HIV/AIDS.
- 17.9.9 Health promotional resource corner shall be established in all libraries at campus where employees can access information on HIV/AIDS, drug and substance abuse, cancer, asthma, diabetes, epilepsy, mental illness, and other health issues.
- 17.9.10 The university health providers shall be trained in comprehensive management of HIV/AIDS and HIV related services such as voluntary counseling and testing (VCT), anti-retroviral testing (ART) integrated in the existing health services.
- 17.9.11 Where possible the University may avail free treatment for opportunistic infections, TB prophylactic, Anti-Retroviral (ARVs) and prevention of mother-to-child transmission of HIV to all those infected with HIV/AIDS.
- 17.9.12 In case of palliative care and support, all efforts shall be made to refer the individual to an appropriate centre.

- 17.9.13 For accidental exposure to HIV at work e.g. in the medical centre, the University shall avail prophylactic treatment as required under the National HIV/AIDS policy.
- 17.9.14 There shall be a policy on HIV/AIDS for the University as approved by the Council.

17.10 GENDER AND DISABILITY POLICY

- 17.10.1 There shall be a University policy on Gender and Disability as approved by Council.

APPENDIX I:
Official Oath and Oath of Secrecy
(Under Section 6.1)



THE REPUBLIC OF UGANDA
OFFICIAL OATH

I, ..., swear that I will at all times well and truly serve Gulu University in the office of and that I will observe, support and uphold the Constitution of the Republic of Uganda, and the Gulu University Human Resources Manual. So help me God.

.....
Signature of Declarant

SWORN before me at this day
of.....20.....

.....
Signature of person authorised to administer Oath.



**THE REPUBLIC OF UGANDA
OATH OF SECRECY**

I, ..., swear that I will not directly or indirectly communicate or reveal any matter to any person which shall be brought under my consideration or shall come to my knowledge in the discharge of my official duties except as may be required for the discharge of my official duties or as may be specially permitted by the University Administration. So help me God.

.....
Signature of Declarant

SWORN before me at this day of 20...

.....
Signature of person authorised to administer Oath.

APPENDIX II: *Bio Data Form*

(Under Section 3.8.1)

GULU UNIVERSITY OFFICE OF THE UNIVERSITY SECRETARY PERSONAL PARTICULAR'S FORM

(A) Bio Data

Name.....
Sex.....Date of Birth.....Month.....Year.....
Personal File No.....Department.....
Section.....
Home District.....Home town.....
Municipality/County.....Division/Sub County.....
Parish.....Village.....
Nationality.....Religion.....Tribe.....
Work Place District.....Town.....Municipality/County.....
Division/Sub-county.....Parish.....Village.....
Postal address.....Telephone:.....
Account Number.....Bank.....
Bank Branch.....NSSF Number.....
TIN Number.....E-mail.....
IFMS Supplier ID (Where applicable).....Employee no (IPPS).....
Old Computer No.....National Identification No (NIN).....
Marital status (tick what is applicable for you)
Single Married Widowed Divorced
If married, give the name of your spouse
.....
.....

Do you suffer from any chronic disease (if any name it and state how long you have suffered from it?)
.....
.....

Number of Children

Names	Sex	Date of Birth
1.....		
2.....		
3.....		
4.....		

5.....
6.....
7.....
8.....

Your Father's Name.....

Your Mother's Name.....

Next of Kin

Name	Relationship	E-mail & Tel: No
1.....		
2.....		

(B) Academic Qualification

State your highest academic qualification

.....
.....

(C) Employment Record

Previous employer (Where applicable)

Name and address	From – To	Position Held
.....		
.....		
.....		

Current Designation

Position	Date of appointment	Date of assumption of duty
.....		
.....		
.....		

Declaration

I hereby declare that the above information is correct to the best of my knowledge

Employee's Signature..... Date.....

FOR OFFICIAL USE

Salary Scale.....

Entry point given.....

Computed by..... Name.....

Title..... Signature.....

Verified by:..... Name.....

Title..... Signature.....

Date:.....

APPENDIX III: *Leave Application Form*

(Under Section 8.2.3.5)

GULU
P.O. Box 166
Gulu, Uganda



UNIVERSITY
Tel: 256-471-432095
Fax: 256-471-432094

OFFICE OF THE UNIVERSITY SECRETARY

LEAVE APPLICATION FORM

Section 1-(To be completed by the applicant)

To: The University Secretary

Thru: Supervisor

Supervisor's Comment

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

Name of the applicant

Designation.....Present Salary Scale.....

Department.....Unit or Section.....

Type of Leave (Please tick)	Rate of Leave Entitlement (Days a year)	Number of days Applied for	Leave begins	Leave Ends (last date inclusive)	Total Number of days.
Annual Leave					
Sick leave					
Maternity Leave					
Paternal leave					
Compassionate Leave					
Study leave					
Unpaid leave					
Sabbatical leave					

Contact Address while on leave.....Tel No.....

Date.....Signature of applicant.....

Section II
(To be computed by Human Resource Section)

Computation of Leave	Days
(a) Leave days due in a year	
(b) Add: Leave days carried forward	
(c) Less: Leave days taken	
(d) Leave days balance	

Section III

Approval

Your application for Leave from.....to.....is approved/ not approved

Reasons for disapproval / approval.....

.....

Date:.....

SIGNATURE OF UNIVERSITY SECRETARY

(Under Section 8.2.3.1)



Tel: +256-471-432095
Fax: +256-471-432094
URL: www.gu.ac.ug

GULU

P.O. Box 166
Gulu, Uganda

LEAVE SCHEDULE FORM

Faculty/Institute/Directorate..... Department.....

[illegible]

Approved by: Name..... Title..... Signature..... Date.....

APPENDIX V:
Performance Appraisal Form for
Administrative and Support Staff
(Under Section 11.4.5)

GULU
P.O. Box 166
Gulu, Uganda



UNIVERSITY
Tel: 256-471-32095
Fax: 256-471-32094

OFFICE OF THE UNIVERSITY SECRETARY

GULU UNIVERSITY PERFORMANCE APPRAISAL FORM FOR
ADMINISTRATIVE AND SUPPORT STAFF
PERIOD OF APPRAISAL (YEAR).....to

Purpose

Gulu University will strive to remain a center of excellence in national drive to modernize and sustain the academic sector. The annual performance assessment system is designed to serve three main purposes related to Human Resource Management and improving Organizational Performance.

- i) To identify performance gaps and development needs of an individual employee
- ii) To assess the options available and take measures to improve your performance
- iii) To give an opportunity to the appraisee and appraiser to dialogue and obtain a feed back on performance

This annual performance assessment aims at enabling and encouraging you, your supervisors and management to continuously and realistically monitor and improve your contribution to the attainment of Gulu University goals and objectives. Before completing this form, study all sections and the guiding instructions.

This form is divided into **Parts** to be filled in as follows:

- Part A:** To be filled by the staff being appraised
- Part B:** Special Tasks/Outputs by the appraisee
- Part C:** Assessment by Employee and Supervisor
- Part D:** Comments by appraisee and the appraiser
- Part E:** Jointly agreed activities and outputs for the following year
- Part F:** Further Comments on the appraisal
- Part G:** Acknowledgement by Countersigning Officer

PART A

(To be completed by the appraisee and submitted to the supervisor prior to the appraisal interview.)

1. PERSONAL INFORMATION

Full names
Date of birth
Marital status
Current post Salary scale
Date of appointment to current post
Terms of employment
Other posts held in University (please indicate the post and date the post was held)
.....
.....
Name and title of the Supervisor

2. QUALIFICATIONS (Academic, technical, professional and others)

Please indicate the date, institution and qualifications attained.

Date	Institutions	Qualifications
.....		
.....		
.....		

3. SELF APPRAISAL

Work Accomplishment

- (i) What do you consider to be overall purpose of your job?
.....
.....
- (ii) How does it fit in the overall objectives of the University
.....
.....
- (iii) Briefly state what you consider to be the main duties in your job.
a)
b)
c)
d)
e)
f)

- (iv) Which of the above duties have you satisfactorily performed?
- a)
 - b)
 - c)
 - d)
 - e)
 - f)
- (v) What skills and qualities were of great help to you in performing those duties?
-
-
- (vi) Which of the above would you like to perform better over the review period?
-
-
-
- (vii) What difficulties have you encountered in the performance of your duties?
- a)
 - b)
 - c)
 - d)
 - e)
- (viii) Suggest solutions on how they can be overcome.
- a)
 - b)
 - c)
 - d)**
 - e)**
- (ix) What proposals would you make concerning your job description if any.
-
-

PART B
Special Tasks/Outputs by the appraisee

**Please list any other special tasks that you have accomplished in the FY if any.
You can add a sheet:**

No.	Tasks/work or output	Date completed
1		
2		
3		
4		
5		
6		
7		
8		
9		

PART C
Appraisal by Employee and Supervisor

Please indicate the scores 5, 4,3,2,1 and N/A as appropriate in the score column, add the scores and convert it into percentage. 5 is the maximum score that can be awarded for each competence (factor) and 1 is the minimum. The maximum total score that can be awarded an appraisee is 50 where all the competencies are relevant. The assessment ratings imply the following:-

5 – Excellent:	Where an employee is constantly superior in all aspects.
4 – Very good:	An employee usually performs above set standards.
3 – Good:	Satisfactory performance that meets the set standards.
2 – Fair:	Where an employee barely meets the set standards.
1 – Poor:	Employees performance is below the set standards.
N/A Not Applicable:	The appraiser is unable to assess the employee on a certain factor Or where factor being assessed is not relevant.

Appraiser

Appraisee

	FACTORS	SCORE	SCORE
1.	ABILITY TO APPLY PROFESSIONAL/JOB KNOWLEDGE & SKILLS i.e. well equipped with and applies the appropriate up to data professional/knowledge and skills. Has clear understanding of the job, what it involves and relevant policies and practices		
2.	PLANNING / ORGANIZING i.e. conceptualizes broad and long-term issues, their implications and plans and organizes work and resources, he/she is strategic.		
3.	DECISION MAKING i.e. makes logical analysis of relevant information and factors, develops appropriate solutions and takes action, generates ideas that provide new insight, provides reasons for decisions or action.		
4.	LEADRSHIP i.e. organizes and inspires staff to work towards clearly defined common objectives. Willingly assigns tasks and gives appropriate authority, stimulates initiatives, organizes suitable staff development programmes/training, acknowledges progress. Encourages team work, delegates and is sensitive to other people's feelings. Effectively deals with staff and the general public/customers.		
5.	MANAGEMENT OF FINANCIAL AND OTHER RESOURCES i.e. makes rational use of financial and other resources, equitably and fairly facilitates staff. Provides periodic reports on resources use of accountability and transparency		
6.	COMMUNICATION i.e. expresses oneself clearly both verbally and in writing. Adheres to laid down communication procedures.		
7.	LOYALTY i.e. observes laid down regulations/procedures, does not divulge		

	information with intention to harm or for personal benefit.		
8.	INTEGRITY i.e. honest and of high moral character, has self-respect and respects others. Courteous and mindful to all staff and public/customers. Reflects a good image of the organization.		
9.	ABILITY TO ACHIEVE DESIRED OUTPUT i.e. reliable in carrying out the commitments and obligations of the position accepts instructions, advice and corrections, demonstrates competence and ability to complete assignment and produce desired results on time, responds to clients promptly. Is he/she committed and dependable? Dedication to work, time management and observance of hours		
10.	COOPERATION i.e. level of cooperation with head of section-department and respect to other co-workers		
	Total Score.		
	Percentage score.		

PART D

(To be completed by the Appraisee)

Comments of Appraisee

.....

Signature Date

Appraiser's comments and recommendations on the appraisee;

.....

PART E

Jointly agreed activities and outputs for the following year;

The appraiser and appraisee agree on the activities and outputs for the following year.

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

PART F

Further comments on the appraisal

I have discussed the appraisal and agree / disagree with the report.

Signature of the appraisee Date

I have discussed the appraisal and agreed / disagreed with the appraisee on the report.

Signature of appraiser Date

PART G

Comments of the Countersigning Officer

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

Name of Countersigning Officer Date

Designation Signature

APPENDIX VI:
Performance Appraisal Form for Academic Staff
(Under Section 11.4.5)

GULU
P.O. Box 166
Gulu, Uganda



UNIVERSITY
Tel: 256-471-32095
Fax: 256-471-32094

OFFICE OF THE UNIVERSITY SECRETARY

**STAFF PERFORMANCE APPRAISAL FORM FOR ACADEMIC STAFF
FOR THE PERIOD**

Purpose

Gulu University will strive to remain a center of excellence in national drive to modernize and sustain the academic sector. The annual performance assessment system is designed to serve three main purposes related to Human Resource Management and improving Organizational Performance.

- iv) To identify performance gaps and development needs of an individual employee
- v) To assess the options available and take measures to improve your performance
- vi) To give an opportunity to the appraisee and appraiser to dialogue and obtain a feedback on performance

This annual performance assessment aims at enabling and encouraging you, your supervisors and management to continuously and realistically monitor and improve your contribution to the attainment of Gulu University goals and objectives. Before completing this form, study all sections and the guiding instructions.

This form is divided into **three sections** to be filled in as follows:

Section I: To be filled by the staff being appraised

Section II: To be filled by the staff's immediate supervisor (after discussion with the appraisee)

Section III: Follow up by Human Resource Office

SECTION I: This section is to be completed by the appraisee. He/she is required to state personal data and complete the self-assessment with an open attitude.

Part A: Factual information and personal assessment

Surname and other names	Personal file number
Your Faculty	Your section
Date of birth	
Nationality and District of origin	Sex
Date of first appointment and position held	Salary scale on first appointment
Current designation	Current salary scale
Terms of service Permanent/Probation/Contract/temporary	(Tick where applicable)
Marital status (Tick where applicable) Married, Single, Widowed, Divorced	Number of children

Part B: Record of employment

Post (Begin with current and write in descending order)	scale	From (Month/year)	To (Month/year)	Organization

Part C1: Academic/professional/technical qualifications and year(s) when obtained

Qualifications	Institutions	Year
1		
2		
3		
4		
5		
6		

Part C2: List any other studies being under taken

Course	Institution	Expected year of completion
1		
2		
3		

Part D1: Teaching and Publications

Title	Publication/Journal	Date
1		
2		
3		
4		
5		
6		
7		

Part D2 Meetings/ Workshops/Conferences

List the professional meetings or conferences (Relevant to your job) you have attended this academic year

Meeting, Workshop, Conference	Place	Date
1		
2		
3		
4		
5		

Part D3: Public Lecture Papers Presented

State in order of importance the public lecturer and papers presented since you joined Gulu University.

Public Lecture	Topic	Date
1		
2		
3		
4		
5		

Part D4: Research Activities and Community service

State any research activities undertaken/conducted/supervised/Research grant /community service or on-going

Research activities	Topic
1	
2	
3	

Research grants applied for and awarded	
1	
2	
3	
Community service since you joined Gulu University	
1	
2	
3	
4	

List any administrative responsibilities you carry out in the Faculty, Institute and Department

.....

.....

.....

State the constraints you have encountered in trying to accomplish the above

.....

.....

.....

Give suggestions on how to overcome the above

.....

.....

.....

Part E:

Please assess your performance of the job above as best as you can, covering at least the following areas:

Personal

i) Areas in which you need assistance to improve your performance

.....

.....

.....

ii) Training and/or additional experience you need

.....

.....

.....

- iii) Suggest any other jobs in the Department or Section in the University for which you are equipped to do or would like to be equipped

.....

Organizational

- i) Do you think that the University is performing its role satisfactorily?
 Yes.... or No.... If no please highlight

a) Areas that require improvement.....

b) Suggest means for improvement

.....

Name of the Appraiser.....	Title.....
Number of years under his/her supervision.....	

Signature of appraiser.....Date

Date passed to appraiser.....

Signature of appraiser.....Date received.....

SECTION II: To be filled by immediate supervisor

Part A

These assessment criteria and measures are performance attributes valued by Gulu University. Please rate the staff member being appraised by giving an appropriate score. In making your score, consider the following:

- Job description of the academic staff
- Actual activities performed
- Time and outputs produced

Before recording your comments, you should discuss with the staff being appraised taking into considerations the unique qualifications and responsibilities and the difficulties and problems indicated by the staff in section I. You should avail the form to the concerned staff for reaction and feedback after completing this section.

General assessment of the staff

The appraiser should be rated only in areas which are relevant to his/her job. The maximum points per competence and/or quality are 10 (ten points). Under each competence the (10) points should be allocated in a manner that reflects the areas of strength or weaknesses of the appraiser. The overall score is 100%. In assessing, the following numbers should be used-10, 9, 8, 7, 6, 5, 4, 3, 2 and 1. Number 10 is

the maximum per competence/quality and (1) the lowest. Tick the relevant box and then add up the points which correspond to the ticks to get the total.

	Core job competence	Assessment (Tick where appropriate)										
		1 0	9	8	7	6	5	4	3	2	1	NA
1	Ability To Apply Professional/Job Knowledge & Skills i.e. well equipped with and applies the appropriate up to data professional/knowledge and skills.											
2	Planning / Organizing i.e. conceptualizes broad and long-term issues, their implications and plans and organizes work and resources, he/she is strategic.											
3	Decision Making i.e. makes logical analysis of relevant information and factors, develops appropriate solutions and takes action.											
4	Leadership i.e. organizes and inspires staff to work towards clearly defined common objectives. Willingly assigns tasks and gives appropriate authority, stimulates initiatives, organizes suitable staff development programmes/training, acknowledges progress.											
5	Management Of Financial And Other Resources i.e. makes rational use of financial and other resources, equitably and fairly facilitates staff. Provides periodic reports on resources use of accountability and transparency											
6	Communication i.e. expresses oneself clearly both verbally and in writing. Adheres to laid down communication procedures.											
7	Loyalty i.e. observes laid down regulations/procedures, does not divulge information with intention to harm or for personal benefit.											

8	Integrity i.e. honest and of high moral character, has self respect and respects others. Courteous and mindful to all staff and public/customers.												
9	Ability To Achieve Desired Output i.e. reliable in carrying out obligations of the position accepts instructions, advice and corrections, demonstrates competence and ability to complete assignment and produce desired results on time, responds to clients promptly.												
10	Cooperation i.e. level of cooperation with head of section-department and respect to other co-workers												
11	Teaching Ability i.e. adequate in preparing for teaching, regular , punctual at work, completion of teaching /mark exams in time and engage in external examination												
12	Supervision of Students i.e. ability to supervise students in their research												
13	Research and publications i.e. ability to engage in research, publish and write project proposals												
14	Community out reach i.e. engagement and training conducted for communities												
15	Conferences and workshops i.e. no. of papers presented and workshops attended												
16	Consultancy services i.e. for Gulu university and other organizations												
	Total per column												
	Total score												

NB. Overall assessment/ranking should only include outputs, competences and qualities which have been assessed and are relevant to the job and are consistent to the rating as follows:

90+ A+.....Outstanding
80-89.....A.....Excellent
70-79.....B.....Very good
60-69.....C.....Good

50-59.....D.....Average
 40-49.....E.....Poor
 0-39.....F.....very poor

Note: The assessment/rating should also reflect the agreements/decisions of the appraisal interview and that it will be open to the appraisee.

Overall comment	Overall rating
a) ON AGREED ACTIVITIES/OUTPUTS	Please use words like good, fair etc, whichever is applicable
b) ON CORE COMPETENCES/QUALITIES	

Part B: Supervisors comment and observation.

1. Provide brief comments on the overall performance and contribution of the staff pointing out the specific major achievements and short comings

.....

2. Recommend with clear justification and factual evidence the kind of reward/sanction that could be considered for award (tick only one option in the table below)

RECOMMENDATIONS	Tick your choice
REWARD	
Confirm in service/renew contract	
Meritorious salary increment	
Cash	
Promotion to next rank in personnel category	
Accelerated promotion	
Special recognition	
Scholarship	
Other specify	
SANCTION	
Extend probation	
Stay of normal salary increment	
Disciplinary action	
Other specify	

Justification.....

3: Comments and signatures

ANY OTHER COMMENTS BY APPRAISEE (EMPLOYEE)		
.....		
.....		
.....		
Name	Signature	Date
.....		
ANY OTHER COMMENTS BY APPRAISER (IMMEDIATE SUPERVISOR)		
.....		
.....		
.....		
Name	Signature	Date
.....		

SECTION III: FOLLOW UP-BY Gulu University Human Resource Section
This form shall be forwarded to the Human Resource Section of Gulu University within one week after completion. The Human Resource Section shall cross check for completeness and consistence and ensure corrections. The section shall then compile a summary on each member of staff, which shall be submitted to the University Secretary for presentation to the Appointments Board.