

MAKERERE



UNIVERSITY

HUMAN RESOURCES MANUAL

EFFECTIVE FROM 1ST OCTOBER, 2009

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Definitions

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

Abscondment	Shall mean absence from duty without permission for a continuous period of ten working days.
Academic Department	Shall mean units under a faculty which run their own academic programmes as approved by Council.
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 Council or the Vice-Chancellor or his/her delegate acting pursuant to the powers vested in him/her.
Appointment	Shall mean the formal engagement of an employee in the service of Makerere University, in accordance with the Council regulations.
Appointments Board	Shall mean the Appointments Board of Makerere University which is a committee of the Council
Basic Salary	Shall mean the salary exclusive of allowances.
Casual worker	Shall mean a person employed to perform unclassified tasks on a day to day ad-hoc basis.
Chancellor of the University	Shall mean the Chancellor as defined in the Universities and Other Tertiary Institutions Act 2001
Child or Children	Shall mean an employee's dependant, natural, 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 interests disagree with those of the University as defined in the Leadership Code Act.
Consolidated Salary	Shall mean the basic salary plus allowances indicated in the letter of appointment and reflected on the pay slip.
Contract	Shall mean employment in the service of the University for a specific, prescribed period under such terms and conditions as shall be agreed upon and prescribed in a service agreement entered into between 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 expressed as a percentage of the employee's annual salary.
Dean	Shall mean a person appointed and designated by Council as

Dean/Director or Head of a Faculty, Institute or School.

Disciplinary Panel	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 employer without giving the employee any benefits.
Employee	Shall mean a person employed by the University under a contract of service on permanent, temporary, probationary, or casual terms.
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 Section 2 of this Manual.
Faculty/ School/ Institute	Shall mean an academic unit comprising academic or research units.
Family Member	Shall mean spouse and four children below 18 years of age.
Grievance	Shall mean a complaint concerning an issue arising from an employee's work, workplace and/or work environment within the University.
Gross Misconduct	Shall mean a breach of the terms and conditions of service and/ or the service regulations, professional, ethical or other law in force at the time construed by the Appointments Board.
Gross neglect of duty	Shall mean neglect of duty to a level construed by the Appointments Board as severe.
Head	Shall mean a person appointed and designated by Council as being accountable for a unit administratively.
Home	Shall mean a place of origin, within Uganda as stated by the employee on the HURIS form at the time of appointment. For non residents, home shall be defined as Kampala.
Human Resource Manual	Shall mean this Manual.
Immediate Family	Shall mean the employee's spouse and biological/legally adopted children registered with the University.
Increment	Shall mean the increase in salary granted to an employee on merit until the top of the salary scale is reached.
Industrial Training	Shall mean the attachment of a student to a University unit, for purposes of the student gaining hands on experience and knowledge.
Leave	Shall mean the official time off from the University work as provided for in this Manual.

Management Committee	Shall mean the informal committee set up by the Vice-Chancellor to advise him/ her on administrative matters.
Misconduct	Shall mean a breach of the terms and conditions of service and/ or the service regulations, professional, ethical or other law in force at the time.
Occupation category	Shall mean a group of jobs within a career path with similar or related tasks varying in degrees of complexity.
Over time	Shall mean any additional hours worked in a day that is over and above the normal hours an employee is expected to work.
Plagiarism	Shall mean the unauthorised use or close imitation of the language and thoughts of another author 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 Statute.
Probation	Shall mean a prescribed period for which an employee has to serve prior to being appointed on permanent terms.
Resignation	Shall mean termination of service with the University, at will by an employee, after giving due notice as required by the regulations.
Retirement	Shall mean permanently leaving service of the University at the age of between 55 and 60 or on medical grounds by an employee who has been on permanent terms of employment.
Spouse	Shall mean one spouse only, notwithstanding that the employee may be permitted by law or custom to have more than one spouse (The name of the spouse where applicable shall be submitted before commencement of the employment contract).
Staff	Shall mean all persons appointed by the University in the academic, administrative and support categories.
Suspension	Shall mean a situation where an employee is caused to stay off duty temporarily pending investigations into the cause of the suspension.
Term	Shall mean, in relation to an employee on contract, the period of service with the University as stipulated in his/her contract.
Teaching	Shall mean lecturing, actual teaching, drawing course outlines, setting course works and marking, setting and marking examinations, supervision, research, guidance and interaction with students.
University Secretary	Shall mean the Secretary to the University Council.
The University	Shall mean Makerere University (Mak).

The University Council	Shall mean the Council set up under the Universities and Other Tertiary Institutions Act 2001 as the supreme policy making organ of the University.
Vice-Chancellor	Shall mean the Vice-Chancellor of Makerere University who is the Chief Executive Officer of the University.
Volunteer	Shall mean an individual who is authorised to render services to the University without pay.

Abbreviations/ Acronyms

AR	Academic Registrar	Mak	Makerere University
DAP	Deposit Administration Plan	MASA	Makerere University Administrative Staff Association
DHR	Director Human Resources	MUASA	Makerere University Academic Staff Association
DICTS	Directorate for Information & Communication Technology Support	MUSG	Makerere University Students' Guild
DoHR	Directorate of Human Resources	NUEI	National Union of Educational Institutions
DVC(AA)	Deputy Vice-Chancellor for Academic Affairs	PA	Personal Assistant
DVC(F&A)	Deputy Vice-Chancellor for Finance and Administration	PRO	Public Relations Officer
HURIS	Human Resource Information System	US	University Secretary
ICT	Information Communication Technology	VC	Vice - Chancellor
LA	Legal Assistant		

PREAMBLE

Makerere University was first established in 1922 as a Technical School and is the oldest public University in Uganda. This Manual is a representation of the approved human resources policies and practices by the University Council which is the chief policy formulation organ of the University.

Mandate of the University

The mandate of Makerere University is stated in Section 24 (2) of the Universities and Other Tertiary Institutions Act, 2001 (as amended). This subsection defines the mandate of a public University to be:

- 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, colour, or sex and
- c) The provision of accessible physical facilities to the users of the Public University

Vision

To be the leading institution for academic excellence and innovations in Africa.

Mission Statement

To provide innovative teaching, learning, research and services responsive to National and Global needs.

Core Values

Makerere University in the pursuit of its mission will be guided by the following core values:

- a) Allegiance to the Institution
- b) Integrity
- c) Customer responsiveness
- d) Professionalism
- e) Openness to diversity

The University Governance and Administrative Structure

The University Council is the supreme organ of the University responsible for the overall administration of the University. Senate is the organ responsible for the organisation, 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 is its Administrative and Academic Head. *(Refer to appendix I for the governance structure and appendix II for the administrative structure and appendix III for the key job descriptions).*

SECTION 1: INTRODUCTION

1.1 The Directorate of Human Resources (DoHR)

This Manual has been produced by the Directorate of Human Resources which was established by the University Council in December 2004, to bring together the Human Resources (HR) functions that had been scattered in different Departments. The mandate of the Directorate is to manage and develop the Human Resources of the University.

1.2 Purpose, Accessibility and Revision of the Manual

a) Purpose

The purpose of this Manual is to:

- i. consolidate all Human Resource policies, procedures and practices in one document for ease of reference;
- ii. define the obligations and rights of the University Council as the Employer;
- iii. define the obligations and rights of the employees of Makerere University; and,
- iv. serve as a reference framework for the Management of the Human Resources in the University.

b) Accessibility

The Director, Human Resources shall make the manual accessible to all employees of the University.

c) Revision

The Manual shall be reviewed from time to time. An employee or organ of the University may communicate in writing the need for revision or addition to any part of the Manual. Such recommendations shall be delivered to the Director, Human Resources who will present them to the Establishment and Administration Committee of Council and finally to the University Council for consideration. The decision of the Council shall be communicated in writing to all members of staff.

1.3 Interpretation

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

1.4 Provisions

- a) This Manual will be cited as the Makerere University Human Resources Manual (2009) as approved by the University Council.
- b) 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 the employment contract and other University policies and regulations made there under and all relevant laws of Uganda that may be in force at any given time. In case of a conflict between the Law and this Manual, the Law shall prevail.
- c) If any matter arises which this Manual does not cover, it shall be brought to the attention of the University Council through the Establishment and Administration Committee for consideration and inclusion in the subsequent editions of the Manual.
- d) Matters not covered by this Manual but covered by other University policies passed by \Council shall be equally binding to the employee.

1.5 Implementation

a) Responsibility

The overall implementation of this Manual is vested into the Directorate of Human Resources in conjunction with managers and supervisors at all levels.

b) Commencement

This Manual shall come into force **with effect from 1st October, 2009.**

SECTION 2: EMPLOYMENT

Makerere University is an equal opportunity employer and appointment to all positions in the University service is based on the principle of MERIT. The University Council shall approve all the

establishments and shall be responsible for all appointments through the Appointments Board **except as provided for otherwise.**

2.1 Terms of Employment

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

a) Permanent Terms

Appointment on permanent terms shall be the type of employment where the period of service is up to the **mandatory retirement age of 60 years** subject to other provisions contained in this Manual.

Eligibility to such appointments shall be as follows:

- i. Assistant Lecturer below the age of forty (40) years;
- ii. All other academic staff below the age of fifty (50) years;
- iii. All administrative staff below the M3 salary scale;
- iv. All administrative staff below the age of fifty (50) years; and
- v. All support staff below the age of fifty (50) years.

b) Contractual Terms

Appointment on Contract shall be the type of employment where the terms of employment are as defined in a particular contract of employment between the University and an employee. An employee may change status from permanent terms to contractual terms, and vice-versa through application, consideration for approval by the appointing authority.

Eligibility to such appointments shall be as follows:

- i. All new appointments at the age of fifty (50) years and above;
- ii. Professors and Associate Professors who have reached the mandatory retirement age of sixty (60) years and whose services are still needed;
- iii. Non citizens;
- iv. All new appointments at the level of Teaching Assistant not exceeding the age of 30 years;
- v. All administrative staff at M3 salary scale and above who shall be employed on five year contractual terms which may be renewed upon satisfactory performance following an appraisal;
- vi. Temporary/administrative appointments authorised by the Vice-Chancellor or a delegatee
- vii. Any exceptional cases as may be determined by the University Council.

c) Part-time Terms

Appointment on Part-time Terms shall be the type of employment where the working hours per month by an employee do not exceed 20 hours or as may be reviewed by Council from time to time.

d) Casual Terms

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

e) Honorary Terms

Appointment on Honorary Terms is the type of employment which attracts no remuneration from the University and is only extended to persons of academic and/ professional distinction as determined by Council

f) Adjunct Terms

Appointment on Adjunct Terms is the type of employment where a member of staff of one department may render part-time services to another department on agreed terms.

2.2 Categories of Employees

Employees of the University shall comprise of the following categories:

a) Academic Staff

Academic staff shall be staff engaged in teaching, research and outreach to the community in line with the mission of the University. They shall include the following:

- i. Principal of College;
- ii. Dean or Director of Faculty/School/Institute;
- iii. Professor Emeritus;
- iv. Professor;
- v. Associate Professor;
- vi. Senior Lecturer;
- vii. Lecturer;
- viii. Assistant Lecturer;
- ix. Teaching Assistant;
- x. Research Fellow;
- xi. Research Assistant;
- xii. Honorary Chair; and
- xiii. Library staff designated Academic.

b) Library Staff

Library staff shall comprise:

- i. University Librarian /Library Professor
- ii. Deputy University Librarian/Associate Library Professor
- iii. Other library staff designated as academic

c) Administrative Staff

Administrative staff shall be those engaged to render administrative support to fulfil the mission of the University. They shall include:

- i. Heads of administrative departments;
- ii. Library staff designated as administrative; and
- iii. All other non teaching staff serving under senior terms of service.

d) Support Staff

Support staff shall be either senior or junior staff that render support services to both academic and administrative staff.

e) Casual Staff

Casual staff shall be persons employed to perform defined tasks on an ad-hoc basis and remunerated accordingly.

f) Volunteers

- i. These shall be persons authorised in writing by the **Director, Human Resources** upon application to render services to the University through a specific unit for a specific period of time not exceeding six months.

- ii. A volunteer shall not receive salary from the University but may be paid an allowance subject to availability of funds in the recipient unit.

g) Industrial Training/Attachment

- i. The University may accept students for attachment to any of its units for training purposes. Such students shall apply for attachment to the **Director, Human Resources** through their respective institutions and the recipient units.
- ii. While on Industrial training, the students shall not be entitled to any remuneration and must fully comply with all regulations as spelt out by the recipient unit.

2.3 Minimum Qualifications for Appointment

a) Academic Staff

The minimum qualifications a person should have in order to be appointed to an academic post at Makerere University are as stipulated in **Section 6** of this Manual.

Criteria for Assessing Masters and PhD degrees for Appointments

A Masters or a PhD Degree by coursework and dissertation shall be rated higher than that by thesis or by coursework only or that which is designated as a Terminal Masters Degree. This is because a Masters or a PhD Degree by coursework and dissertation has a wider (broader) knowledge base which is more useful for teaching and should, therefore, carry more weight.

b) Research Staff (see 6.2 Table 1.4)

c) Library Staff (see 6.3 Table 1.5)

d) Administrative Staff

The minimum qualification to be eligible for employment as an administrative staff in the University service shall be a **Bachelor's degree from a recognized institution**. The other minimum qualifications shall be specified depending on the post in question (see 6.3 table 1.6) for Administrative Librarians.

e) Support Staff

The minimum qualification to be eligible for employment as a support staff in the University service shall be an Ordinary Level Certificate of Education (UCE) or its equivalent. The other minimum qualifications shall be specified depending on the post in question.

2.4 Recruitment Procedures

a) Vacancies

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

- i. End of contract;
- ii. Retirement;
- iii. Resignation;
- iv. Dismissal;
- v. Death;
- vi. Restructuring/establishment
- vii. Rejection of appointment offered; and
- viii. Any other causes, and/or reasons.

b) Notification of Vacancies

The Dean, Head of Academic or Administrative Department or unit shall immediately notify the Director, Human Resources of existing vacancies or positions expected to fall vacant within **three (3) months** of such occurrence.

c) Methods of Filling Vacancies

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

i. Promotions

Where a Dean, Head of Academic or Administrative Department or unit is satisfied that there is an employee who is competent to fill a vacant post, the responsible Dean, Head of Academic or Administrative Department or unit shall recommend that the vacancy be filled by promotion within the department, provided that no one still serving a period of probation shall be considered for promotion.

ii. Advertising

Where the responsible Dean, Head of Academic or Administrative Department or unit is satisfied that there is no qualified candidate from within the department/unit to fill the vacancy, they shall recommend that the vacancy be advertised. The advertisement may be internal to tap into internal capacity within the University or external if it is believed that such capacity is lacking within the University.

The job advertisements must contain sufficient details about the positions advertised, the type of person required and other relevant information.

iii. Secondment (*See Section 9.1*)

iv. Election

Election of Principal/ Dean/ Director/ Head of Department shall be conducted as prescribed in the *Universities and Other Tertiary Institutions Act 6 of 2001 (as amended)*, Sections 53 and 54. Academic staff who would have attained the age of **56-years** at the closure of nominations **shall not be eligible** for election as academic heads.

v. Re-appointment

a) An employee on contractual or temporary terms may be re-appointed where re-appointment and the procedure thereof is specifically provided for in the initial contract.

b) For contractual positions at M-3 re-appointment shall be based on performance appraisal by the appointing authority and expression of interest to be re-appointed shall be submitted to the appointing authority **at least six months** to the expiry of the running contract to give sufficient time to the appointing authority to conduct the appraisal and make a final decision.

vi. Other Appropriate Methods

Notwithstanding provision (i) to (v) above, the University **may** secure eminently suitable candidates through other appropriate methods as approved by Council from time to time.

d) Application

All persons seeking employment with the University shall do so through a **written application** addressed to the **Director Human Resources** or as may be advised depending on the type of employment sought.

e) Processing Applications and Verification

1. The posts in the University are created by the University Council on the recommendation of the Establishment and Administration Committee. Appointments and promotions are made strictly in line with the Council established criteria.
2. Applications are received by the Employment Division of the Directorate of Human Resources and either forwarded to the relevant department for review and assistance with the short listing or are processed by the Directorate in consultation with the user unit.

i. Departmental Appointments and Promotions Advisory Committee

1. The Department Appointment/Promotions Committee shall consist of at least 5 senior members of staff of the Department. The Committee shall consider applications at the rank of **senior lecturer or equivalent and below**. Where a department is understaffed and lacks quorum, the applications shall be considered at faculty level.
2. Only persons whose ranks are higher or equivalent to the person being considered for appointment or promotion, shall constitute the Committee.
3. The quorum for the Departmental Appointments and Promotions Advisory Committee shall be three (3) members.
4. Where the Head of Department is a candidate, or where two or more members of the departmental committee are being considered, the Dean shall assume the chair of the Departmental Appointments/Promotions Committee meeting called for that purpose.
5. Where the Faculty/School/Institute cannot form a committee due to lack of eligible staff members, the Committee shall co-opt members from related fields to assess the application.
6. The task of the Committee shall be to scrutinize all applications for appointment and review employees for promotion. The Committee shall also evaluate employees annually and submit its recommendations to the Appointments Board through the relevant Dean.
7. The decisions of the Committee shall be communicated to the Appointments Board in form of minutes which should bear the signatures of all members who attend the meeting and membership at any one time should not be below **three**.

ii. Faculty Appointments/Promotions Advisory Committee

1. A Faculty, School, or Institute shall have a Committee which shall be chaired by the Dean/Director.
2. The Faculty Committee shall be made up of at least one representative from each Departmental Committee
3. Only persons whose ranks are higher or equivalent to the person being considered for appointment or promotion, shall constitute the Committee.
4. The quorum for the Departmental Appointments and Promotions Advisory Committee shall be three (3) members.
5. The Terms of Reference of this committee shall be:
 - a) To receive recommendations from Departmental Committees and make recommendations to the Appointments Board using University guidelines;
 - b) To make recommendations to the Appointments Board on cases of appointment of Professors and Associate Professors;
 - c) To make recommendations to the Appointments Board on cases of conflicts; and

- d) To handle cases of Appointment/promotion from understaffed departments.
- 6. The decisions of the above committees shall be communicated to the Appointments Board in the form of minutes which should bear signatures of all the members who attend the meeting and membership at any one time **should not be below three**.
- 7. Where a faculty/school/institute is understaffed and cannot constitute a committee, due to lack of eligible staff members, the committee shall co-opt members composed of Deans/Directors/Professors in related fields to assess the application.
- 8. Where a Dean/Director is the candidate, the committee shall appoint a Chairperson from among the members present to assess the application.
- 9. In case of controversy within a Department or lack of clarity on any issue, the relevant Dean/Director/Head can be invited to appear before the Appointments Board to assist in resolving the problem.
- 10. An employee who is not satisfied with the Appointments Board's ruling can appeal to the Staff Tribunal.

iii. Verification of Documents

The Directorate of Human Resources reserves the right to authenticate in such manner as it shall deem necessary a prospective employee's employment and salary history, stated qualifications and references.

iv. Impersonation or falsification of documents

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

f) Short Listing

- i. Short listing of applicants shall be the responsibility of the Directorate of Human Resources which shall co-ordinate the exercise in close consultation with the user or technical department as the case may be.
- ii. The short-listing shall always be guided by agreed criteria as well as the provisions in the advertisement or other job related factors as may be considered applicable by the short listing committee. Meeting the minimum requirements stipulated in the advertisement is not a guarantee for being shortlisted.
- iii. Short-listing shall be done within a period of not more than **one month** from the closure of receiving applications.
- iv. Short-listed applicants shall be given reasonable notice for interviews specifying time, and place of interview by a posted or hand delivered letter.

g) Interview

The Board may invite an outsider(s) with technical expertise to assist in the interviewing process as need may arise. The technical persons co-opted shall only provide technical guidance and **shall not participate** in the scoring.

2.5 Selection Process

- a) The Appointments Board either as the Main Board or through its sub-committees shall select or appoint applicants to specific established posts.
- b) The selection process may take the following forms:
 - i. By interviewing candidates to get the most suitably qualified;

- ii. By vetting the credentials of candidates to determine the most suitably qualified; and
 - iii. By appointing those voted into office and are recommended for appointment by the Vice – Chancellor.
 - iv. Through performance appraisal for cases of re-appointment in respect of staff on contract
- c) Where applicable, selection tests shall be administered to verify the competency of the applicant for the post in question. This may be followed by a selection interview.
- d) Where the Appointments Board feels that a recommendation of an Appointments/ Promotions Committee is not satisfactory, the Chairperson of such committee shall be invited to appear before the Board to explain the recommendation before the Board makes a final decision.

2.6 Types of Appointment

Appointment into the University service shall be either permanent or contractual or temporary/administrative.

2.6.1 Appointment on Permanent Terms

Appointment on Permanent Terms shall be the type of appointment where the period of service is up to the mandatory retirement age of 60 years subject to other provisions contained in this Manual under Section 2.1(a).

2.6.2 Contractual appointments

Contractual appointments shall be where the terms of employment are as defined in a particular contract between the University and an employee as stated in Section 2.1(b).

2.6.3 Temporary/Administrative Appointments (short contracts)

- i. All temporary/administrative appointments shall be made by the Vice-Chancellor on the recommendation of the Appointments and Promotions Committee of the unit in need through the Director Human Resources, provided that **no such appointment shall exceed 12 months.**
- ii. At the expiry of the temporary/administrative appointment, the position shall be advertised either internally or externally unless circumstances render it impossible to do so.
- iii. The temporary/administrative appointments of support staff shall be done by the Director Human Resources on behalf of the Vice-Chancellor.
- iv. In the case of a Constituent College, the Principal of the College can appoint temporary staff on the recommendation of the Dean of a particular faculty/school/institute and such appointment shall be reported to the Vice-Chancellor and Director, Human Resources for noting.
- v. An employee appointed on a temporary basis shall enjoy such terms and conditions of service as may be specified in his /her letter of appointment.
- vi. The qualifications of temporary staff shall be comparable to the rank they are appointed against
- vii. The appointments in (i) and (ii) shall be tabled before the Appointments Board for noting.

2.6.4 Other specific categories of administrative appointments

The following shall comprise specific categories of administrative appointments.

2.6.4.1 Visiting Professors and Lecturers

- b) Appointment of Visiting Professor and Lecturers shall be made by the Vice Chancellor on the recommendations of the Heads of Department submitted through the responsible Dean of Faculty and the Director Human Resources.
- c) Title/Status
Visiting Professor or Lecturer shall be appointed by Makerere University based on their 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.
- d) Tenure
A Visiting Professor or Lecturer shall be appointed for two years renewable on the recommendation of their respective unit and supported by their parent Institution. Their appointment shall not be subjected to age limits
- e) Administrative Roles
In units where there may be no suitable staff to be appointed to occupy Headship or Deanship position, the Visiting Lecturer may be assigned such administrative role.
- f) Promotion of Visiting Academic Staff
The Parent Institution shall be responsible for the promotion of Visiting Academic Staff.
- g) Remuneration
A Visiting Academic Staff shall not be entitled to earn a salary from the University but may receive honorarium as may be recommended by the recipient unit from its internally generated funds.

2.6.4.2 Acting Appointments

- a) There shall be two types of acting appointments namely where one acts in a vacant post; and where one acts in the place of an incumbent who is temporarily out of office.
- b) All acting appointments **except for the Vice-Chancellor** shall be **authorised in writing** by the Vice – Chancellor or a delegatee for formal appointment by the Director, Human Resources. The Director Human Resources shall report such appointments to the Appointments Board for noting.
- c) **Conditions for an Acting Appointment in a vacant post**
 - i) An employee shall receive a written letter of appointment to act for a continuous period not exceeding one year.
 - ii) An appointment that has not been terminated shall normally lapse one year from the date of appointment unless it is renewed in writing by the appointing authority for an additional **period not exceeding 3 months**.
 - iii) An employee in an acting Appointment shall be entitled to all benefits attached to the post and shall be paid an acting allowance which shall be the difference between the employees' current salary and the bottom of the salary scale where he/she is acting.
 - iv) In order to qualify for an acting allowance, an employee shall have worked for a minimum period of **30 continuous working days**.

- v) To enable development of the potential of other in-service staff, normally, an employee shall not hold more than one acting position at the same time.
- d) Appointment of an acting Vice-Chancellor
When the position of Vice-Chancellor falls vacant before a substantive one is appointed, the University Council shall recommend to the Chancellor to appoint an acting Vice-Chancellor whom Council shall have identified using methods the Council will have agreed upon

2.6.4.3 Special Duty Appointments

A Special Duty Appointment shall be one where a member of staff is officially required to carry out additional duties and responsibilities of a vacant post. It occurs in circumstances which do not qualify for acting appointment, or when the post to which responsibilities relate is vacant, or the substantive holder is not performing the functions of the office for any reason, or when re-organization/structural changes entails performance of extra duties. The authority to make a special duty Appointment is vested in the Vice-Chancellor. **The conditions for special duty appointment are as follows:**

The employee shall be properly appointed in writing by the appointing authority for a continuous period of not less than one calendar month; and shall not exceed three months renewable once.

- a) The appointment that has not been terminated shall automatically lapse 90 days from the date of appointment and may thereafter be renewed for a maximum of 30 days only.
- b) An employee appointed on special duty under this provision shall be remunerated at a rate not exceeding 25% of his or her monthly salary.

2.6.4.4 Honorary Appointments

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

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

b) Criteria for Honorary Appointment:

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

- i) Teaching/training
- ii) Research or
- iii) Professional eminence or Entrepreneurship

c) Procedure for appointment

- i) Nominations for honorary positions should originate from a Faculty/School/Institute;
- ii) The CV or profile of the applicant, together with a full publications list should be submitted to the Vice-Chancellor's Office

- iii) Applications should be accompanied by a letter of support from a head of Department familiar with the work of the applicant;
- iv) Applications will be handled following the University guidelines for appointment of academic staff;
- v) The respective Faculty/School/Institute and Department committee will discuss the applicant's level and nature of the mutual commitment and these will be communicated to the appointing authority
- vi) Recommendations for appointment will be submitted to the Vice-Chancellor if the appointment is for one or less than one academic year and to the Appointments Board if the appointment is for a period longer than one academic year
- vii) After approval, by the appointing authority, letter of appointment shall be issued by the Director, Human Resources; and
- viii) If an appointment is not approved, this will be communicated to the applicant and the sponsor by the Director, Human Resources

d) Renewal of Honorary Appointments

- i) Honorary appointments shall have a limited tenure of three (3) years maximum.
- ii) Renewal shall be subject to satisfactory performance in the post and will require evidence of continuing positive contribution to the strategic objectives of the host faculty/school/institute;
- iii) Holders of honorary appointments shall be required to provide **annual reports** of their activities
- iv) Applications for renewal shall be submitted at least three (3) months before expiry of the running appointment

e) Appointment Letters

Honorary academics shall be issued with appointment letters to serve for a period of two years and renewable once on the recommendation of the respective Department and Faculty.

f) Ranks

Honorary academics shall be assessed and ranked based on their credentials/qualifications as follows;

- i) Honorary Lecturer/Honorary Research Fellow;
- ii) Honorary Senior Lecturer/Honorary Senior Research Fellow;
- iii) Honorary Associate Professor/Honorary Associate Research Professor
- iv) Honorary Professor/Honorary Research Professor.

g) Appointment Guidelines for Honorary Lecturer

1. General requirements

- i. Be a professional or holder of a scientific or middle managerial post;
- ii. Have a major academic, teaching, research or management interest in matters relevant to the position;
- iii. Accreditation in their specialty from the appropriate Professional Institute or equivalent professional body; and
- iv. Having a Masters or higher degree or equivalent is an added advantage.
- v. Track record of ethical Conduct

2. Teaching

Evidence of, or potential to make, a successful contribution to teaching, including practical / clinical work

3. Research

- i) Evidence of, or potential to make, productive research collaboration with the University;
- ii) Evidence of, or potential to publish conference papers/research presentations at conferences; and
- iii) Being capable of obtaining external funding for research.

4. Professional eminence

- i) Appropriate status within a profession or occupation;
- ii) Academic qualifications at an appropriate level;
- iii) Professional activity;
- iv) Practical / Clinical work (where appropriate); and
- v) Membership of learned societies/professional bodies.

i) Appointment Guidelines for Honorary Research Fellow

1. *General requirements*

- i) Have research skills in matters relevant to the interests of a particular University Academic Unit; and
- ii) Be undertaking a post with a substantial research component, or a full-time research post.
- iii) Track record of ethical conduct

2. *Research*

- i) Evidence of a productive collaboration with a University or clear evidence of intention to collaborate;
- ii) Evidence of other successful collaborations;
- iii) Being capable of obtaining external funding for research; and
- iv) Evidence of having been invited to present National Conference Papers and or evidence of National Conference Papers presented.

j) Appointment Guidelines for Honorary Senior Lecturer

1. *General requirements*

- i) The individual will normally follow any three of the following requirements;
- ii) Be a senior professional or hold a senior scientific or managerial post;
- iii) Have a major academic, teaching, research or management interest;
- iv) Have accreditation in his/her specialty from the appropriate Professional Institute or equivalent professional body; and
- v) Have a Masters or higher degree or equivalent is an added advantage.
Track record of ethical

2. *Teaching*

- i) Evidence of a successful contribution to teaching, including clinical teaching if applicable, in a University;
- ii) Contribution, at an appropriate level, to the development of new modules and pathways in a University;
- iii) Contribution, at an appropriate level, to curriculum review;
- iv) Innovative methodologies/pedagogy;
- v) Author of subject text book or chapter;
- vi) Possession of technical/subject expertise;
- vii) Mentoring or potential to mentor junior colleagues in the Faculty/School/Institute; and
- viii) Evidence of support and supervision of research students.

3. *Research*

- i) Evidence of a productive collaboration with a University or clear evidence of intention to collaborate;
- ii) Evidence of other successful collaborations;
- iii) Being capable of obtaining external funding for research;

4. *Professional eminence*

- i) Appropriate status within a profession or occupation;
- ii) Academic qualifications at an appropriate level;
- iii) Professional contributions;

- iv) Successful technology transfer;
- v) Entrepreneurial activity;
- vi) Clinical work (where appropriate); and
- vii) Membership of learned societies/professional bodies.

k) Appointment Guidelines for Honorary Associate Professor

1. *General requirements*

The individual will normally fulfill three (3) of the following requirements:

- i) Be a leading professional or hold a senior/leading scientific or managerial post;
- ii) Have a major academic, teaching, research or management interest;
- iii) Have accreditation in his/her specialty from the appropriate Professional Institute or equivalent professional body; and
- iv) Having a Masters or higher degree or equivalent is an added advantage.
- (v) Track record of ethical

2. *Teaching*

Evidence of a successful contribution to teaching/training, including clinical teaching, in a University:

- i) Contribution, at an appropriate level, to the development of new modules and pathways in a University;
- ii) Contribution, at an appropriate level, to curriculum review
- iii) Innovative methodologies/pedagogy;
- iv) Author of a subject text book or chapter;
- v) Possession of technical/subject expertise;
- vi) Mentoring or potential to mentor junior colleagues in a College or University ; and
- vii) External examining.

3. *Research*

- i) Evidence of a productive collaboration with a University or clear evidence of intention to collaborate;
- ii) Significant research output over career;
- iii) Successful external funding over career, including as lead applicant in grants;
- iv) Invited speaker at international conferences, workshops and meetings;
- v) Leadership of research group(s);
- vi) Member of international research groups;
- vii) Successful postgraduate supervision;
- viii) Referee, editor or member of editorial board for major journals;
- ix) Invited assessor for major grant awarding Bodies;
- x) National/international subject association Executive;
- xi) Leading expert in subject field; and
- xii) Member of Research Council sub-committees.

4. *Professional eminence*

- i) Outstanding professional achievement;
- ii) Recognized as leading expert within profession or occupation;
- iii) Academic qualifications at an appropriate Level;
- iv) Professional contributions;
- v) Successful technology transfer;
- vi) Successful entrepreneurial activity; and
- vii) Invited assessor for major grant awarding bodies.

5. *Other considerations*

- i) Service on local, regional, national or international committees or advisory bodies; and
- ii) Management work of relevance and/or benefit to the University.

l) Appointment Guidelines for Honorary Professor

1. *General requirements*

The individual will normally fulfil three (3) of the following requirements:

- i) Be a leading professional or hold a senior/leading scientific or managerial post;
- ii) Have a major academic, teaching, research or management interest;

- iii) Have accreditation in his/her specialty from the appropriate Professional Institute or equivalent professional body; and
- iv) Having a Masters or higher degree or equivalent is an added advantage.
- v) Track record of ethical

2. *Teaching*

Evidence of a successful contribution to teaching/training, including clinical teaching, in a University:

- i) Contribution, at an appropriate level, to the development of new modules and pathways in a University;
- ii) Contribution, at an appropriate level, to curriculum review
- iii) Innovative methodologies/pedagogy;
- iv) Author of a subject text book or chapter;
- v) Possession of technical/subject expertise;
- vi) Mentoring or potential to mentor junior colleagues in a College or University ; and
- vii) External examining.

3. *Research*

- i) Evidence of a productive collaboration with a University or clear evidence of intention to collaborate;
- ii) Significant research output over career;
- iii) Successful external funding over career, including as lead applicant in grants;
- iv) Invited speaker at international conferences, workshops and meetings;
- v) Leadership of research group(s);
- vi) Member of international research groups;
- vii) Successful postgraduate supervision;
- viii) Referee, editor or member of editorial board for major journals;
- ix) Invited assessor for major grant awarding Bodies;
- x) National/international subject association Executive;
- xi) Leading expert in subject field; and
- xii) Member of Research Council sub-committees.

4. *Professional eminence*

- i) Outstanding professional achievement;
- ii) Recognized as leading expert within profession or occupation;
- iii) Academic qualifications at an appropriate Level;
- iv) Professional contributions;
- v) Successful technology transfer;
- vi) Successful entrepreneurial activity; and
- vii) Invited assessor for major grant awarding bodies.

5. *Other considerations*

- i) Service on local, regional, national or international committees or advisory bodies; and
- ii) Management work of relevance and/or benefit to the University.

2.6.4.5 Part-time Appointment

- a) A part-time employee is appointed where a vacancy exists and it has not been possible to fill that vacancy substantively on fulltime basis.
- b) The working hours on part-time basis shall be as determined by the University Council from time to time. The current maximum is twenty hours a week.
- c) For academic staff, part-time appointments shall be renewable every academic year upon need and mutual consent.
- d) Part-time appointments for non-academic staff, shall be made by the Director, Human Resources on the recommendation of the recipient unit.
- e) Part-time staff who serve for up to six (6) months shall be appointed by Vice-Chancellor on recommendation of the Dean/Director of a particular Faculty/School/Institute.
- f) In case of a Constituent College, the Principal can appoint part-time staff on the recommendation of the Dean of a particular Faculty/School/Institute and such

appointment shall be reported to the Vice-Chancellor and Director, Human Resources for noting.

- g) The qualifications of part-time staff shall be comparable to the rank such staff are appointed against

2.6.4.6. **Joint/Cross Appointment**

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

b) **Procedure/Guidelines**

- i. The Terms and Duties under joint appointment shall be agreed upon by both departments.
- ii. There shall be a formal agreement signed between the parent and service unit and witnessed by the Director, Human Resources or an authorised representative. This agreement shall, among other things, specify the terms of recognition of the service to be rendered and the period to be covered in terms of hours per semester or academic year.
- iii. The contract for joint appointment shall range from 2 to 5 years.
- iv. The primary (parent) unit shall remain responsible for handling the appointment and promotion of an employee on cross appointment.
- v. Joint appointments shall not affect staff establishment (i.e. staff appointment under this arrangement should not fill existing positions).
- vi. Joint appointment shall not lead to double salary payment on the pay roll. Payment if any shall be on the basis of hours offered or honorarium as agreed between departments.
- vii. The rank an employee currently holds will be the equivalent rank he/she shall be appointed to in the secondary unit.
- viii. That academic staff in administration (DVC/AA, DVC/FA, Deans, Directors and other Administrators etc) may be recommended for promotion or appointment at an appropriate level by secondary unit as long as they continue to engage in scholarly work. This is in recognition of the fact that the administration is not an academic unit.

2.7 **Recruitment of Non-Citizens**

- a) A non Citizen shall be appointed, then use the appointment letter to obtain clearance from the Uganda Immigration Department.
- b) He/ she shall be required to present copies of his/ her passport and work permit before taking up his/ her duties with the University.
- c) All non-Citizens shall be employed on **local contractual terms** or in exceptional circumstances, on terms negotiated by both parties prior to appointment.
- d) Non citizens shall not be subjected to age limits for appointment into University service. The ability for the applicant to serve shall be the major assessment factor
- e) For purposes of this employment, their home shall be defined as Kampala.

2.8 **Medical Examination**

All appointments shall be conditional upon receipt of a satisfactory medical report issued by Makerere University Hospital.

2.9 Offer of Appointment and Acceptance

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

2.10 Induction/Orientation

Induction is the first step in building a two-way relationship between the University and the employee. The induction shall serve the purpose of introducing the new employee to the work environment as well as to the various aspects of the employees work.

- a) Induction shall be mandatory to properly initiate all new staff (hired, promoted or transferred) into their new tasks.
- b) The induction programme shall be arranged by both the Directorate of Human Resource and the relevant head of department or immediate supervisor as soon as the employee reports. The induction programme shall not exceed one month.

2.11 Probationary Period

- a) The maximum length of a probationary period is **six months**, but it may be extended for a further period of not more than six months with the agreement of the employee.
- b) An employee shall not be employed for a probationary period of service **on more than one occasion** by the University unless he/she is engaged for work of a different nature.
- c) A contract for a probationary period may be terminated by either party by giving not less than fourteen days' notice of termination, or by payment of fourteen days' wages in lieu of notice by either party.
- d) New employees on contractual terms may also be subjected to probation for a period as may be specified in their contract with the University.
- e) Notwithstanding the provisions of (a) above, the appointing authority **may waive** the whole or part of the probationary period of service in certain cases especially where the employee has offered prolonged service beyond the probationary period on temporary terms.
- f) An employee shall not be promoted during his or her probationary period of service.

2.12 Confirmation

An employee who has successfully completed his/her probation may be confirmed in the University service with effect from the date of expiry of their probationary period.

The procedure for confirmation shall be as follows:

- (a) An employee concerned shall, through the Head of Academic or Administrative Department/Unit, submit an application, a Curriculum Vitae and a statement of achievements to the Director, Human Resources, **two months before the expiry of the probationary period.**
- (b) Where the performance of an employee due for confirmation is found satisfactory, the Head of Academic or Administrative Department/Unit, shall forward to the Director, Human Resources, a recommendation from the Departmental Appointments and Promotions Advisory Committee that the employee should be confirmed.
- (c) Where the Departmental Appointments and Promotions Advisory Committee finds the performance of an employee due for confirmation to be unsatisfactory, the head shall so inform both the appointing authority and the employee in writing and indicate clearly the recommendation of the committee.
- (d) After a year of continuous service, an employee at the rank of Assistant Lecturer shall be eligible for confirmation in the University service provided he/she has registered for a PhD degree programme in addition to satisfactory progress.
- (e) Confirmation in all cases must be processed within the probationary period of an employee. In the event that this is not done and the probationary period expires, the employee shall be entitled to have their confirmation **back dated** to the date it was first due.
- (f) Heads of unit who fail to process confirmations of employees within the probationary period shall face disciplinary action as shall be determined by the Appointing Authority.

SECTION 3: REMUNERATION

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

3.1 Salary

- a) 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.
- b) For full time employees salary is payable into the employee's salary bank account at the end of every month. (*See salary scales at Appendix 3*).
- c) Part time employees shall be paid an hourly rate as determined by Council from time to time to a maximum of 20 hours per month. The salary of a part-time employee and the transport refund shall be paid upon submission of a duly filled and signed claim form through the Head of Department.

3.2 Allowances

Some allowances shall form part of the consolidated salary for some categories of staff as indicated in their appointment letters.

The rest of the allowances shall be as indicated below **and are payable subject to availability of funds as authorised and budgeted for:**

- a) **Acting allowance**

Refer to section 2, sub section 2.6.4.2 (c) (iii)

b) Air time allowance

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

c) Extra Load allowance

i. Extra load allowance shall be payable to an employee who has obtained **prior authority from the Director, Human Resources** to work beyond the recommended minimum hours to cover work assigned to them in excess of the normal work load.

ii. For administrative units the recommendation shall be given by the Head of Department and for academic units the recommendation shall be given by the Dean/Director.

d) Supervision allowance

Supervision allowance shall be payable to employees in respect of supervision of research work by postgraduate students.

e) Baggage allowance

Baggage allowance shall be payable to an employee:

i. On First appointment

ii. Return from studies abroad (*refer to the Human Resource Development policy*)

iii. Upon retirement

f) Deanship/Directorship allowance

Deanship/Directorship allowance shall be payable to Deans/Directors on a monthly basis as approved by Council from time to time.

g) Fuel allowance

Fuel allowance shall be payable to senior staff to cover home to office fuel expenses and forms part of the consolidated salary.

h) Head of Department allowance

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

i) Honorarium

Honorarium shall be payment to an individual who has rendered services of a special nature to the University but not on a pre-determined basis.

j) Hospitality allowance

Hospitality allowance shall be payable to members of top Management, Deans/Directors for entertainment of official guests at a rate that shall be determined by Council from time to time.

k) Lunch allowance

Lunch allowance shall be payable to an employee serving in a key position which necessitates staying in office during lunch hours.

Secretaries in Top Management offices and any other staff called upon to work during lunch hours shall qualify for lunch allowance.

l) Mileage

Mileage shall be payable at a rate determined by Council from time to time to officers who may be authorised to use their personal motor vehicles to carry out University work.

m) Out of Pocket allowance

Out of pocket allowance shall be payable to cover miscellaneous expenses where official travel is fully sponsored. *(Also refer to Section 13.2(b))*

n) Overtime allowance (Support Staff)

Over time allowance shall be payment only to employees on salary scales M-A to M-P who work beyond the gazetted working hours upon recommendation by the immediate supervisor to the Director Human Resources.

o) Responsibility allowance

Responsibility allowance shall be payable to specified categories of employees to cover expenses related to their responsibility burden and it shall form part of the consolidated salary.

p) Day Travel/Safari day allowance

Day travel (Safari day) allowance shall be payable to an employee on official duty, off station for a period exceeding six hours but not amounting to one night. *(Refer also to Section 13.5)*

q) Sitting Allowance

Sitting allowance shall be payable to specified persons who attend specified meetings of the University at a rate as determined by Council from time to time.

r) Per diem /Subsistence allowance

Per diem shall be payable to an employee who will be required to travel on duty away from their duty station for at least a night *(Refer also to Section 13.2(a))*

s) Telephone allowance

Telephone allowance shall be payable to specified categories of employees to cover official telephone expenses and shall form part of the consolidated salary.

t) Transport on first Appointment

Refer to Section 13.6

u) Transport on Retirement

Refer to Section 13.6

v) Inland Travel allowance

a) Inland Travel allowance shall be payable to an employee to meet transport costs in respect of official inland travel both within and outside Uganda.

b) It shall be determined according to distance.

c) Staff shall be eligible for additional allowance in respect of children aged below four years.

w) Transit allowance

Transit allowance shall be payable to an employee to cater for incidental travel expenses at airports at a rate to be determined by Council from time to time. *(Also refer to Section 13.3)*

x) Top Up allowance

Top up allowance shall be payable to an employee to supplement salary based on the salary scale as shall be determined by Council from time to time.

y) Warm Clothing allowance

Warm clothing allowance shall be payable to an employee on official travel to a temperate zone to cater for warm clothing needs. *(Also refer to Section 13.4)*

SECTION 4: WORKING HOURS

4.1 Academic Staff

- a) The minimum and maximum teaching load is 10 and 12 contact hours per week, respectively.
- b) A contact hour shall be equivalent to one hour of lecture/tutorial/clinical or two hours of practical/fieldwork abbreviated as: LH-Lecture Hour, TH -Tutorial Hour, PH-Practical Hour, CH-Clinical Hour, and CU-Course Units.
- c) Teaching refers to the preparation one makes, the actual imparting of knowledge to learners and evaluating their performance. It involves activities such as: drawing course outlines, presenting knowledge to learners through lectures and other forms of teaching, setting and marking coursework assignments and examinations, supervising students as well as counselling and guiding them.
- d) Provision (a) above notwithstanding, a teaching load lower than ten hours a week may be granted under special circumstances mutually agreed with the relevant Committee of the Faculty for such reasons as studentship, supervising graduate students, special duties, illness, etc.
- e) Subject to sections 4.1 (a) & (c) above and **flexibility as duty may demand**, the normal working day for academic staff shall be from **Monday to Sunday**.

4.2 Administrative and Support staff

- a) The maximum working hours for an employee shall be forty eight hours per week subject to sections 4.2 (b) and (c) below.
- b) The minimum working hours per week shall be forty hours.
- c) Subject to provisions in sections 4.2 (a, b and e) and to **flexibility as duty may demand for some categories of staff**, the normal working time for an employee shall be **at least eight (8) hours per day from Monday to Friday** as follows:

Morning: 8:00 am to 1.00 pm Afternoon: 2:00 pm to 5:00 pm.
- d) Excess hours worked shall be compensated as provided for in 3.2 (c and n) and 4.2 (h).
- e) Hours of work shall not, except as provided for in section 4.2 (d) above, exceed ten hours per day or fifty six hours per week.
- f) Where persons are employed in shifts, it shall be permissible to employ persons in excess of ten hours in any one day or forty eight hours in any one week, where the average number of hours over a period of three weeks exceeds neither ten hours per day, nor fifty six hours per week.
- g) A one-hour lunch break shall be granted each day to the employee.
- h) Where hours in excess of eight hours per day or forty eight hours per week are worked, they shall, in the absence of a written agreement to the contrary, be remunerated at the minimum rate of **one and a half times** of the normal hourly rate, if the over time is on the normal working days and at **two times** the hourly rate where the overtime is worked on gazetted Public holidays.

4.3 Special duty

Employees on special duty shall have special working schedules suitable for the type of duty.

4.4 Attendance Register

All administrative units in the University are required to maintain an attendance register to keep track of the reporting and departure time of staff. The head of unit shall monitor, evaluate and follow up on the employees records on the attendance register.

4.5 Absence from duty

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

4.6 Public holidays (subject to changes by the government)

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

SECTION 5: CONDUCT

5.1 General Code of Behaviour

Code of behaviour shall refer to the employee's conduct, relationship with others and professional behaviour during one's employment. An employee shall be guided (among others) by the following code of behaviour breach of which shall constitute sufficient grounds for disciplinary action against such employee.

- a) An employee shall act at all times in a reasonable and responsible manner.
- b) An employee shall always comply with the laws of Uganda as well as the University's prescribed policies rules, standing instructions and procedures.

- c) An employee shall at all times be rated and recognized primarily on the basis of integrity, punctuality, diligence, competency, efficiency, effectiveness and personal conduct.
- d) An employee shall at all times exercise courtesy towards other persons, civility, self control and confidentiality.
- e) 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.
- f) 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.
- g) An employee shall not be engaged in any activity involving conflict of interest between the employee and the University.
- h) The University shall have zero tolerance towards corruption, fraud, discrimination, and abuse of office.
- i) An employee shall not commit the University unless with express authority of the Vice-Chancellor as provided for in the *Universities and other Tertiary Institutions Act, 2001* (as amended.)
- j) Neat and decent personal appearance shall be expected of each employee at all times.
- k) Managers and supervisors shall exercise restraint and fairness in the treatment of employees under them at all times in all matters.
- l) The University shall exercise **zero tolerance** to insubordination exhibited by any employee.

5.2 Representation of Makerere University

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

5.3 Professional Code of Conduct

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

5.4 Spouse and Family Relationships

- a) The University shall not to employ both wife and husband or family member in the same department except in professional areas like research, academic departments or in a specialized unit.
- b) 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.

5.5 Time Management and Execution of Duties

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

5.6 Management of University Property

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.

Proven misuse of or damage to University property shall constitute grounds for disciplinary action.

5.7 Misconduct

Offences such as the following when committed shall constitute misconduct which attracts disciplinary action.

1. Drunkenness on duty;
2. Consumption of illegal drugs;
3. Wilful insubordination or disobedience and refusal to take lawful orders;
4. Refusal, negligence or omitting to perform one's official duties and/or discharge official responsibilities duly assigned;
5. Incompetence or inefficiency in the performance of prescribed duties;
6. Persistent late coming and/ or absence from duty without permission;
7. Use of abusive or insulting language or behaviour or assault;
8. Acts or omissions that are prejudicial to the proper performance of duties or the University's image or status, whether within or outside the University;
9. Misuse of or damage to University property;
10. Slander;
11. Tendencies of discrimination;
12. Forgery, falsifying or presenting false documents and/or records for the purposes of disseminating wrong information, obtaining money or reward or favour;
13. Abscondment from duty;
14. Breaching or contravening the University's prescribed operating rules, regulations and procedures likely to cause financial loss or damage of University property;
15. Persistent failure or negligence of a Head to enforce discipline or follow prescribed University rules, procedures and standing instruction;
16. Theft, fraud, or embezzlement of University's funds and property;
17. Unauthorized access or removal, alteration, mutilation or destruction of University documents, records, or information;
18. Taking part in an illegal strike;
19. Acts likely to endanger the safety or life of or which may result in injury to another person, including gross negligence or misconduct, violence or fighting;
20. Soliciting or accepting bribes; and
21. Plagiarism and;
22. Non adherence to any other University policies

5.8 Gross Misconduct

Any of the above offences may be construed as gross misconduct by the appointing authority depending on the circumstances and gravity of the offence.

5.9 Disciplinary Measures

There shall be four principle forms of disciplinary measures namely: warning, suspension, termination and dismissal depending on the gravity of the offence. **The appointing authority shall exercise its**

discretion to impose disciplinary measures upon an employee for misconduct as it may consider appropriate.

a) Warning

There shall be two types of warning.

- i. **Verbal warning** shall be given once to a first time offender deemed to have committed light offence.
- ii. **Written warning** shall be given where an employee fails to correct his/her behaviour or commits another offence after being given a verbal warning. A written warning shall specify:
 1. The identified deficiencies or inadequacies and improvements required;
 2. Any recommendations to assist the employee reform
 3. The period within which an employee must show improvement beyond which subsequent disciplinary action shall be taken.
- iii. A second written warning shall be served as the **final warning** and shall be given where an employee has failed to achieve the improvement required within the given period.

b) Suspension

The power to suspend services of an employee shall be vested in the Vice – Chancellor or the appointing authority.

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

c) Termination

The power to terminate the services of an employee shall be vested in the appointing authority.

- i. The appointing authority shall terminate an employee's employment contract with or without notice should it believe that the continued employment of such a person would prejudice or affect other employees' performance or compromise the University's interest.
- ii. Termination shall be with benefits as the appointing authority shall decide.

d) Dismissal

The power to dismiss an employee shall be vested in the Appointing Authority.

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

5.10 Grievance Procedure

- a) An employee with a grievance shall present it to the Head of Section or Department in writing for resolution.
- b) Where the head of department or section fails to resolve the grievance, such grievance shall be referred to the Director Human Resources who shall after consultations with the relevant head of department or section and the workers UNION where applicable, handle the grievance and conclude it or forward it to **an ad hoc grievance committee** constituted and chaired by the Deputy Vice-Chancellor (Finance and Administration) with a membership of not less than five (5)
- c) An employee has a grievance with the Director, Human Resources, shall present such grievance in writing to the DVC (F & A)
- d) Any grievance which cannot be resolved by the ad hoc committee in (b) above shall be referred to the Staff Tribunal within fourteen (14) days after the decision by the Committee.

5.11 Employees facing Criminal Charges

- a) Where criminal proceedings are instituted against an employee in any court of law, no proceedings for his or her dismissal upon any grounds involved in the criminal charge shall be taken or proceeded with until the conclusion of the criminal proceedings and the determination of any appeal there from.
- b) Nothing in this regulation shall be construed as prohibiting or restricting the Appointing Authority or its delegate, the power to suspend such an employee.
- c) 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.
- d) Any employee convicted of a criminal offence shall be deemed to have been **summarily dismissed**. However, where an employee is acquitted the University shall refund the employee concerned any salary lost during the suspension.

5.12 Gender and Sexual Harassment (*refer also to Sexual Harassment Policy*)

In line with the Constitution of the Republic of Uganda that guarantees all Ugandans equality, dignity and non-discrimination, Makerere University reaffirms its policy of **zero-tolerance to sexual harassment** and is committed to creating an environment that respects and protects the rights of all its members, male and female.

This policy applies to all students and employees of Makerere University as well as to others who participate in Makerere programmes, activities and employment in both on-and off-campus settings.

5.13 Discrimination

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

5.14 Right of Appeal

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

SECTION 6: PROMOTION

6.1 Academic Staff

a) Policy Objectives

- i. To promote Academic Staff whose performance demonstrates particular merit in teaching (and related duties) including student supervision, research, scholarship and creative activity, administration, service and leadership in the University and professional practice including service to the community;
- ii. To provide a fair and equitable method of assessment so as to encourage a diverse range of applicants to get appointed and promoted.
- iii. To enable flexibility in assessment in order that the various ways in which staff contribute to achievement of the University's vision can be rewarded on the basis of consistently applied standards.

b) PhD Requirement as a Prerequisite for Promotion/Appointment to Lecturer Position

The qualification of PhD for Lecturer position shall be applied for appointment and promotion to all positions and disciplines Applicants who **hold a third class (pass) bachelors degree plus a PhD degree** are eligible for appointment to the position of lecturer since the PhD qualification is an indicator of academic maturity.

c) Exemption to PhD requirement to Lecturer Position

- i. Scholars in Clinical disciplines are exempted from the requirement of a PhD qualification for promotional purposes. *A Clinical Scholar shall be defined as a holder of a first degree in a clinical discipline, for example, Human Medicine, Dentistry, Nursing, Speech Therapy, Pharmacy and his/her work is related to patient care.*
- ii. The definition of Clinical Scholar as stated above shall apply to the various categories as follows:
 - a) Teaching Assistant
A first degree in the relevant discipline
 - b) Assistant Lecturer
A first degree in a clinical discipline and having registered and successfully passed all the first year courses in a relevant Masters Degree Program
 - c) Lecturer
 - i) Clinical Scholar who holds a Masters degree in a clinical discipline shall be appointed to Lecturer position
 - ii) The promotion of a Clinician Scholar shall be based on achievements in research, refereed publications, textbooks, and, where appropriate, (found in dissertations and/or excellent

publications), professional practice and in teaching ability. Objective evidence of these could also be found in teaching awards or Fellowship awards.

d) Exempted Clinical Disciplines

The Exempted Clinical disciplines which are found in the College of Health Sciences shall include the following:- *Anaesthesia, ENT, Family Medicine or Community Practice, Internal Medicine, Microbiology, Obstetrics and Gynaecology, Paediatrics and Child Health, Surgery, Pathology, Ophthalmology, Orthopaedics, Dentistry, Nursing, Pharmacy and Public Health.*

e) Non-exempted Disciplines

The Basic Science Scholars who are found in the College of Health Sciences **shall not be exempted** and shall be required to obtain a PhD qualification before being appointed or promoted to lecturer position. For the avoidance of doubt the basic science disciplines shall include the following fields: - *Anatomy, Biochemistry, Physiology, Pharmacology, Medical Illustration and limited areas in Pharmacy like Pharmaceutical Chemistry or Mathematics.*

f) Margaret Trowel School of Industrial and Fine Arts (MTSIFA) Academic Staff

The appointment and promotions of MTSIFA staff shall be handled as follows:

- i) Academic Staff in the practice-based disciplines of Visual/Fine Art who were at Senior Lecturer level by 1st October 2000 when the University Council policy started to be implemented and who hold proven experience in research, publications/exhibitions and teaching, can be promoted without the requirement of a PhD degree.
- ii) The rest of the staff in Visual/Fine Art disciplines **shall not be exempted**. They shall be required to obtain a PhD before being appointed or promoted.

g) Multi-Tracks in Handling Promotions/Appointments

In recognition of varied capacity and knowledge creation among members of staff in the University, Makerere University shall use a flexible promotions and appointments criteria as follows:-

- (i) **Ordinary Track Promotion:** Shall require a number of publications plus a number of years of teaching in a position.
- (ii) **Fast Track Promotion:** Shall require at least **twice as many publications or exhibitions** as required on Ordinary Track minus the required number of years in teaching in particular position. A member of staff may invoke either track when they feel that they meet the required criteria or criterion.

h) Provision for New Entrants Track

- i) At least two of the following shall constitute evidence of pedagogical skills as defined under teaching experience
 - 1) Teaching
 - 2) Mentoring to a particular group of people
 - 3) Supervision of other staff, research team, consultancy team
 - 4) Team building
 - 5) Supervision of students
 - 6) Qualification in pedagogical skills
- ii) The period of publications shall be specified as follows:
 - a) **Senior Lecturer**

Eight (8) recognized publications in the area of specialisation and at least three (3) publications, within the last three years at the time of application

b) Associate Professor

Eleven (11) recognized publications in the areas of specialisation and at least four (4) new publications within the last three years at the time of application

c) Professor

Twenty one (21) recognized publications in the area of specialization and at least five (5) new publications in the last three years at the time of application

Table 1.1 NEW ENTRANTS REQUIREMENTS: (Provision for new entrants at all academic levels shall be as indicated in this table)

Post	Minimum Academic Qualifications	Years of Teaching	Publications	Supervision of Graduate Students to completion	Contribution to Community
Teaching Assistant	Bachelor's Degree with a First Class or Second Class –Upper Division Degree or the equivalent	Not required	Not required	Not required	Not required
Assistant Lecturer	Bachelor's Degree with a First Class or Second Class Upper Division or the equivalent and a Master's Degree or A First Degree in a Clinical Discipline and having registered and successfully passed all the first year courses in a relevant Masters Degree Programme.	Not required	Not required	Not required	Not required
Lecturer	PhD or Master's Degree in Clinical Sciences	Not required	Not required	Not required	Not required
Senior Lecturer	PhD or Master's degree in Clinical Sciences	Evidence of pedagogical skills	Eight (8) recognised publications in the area of specialisation and at least three (3) of the publications within the last three years at the time of application.	Not required	Required
Associate Professor	PhD or Master's degree in Clinical Sciences	Evidence of pedagogical skills.	Eleven (11) recognised publications in the area of specialisation and at least four (4) publications within the last three years at the time of application.	Not required	Required

Professor	PhD or Master's degree in Clinical Sciences.	Evidence of pedagogical skills.	Twenty one (21) recognised publications in the area of specialisation and at least five (5) new publications within the last three years at the time of application.	Not required	Required
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i) Provision for fast Track Promotions

The teaching experience required shall be as follows:

a) Senior Lecturer

Two years of actual teaching experience

b) Associate Professor

Five years of actual teaching experience and supervision of at least four (4) graduate students to completion. Applicants who have not supervised PhD students shall be required to supervise additional three (3) Master's students to completion.

c) Professor

Six years of actual teaching experience and supervision of at least six (6) graduate students to completion **one** of whom should be a PhD student. Applicants who have not supervised PhD students shall be required to supervise addition three (3) Master's students to completion.

- ii) The period when an applicant is not involved in teaching such as study leave, shall not count for purposes of teaching experience
- iii) The teaching experience shall be cumulative with effect from appointment to the rank of Lecturer
- iv) An applicant for promotion under the Fast Track provision shall be required to serve for a period of **one year** at each level before being considered for promotion to the next level

Table 1.2: PROVISIONS FOR FAST TRACK PROMOTIONS (*The promotion to the various academic positions under the Fast Track option is as indicated in the table below*)

Post	Minimum Academic Qualifications	Years of Teaching	Publications	Supervision of Graduate Students to completion	Contribution to Community
Lecturer	PhD or Master's Degree in a Clinical Discipline	Not required	Not required	Not required	Not required
Senior Lecturer	PhD or Master's Degree in a Clinical Discipline	Two Years of actual Teaching Experience and having served for a period of at least one year at the rank of Lecturer.	Five recognised publications in the area of specialisation since promotion to the rank of Lecturer	Supervision of at least 1(one) Graduate Students to completion	Required
Associate Professor	PhD or Master's Degree in a Clinical Discipline	Five Years of actual Teaching Experience and having served for a period of at least one year at the rank of senior Lecturer.	Six new recognised publications in the area of specialisation since last promotion to the rank of Senior Lecturer	Supervision of at least 2 (two) Graduate Students to completion since last promotion.	Required
Professor	PhD or Master's Degree in a Clinical Discipline	Six Years of actual Teaching Experience and having served for a period of at least one year at the rank of Associate Professor.	Ten new recognised publications since last promotion to the rank of Associate Professor.	Supervision of at least 3 (three) Graduate Students to completion since last promotion.	Required

j) Provision for Ordinary Track Promotion

Promotions to various academic positions under the Ordinary Track option shall be as indicated in the table below:

Table1.3 ORDINARY TRACK PROMOTION

Post	Minimum Academic Qualifications	Years of Teaching	Publications	Supervision of Graduate Students	Contribution to Community
Teaching Assistant	Bachelor's Degree with a First Class or Second Class Upper Division	Not required	Not required	Not required	Not required
Assistant Lecturer	Bachelor's Degree with a First Class, Upper or Master's Degree	Not required	Not required	Not required	Not required
Lecturer	PhD or Master's Degree in Clinical Sciences	Not required	Not required	Not required	Required
Senior Lecturer	PhD or Master's Degree in Clinical Sciences	Three Years of Teaching Experience	Three recognised publications in the area of specialisation. At least one of the publications should have been produced since appointment or promotion to the rank of Lecturer.	Supervision of at least two Graduate Student to completion	Required
Associate Professor	PhD or Master's Degree in Clinical Sciences	Eight Years of Teaching experience	Three new recognised publications in the area of specialisation since promotion to the rank of Senior Lecturer	Supervision of three Graduate Students to completion. At least 2 (two) Graduate Students to completion since last promotion.	Required
Professor	PhD or Master's Degree in Clinical Sciences	Ten Years of Teaching experience	Five new recognised publications since promotion to the rank of Associate Professor	Supervision of five Graduate Students to completion. At least 2 (two) Graduate Students to completion since last promotion.	Required

6.2 Research Staff

The University shall use the criteria indicated in table 1.4 to appoint research staff.

Table 1.4: Minimum Qualifications and Experience for Research Staff

Post	Terms of Service	Minimum Qualifications and Requirements	Area of Specialization
Director (M3)	Contract 5 Years Renewable once	PhD 1. A minimum of ten (10) years of proven research 2. A minimum of twelve (12) publications (of which eight (8) are in refereed Journals or Books and two (2) are books 3. Evidence of successful grant proposals 4. Ability to shoulder heavy administrative duties 5. Recognized service to the community. 6. Membership to Professional Organizations	Candidate may fall in any discipline within the wider university or fall within MISR's current areas of research. 1. Governance and Civil Society 2. Health 3. Education 4. Environment and Natural Resources 5. Micro and Macro Economics 6. Resettlement, Migration and Urbanization 7. Agriculture and Rural Development
Research Professor (M3)	Permanent	PhD 1. A minimum of ten (10) years of proven research 2. A minimum of twelve (12) new publications in refereed Journals and/or four (4) books. 3. Evidence of successful research grants proposals. 4. Recognized service to the community. 5. Membership to Professional Organizations.	Candidate must fall within any of the current areas of specialization: 1. Governance and Civil Society 2. Health 3. Education 4. Environment and Natural Resources 5. Micro and Macro Economics 6. Resettlement, Migration and Urbanization 7. Agriculture and Rural Development
Research Associate Professor (M4)	Permanent	PhD 1. A minimum of ten (10) years of proven research 2. A minimum of eight (8) new publications in refereed Journals and/or two books. 3. Evidence of successful research proposals 4. A significant contribution to the intellectual life in their area of specialization. 5. Recognized service to the community. 6. Membership to Professional Organizations.	Candidate must fall within any of the current areas of specialization: 1. Governance and civil society 2. Health 3. Education 4. Environment and Natural Resources 5. Micro and Macro Economics 6. Resettlement, Migration and Urbanization 7. Agriculture and Rural Development
Senior Research Fellows (M5)	5-Year Renewable Contract	PhD 1. A minimum of five (5) years of proven research. 2. A minimum of six (6) new publications in refereed Journals 3. Not less than ten (10) Research reports 4. Contribution to the intellectual life in the area of specialization	Candidate must fall within the current area of specialization 1. Governance and civil society 2. Health 3. Education 4. Environment and Natural Resources 5. Micro and Macro Economics 6. Resettlement, Migration and Urbanization 7. Agriculture and Rural Development
Research	5-Year	PhD	Candidate must fall within the current

Post	Terms of Service	Minimum Qualifications and Requirements	Area of Specialization
Fellow (M6)	Renewable Contract	<ol style="list-style-type: none"> 1. A minimum of three (3) years of proven research. 2. A minimum of three (3) refereed publications 3. At least two (2) research reports 	<p>area of specialization</p> <ol style="list-style-type: none"> 1. Governance and civil society 2. Health 3. Education 4. Environment and Natural Resources 5. Micro and Macro Economics 6. Resettlement, Migration and Urbanization 7. Agriculture and Rural Development
Graduate Fellow (M7)	5-Year Renewable Contract	Masters Degree (Coursework and Dissertation), Bachelors Second Class-Upper Division or its equivalent	Candidate must fall within any area of specialization in Humanities and/or Social Sciences
Research Secretary (M4)	Permanent	<p>PhD</p> <ol style="list-style-type: none"> 1. A minimum of ten (10) years of proven research. 2. A minimum of six (6) publications in refereed Journal(s) 3. Proven work experience of public relations activities. 4. Evidence of previous administrative work experience and skills. 	<p>Candidate must fall within the current area of specialization</p> <ol style="list-style-type: none"> 1. Governance and civil society 2. Health 3. Education 4. Environment and Natural Resources 5. Micro and Macro Economics 6. Resettlement, Migration and Urbanization 7. Agriculture and rural Development

6.3 Library staff

The University shall have two cadres of Library staff namely Academic and Administrative Library staff.

a) Academic Library Staff

The **Academic Librarians** shall be expected to conduct research, publish, and carry out other academic activities as a contribution to the academic growth of the University.

i. Promotion and Appointment Criteria

This shall be composed of the following elements:

1. Academic and professional qualifications
2. Publications
3. Professional Library work/ Professional Practice.
4. Research
5. Information Literacy Instructions and Innovations
6. Other Academic Activities (Conferences/seminars attended and papers presented, lecturing, editors of periodicals, developing Library/Information courses, supervision of students, etc.)
7. Service to the University and the Community
8. Membership to Professional Bodies
9. Conduct

ii. Promotional Interval

1. No member of staff shall be promoted while on probation.
2. Staff serving on probation shall be eligible for confirmation after **6 months** of service. Confirmation in the University Service shall be based on favourable appraisal reports from the Supervisor.
3. Staff shall be eligible for promotion after they have served in the lower grade for a period of not less than **three** years.

iii. Promotional outlet

As is the case with other academic staff in the Faculties/Schools/Institutes, promotion of Library academic staff shall not be limited to available established posts. The main consideration for the promotion of any member of staff from one scale to another, i.e. between M6 – M4 scales, shall take into account the satisfaction of the academic professional qualifications, professional proficiency or ability, research, publications and other requirements for the higher position.

iv. Comparison with the teaching academics

Except for the two areas of Teaching and Supervision of Graduate students, which have been substituted with Professional Library work and Information Literacy Instructions, **the rest of the elements for the Library Promotional criteria are exactly the same as those of the teaching academics.** In addition, some Librarians teach various University courses/programmes and carry out various other academic activities.

v. Promotion of Academic Librarians

The promotion of Academic Librarian I (M6) to Senior Librarian equivalent to Senior Lecturer (M5) and then to Deputy University Librarian/Associate Library Professor (M4) should be based on the academic/scholarly activities carried out by Librarians.

The requirement of a PhD, as it is the case for teaching academics, shall apply to Librarians' promotion starting from Senior Librarian position. This is because the Librarian I position combines the Assistant lecturer and Lecturer positions.

The Librarian 1 position is responsible for handling routine library tasks and duties, which do not require a PhD. Promotion to the position of Librarian 1(M6) requires a Master's degree in LIS¹, some research and professional library work experience shall suffice.

An administrative Librarian who attains a PhD in Library and Information Science focusing on a topic relevant to Makerere University library work shall be allowed to change from administrative to academic terms.

vi. Promotion to/Appointment at M7

The promotion/appointment and promotion of Academic Librarian II (M7) shall follow the existing guidelines governing the promotion appointment of other academic staff at M7.

The promotion and appointment of administrative Librarian II (M7) shall follow the guidelines governing the appointment of other administrative staff at M7.

vii) The Position of University Librarian

- a) The position shall be externally advertised, when it falls vacant or is due to fall vacant and the incumbent is not eligible for or does not merit re-appointment.
- b) The University Librarian shall have a PhD in LIS. He/she shall have served for at least 12 years in an academic library environment, 3 of which at a managerial level. He/she shall have mentored LIS professionals by teaching or supervising their research work and/or setting up LIS units. Five (5) new publications/conference papers will be required.
- c) At the end of the contract of an incumbent, he/she may remain in the University Library service as a Library Professor

¹ LIS = Library and Information Science, which is restricted to Librarianship, Information studies, Publishing studies, Archives/Archival studies and Information Technology applicable to libraries.

Table 1.5: Promotion/Appointment of Academic Library Staff

Scale	Post	Minimum Academic Qualifications	Years of Professional Library Work	Publications	Information Literacy Instructions	Contribution to Community
M7	Librarian II Assist. Lib. I*	Bachelor's Degree with an Upper or First Class in BLIS		Not required	Not required	Not required
M 6	Librarian I Archivist	Masters degree in LIS	Three Years	Not required	Required	Required
M 5	Senior Librarian	PhD in LIS	Six Years	Three new recognised publications in the area of specialisation since last promotion	Required	Required
M 4	Associate Library Professor Chief Cataloguer	PhD (LIS)	Nine Years	Three new recognised publications in the area of specialisation since last promotion	Required	Required
M 3	Library Professor	PhD (LIS)	Ten Years	Five new recognised publications since last promotion	Required	Required
M 3	University Librarian/ Professor	PhD (LIS)	12 Years + managerial experience	Five new recognised publications since last promotion	Required	Required

b) Administrative Librarians

The promotion of Administrative Librarians shall follow the procedure as approved for promotion of administrative staff in the University. On the basis of the above measures, the University Council approved the new University Library structure for categorization of staff as academic and administrative and also the criteria for appointment, promotion and titles of Library staff.

Table 1.6 University Library Structure for Administrative Librarians

Position/Rank	Minimum Qualifications	Salary scale
Senior Librarian	MLIS 9 yrs exp.	M5
Librarian I System Administrator 1 Head Binder	MLIS MSc-CS MFA+ Bindery 6 yrs. Exp.	M6 M6 M6
Librarian II System Adm. II Assistant Binder Administrative Assistant	BLIS BSc-CS BFA B.Sc./ B.A 3 yrs exp. Age flexible	M7 M7 M7 M7
ICT Technician	Dip ICT	M10

6.4 Assessment Criteria

Refer to the policy document effective from 1st October 2009 (*"Policy on Appointment and Promotion of Academic Staff as Reviewed and Approved by the University Council"*) for the following assessment criteria:

- a) Points system criteria for academic staff appointment and promotion used at the Faculty/School/Institute/Departmental Level
- b) Criteria for scoring academic staff for appointments and promotion at the School of Industrial and Fine Arts
- c) Criteria for appointment and promotion – points system for research staff
- d) Weighting and point scoring system for the appointment and promotion criteria for academic library staff

6.5 Other Provisions

Other important provisions relating to appointment and promotion of academic staff are detailed in section 14 of the appointments and promotions policy document effective 1st October 2009 (*"Policy on Appointment and Promotion of Academic Staff as Reviewed and Approved by the University Council"*)

6.6 Scoring System for Post Retirement Contract Staff

The performance of staff who applies for contracts shall be appraised and scored based on the following:

i) Teaching ability 40%

- a) Involvement in teaching.....10
- b) Curriculum development.....10

c) Supervision of Graduate Students.....	10
d) Mentoring Junior staff.....	10
ii) Research and Publication 40%	
a) Involvement in Quality Research Programme. with credible research results which solve society's problems or and advance knowledge.....	20
b) Having an on-ground publication record in books or scholarly journals at least one in the last five years or contract period.....	20
iii) Service to University and Community 20%	
a) Participation in the democratic process of University Service such as Committee Membership.....	5
b) Quality Assurance Procedures of an Institution such as Appraisal, Vetting, Moderation, Editorial Board.....	10
c) Participation in community service e.g. External Boards, External bodies offering consultancy service.....	5
1. An academic staff member at the rank of Associate Professor shall be given a contract up to the age of 65 years broken into two (3,2) to allow for review with the first contract being 3 years and the second one 2 years;	
2. An academic staff member at the rank of Professor shall be given a contracts up to the age 70 years broken into three (4,4,2) for review with the first contract being 4 years, second contract being 4 years and third contract 2 years;	
3. Staff who are awarded contracts shall not block staffing positions to be filled by younger staff to allow for planned continuity of establishment; and	
4. Academic staff members who are on contract shall not be allowed to serve in administrative positions of Deans, Directors, Deputy Deans, Deputy Directors or Heads of Department in the University.	

6.7 External Vetting of Publication

Promotion to the ranks of Associate Professor and Professor shall take into account an external vetting process based on the following guidelines:

6.7.1 Scoring System for External Vetter

Assessors should be requested to submit the following information on each publication. Assessment of the publication in relation to:

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

6.7.1.2 For each aspect (a) to (e) above, a grade should be given as per the grading system shown below. A score of A (Excellent) should only be awarded when indicators in (a),(b)and (c) are highly regarded. For number (f) above (i.e. overall quality), the grade should reflect the average of numbers (a) to (e) above.

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

E	1	Very Poor
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Evaluation Form

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

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

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

.....

Assessors brief bio-data

Assessor's name:.....
 Name of Institution
 Academic Qualifications:.....
 Title:.....
 Signature.....

6.8 Promotion of Administrative Staff

- a) Procedure**
 - i. Each administrative department shall have a committee charged with the task of reviewing staff promotions for both administrative and support staff. The committee, made up of **three or four** members (preferably the most senior) chaired by the head of department shall meet to review the progress of each member of staff for promotional consideration.

- ii. Where a head of department is a candidate or where two or more members of the department are being considered or where the department has fewer members, the committee shall **co-opt members from a higher status committee**.
- iii. The committee shall make recommendations to the Appointments Board using the University guidelines for appointment or promotion as defined in 6.4 (b).
- iv. No member shall be recommended for promotion to a post more than one grade up the ladder.
- v. No employee shall be recommended for promotion until he/she has served in the lower grade for a minimum period of **three** years.

The Promotional Criteria

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

- i. Years of relevant experience
- ii. Academic/professional qualifications
- iii. Performance appraisal based on Annual Progress Reports.
- iv. Added advantage
- v. Conduct

c) Promotional interval

i. Probation

- 1. No employee shall be promoted while on probation.
- 2. An employee serving on probation shall be eligible for confirmation after six (6) months of service and promotion when appointed to a **new job category i.e. support to administrative shall be mandatory**
- 3. Confirmation in University service shall be based on favourable appraisal reports from the supervisor.

ii. Years of subsequent promotional interval

- 1. The promotional interval from one post to the next shall be 3-years except under special circumstances of outstanding performance.
- 2. Notwithstanding (i) above, the number of years of experience at a particular job grade may be waived by the appointing authority in cases where an employee has attained a higher qualification sufficient to enable him/her gain the minimum professional point score.

d) Supernumerary Promotion (personal to holder)

- i. In instances where an employee merits promotion due to **outstanding performance** and yet there is no vacant position at the next level, such an employee may be promoted on supernumerary basis or personal to holder basis.
- ii. Notwithstanding (i) above, supernumerary promotion shall only apply to positions below M.3.
- iii. Posts established to cater for supernumerary promotion shall be **personal-to-holder**.

e) Promotion across job categories

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

6.9 Promotion of Support Staff

a) Application Procedure

An employee seeking promotion shall make an official application for the promotion to the Director – Human Resource through both the immediate supervisor and the head of department.

b) Consideration of the Application

- i. The Appointments and Promotions Committee of the department shall consider the application subjecting it to the assessment criteria in 6.4 (b).
- ii. The minimum score to merit promotion under the criteria shall be 60 points out of 100.
- iii. All the applications for promotion shall be forwarded to the appointing authority by the head of department together with appropriate recommendations contained in Minutes of the Departmental Appointments and Promotions Advisory Committee.
- iv. The appointing authority shall make the final decision depending on the availability of a vacancy.

c) Promotional Interval

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

6.10 Re-designation

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

SECTION 7: WELFARE AND BENEFITS

7.1 Medical Care

- a) The University shall subscribe to a suitable Medical Scheme or any other scheme as approved by Council to which both the University and the employee shall contribute.
- b) The ratio of contribution between the University and the employee shall be determined by Council from time to time.
- c) HIV/ AIDS: (*Refer to Council policy on HIV/ AIDS*).

7.2 Travel Insurance

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

7.3 Risks and Hazards Insurance

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

7.4 Housing

- a) The University shall give a housing allowance for its full-time employees except for casual employees. Where an employee is allocated a housing unit, such allowance shall be forfeited in lieu.
- b) The allocation of housing units to employees shall be done by the DVC (F&A) on the recommendation of the Housing Allocation Committees.
- c) An employee allocated a house shall not sub-let the house.
- d) An employee absent on approved leave shall only retain the housing unit for the duration of the approved leave.
- e) Where an employee fails to report back for duty at the end of the study leave/ period without permission of extension of study leave, the housing unit shall be withdrawn within four weeks.
- f) The University shall endeavour to maintain its houses in a reasonable state of repair and decoration.
- g) Tenants shall be held financially responsible for dilapidation beyond fair wear and tear.
- h) No alterations to structure or fixtures shall be made without the approval of the Housing Sub-Committee.

7.5 Salary Loans

- a) 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.
- b) 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 other University regulations.
- c) An employee who is a student on study leave shall not be eligible for a salary loan since it would amount to a double loan.
- d) The University shall only recommend and **not act as a guarantor** for salary loans.

7.6 Recreational Facilities

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

7.7 Counselling services

Counselling services are available to employees, their spouses and registered children under 18-years who may need such services at the University Counselling Centre.

7.8 Spiritual Services

The University shall recognise and respect freedom of worship. It has two Chapels (St. Francis for Anglicans; St. Augustine for Roman Catholics) and a Mosque.

7.9 Financial Services

Employees' Cooperative Saving Schemes

There are two schemes which employees may voluntarily join where they can save and borrow money.

- (i) Makerere University Employees Cooperative Scheme (Senate Building, Level 4)
- (ii) Makerere University Registrar's Cooperative Scheme (Senate Building, Room 511/512)

SECTION 8: LEAVE

8.1 Annual Leave

- a) Every employee shall be entitled to go for annual leave with full pay, in accordance with the various leave entitlements as approved from time to time by Council.
- b) An employee shall apply for annual leave on a prescribed Annual Leave Form (see appendix 9)
- c) An employee shall not proceed for leave until approval has been obtained in writing.
- d) The annual leave for the various categories of staff is as follows:
 - i. Employees within salary scale M 1 –M 1530 Working days
 - ii. Employees within salary scale MA – P18 Working days
- (e) In compelling circumstances, days off may be granted against leave.
- (f) Leave not taken when due shall be forfeited except where permission to defer such leave has been granted by the Director of Human Resources on the recommendation of the Head of Department.
- (g) Annual leave shall not be accumulated in excess of 60 (sixty) working days.
- (h) Every employee shall be required to take leave in full unless recalled or rescheduled.
- (i) Where an employee is recalled from leave prematurely, the remainder of the leave shall be deferred, and the University shall meet the travel expenses for returning to duty and going back.
- (j) Where an employee fails to resume duty upon expiry of leave, such employee shall be regarded as being absent from duty without permission and therefore liable for disciplinary action.
- (k) Where such absence exceeds ten (10) working days without written notification and permission of absence, such employee shall be deemed to have absconded from duty.
- (l) The period an employee is on suspension, study leave or sabbatical leave shall not earn Annual Leave.

8.2 Leave Schedules

- a) It is the responsibility of the Head of Department to schedule leave for all employees in the department.
- b) Every department shall have a **leave roster** at the beginning of each calendar year a copy of which shall be availed to the Director of Human Resources.
- c) In order to enable proper planning and processing, it is important that employees apply for leave, to their Heads of Department, at least two months in advance.

- d) Before departing for leave, all employees shall inform their Head of Department and provide addresses where they can be contacted if need arises.
- e) All employees proceeding on annual leave shall submit a comprehensive handover report to the satisfaction of the immediate supervisor

8.3 Sick Leave

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

8.4 Study Leave *(Refer to the Human Resource Development Policy Section 12.2.4)*

8.5 Maternity Leave

- a) Maternity leave shall be sixty (60) working days.
- b) Where a female employee is absent from her work or remains absent for a longer period as a result of illness, certified by a qualified medical practitioner, arising out of pregnancy or confinement and rendering her unfit for work, the provisions under sick leave shall apply.

8.6 Paternity Leave

This shall be the leave given to a male employee whose spouse has given birth and it shall be 4 (four) working days yearly.

8.7 Compulsory Leave

Compulsory leave shall be where an employee is sent on leave under any of the following circumstances:-

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

8.8 Sabbatical Leave *(Refer to the Human Resource Development policy Section 12.2.5)*

8.9 Compassionate Leave

- (a) At the discretion of the Director Human Resources, Compassionate Leave on full pay may be granted to an employee under special circumstances such as sickness/hospitalization/death of a spouse, biological/legal child, or parent. Such leave shall not exceed five (5) working days.

- (b) Compassionate Leave may be granted on **not** more than **two (2)** occasions in a year. Any deviation from this must be approved by the Director, Human Resource as circumstances may warrant. Any other additional days taken will be deducted from accrued annual leave.
- (c) Where the Head of Department notices that owing to advanced stages of pregnancy a female employee is clearly unable to carry out her duties in the University, the said employee shall be asked to take compassionate leave not exceeding 3 (three) days.

8.10 Special Leave

Special Leave shall be granted to an employee only by the Vice-Chancellor to carry out special duties beneficial to the University for a period **not exceeding three months**.

8.11 Public holidays:

Employees take leave on public holidays (*Refer to Section 4.6*)

SECTION 9: SECONDMENT AND CONSULTANCY

9.1 Secondment

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

a) Internal Secondment

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

b) External Secondment

i. Employee Received on Secondment

- 1. Such an employee shall serve for a specified period of time as agreed between Makerere University and the employee's parent employer.
- 2. Makerere University shall remunerate such an employee as shall be agreed upon between the two parties as long as such remuneration shall not amount to payment of double salary.
- 3. Such an employee shall not be entitled to terminal benefits as applicable to University employees on permanent or contract terms.

ii. Employee Given on Secondment

- 1. Such an employee shall serve the recipient organization for a period **not exceeding two years**.

2. The employee on secondment to another organization may continue drawing their basic salary from Makerere University but the allowances and other forms of remuneration shall be the responsibility of the recipient organization.
3. An employee on secondment shall draw a salary from either Makerere University or the organisation of secondment **but not both**
4. Upon expiry of the period of secondment, the employee shall return to their original position in Makerere University. In the event that such an employee does not return after the period of secondment without formal resignation, after ten consecutive working days such employee shall be deemed to have absconded.
5. The period of secondment shall NOT be treated by Makerere University as a break in service.

9.2 Consultancy

- (a) The University may be contracted to do consultancies and assign an employee to perform these duties. The University shall retain **at least 30%** of the remuneration of the contract.
- (b) Subject to the *University Intellectual Property Management Policy (2008)*, an employee, through the immediate supervisor may be permitted by the Deputy Vice-Chancellor (Finance & Administration), to do private consultancy work on condition that this does not prevent such employee from performing the University duties diligently.

SECTION 10: EMPLOYMENT RECORDS

10.1 Records Policy

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

10.2 Bio data Form

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

10.3 Personal Files

- (a) All records about an employee shall be kept on their personal file.
- (b) There shall be at least two sets of personal files; one kept and maintained in the Central Registry and the other kept and maintained at the Department/Unit.
- (c) An employee shall not access their personal file.

10.4 Records Management

All records are confidential and shall only be accessed upon express request to the Head, Records and Information.

10.5 Update of Record

- a) All requests for updating records shall be communicated to the Director, Human Resources as soon as need arises but in any case all employees shall be required to update their records after every five years.
- b) No requests for change of date of birth shall be considered.
- c) Falsification of records when discovered at whatever stage shall lead to disciplinary action, to the discretion of the appointing authority.

SECTION 11: PERFORMANCE MANAGEMENT

11.1 General Provisions

- a) Performance Management shall be a continuous process involving an agreement between employee and supervisor on performance targets in every unit for every employee, formulating strategies to achieve the targets, evaluation and review of performance and agreeing on new targets.
- b) It shall aim at improving the productivity and development of all University employees.
- c) Performance reports shall be the basis for determining performance gaps and training needs, promotion and other forms of rewards, review of job designs, and disciplinary action.
- d) Performance Management shall be very critical to the achievement of the individual targets and University objectives. The performance management cycle shall be as summarized in Table 1 below.

Table 1.7: The Performance Management Cycle

Months of the Performance Year	Performance Management Activity
1	Reviewing and Setting targets
2-5	Implementation (Phase I)
6	Mid-term review and adjustment of targets
7-10	Implementation (Phase II)
11	Appraisal
12	Feedback

11.2 Appraisal

- a) Appraisal shall be one of the key tools in performance management.
- b) It shall be transparent and participatory involving the employee, peers, supervisor and clients.
- c) Each employee shall be entitled to feedback of the appraisal from the immediate supervisor.
- d) All appraisal reports from immediate supervisors shall be submitted through the Heads of Department to the Director, Human Resources.
- e) On the basis of the appraisal reports the appointing authority or Director Human Resources shall take appropriate action, including but not limited to: promotion, training, retirement, transfer, recognition, special awards, disciplinary proceedings, etc.

11.3 Appraisal Instruments

Appraisal shall be conducted using specifically designed instruments for each occupation category (refer to Appendices 5, 6, 7).

11.4 Appraisal Interval

Periodical appraisal reports shall constitute an essential record on every employee of the University and therefore all members of staff shall be appraised at least once a year but the supervisor may appraise an employee as and when necessary.

11.5 Participation

- a) Employees, supervisors, line managers, HR personnel and University Management shall be duty bound to participate in the appraisal process at their respective levels.
- b) An employee who fails to perform/play their role in the stipulated time shall face disciplinary measures.
- c) An employee with a grievance about the appraisal process shall present it to the Director Human Resources in writing.
- d) Where an employee has a grievance about the appraisal process that involves the Director, Human Resources, they shall present it in writing to the DVC (F & A).
- e) The Director, Human Resources, after consultation with the complainant's Head of Department/Unit shall handle the grievance and conclude it or present it to an ad-hoc Grievance Committee chaired by the Deputy Vice-Chancellor (F&A) with a membership of not less than five.

11.6 Recognition and Awards

- a) As a means of motivating employees, the University shall encourage units to exercise innovativeness in terms of developing and implementing appropriate schemes of staff recognition and awards.
- b) The Directorate of Human Resources shall coordinate the formulation of frameworks for determining excellence deserving recognition and awards across the different occupation categories.

SECTION 12: HUMAN RESOURCE DEVELOPMENT

12.1 Human Resources Development Policy

12.1.1 Preamble

The University is committed to:

- a) Promoting a culture of learning that nurtures and encourages continuous learning in the workplace;
- b) Ensuring that human resources are trained and developed in compliance with government regulatory requirements and as a strategy for skills' development and employment equity; and
- c) Use education and training, prudently and systematically, in motivating individuals into excelling while fulfilling their potential talents for the mutual benefit of the University and self.

12.1.2 Objectives of the Human Resources Development Policy

The objectives of the policy are to:

- a) Uphold the vision and mission, as well as foster values and commitments of the University.
- b) Ensure the integration and uniformity of all human resources development initiatives, practices and processes.
- c) Enhance employee job satisfaction, employability and advancement.
- d) Redress the imbalances in equity and equality resulting from the past, including but not limited to gender inequality.
- e) Make development opportunities accessible and available to all employees.
- f) Ensure a high level of legitimacy among all stakeholders.
- g) Ensure rational and optimal use of resources available for human resources development.

12.1.3 Principles of the Human Resources Development Policy

The following principles shall guide this Policy:

- a) Demand-driven;
- b) Value for money;
- c) Professionalism;
- d) Transparency; and
- e) Equity and equality.

12.1.4 Provisions of the Human Resources Development Policy

- a) An employee shall be entitled to attend academic, professional, and/ or work place skills training programmes and shall be allowed to attend/ take up development opportunities, wherever possible.
- b) Regulations shall provide the context and procedures for the different types of training in line with the University's Mission Statement.

- c) The identification, monitoring and provision of human resources development initiatives shall be based upon a framework for thorough training needs assessment using professionally recognized methods that are sensitive to women and men staff needs.
- d) The development needs of the University shall always take precedence over those of the individual employee.
- e) Each employee shall obtain permission to attend all and any type of training programme of any duration, irrespective of the source of funding; and, thereafter, maintain contact with the University Administration, during and after the training period.
- f) Beneficiaries of human resources development initiatives shall share the acquired knowledge with the University community within the framework as shall be stipulated in the Regulations from time to time.
- g) The opportunities and funds available for Human Resources Development programmes shall be approved by the University Council and communicated periodically to stakeholders.
- h) This Policy shall be implemented in line with the accompanying Regulations as well as relevant provisions in the University's policies and regulations as contained in the Human Resources Manual and other documents.
- i) The University's Human Resources Development priorities and the Regulations shall be reviewed, when need arises, through a consultative process with all stakeholders.

12.2 REGULATIONS

12.2.1. Priorities for Human Resources Development

(i) The Development Needs of the University and the Individual

- (a) The development needs of the University are derived from and intended to address the University's Mission and Strategic Objectives.
- (b) The development needs and priorities of the University shall take precedence over those of an employee, irrespective of the source of sponsorship.

(ii) Supporting employees in the context of a changing Information Technology (IT) environment

Given the impact of continuing change, the pace of development of the IT infrastructure in general, and the fact that most of the University's work has become computer dependant, there is need to support all employees in keeping abreast of IT developments as they affect their work.

(iii) Bolstering the work of academic and other managers (Management Development)

There are development needs to be met for top managers (academic and others), if current and future leadership potential is to be realised. There is also a definite and continuing need for appropriate forms of advice and support before, during and after becoming a head of Unit, Section, Department, Faculty (College), and indeed the Vice-Chancellor of the University. In particular, the needs of employees that are assuming management responsibilities for the first time, when they have had little time to prepare for an increasingly demanding management role, should be addressed.

(iv) Academic training and professional development of employees

The University shall support employees in Academic training and professional development with a view to improving their performance and output.

3. The professional development of researchers

Given the place of research in the mission and strategic focus of the University, there is need to ensure that employees involved in research, at different stages of their careers (post-doctoral through to principal investigator), are provided with appropriate advice to help them maximise their potential in each of these distinctive roles, and to help them manage each of these career transitions effectively.

The professional development of Administrative and Support staff

A disparity in existing levels of provision has been noted by stakeholders in the discussions to date, in that employees classified as manual, clerical, technical as well as administrative staff have tended to receive less direct support for their professional and career development, compared to other categories of employees in the University. This needs to be addressed.

Organizing and attendance of conferences and related activities

There is need to support employees in keeping abreast with developments in their discipline, profession or work. The University has always spent a significant amount of money on supporting employees who present papers or who fulfil some other formal role at conferences for this purpose. While this will clearly continue to be important, it is now appropriate, in an environment where total expenditure on human resource development activities will continue to be constrained, to examine more carefully the pattern and value for money that the development elements of this expenditure represent.

Supporting managers in addressing performance issues

As well as helping employees to adjust to various changes, there is also need to address the range of performance issues that can arise just after they are recruited, when they are inducted into their roles, or at later stages of their careers in the University. Where aspects of an employee's performance become an issue, managers and employees need to be supported in addressing the related performance issues appropriately. Procedures to manage individual employee performance difficulties shall be developed; and, human resources development support for the managers involved shall be key to their successful implementation.

Reviewing Training Priorities

The Human Resources Development priorities shall be periodically reviewed in light of changing circumstances. Some form of interim review will be useful, say after the first three years of implementation. If any major changes in circumstances require an immediate review of these priorities, then the matter shall be referred back to the Human Resource Development Committee(s) and stakeholders for consideration.

(x) The need for appraisal

Progress on a range of training and development matters will require an improved and more workable format for performance appraisal, so that more meaningful links can be established between departmental and individual objectives. Appraisals should be conducted annually. In order to achieve this, paperwork and administration involved should be simplified and the process should be followed up so that agreed actions are implemented. Momentum in this exercise will be gained and sustained where departments take a keen interest in appraisal of employees.

(xi) Equity and Equality of opportunity

All the above priorities will be influenced by an understanding of good practice in the area of equal opportunities; and, training and development providers in the University will have a key role to play in enabling employees to interpret, appreciate and apply the principles that have been established in this area in recent years.

12.2.2 ELIGIBILITY FOR TRAINING

(i) Academic Training Programmes

- a) An employee, confirmed in the University Service, shall be eligible to go for further training leading to academic qualification, subject to fulfilling the provisions of these guidelines.
- b) Except in special circumstances as determined by the Committee, an employee not yet confirmed in the University Service shall **ONLY** be eligible to go for further training after serving the University for **at least one academic year**; and where:
 1. The recommending Department/ Unit lacks sufficiently trained employees in a specified area of expertise;
 2. Efforts to recruit suitably trained employees have proved futile;
 3. An employee has secured a fully funded scholarship from a source outside the University;
or
 4. An employee is admitted to Makerere University **and he/ she continues to cover up to 20% of the normal work load**, while studying.
- c) An employee in category a) and b) above shall be permitted to go for training where the workload distribution in the Department/ Unit can be managed without recruiting additional employees.
- d) An employee on contract outside the training grades is not eligible for sponsorship to training that leads to academic qualifications or lasts for more than one month².
- e) An employee who obtains a higher qualification after training under provisions in b) above will first resume service under the original terms of appointment before applying for appointment on new terms, promotion or confirmation in service.
- f) Except in special circumstances as determined by the Committee, an employee who successfully completes a training programme lasting at least nine months shall be eligible for permission, and sponsorship where possible, to undertake another programme after serving the University for **the bonded period** as stipulated in the training agreement.
- g) Given the limited funding available for Human Resources Development; and, the profile of qualifications in the job market in Uganda, there shall be no support for an employee who wishes to obtain Certificates, Diplomas and Bachelors degrees, except in special circumstances as determined by the Committee.
- h) **Table 1.8** sets out the age limits for an employee who seeks study leave and/ or permission to register for an academic programme; and, the maximum period to be spent on training for academic qualification.
- i) An employee, not eligible for training under provisions 2.1 a) to h), but has relevance under 2.3a) – j) and would like to acquire additional qualifications through part – time, distance or evening study programmes, shall sign an agreement with the University stipulating what is expected of both parties.

² The training grades are: Teaching Assistant, Administrative Assistant and Assistant Lecturer

Table: 1.8 Permissible maximum age for an employee to commence training and permissible maximum period an employee shall spend on a training programme

Level of Academic Training	Maximum age permissible at the commencement of training (in years) ³		Period permissible for one to spend on a training programme (in years)	
	Female	Male	Minimum	Maximum
Postgraduate Diploma	40	35	1	2
Masters degree	40	35	2	3
Doctor of Philosophy	45 ⁴	40	3	5

(ii) Professional and Workplace Skills Training Programmes

All employees shall attend these programmes in line with:

- a) The identified training needs, personal development plans and Institutional succession framework;
- b) Recommendations from the Faculties/ Departments/ Units in collaboration with the Directorate of Human Resources to address particular and/ or profession-specific skills' or performance gaps;
- c) Senior Academic and Administrative employees appointed on contract in the M3 scale and above; as well as all employees appointed on contract after reaching the official retirement age, shall ONLY be eligible for this type of training during their tenure in office and not programmes leading to academic qualifications; and
- d) All other provisions of these guidelines.

(iii) Factors to be considered in identifying and/ or approving employees to be trained

The Human Resources Development Committees at the various levels, while considering applications for any form of training, shall take into account the following factors:

- a) Age of the applicant;
- b) Sex of the applicant;
- c) Availability and reliability of full or partial funding for training in a given period;
- d) The University's Human Resources Development priorities (*See Regulation 1 above*);
- e) Relative lack of expertise/ trained employees in a given area of specialty in the Department/Unit;
- f) The work load among employees in a Department vis-à-vis the number of employees already on study programmes;
- g) An employee's career development plan;
- h) Performance management reports about the applicant;

³ Recommendation is based upon the quality of human resources available in the local and regional job markets; and, the time available after training in which staff shall put the acquired skills to optimal use to the benefit of both the University and the individual employee.

⁴ A female employee may develop her career after handling family matters.

- i) Purpose of the training to be undertaken mutually agreed upon by the individual employee, the Department and the DHR; including but not limited to: career development, capacity building, strategic training for succession line up, gender balance or form of affirmative action (not necessarily in that order of priority).
- j) The projected effect of the training on the individual employee's performance at work.

12.2.3 PROCEDURE FOR HANDLING APPLICATIONS

12.2.3.1 Procedure of receiving and handling applications for full sponsorship

- a) An eligible employee shall complete the relevant application form and present it to the Departmental/ Unit's Human Resource Development Committee (HRDC) for consideration, irrespective of the source of funding.
- b) The **HRDC of the Department/ Unit** shall consider the applications; prioritise those recommended for further consideration and forward them to the Faculty's or Support Department's HRDC, accompanied with a covering letter and minutes signed by all members of the committee.
- c) The **HRDC of the Faculty, Institute or School** shall consider the applications, **prioritise** those recommended for further consideration and forward them to the Directorate of Human Resources.
- d) **The DHR** shall present the applications to the HRDC of Council for consideration.

12.2.3.2 Selection of Employees to be sponsored by the University

The selection process shall involve stakeholders at all stages in a transparent and participatory manner. In order to achieve this, the application/selection process shall be handled twice a year from January to March for staff who wish to join programmes that start during the months of July to December of the same year; and July to December for those who wish to join programmes during the months of January to June, the following year.

Table1.9: Cycle of processing applications for academic training

Month	Activity
January	<ol style="list-style-type: none"> 1. Applications from employees submitted to Departmental/ Unit HRDCs. 2. Departmental/ Unit's HRDC recommendations submitted to the next level.
February	<ol style="list-style-type: none"> 1. Consideration of applications at the Faculty, Institute or School HRDC and submission to the DHR.
March	<ol style="list-style-type: none"> 1. Meeting of the HRDCC to consider applications for sponsorship. 2. Publication of those selected to be sponsored.

12.2.4 PERMISSION FOR STUDY AND/ OR STUDY LEAVE

- a) An employee who intends to register for any type of training programme on full time basis shall apply for permission for study or study leave from the Vice-Chancellor, through the Head of Department, and Director, Human Resources, irrespective of the source of funding. Academic staff registered for Makerere study programmes shall be required to undertake some teaching workload in their respective departments as shall be reasonably determined by the head of department.
- b) Permission for study and/or study leave shall be granted where an employee provides proof of the source(s) of funding and satisfies the provisions of both the Human Resources Development Policy and the accompanying Regulations.
- c) The study leave granted shall not exceed the duration of the training programme as stipulated in the admission letter.
- d) Extension of study leave shall ONLY be granted to an employee where:
 - i. The Head of Department has made a positive recommendation;
 - ii. The cause of the failure to finish in time is deemed to have been inevitable;
 - iii. The applicant provides a satisfactory progress report from his or her supervisor; and
 - iv. One secures full funding to register for a PhD immediately after Master's Degree.
- e) Extension of study leave shall be considered after providing proof of the source(s) of funds to cover the extended period.
- f) An employee's permission to study and/ or study leave is valid only when he or she has duly completed and signed the bonding forms.
- g) An employee who proceeds for training without permission or registers for any form of training outside these Regulations does so illegally and shall be liable for disciplinary action, including but not limited to: suspension, termination or dismissal.

12.2.5 SABBATICAL LEAVE

(i) Eligibility

- (a) For one to be eligible to take sabbatical leave, an employee must:
 1. Be on permanent terms of employment at Makerere University;
 2. Have served at a level not less than a Senior Lecturer/ Senior Research Fellow/ Senior Librarian/ Senior Officer in the administration of the University at M5 and above, for a continuous service period of at least four years; and,
 3. Have served the University for at least four years since a previous Sabbatical or completely served out the bonded period after Study Leave.
- (b) For Departments/ units which have more than one eligible sabbatical leave candidate at a given period:
 1. The order of priority for taking the sabbatical leave shall be determined by the relevant Department/Unit;
 2. 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;
 3. 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

4. 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.

- (c) 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 organisations, the experience acquired during the period of absence from University shall be considered as a substitute for a sabbatical leave.

(ii) Procedure of applying for sabbatical leave

- (a) An employee applying for sabbatical leave shall submit his/her application to the Director, Human Resources, through one's Department and Faculty, for the approval of the Vice-Chancellor, a comprehensive and acceptable research programme or academic activity which shall be undertaken during that period.
- (b) An employee shall also submit to the Director, Human Resources, through one's respective Department and Faculty, for the approval of the Vice-Chancellor, details about the institution where one intends to spend the sabbatical leave period.
- (c) As far as possible, sabbatical leave shall be taken at a place most suitable for the employee's study/ research discipline.
- (d) An employee shall identify, confirm and provide evidence of (a) source(s) of funding when applying for the sabbatical leave.
- (e) An employee shall submit an activity report to the Vice-Chancellor through the Head of Department and Director, Human Resources, on completion of the sabbatical leave.

(iii) Duration

- (a) The duration of the sabbatical leave shall be one calendar year. Extensions of up to 3 months may be granted under very special circumstances.
- (b) 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.
- (c) Where, because of the high international travel costs, a Principal/ Dean/ Director/ Head of Department is unable to satisfy the piece-meal sabbatical arrangements as per 5.3.2 above, 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.

(iv) Sabbatical activities

- (a) While on sabbatical leave the employee shall focus his/her efforts on undertaking the following:
 1. Advancing frontiers of knowledge through research;

2. Processing of research data and publishing the results in the form of scholarly papers and/or books; and
 3. Consultancy work, where there is evidence of research involvement and benefit to both the University and the employee.
- (b) Disciplinary action shall be taken against an employee who deviates from the approved sabbatical leave activities.

(v) Financial Arrangements

- a) An employee who plans to take sabbatical leave may apply for funds from the Human Resources Development Fund or a Development Partner.
- b) 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.
- c) An employee who is paid a salary alongside research and living expenses by a Development Partner or host institution shall forgo salary from Makerere University for the duration of the sabbatical leave.

12.2.6. FINANCIAL SUPPORT

(i) Training Loan

- a) An employee proceeding for training, within or outside Uganda, on study leave or not, under the sponsorship of the University⁵ or a Development Partner, shall be deemed to have taken a study loan from the University equivalent to the full package of financial support (*see Provisions 6.3 – 6.13 below*).
- b) An employee who registers for further studies shall sign a bonding agreement in respect of that training, irrespective of the source of funding, type of study programme; and, whether one is on study leave or not.
- c) On completion of the training, an employee shall be required to work for the University for a period corresponding to the duration of training received before the loan is deemed to be paid back in full (See **Table 3** below).

Table 1.10: Summary of training periods and corresponding bonding periods

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

⁵ Sponsorship by the University refers to all University Council funds; irrespective of the level at which disbursement shall be authorised.

- d) When an employee leaves the University service before serving the period for which he/she is bonded, he/she shall be required to refund to the University the balance of the study loan plus interest, as shall be determined by the HRDCC, as summarized in the Table 4 below:

Table1.11: Percentage of Period Served after Training and the Corresponding Percentage of Training Costs to be refunded.

Percentage of Period Served by Staff after Training ⁶	Percentage to be Refunded by Staff to the University
0 – 20%	100%
21 – 40%	80%
41 – 60%	60%
61 – 80%	40%
81 – 99%	20%
100%	0%

- e) Since the training loan is mainly recoverable from terminal benefits; and, since loans from banks and other financial institutions are also recoverable from the same source, an employee on a study programme shall not be eligible for University secondment to the banks and other financial institutions for loans against the said terminal benefits.
- f) After the study period/leave, an employee may apply for a loan whose value is not more than all terminal benefits less the balance on the training loan.

(ii) Accountability

- a) All beneficiaries shall be required to fully account for all funds received from the University.
- b) Failure to do so shall attract disciplinary proceedings as stipulated in the University's Code of Conduct.

(iii) Salary

- a) The University shall pay salary to and remit benefits for an employee on study leave.
- b) Allowance that is work-related, such as Top-Up, **shall not** be paid to an employee during the study leave.
- c) Payment of salary and benefits to an employee shall stop where an employee fails either to submit reports **as stipulated in Section 8** (below) or to report back for duty at the end of the study leave.
- d) Disciplinary proceedings shall be instituted against an employee who absconds from University service during or after the end of study period and/ or leave, and the University shall recover all training costs plus salary and benefits paid to such an employee during the study period and/ or leave.

(iv) University Accommodation or Allowance in lieu

⁶ All types of training involve costs and funds shall be computed and recovered in respect of both Short Courses and Academic programmes.

- a) An employee occupying a University house will be allowed to retain it during the approved study leave.
- b) An employee who is entitled but is not housed by the University will continue receiving housing allowance during the approved study leave.
- c) Where an employee fails to report back for duty at the end of the study leave/ period, the housing unit shall be withdrawn within four weeks.

(v) Tuition and other Statutory Fees

- a) The University shall meet in part or in full, as shall be decided from time to time, such tuition and other statutory fees as levied by the Institutions or Universities or service providers in respect of an employee sponsored by the University to attend academic, professional or work place skills' training programmes.
- b) The University reserves the right to grant waiver of tuition fees in respect of an employee studying in any of the academic units at Makerere University.
- c) The University shall not accept responsibility, beyond what will have been approved, for each employee on training.
- d) In all cases where University funds have been paid to an Institution, the employee being trained shall submit full accountability to the Bursar through the Directorate of Human Resources.
- e) Failure to account for funds shall attract disciplinary measures, including but not limited to, recovery of funds from salary, suspension from University service and attachment of terminal benefits.

(vi) Stipend

- a) Stipend shall be paid to an employee on a training programme of more than four weeks' duration, at a venue located beyond at least 30 km outside Kampala.
- b) Stipend covers living costs such as: accommodation, feeding, laundry, transport between Institution and place of residence, etc.
- c) The HRDCC shall periodically determine the rate of stipend to be applied.
- d) An employee fully sponsored by a Development Partner shall not be eligible for stipend or other forms of support from the University.

(vii) Textbooks and Stationery Allowance

- a) The University shall contribute to textbooks and stationery allowance for staff directly sponsored by the University at a rate, as shall be approved by HRDCC.
- b) Payment of this allowance shall be made once to Masters Degree students; and twice to PhD students, in the first and second years only.

- c) From year three onwards, PhD candidates shall include textbook and stationery costs in the research budget.

(viii) Transport for Staff on Study Programmes

- a) An employee shall be provided with **one** return air ticket, except where one has to defend the thesis.
- b) A coupon of the ticket (or boarding pass in case of electronic tickets) and a photocopy of the passport pages with exit and entry stamps shall, in all cases, be submitted to the Bursar through the DHR and Head of Department as proof of travel.
- c) Costs of inland travel shall be met by the University Council.
- d) The Human Resources Development Fund shall not cover research expenses and attendance at graduation.

(ix) Per Diem

An employee who attends a full time short programme beyond at least 30 km outside Kampala for a period not exceeding four weeks shall be paid per diem, using the approved rate.

(x) Medical Insurance

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

(xi) Research Funds

Research funds are managed by the School of Graduate Studies to which applications should be made, through the Higher Degrees and Research Committee of the Faculty/ Institute/ School. (Website: www.makerere.ac.ug/graduateschool; E-mail: mupgs@muspgs.mak.ac.ug)

(xii) Co-sponsorship

- a) Subject to availability of funds, the University shall co-sponsor an employee where:
 - i) the other party allows for co-sponsorship;
 - ii) that other party offers partial funding of at least 50%; and
 - iii) that other party provides proof of their total itemised financial commitment for the entire study period.
- b) The University's financial commitment in respect of such an employee shall be worked out fully and documented for the entire study period before that employee embarks on the training programme.
- c) A funding agreement shall be signed between the University and the employee to that effect.

(xiii) Visa Fee, Transit Fee, Caution Money, & Warm Clothing Allowance

A lump sum shall be determined by Council to cater for these items.

12.2.7. SUPPORT TO EMPLOYEES IN RESPECT OF CONFERENCES & WORKSHOPS

- (a) The Directorate of Human Resources shall organise training to equip employees with skills that will enable them make effective presentations as well as organise and host conferences.
- (b) Faculties and Departments are encouraged to organise workshops, conferences and short courses to raise revenue.
- (c) 20% of the net revenue, from provision 7 b) above, shall be set aside to support staff who wish to present papers at national or international conferences and workshops with air travel, per diem and related expenses. This should improve productivity of staff.

12.2.8. REPORTS

(i) Departure for and Return from Study/ Study Leave

- a) An employee who obtains permission to study and/ or proceed on study leave, irrespective of the source of funding, shall register with the Directorate of Human Resources.
- b) Similarly, an employee who completes academic training, irrespective of the source of funding, shall report to the DHR for registration and debriefing.
- c) An employee who completes academic training, irrespective of the source of funding, shall be required to present his/her original and photocopy of the transcript and/ or certificate to the Directorate of Human Resources.
- d) An employee who completes academic training at any other institution other than Makerere, and irrespective of the source of funding, shall be required to submit **a hard and soft copy of the dissertation/ thesis** to the DHR within two weeks after reporting back to work, for depositing in the Library.
- e) An employee who fails to abide by the provisions a, b, c and d above, shall be liable for disciplinary action.

(ii) Work plan

- a) An employee, who registers for training leading to a qualification through research, shall be required to submit a detailed work plan to the Directorate of Human Resources within the first three months of the programme.
- b) Changes in the work plan shall be communicated to the Directorate of Human Resources with reasons and a supporting statement from the supervisor/ promoter.

(iii) Activity Report

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

- a) Work covered vis-à-vis work planned;
- b) Work to be covered in the next twelve months;
- c) Expected date of completion; and
- d) Opportunities and challenges expected during the next twelve months.

(iv) Progress report

An employee, on a training programme leading to a qualification, shall submit a progress report after every six months, written by his/her supervisors, but using the format approved by the School of Graduate Studies. Such reports shall be considered by an appropriate Sub-Committee, as shall be agreed by the Human Resources Development Committee (HRDCC), and recommendation made to the HRDCC about the quality and relevance of training and corresponding value for money.

(v) Evaluation report

An employee who registers for any form of training, of any length, whether qualification-awarding or not, shall submit an evaluation report at the end of the training, using the approved format of HRDCC.

12.2.9. Employee Performance During Training

(i) Good Performance

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

(ii) Failure

- a) An employee shall be deemed to have failed when he/she does not complete such a programme within the statutory maximum period, or fails to stick to the work plan with no substantial reason.
- b) An employee who fails shall be deemed to be incapable of providing leadership in his/her area/ discipline of speciality and shall have his/her services terminated.

12.3 STRUCTURES FOR IMPLEMENTING THE POLICY

12.3.1 The Individual Employee

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

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

12.3.2. The Departmental/Unit Human Resources Development Committee

(i) The Terms of Reference of the Committee shall be:

- a) Analyzing and identifying needs for HRD (per group and individual) by means of the performance management system and other appropriate means.
- b) Recommending Departmental/ Unit needs for HRD (for individuals or groups) to the HRDCC through the Faculty, Institute or School Committee.
- c) Develop a training plan on an annual basis, clearly spelling out the order of priority.
- d) Monitoring progress on learning programmes and supervising a structure for mentoring.
- e) Identifying and funding of learning and development interventions in line with the Training Policy and its Operational Guidelines.
- f) Keeping a record of the learning and development interventions undertaken, the beneficiaries and the costs involved.

(ii) Composition of HRD Committee at the Department/ Unit

The following will constitute Membership of the committee:

- a) Chairperson - Head of Department/ Unit;
- b) Two representatives of academic staff: one male, one female, for a term of two years renewable once;
- c) A representative of administrative staff, alternating between male and female after one of them completes a two-year term of office, renewable once;
- d) A representative of support staff, alternating between male and female after one of them completes a two-year term of office, renewable once;
- e) A representative from the Directorate of Human Resources; and
- f) Personal Secretary to the Head of Department – Secretary.

12.3.3 The Faculty/ Institute/ School Human Resources Development Committee

(i) The Terms of Reference of the Committee shall be:

- a) Coordinating the annual training needs analysis in the Faculty, Institute or School;
- b) Prioritizing and recommending eligible staff members to the HRD Committee of Council for further education, training or development;
- c) Managing the funds allocated for education, training or development of staff in the Faculty/Institute/School budget;
- d) Keeping a record of the learning and development interventions undertaken, the beneficiaries and costs involved in the Faculty, Institute or School; and
- e) Liaising with the DHR in the implementation of the training policy.

(ii) Composition of HRD Committee at the Faculty, Institute or School.

The following will constitute Membership of the committee:

- a) Chairperson – Dean or Director;
- b) Heads of Departments;
- c) Two representative of Academic Staff; one male, one female for a two-year term, renewable once;
- d) A representative of Administrative Staff, alternating between male and female after one of them completes a two-year term of office, renewable once;
- e) A representative of support staff, alternating between male and female after one of them completes a two-year term of office, renewable once;

- f) A representative from the Directorate of Human Resources; and
- g) Faculty Registrar – Secretary.

12.3.4 THE HUMAN RESOURCES DEVELOPMENT COMMITTEE OF COUNCIL (HRDCC)

(i) The Terms of Reference of the Committee shall be to:

- a) Recommend policy, procedures and strategies for the training and development of Staff in the University;
- b) Recommend to Council sources of funding for human resources training and development;
- c) Disburse funds that may be made available for the staff development programme;
- d) Recommend budgets receive and consider financial, evaluative and activity reports about human resources training and development activities in the University;
- e) Endorse the annual Career Development Plan (CDP) and Workplace Skills Plan (WSP) and Implementation Report;
- f) Submit to Council biannual reports showing the progress and future plans for Human Resources training and development in the University; and
- g) Perform such other Human Resources-related functions as may be delegated by Council.

(ii) Membership

- a) Chairperson - Vice-Chancellor.

Members:

- b) Deputy Vice-Chancellor - Academic Affairs;
- c) Deputy Vice-Chancellor - Finance & Administration;
- d) - e) Two Council Representatives;
- f) Government Chief Organization & Methods Officer – Ministry of Public Service;
- g) A representative from the Ministry of Education & Sports not on Council;
- h) One Academic Staff Representative on Council;
- i) One Senior Administrative Staff Representative;
- j) A representative of Deans/Directors of Academic units;
- k) One Senate Representative outside Council;
- l) Person with disability; and
- m) Convocation Representative outside Council.

Ex-Officio:

- n) Chairperson of Council;
- o) University Secretary;
- p) Academic Registrar; and
- q) Director, School of Graduate Studies.

Secretary:

- r) Director of Human Resources.

In Attendance:

- s) Director, Planning & Development Department;
- t) Dean of Students; and
- u) Bursar (as will be required).

12.3.5. THE DIRECTORATE OF HUMAN RESOURCES

One of the strategic objectives of the Directorate is to 'Develop and implement a Human Resources development policy which will address all the identified needs of the University employees in line with the University Mission'. The Directorate seeks to achieve this by:

- a) periodically reviewing the HRD strategies of the University in consultation with stakeholders;
- b) providing a needs assessment framework for workplace education and training;
- c) identifying, developing and communicating to all employees the training priorities for a given period;
- d) capturing and updating the skills inventory for all employees in the University;
- e) drawing up annual strategies for career and development initiatives for employees;
- f) facilitating institutional reaction to national HRD strategies and legislation;
- g) coordinating the establishment and implementation of a framework for knowledge management at the University;
- h) compiling and disseminating reports about the Human Resources Development activities within the University; and,
- i) liaising with other units of the University and all stakeholders in implementing the Human Resources Development Policy.

12.3.6. Implementation of these Regulations

- a) Meaningful implementation of these Regulations is primarily the responsibility of each and every employee of the University.
- b) The DHR shall coordinate the overall implementation and evaluation of the HRD Policy and the Regulations.
- c) The DHR shall oversee the activities of the key players as indicated in the structure for implementing the Human Resources Development Policy.
- d) The Regulations shall be reviewed when need arises through a consultative process with all stakeholders.

- e) Once approved, the Human Resources Development policy shall replace all other existing “training policies” as explained in the justification memorandum to Council.

SECTION 13: OFFICIAL TRAVEL

13.1 General provisions

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

- a) On initial appointment
- b) On official duty
- c) On retirement as stipulated in the rules and regulations
- d) On special assignments
- e) Any other forms of authorised travel

13.2 Per diem/subsistence allowance

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

13.3 Transit Allowance

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

13.4 Warm Clothing Allowance

- a) This shall be a sum of money payable to an employee on official trip to a temperate zone (temperate zone being any place 30° north and 30° south).
- b) The allowance shall be paid after **every 3 years** at a rate determined by Council from time to time.

13.5 Day Travel Allowance

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

13.6 Travel allowance on initial appointment or termination

- a) **Non residents**

- i. An allowance of up to US\$1,000 shall be paid in respect of passages between the “Home” as specified in the definition section and the University, plus permissible baggage charges as detailed in (ii) below.
- ii. Permissible baggage charges are any of the following in respect of personal effects (including, if desirable, a motor car), packing (including crates), collection; storage, delivery; insurance; freight; handling, dock charges and dues, but not customs dues.
- iii. The maximum University liability for any particular journey **on appointment or retirement/termination** shall be the cost of up to six persons economy class i.e. husband/wife and four children below eighteen (18) years of age.

b) Residents

- i. The University shall not be liable to incur any expenses on initial appointment of residents.
- ii. The maximum University liability for any particular journey **on retirement or termination** shall be provision of a **seven tonne lorry or the equivalent** of hiring one at the prevailing market rate to the employee’s home.

13.7 Authorization of Travel

- a) The Vice – Chancellor shall obtain permission to travel from the Chairperson of the University Council.
- b) The Vice - Chancellor shall authorise official and specific travel of the DVCs, Principals/Deans/ Directors and members of Management.
- c) The Director, Human Resources shall authorise official and specific travel of other employees through their relevant supervisors.
- d) An employee must personally ensure that necessary authorization is obtained before travel. In the event that the University has to bear the travel expenses of an employee’s dependant, the employee shall ensure that such travel has been authorized.
- e) The route for all authorized travel shall be the most economical and safe.
- f) All employees travelling by air shall use economy class except for those whose contracts or terms of service stipulate otherwise.
- g) An employee who resigns from service of the University shall not be entitled to payment of the return travel expenses for self or dependants
- h) The University shall not pay return travel expenses for a non resident employee, if without good reason, the employee has not travelled within three months from the date of termination of or retirement from service.
- i) An employee granted permission to travel shall submit a report about the trip and any necessary financial accountability upon return

13.8 Travel Insurance

For Travel Insurance see Section 7.2

SECTION 14: EMPLOYEE RELATIONS

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

14.1 The National Union of Educational Institutions (NUEI)

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

14.2 Makerere University Academic Staff Association (MUASA)

MUASA is the official recognized Association that represents the interests of the academic staff in accordance with section 68 & 93 (1) of the Universities and Other Tertiary Institutions Act of 2001 (as amended).

14.3 Makerere University Administrative Staff Association (MASA)

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

14.4 Dispute resolution

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

SECTION 15: EMPLOYEE SAFETY

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

15.1 Obligations of the University

The University shall provide:

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

15.2 Obligations of the Employee

The employee, while at work, shall:

- a) Take maximum precaution regarding their health and safety at work
- b) Cooperate with Management in complying with health and safety legal requirements

- c) Carry out lawful orders and obey all health and safety rules
- d) Report unsafe situations to the Supervisor or Head of Department
- e) Report all incidents that result in, or may have resulted in injury to the Supervisor or Head of Department

15.3 Compensation

- a) The University shall abide by the provisions of the Workers Compensation Act, 15 currently in force whose salient features for purposes of this manual are:
 - i. If the personal injury by accident arises out of and in the course of a worker's employment, the injured worker's employer shall be liable to pay compensation in accordance with this Act.
 - ii. The employer shall not be liable in respect of an injury which does not either-
 - 1. Result in permanent incapacity; or
 - 2. Incapacitate the worker for at least three consecutive days from earning full wages at the work at which he or she was employed.
 - iii. An act shall be deemed to be done out of and in course of employment when a worker acts to protect any person on the employer's premises whom the worker believes to be injured or imperilled, or when a worker acts to protect property on the employer's premises.
 - iv. Any personal injury by accident arising while the employee is travelling directly to or from his or her place of work for the purpose of employment shall be deemed to be an accident arising out of and in the course of his or her employment.
 - v. For the purposes of this section, it shall be for the employee who suffers injury by accident arising while travelling to or from his or her place of work to show that such travel was direct.
 - vi. Compensation shall be payable under this section whether or not the incapacity or death of the worker was due to the recklessness or negligence of the worker or otherwise.
 - vii. Any accident arising in the course of employment shall, unless the contrary is proved, be presumed to arise out of employment.
 - viii. Compensation in cases of permanent incapacity or death shall, in principle, be paid in the form of periodic payments; otherwise, they may be awarded in lump sums as provided under this Act.

SECTION 16: TERMINATION OF SERVICE

16.1 General Provisions

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
- d) Resignation
- e) Retirement
- f) Expiry of Contract
- g) Redundancy
- h) Persistent Absenteeism from work
- i) Professional and or ethical misconduct

- j) Gross negligence of duty
- k) Gross misconduct
- l) Upon conviction and sentence of a criminal case e.g., fraud, murder, rape, corruption, safety, forgery, defilement, malicious damage to property, assault and/or battery, etc.

16.2 Voluntary Termination

a) Resignation

- i. An employee may resign from office by giving a duly written and signed resignation notice.
- ii. All notices of resignations (other than the Vice-Chancellor and the Deputy Vice-Chancellors whose resignation notices shall be addressed to the Chancellor through the Chairperson of Council), shall be addressed to the Director, Human Resources **through their supervisors** and forwarded to the appointing authority for consideration and appropriate decision.
- iii. An employee shall not resign while under investigation or suspension.
- iv. The period of notice shall be three **(3) months** for Professors, Associate Professor, Deans, Directors, Senior Lecturers or equivalent and substantive heads of Department.
- v. For all other categories of employees, the required notice of resignation shall be **one (1) month** or payment in lieu of notice or as shall be indicated in their appointment letters.
- vi. The resignation of an employee shall not be accepted under the following circumstances:
 - 1. where an employee has not served the bonding period;
 - 2. where an employee has not fully handed over all University equipment/ property; or
 - 3. Where an employee is under investigation.
- vii. Acceptance/rejection of resignation shall be communicated to the employee before the expiry of the resignation notice.
- viii. 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.
- ix. Any employee who feels aggrieved by the outcome of (vi) may appeal to the University Staff Tribunal
- x. An employee whose resignation has been accepted by the appointing authority shall be entitled to terminal benefits as provided for under Section 18 of this manual less what may be due to the University and other parties.
- xi. An employee whose resignation has been rejected by the appointing authority for good cause but goes ahead to leave service shall be deemed to have absconded from duty.

(b) Early retirement

An employee who is 55 years and above and has been in the University service for at least 10-years, shall be eligible for retirement and entitled to terminal benefits as provided for in Section 18.

16.3 Termination by the Employer

a) Dismissal

The following shall be instances of offences punishable by dismissal from employment.

i. Abscondment

Absence from duty by an employee without permission for a continuous period of 10 working days shall amount to abscondment from duty. Such an employee shall be dismissed.

ii. Persistent absenteeism

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

iii. Removal for Good Cause

An employee shall be dismissed by the appointing authority on account of a grave offence or gross neglect of duty or for other causes as stipulated in Section 5. Removal for good cause shall follow the following procedure:

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

iv. Professional and or ethical misconduct

An employee shall be dismissed by the appointing authority on account of professional and or ethical misconduct.

v. Conviction in a court of law

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

vi. Any other offence considered grave by the appointing authority.

b) Retirement

Employees on permanent terms who attain the age of 60 shall be automatically retired. Services of the employees above 60 years of age may be re-engaged on contractual terms as follows:

- i. *Professors* may be employed on contractual terms up to the age of 70 depending on satisfactory performance and their health;
- ii. *Associate Professors* may be re-employed on contractual terms up to the age of 65 depending on satisfactory performance and good health; and
- iii. *Chief Technicians* may be re-employed up to the age of 65 depending on satisfactory performance and good health.

All retired staff are entitled to retirement benefits as provided for in Section 18 of this Manual.

c) Expiry of Contract

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

d) Redundancy

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

- i. When the University has ceased/intends to cease to carry on the activity for the purposes of which the employee was appointed or employed by the University or has ceased or intends to cease to carry on that activity in the place in which the employee concerned worked.
- ii. 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.
- iii. The procedures for termination on account of redundancy shall be as agreed upon with the relevant Workers' Union or as stipulated in the Employment Act in force.

16.4 Termination due to natural causes

a) Death

Refer to Section 17 of this Manual.

b) Incapacitation

i. Incapacity due to illness

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

ii. Incapacity due to other factors

If an employee is prevented by any other factor from carrying out his/her duties, the Council may decide to terminate the services of such employee, if it deems it fit.

16.5 Procedures to Terminate

- a) The procedures for termination shall be as laid out in the specific employment letter/contract and in conformity with the Employment Act, 6 of 2006 and any other relevant law.
- b) The procedure for **dismissal** shall be as laid down in section 16.3 a) iii of this Manual

16.6 Exit Interview

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

SECTION 17: DEATH OF EMPLOYEE

17.1 General Provisions

- (a) Where an employee dies;
- (i) at the place of work, the employer shall notify the employee's next of kin or legal representatives and shall obtain a copy of the death certificate.
 - (ii) 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/or any other evidence of death to the Directorate of Human Resources for record and subsequent action.
- (b) When an employee dies in service, the University will meet the cost of the **transportation** of the body from where the employee died to the place of burial.
- (c) The University shall also **contribute towards the burial expenses** a sum of money to be determined by Council from time to time.
- (d) In case of inaccessibility to the deceased's traditional burial grounds, the University shall assist the next of kin/or legal representative to secure temporary burial grounds in Kampala or to transport the body to an alternative burial site as will be determined by the next of kin/legal representative.
- In the event that the deceased's burial grounds become accessible, the University shall only provide transport to the final place of burial.
- (e) On matters relating to the estate of the deceased, the University shall only deal with the legal representative of the deceased as approved by the Administrator General or Court of law.
- (f) The University shall pay **death gratuity** and any other payment in accordance with the regulations to the legal representatives of the deceased subject to production of letters of administration or letters of probate.
- (g) In the event of death of a registered spouse or natural 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 four (4) biological or legally adopted children under 18 years in addition to transporting the body to the burial place within Uganda.
- (h) If a housed employee dies while in the service of the University, the family/dependants residing there shall be allowed to retain the University house for up to 3 months. Upon the expiry of the 3-months, dependants shall be required to vacate the University house without further notice.

17.2 Death Gratuity

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

It shall be a one **month consolidated salary** plus three (3) months housing allowance and shall be payable to the registered spouse/next of kin immediately after the death of a member of staff as a 'one off' payment.

SECTION 18: TERMINAL BENEFITS

The University shall operate terminal benefits schemes as shall be determined by Council from time to time. The following two types of schemes have been in operation.

18.1 Contributory schemes

These are schemes to which the University and the employee make contributions.

a) National Social Security Fund (NSSF)

All University employees in the scales M.A to M.P and those on temporary terms of service contribute to the National Social Security Fund (NSSF) where their retirement benefits are secured. (*Further information about the operations of the scheme can be obtained from the NSSF offices*).

b) Deposit Administration Plan (DAP)

The DAP scheme became operational with effect from 1st July 1996 to replace the Retirement Benefit Scheme (RBS) for Support Staff and Senior Staff Superannuation Fund (SSSF) for Senior Staff. DAP was a contributory scheme where the employees contributed 5% of their consolidated monthly salary and the employer contributed 20% of the consolidated monthly salary.

Calculation of the Award

Upon retirement a member gets the accumulated savings plus interest as a lump sum.

Closure of DAP

DAP ceased with effect from July 2005 and shall be replaced by another contributory scheme currently under formation to be managed by a Board of Trustees.

18.2 Non Contributory scheme

This is a scheme to which the employee does not make any contribution.

In-House Retirement Benefits Scheme (IHRBS)

The In-House Retirement Benefits Scheme (IHRBS) was **non-contributory** in nature and fully funded by the University from its Internally Generated Funds (IGF). It was meant for employees on permanent terms of service who had served the University for at least ten years. The scheme closed on 31st March 2009. This implies that employees who assumed office with effect from 1st April 2009 would not benefit from the scheme; and, those still in service by 31st March 2009 and after, who fulfill the above conditions would get benefits calculated up to that date. The benefits would be passed on to the new scheme for those still in service.

a) Entitled Staff

- i. All permanent employees on established positions (M.1 – M.15) and Scales (A – P) but not **temporary and casual employees**.
- ii. All employees of the University employed on contractual terms before reaching the statutory retirement age of 60 years. The retirement benefit shall include the whole period of their service, excluding the benefits received while on contractual terms in excess of the would be mandatory contribution by the University to a retirement scheme.

b) Operational Levels

Retirement before the age of 55 years

Any employee on attaining the age of 55-years shall resign in the normal way in accordance with terms and conditions of engagement and shall only be entitled to 50% of the Computed Gratuity Pension (CGP) in cash (i.e. immediate take away home), but not pension after retirement.

ii. **Retirement at the ages of 55 – 59 years but with ten or more years of unbroken service**

1. An employee who attains the age 55-59 may retire with full benefits as defined below:
50% of computed Gratuity pension in cash as take-away home, plus 50% of Commuted Pension Gratuity over ten years of monthly pension.
2. A former employee cannot be reappointed into the University service.

c) **Retirement at the age of 60 years**

Sixty (60) years shall be the age of **Mandatory Retirement**

- i. Any employee reaching that age shall retire with full benefits as defined here below:
 - 50% of computed pension gratuity in cash as take-away home.
 - 50% of computed pension gratuity over ten years of monthly pension.
- ii. Any employee shall be eligible for reappointment into the service on contract attracting 25% gratuity on basic salary, but without additional benefits accruing from the Scheme.

d) **Payment of Retirement Benefits**

- i. The Finance Department prepares the immediate take-away home package in a maximum of three months towards retirement.
- ii. Any retiring employee shall be paid 50% of dues pending an audit report by the Estates and Works Department. However, should the audit report be ready, the staff be paid 100% of the dues subject to deductions for damage to University property (if any).
- iii. That the administration and Staff representatives and Chairman of IHRBS should where necessary, streamline the above scheme.

e) **Source of Funding**

That the source of funding for the IHRBS shall be 10% of the University's gross income.

f) **Formulae for Calculating Retirement Package**

The following formulae shall be adopted:

i. **Annual Pension (p)**

$$\text{Annual Pension} = \frac{ab}{360}$$

Where: a = Number of completed months of Pension Service

b = Annual Basic Salary

360 = Maximum number of months in service (i.e. 30 years x 12 months)

ii. **Total Pension** = Total Pension = p x 15

iii. **Commuted Pension Gratuity (C.P.G) or Immediate Package**

$$\text{CPG} = \frac{p \times 15}{2}$$

iv. Monthly Pension

That the Monthly Pension shall be calculated using the formula:

$$\frac{\text{Total Pension over 15 years} - \text{CPG}}{15 \text{ years} \times 12 \text{ months}}$$

g) Other provisions

i. Resignation before the age of 55 years

When an employee resigns in the normal way i.e. in accordance with terms of service, they shall be entitled to **only a half** of the Total Pension (i.e. CPG) as full settlement, once for all.

ii. Voluntary Retirement at the age of 55 years, on application, but with at least ten years of unbroken service

1. An employee is entitled to a single payment of CPG.

2. An employee is also eligible for monthly pension for ten (10) years.

iii. Voluntary Retirement at the age of 56 years, on application, but with at least ten years of unbroken service

1. That the employees be entitled to a single payment of CPG.

2. An employee is also eligible for monthly pension for eleven (11) years.

iv. Voluntary Retirement at the age of 57 years, on application, but with at least ten years of unbroken service

1. An employee shall be entitled to a single payment of CPG.

2. He/she shall also be eligible for monthly pension of twelve (12) years.

v. Voluntary Retirement at the age of 58 years, on application but with at least ten years of unbroken service

1. An employee shall be entitled to a single payment of CPG.

2. Such an employee shall also be eligible for monthly pension for thirteen (13) years.

vi. Voluntary Retirement at the age of 59 years, on application, but with at least ten years of unbroken service

1. An employee is entitled to a single payment of CPG.

2. Such an employee shall also be eligible for monthly pension for fourteen (14) years.

vii. Compulsory Retirement at the age of 60 years

1. An employee shall be entitled to a single payment of CPG.

2. A monthly pension for fifteen (15) years.

3. Such employee shall be eligible for reappointment into University service on contract terms attracting gratuity (25%) on the basic salary, but without any additional retirement benefits from the In-House Retirement Benefit Scheme.

viii. At Death

An employee's benefits under the In-House Retirement Benefit Scheme shall go to the deceased's estate.

ix. Management of the In-House Retirement Benefit Scheme

The management of the scheme shall be by the Board of Trustees.

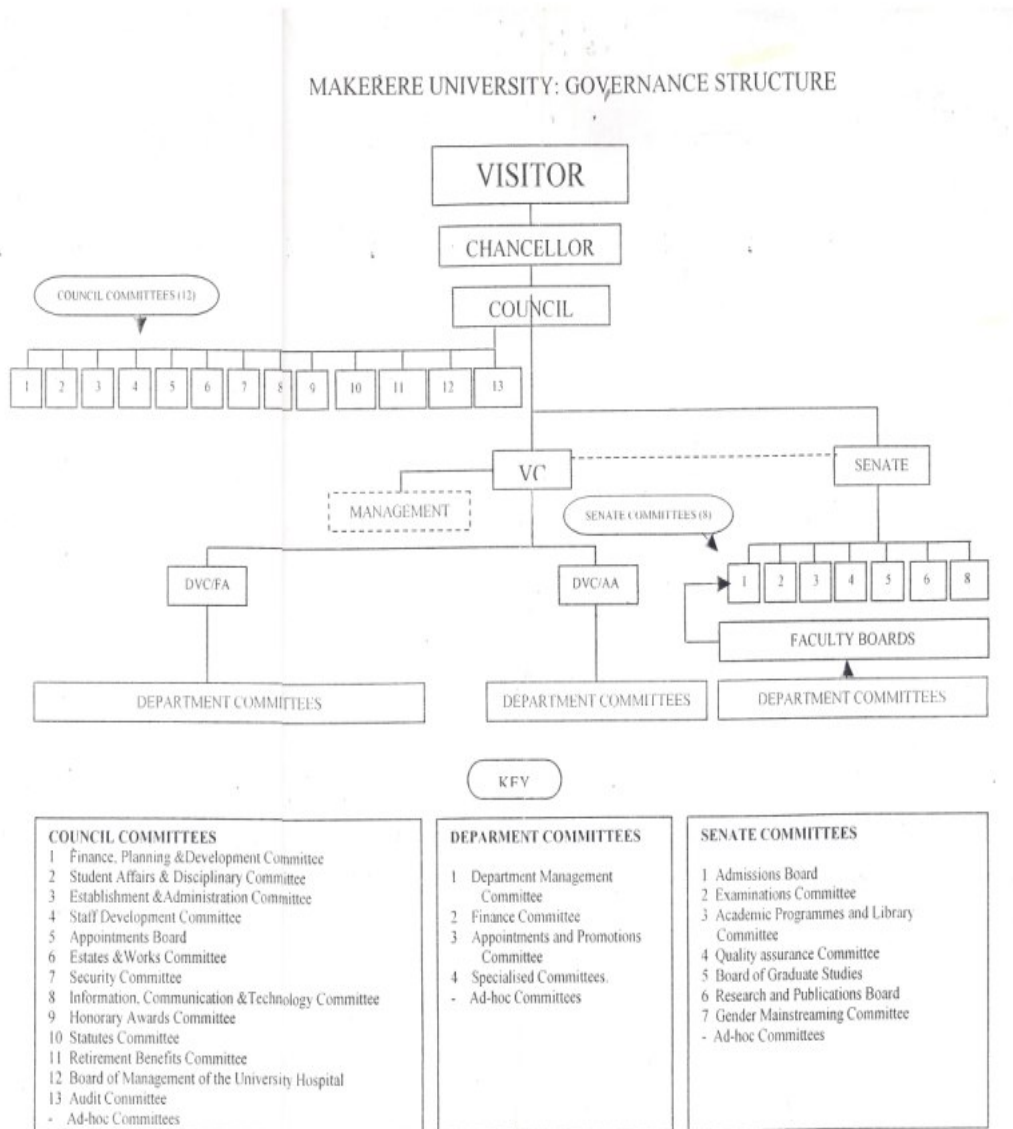
18.3 Defined Contribution Retirement Benefits Scheme

The University put in place a Board of Trustees on Retirement Benefits to administer the retirement benefits of staff. Council also agreed that the Board of Trustees shall run a Defined Contribution (DC) retirement benefits scheme, which would replace the DAP, NSSF and IHRBS. The new DC scheme shall be a contributory scheme - from both employees and the employer (the University).

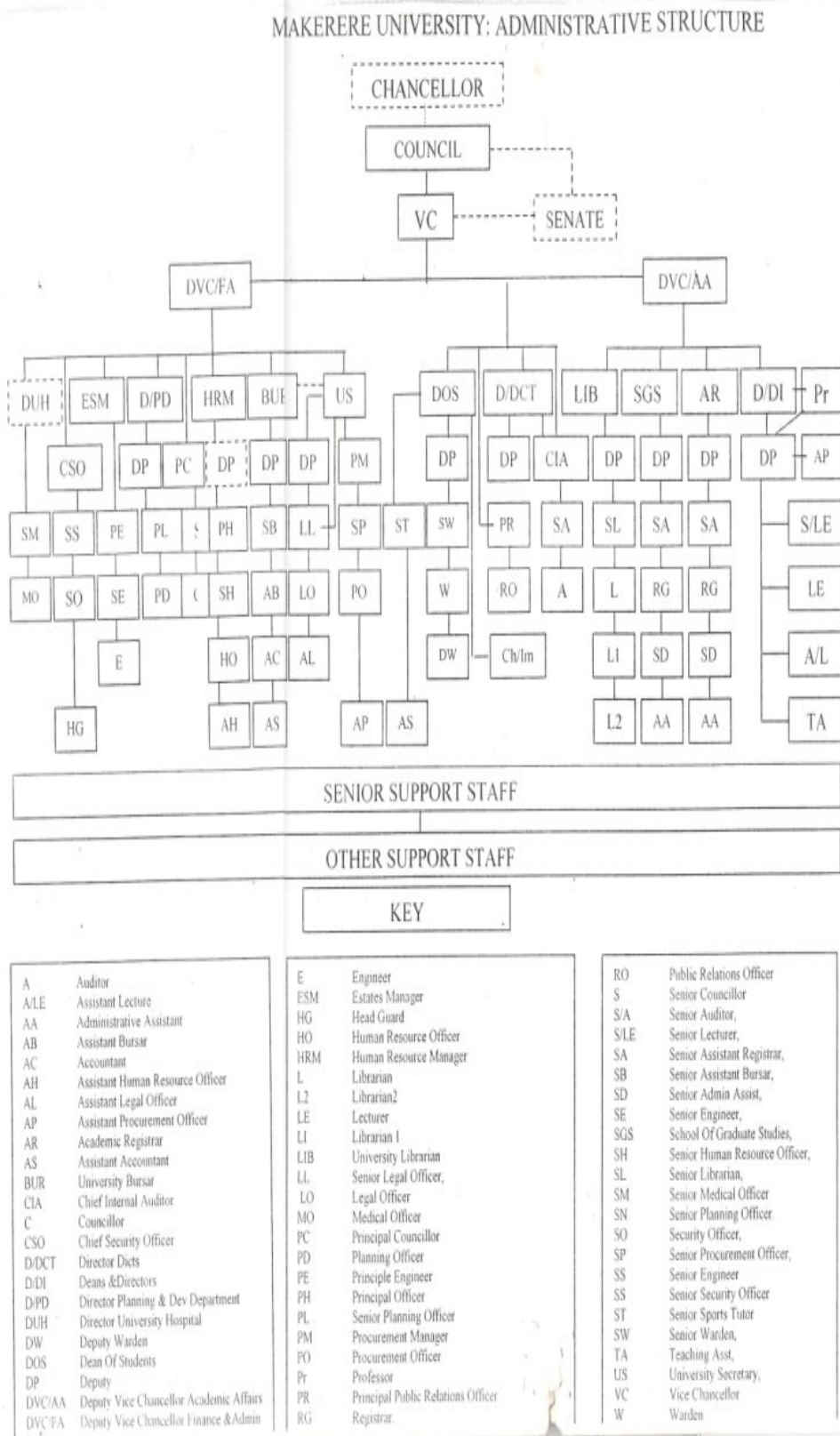
The Board of Trustees shall work out the details on how to run the scheme.

SECTION 19: APPENDICES

Appendix 19.1: University Governance



Appendix 19.2: University Administrative Structure



Appendix 19.3: Key Job Descriptions

a) The Chancellor

- i. There shall be a Chancellor for each Public University who shall be appointed by the president on the recommendation of the University Council.
- ii. The Chancellor shall hold office for a period of four years but shall be eligible for re-appointment for one more term.
- iii. The Chancellor shall be the titular head of the University and such shall preside at all ceremonial assemblies of the University and in the name of that University, confer degrees and other academic titles and distinctions of that University.
- iv. The Chancellor shall at any time, on the direction of the visitor, cause a visitation of the University to be conducted by a person or persons and for the purposes specified in the directive.

b) The Vice-Chancellor

- i. There shall be a vice chancellor for each Public University who shall-
 1. Be responsible for the academic, administrative and financial affairs of the University; and
 2. 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.
- ii. The vice chancellor shall be appointed by the chancellor on the recommendation of the university council from among three recommended by the senate.
- iii. A search committee composed of two members from the university council and three members from the university senate shall be identify suitable candidates for the post of vice chancellor and forward them to senate to nominate three candidates for recommendation to university council.
- iv. The vice-chancellor shall be appointed on terms and conditions determined by the university council for five years and shall be eligible for re-appointment for one more term.

c) The Deputy Vice-Chancellors

- i. Each public university shall have not more than three Deputy Vice-Chancellors who shall be appointed by the Chancellor on the recommendation of the university senate with the approval of the university council.
- ii. A deputy vice-chancellor shall hold office for a period of five years and shall be eligible for re-appointment for one more term.

d) The Deputy Vice-Chancellor (Academic Affairs)

The first vice chancellor shall-

- i. Assist the Vice Chancellor in the performance of his or her functions and in that regard be responsible the academic affairs of the university;
- ii. In the absence of the Vice Chancellor perform the functions of the Vice Chancellor
- iii. Perform such other functions that may be delegated to him or her by the Vice-Chancellor or assigned by the university council.

e) The Deputy Vice-Chancellor (Finance & Administration)

- i. Assist the Vice Chancellor in the performance of his or her functions and in that regard shall oversee the finances and administration of the university;
- ii. Be responsible for the planning and development of the university;
- iii. Perform such other functions that may be delegated to him or her by the Vice Chancellor or assigned by the university council.

f) The University Secretary

The University Secretary shall be responsible for the general administration of the University and shall be appointed by the University Council on the recommendation of the Appointments Board on terms and conditions that the University Council may determine. Shall be responsible to the Vice-Chancellor through the Deputy Vice-Chancellor Finance & Administration.

In particular, the University Secretary shall perform the following functions:

- i. Shall be the secretary to Council.
- ii. Shall be the accounting officer of the University.
- iii. Shall be in charge of all legal matters of the University.
- iv. Shall be in charge of all matters of procurement for the University.

g) The Academic Registrar

The Academic Registrar shall assist the DVC (Academic Affairs) in the administration and organization of all academic matters including admission, undergraduate studies, post graduate studies, examinations research and publications and shall be appointed by the University Council on the recommendation of the Appointments Board on terms and conditions that the University Council may determine. Shall be responsible to the Vice-Chancellor through the Deputy Vice-Chancellor (Academic Affairs).

h) The University Bursar

The University Bursar shall be responsible for the financial administration and planning of the University and shall maintain the accounts in a form determined by the University Council. The Bursar shall be appointed by the University Council on the recommendation of the Appointments Board on terms and conditions that the University Council may determine. Shall be responsible to the Vice-Chancellor through the University Secretary who is the Accounting Officer and the Deputy Vice-Chancellor Finance & Administration.

i) The Dean of Students

The Dean of Students shall be responsible for the welfare of students and shall be appointed by the University Council on the recommendation of the Appointments Board on terms and conditions that the University Council may determine. Shall be responsible to the Vice-Chancellor

j) The University Librarian

The University Librarian shall be the head of all Library Services in the University and shall be appointed by the University Council on the recommendation of the Appointments Board on terms and conditions that the University Council may determine. Shall be responsible to the Vice-Chancellor through the Deputy Vice-Chancellor (Academic Affairs).

In general, the University Librarian shall be responsible for the development, control, management and co-ordination of all library and information services of the University. In particular, the University Librarian shall perform the following functions:

- i. Plan for and implement, in liaison with relevant departments of the University, the various projects and programs of the Library.
- ii. Familiarize him/ herself with the various programs offered by the University and liaise with the various faculty heads on issues regarding the development of the Library, to ensure that relevant information materials are provided to the university community.
- iii. Chair meetings of the Library Committees
- iv. Keep in constant touch with developments in the world of information to ensure that relevant and up to date information be provided to the University staff and students.
- v. Ensure the creation and maintenance of Library databases to enable the University community to have easy access to the University's information Resource.
- vi. Liaise with other information providing departments such as the ICT Department, to ensure that information to the users is provided in a co-coordinated manner.
- vii. Plan for library staff development in collaboration with the DHR and keeping staff abreast with developments in their profession.
- viii. Supervise staff and hold regular staff meetings.
- ix. Undertake any other related duties, as may be necessary to ensure the provision of efficient and effective library and information services in the University.

k) The Director Human Resource

The role of the Director Human Resource shall be to Initiate, develop and implement Human Resource systems and processes in line with the Human Resource policy consistent with the University Strategic plan.

In particular, the Director Human Resource shall perform the following functions:

- i. Develop and monitor a Human Resource annual and strategic plan for the University in line with the university Human Resource Policy.
- ii. Develop the Annual Development Budget for the Directorate and monitor the utilization of the financial Resource in line with the financial regulations.
- iii. Develop work targets for the Human Resource Directorate in line with the Human Resource Policy.
- iv. Provide secretarial services to the committees of Council under the responsibility of the Directorate to generate business for Council in line with University Policy.
- v. Initiate and review Human Resource policies in the University in line with the University Human Resource strategic plan.
- vi. Mentor and coach the Directorate staff in line with the Human Resource Policy and the Directorate strategic objectives.

- vii. Link the Human Resource Directorate with other units of the university and the public in line with the university mission.
- viii. Develop, implement and monitor Organizational Development and change management systems and strategies in line with the university strategic plan.

l) The Director Planning and Development

- i. Heads the Department of Planning and Development and ensures that agreed work targets are achieved through effective supervision, coaching and mentoring of the staff in the department.
- ii. To initiate and coordinate the preparation and production of long and short-term corporate plans.
- iii. To set budget priorities and assess the budget proposals for their coherence with the strategic goals of the University.
- iv. To ensure that the University develops and implements a comprehensive and coherent resource mobilization strategy.
- v. Effective implementation and monitoring of the University institutional development programmes and projects.
- vi. To ensure that the University undertakes performance reporting to her stakeholders on time.
- vii. Collating, processing, storing and redistributing to management information flowing in from all administrative units in a form that guides quick decision making.
- viii. To ensure that diagnostic studies are regularly carried out to enable the University have a picture of her internal and external efficiency and the level of access to her services and products.
- ix. Effective implementation and coordination of donor funded projects.
- x. Any other related duties assigned by the Deputy Vice Chancellor (Finance and Administration).

m) Dean/Director of Faculty/School/Institute

Dean/Director shall be the academic and administrative head of the Faculty/Institute/Centre/School. The Dean/Director shall be responsible to the Deputy Vice Chancellor (Academic Affairs) for the following duties:-

- i. The organization and development of the Faculty/Institute/Centre and such other duties as may be necessary for the proper functioning of the Faculty/Institute/Centre.
- ii. The promotion of knowledge of his/her subjects through contribution of original works, teaching, examining and provision of academic guidance and leadership to Heads of departments and staff. To be responsible for the general conduct of examinations.
- iii. Initiating linkages between the Faculty/Institute/Centre and Institutions of higher learning inside and outside Uganda.
- iv. Chairing the Faculty/Institute/Centre Board meetings and sub-committees such as:- the Appointments/Promotions committee, research committee, curriculum review committee and Heads of department committee.
- v. The co-ordination of research and postgraduate work in the Faculty/Institute/Centre/School.
- vi. Soliciting of funds of enhancing the academic progress of the Faculty/Institute/Centre; e.g. research, reading materials etc.
- vii. Co-ordination, control and management of the process of planning and evolution of annual estimates for the Faculty/Institute/Centre, including planning for intake figures and establishments for the various programmes in the Faculty/Institute/Centre/School and especially to prepare and control estimates for the office of the Dean/Director and be responsible for intake figures establishments etc.
- viii. Participation in the recruitment, selection, promotion and disciplining of Faculty staff in accordance with the established procedures of the University.
- ix. Submission of recommendations to the Human Resources Office of appraisal reports on employees in the Dean's/Director's office and Heads of department in the Faculty/Institute/Centre/School.

- x. Organisation and maintenance of records of past and present students and staff of the Faculty/Institute /Centre/School.
- xi. Maintain of an up to date inventory of all equipment and assets, movable and immovable, of the Faculty/Institute/Centre/School.
- xii. To liaise with the Estates department for the maintenance of lawns, cleanliness and security of the equipment and other items in the Faculty/Institute/Centre/School.
- xiii. Generally assisting in the operation of the University by serving on committees and in the capacities appropriate to the well being of the University.
- xiv. Performing such other related duties as may be assigned by the Vice-chancellor.

n) Deputy Dean/Director

The Deputy Dean shall perform his/her duties **on a part-time basis** and therefore in addition to his/her other duties shall be responsible to the Dean/Director for the following duties:-

- i. The day-to-day administration, organisation and development of the Faculty/Institute/Centre/School
- ii. The Academic guidance of the students.
- iii. The compilation and control of the Faculty/Institute/Centre time-table.
- iv. Liaison with the examination officer on the co-ordination of the Faculty/ Institute/Centre examination timetable and results.
- v. Deputying the Dean as and when necessary.
- vi. Performing such other duties as may be assigned by the Dean.

o) Head of Academic Department

The Head of department shall be the academic and administrative head of his/her department. They shall perform the following roles:

- i. The organisation and development of the department and such other duties as may be necessary for the proper functioning of the department.
- ii. The promotion of knowledge of his/her subject through contribution of original work, teaching, examining and provision of academic leadership and guidance to staff and students.
- iii. Soliciting of funds for research and general development of the department.
- iv. To chair Departmental Appointments/Promotions Advisory Committees and other departmental committees.
- v. Preparation and control of the departmental estimates and including evolution of departmental plan and proposals for personnel requirements.
- vi. Maintain and be accountable for an up-date inventory of all departmental equipment and assets movable and immovable and will be accountable to the Dean/Director for these items.
- vii. Initiate review of the departmental curricula from time to time and recommend to the Faculty Board the necessary changes.
- viii. Preparation of departmental annual leave roster in liaison with the Dean/Director.
- ix. Submission of annual appraisal reports on members of staff in the department.
- x. Participation in the recruitment, selection, promotion and disciplining of department staff in accordance with the established procedures of the University.
- xi. Discipline of departmental staff in consultation with the Dean/Director as need may arise.
- xii. Generally assisting in the operation of the Faculty and the University by serving on committees and performing such other duties as may be assigned by the Dean/Director.

Appendix 19.4: Salary Scales for Posts in the University Service

4.1 Senior Staff

No.	Salary Scale	Post	
1.	M1	Vice – Chancellor	
2.	M2	Deputy Vice – Chancellor	
3.	M3	i. Professor ii. Academic Registrar iii. Dean of Students iv. Director, MISR v. Director, DICTS vi. Director, Human Resources	vii. Director, PDD viii. Medical Illustrator ix. University Librarian x. University Secretary xi. Estates Manager
4.	M4	i. Associate Professor ii. Chief Cataloguer iii. Chief Security Officer iv. Deputy Bursar v. Deputy Medical Illustrator vi. Deputy Registrar	vii. Deputy Dean of Students viii. Internal Auditor ix. Deputy University Secretary x. Manager, (DoHR) xi. Deputy University Librarian xii. Deputy Director, PDD xiii. Head, Counselling Unit xiv. Head, University Hospital
5.	M5	i. Documentalist ii. Herbarium Curator iii. Senior Assistant Auditor iv. Senior Assistant Counsellor v. Senior Assistant Medical Illustrator vi. Senior Assistant Registrar vii. Senior Assistant Secretary viii. Senior Assistant Estates Manager	ix. Senior Economist x. Senior Lecturer xi. Senior Librarian xii. Senior Medical Illustrator xiii. Senior Medical Officer xiv. Senior Research Fellow xv. Senior Sports Tutor xvi. Senior Warden
6.	M6	i. Accountant ii. Assistant Auditor iii. Assistant Bursar iv. Assistant Counsellor v. Assistant Curator CMB Lower Segment vi. Assistant Estates Manager vii. Assistant Lecturer viii. Assistant Medical Illustrator (Trainee) ix. Assistant Registrar x. Assistant Secretary xi. Chaplain/Mullah xii. Chief Technician	xv. Editor xvi. Farm Manager xvii. Head Binder xviii. Landscape & Environment Officer xix. Lecturer xx. Librarian I xxi. Medical Officer xxii. Nutritionist xxiii. Principal Assistant Curator xxiv. Research Fellow xxv. Senior Computer Programmer xxvi. Statistician xxvii. Warden xxviii. Economist

		xiii. Dentist	
7.	M7	i. Teaching Assistant ii. Administrative Assistant iii. Assistant Accountant iv. Assistant Farm Manager v. Clinician vi. Computer Programmer	vii. Deputy Warden viii. Librarian II ix. Pupil Engineer x. Social Worker (IPH) xi. Veterinary Officer
8.	M10	i. Office Superintendent ii. Principal Technician	iii. Senior Personal Secretary iv. Transport Officer

4.2 Support Staff (I)

No.	Salary scale	Post	
9.	M11	i. Senior Technician ii. Assistant Pilot Supervisor iii. Cartographer iv. Senior Instructor v. Senior Survey Assistant vi. Senior Workshop Instructor vii. Museum Technician viii. Darkroom Technician ix. Projectionist	viii. Medical Photographer ix. Trainee Photographer x. Assistant Medical Illustrator xi. Trainee Illustrator xii. Health Educator xiii. Epidemiology Assistant xiv. Health Visitor xv. Medical Assistant xvi. Senior Radiographer
10.	M12	i. Personal Secretary ii. Foreman iii. Domestic Bursar iv. Clerk of Works	v. Deputy Midwife vi. Technician I vii. Senior Dispenser viii. Building Estimator
11.	M13	i. Principal Copy Typist ii. Technician II iii. Steno Secretary iv. Studio Assistant v. Assistant Domestic Bursar vi. Draughtsman	vii. Dental Assistant viii. Nursing Officer ix. Chief Clerk x. Executive Officer xi. Dispenser
12.	M14	i. Laboratory Assistant I ii. Technical Assistant iii. Chief Custodian iv. Assistant foreman v. Filing/ Records Clerk vi. Pool Stenographer vii. Workshop Assistant	viii. Occupational Health Nurse ix. Health Inspector x. Book Binder xi. Senior Library Assistant xii. Tradesman xiii. Fitter
13.	M15	i. Copy Typist ii. Custodian iii. Audio Visual Assistant iv. Laboratory Assistant II v. Meteorology Recorder vi. Clerical Officer	xii. Weather Recorder xiii. Library Assistant xiv. Assistant Foreman xv. Survey Assistant xvi. Laboratory Steward xvii. Illustrator

		vii. Storekeeper viii. Farm Recorder ix. Workshop Assistant x. Machine Operator xi. Map Curator	xviii. Book Binder (II) xix. Library Assistant (Security) xx. Receptionist xxi. Housing Overseer
--	--	---	---

4.3 Support Staff (II) – Group

No.	Salary scale	Post	
14.	M-E	i. Head cleaner	ii. ii. Ox-man
15.	M-C	i. Cleaner/ Messenger ii. Waitress iii. Waiter	iv. Head waiter/waitress v. Mates vi. Caterer
16.	M-D	i. Cook ii. Store man iii. Head Cook	iv. Dhobi v. Book binding Assistant (III)
17.	M-A	i. Cleaner ii. Drain Cleaner iii. Sanitary cleaner iv. Labourer v. Grounds man/woman vi. Gardener vii. Nursery man/ woman	viii. Trail cutter ix. Skilled labourer x. Dog handler xi. Animal house attendant xii. Animal caretaker xiii. Assistant cook xiv. Porter
18.	M-I	i. Laboratory attendant ii. Collator	iii. Weather recorder
19.	M-H	i. Handy man	ii. Nursing aide
20.	M-J	i. Book binder III	
21.	M-K	i. Driver ii. Tradesman II	i. Tractor driver
22.	M-P	ii. Security guards iii. Night watchman	iii. Hall guard

Appendix 19.5: Bio Data Form

MAKERERE



UNIVERSITY

DATE.....

**THE HUMAN RESOURCE INFORMATION SYSTEM
(HURIS)**

FORMAT FOR DATABASE STRUCTURE

IMPORTANT: As part of the computerization exercise for the Human Resource Information System (HURIS) you are required to complete this form as an update for use in the new system. Please fill and return the same to the University Secretary's department, personnel section room 413 for Senior Staff and room 412 for Support Staff.

PERSONAL FILE NO_.....ID NO_.....

1-PERSONAL DATA

SURNAME.....

OTHER NAMES.....

2- SEX... (Male/Female) 3- DATE OF BIRTH (Date.... Month...Year...)

4- DISTRICT OF ORIGIN.....

5- NATIONALITY.....

6- DATE OF APPOINTMENT (Date.....Month.....Year.....)

7- DATE OF ASSUMPTION OF DUTY (Date.....Month.....Year.....)

8-DATE OF CONFIRMATION (Date.....Month.....Year.....)

9- DESIGNATION (CURRENT)

10- DEPARTMENT.....

11-MARITAL STATUS (SINGLE,MARRIED,WIDOWED,DIVORCED,SEPARATED)

12-NAME OF SPOUSE

Passport size
colored
Photograph

Passport size
colored
Photograph

SURNAME.....

OTHER NAMES.....

13-IS SPOUSE WORKING WITH MAKERERE UNIVERSITY.....YES/NO

14- DEPARTMENT.....

FILE NO_.....

15- CHILDREN'S DETAILS UNDER 18 YEARS

NAMES	DATE OF BIRTH	SEX
1-.....
2-.....
3-.....
4-.....
5-.....
6-.....
7-.....
8-.....
9-.....
10-.....
11-.....
12-.....

**16-NEXT OF KIN (In Case Of Emergency)
(ADULTS MORE THAN ONE IN ORDER OF PREFERENCE)**

<p>Passport size colored Photograph</p> <p>1</p>

<p>Passport size colored Photograph</p> <p>2</p>

(1) SURNAME.....

OTHER NAMES.....

ADDRESS.....

RELATIONSHIP.....

(2) SURNAME.....
 OTHER NAMES.....
 ADDRESS.....
 RELATIONSHIP.....

17-CONTACT ADDRESS

(a) HOUSE/PLOT NO:.....TEL.....
 (b) POSTAL.....
 (c) E-MAIL.....
 (d) VILLAGE L.C. 1. ZONE.....
 (e) PARISH
 (f) SUBCOUNTY.....
 (g) COUNTY.....
 (h) DISTRICT

18-RETIREMENT HOME

(a) POSTAL.....
 (b) TEL.....
 (c) E-MAIL.....
 (d) VILLAGE L.C.1, ZONE.....
 (e) PARISH.....
 (f) SUB-COUNTY.....
 (g) COUNTY.....
 (h) DISTRICT.....
 (i) COUNTRY.....
 (j) DISTANCE (IN KM).....

19-EDUCATION BACK GROUND

	DATE	INSTITUTION	QUALIFICATION	GRADE
1-				
2-				
3-				
4-				
5-				
6-				
7-				
8-				

20-FIELD OF PROFESSIONAL OR ACADEMIC SPECIALISATION

- 1-.....
- 2-.....
- 3-.....

21-MEMBERSHIP TO PROFESSIONAL ASSOCIATIONS

- 1-.....
- 2-.....
- 3-.....

**22- PUBLICATION INFORMATION
(Three most recent)**

1. *Publication date*.....

2. Publication Category

- Book Refereed International journal Conference paper Manuscript
Non-refereed Journal

3. Article.....

4. Publisher's Name.....

5. Subject/Title

6. Co- author/s.....

1. *Publication date*.....

2. Publication Category

- Book Refereed International journal Conference paper Manuscript
Non-refereed Journal

3. Article.....

4. Publisher's Name.....

5. Subject/Title.....

6. Co- author/s.....

1. Publication date.....

2. Publication Category

Book Refereed International journal Conference paper Manuscript
 Non-refereed Journal

3. Article.....

4. Publisher's Name.....

5. Subject/Title.....

6. Co- author/s.....

23-EMPLOYMENT HISTORY DETAILS

	<u>EMPLOYER 1</u>	<u>EMPLOYER 2</u>	<u>EMPLOYER 3</u>
Employer's Name			
Postal Address.			
Telephone			
E-mail			
Position held			
Date of appointment			
Date left			
Date of broken service			
Date of re-appointment			
Reason for leaving			
	A-Terminated	B-Resign	C-Retrenched
			D-Interdicted
			E-Others

24-PARTICULARS OF CAREER GROWTH

	<i>Position</i>	<i>Date</i>
1-		
2-		
3-		

4-		
----	--	--

25-EXPECTED DATE OF RETIREMENT.....

26-SIGNATURE.....DATE.....

27-OFFICIAL USE ONLY

Leave.....

Salary entry point.....

Disciplinary Action.....

Appraisal.....

Last Date of Promotion.....

Bank Account No-.....

Medical History.....

28-OFFICERS NAME/SIGNATURE.....

Appendix 19.6: Appraisal form for Academic Staff

MAKERERE UNIVERSITY

HALF YEARLY PERSONAL PROGRESS – ACADEMIC STAFF

SECTION 1

(To be filled in by the member of staff)

A: PERSONAL DATA

1. Full Name..... Department
2. Post held.....
3. Terms of appointment: (tick as applicable) (a) Permanent (b) Temporary (c) Contract

B: PROFESSIONAL GROWTH

4. Any course(s) of training undertaken during the previous year.
 - (i)
 - (ii)
5. Any conference(s) attended during the previous year (state where and when) list papers (if any)

.....

.....
6. Publications/exhibitions produced during the previous year

.....

.....
7. List Research Projects undertaken during the previous year
 - (a) Completed:.....

.....

.....
 - (b) In progress:

.....
8. Teaching/Research supervision responsibility during the previous year
 - (a) **Teaching:**

Course Name	Code	C.U	No, of Students
1.....
2.....

3.....
4.....

(b) Research Supervision: (i) Masters Students No:..... (ii) Ph.D students No:.....

D. MEMBERSHIP OF ACADEMIC AND PROFESSIONAL BODIES

9. Name of Academic/Professional Body (served during the previous year)

E. CONTRIBUTION OF UNIT STRATEGIC PLAN

.....

F. CONTRIBUTION TO COMMUNITY

10. (i) Name of Community/Organisation served during the previous year and nature of service rendered

.....

(ii) Membership on Universities Committees

.....

F. OTHER INFORMATION (Any special comments the member of staff wishes to be noted)

.....

Date:.....
 Signature of Member of staff

**SECTION II
 (To be filled in by the Supervisor)**

A: PROFESSIONAL PERFORMANCE AND CONDUCT

Appraise the performance and conduct of the member of staff in his/her PRESENCE as CANDIDLY and as OBJECTIVELY as possible (by putting X)

		Out-	Very	Good	Average	Below	Inadequate
--	--	-------------	-------------	-------------	----------------	--------------	-------------------

		standing	Good			Average	opportunity to observe
1.	Readiness to accept responsibilities						
2.	Ability to co-operate With Colleagues						
3.	Relations with Subordinates						
4.	Relation with Colleagues						
5.	Emotional maturity						
6.	Reliability of Professional decisions						
7.	Dedication to duty						
8.	Ability to plan and implement						
9.	Ability to work unsupervised						
10.	Relationship with non-University Community						

B. OVERALL ASSESSMENT

C: PROSPECTS FOR PROFESSIONAL GROWTH

12. Prospects and suitability for further Training & Development Division

13. Prospects and suitability for further training

D. COMMENTS BY THE SUPERVISOR

.....

Signature of Member of Staff

.....

Signature of the supervisor

Date:.....

Date:.....

SECTION III

NOTES FOR THE GUIDANCE OF THE VICE-CHANCELLOR /DEPUTY VICE-CHANCELLOR/ DEANS/ DIRECTOR AND HEADS OF DEPARTMENT/ SECTION

1. The report should be a CANDID and OBJECTIVE appraisal of the performance and conduct of the member of staff, bringing out those strong and weak points which should be recognised by the University authority

2. A precise recommendations on the suitability for promotion or further training should be made even if no such opportunity immediately exists in the Department or Section
3. A member of staff should be informed in writing of any faults and short-comings both professional and otherwise which result in an adverse report on him/her. Vice-Chancellor/Dean/Director and Heads of Department are responsible for carrying out this duty, either at the time of tendering the report or prior to it.
4. The report should be completed in DUPLICATE. One copy to be submitted to the Human Resource Management/Deputy Vice-Chancellor (F+A) and the second copy to be retained in the Faculty Office.
5. The preparation and transmission of the report should be **transparently**.

Appendix 19.7: Appraisal Form for Administrative Staff

MAKERERE UNIVERSITY

HALF YEARLY PERSONAL PROGRESS REPORT ADMINISTRATIVE STAFF

SECTION 1

(To be filled in by the member of staff)

A: PERSONAL DATA

Full Name.....Department.....

Post held.....

Terms of Appointment: (tick as applicable) (a) Permanent (b) Temporary (c) Contract

B. PROFESSIONAL GROWTH

Any course(s) of training undertaken during the previous year
.....
.....

Nature of your work during the previous year
.....
.....

C. CONTRIBUTION TO UNIT STRATEGIC PLAN

.....
.....

D. CONTRIBUTION TO COMMUNITY

.....
.....

E. OTHER INFORMATION

Any special comments the member of staff wishes to be noted of

.....
Date

.....
Signature of Member of Staff

SECTION II

(To be filled in by the Supervisor)

Appraise the performance and conduct of the member of staff in his/her PRESENCE and CANDIDLY and as OBJECTIVELY as possible by putting and X in the appropriate box:

		Out-standing	Very Good	Good	Average	Below Average	Inadequate opportunity to observe
1.	Readiness to accept responsibilities						
2.	Ability to co-operate With Colleagues						
3.	Relations with Subordinates						
4.	Relation with Colleagues						
5.	Emotional maturity						
6.	Reliability of Professional decisions						
7.	Dedication to duty						
8.	Ability to plan and implement						
9.	Ability to work unsupervised						
10.	Relationship with non-University Community						

B. OVER ALL ASSESSMENT

C: PROSPECTS FOR PROFESSIONAL GROWTH

12. Prospects and suitability for promotion

13. Prospects and suitability for further Training

E. COMMENTS BY THE SUPERVISOR

.....
Signature of Member of Staff

.....
Signature of the supervisor

Date:.....

Date:.....

SECTION III

NOTES FOR THE GUIDANCE OF THE VICE-CHANCELLOR/DEPUTY VICE-CHANCELLOR/DEANS/DIRECTOR AND HEADS OF DEPARTMENT/SECTION

6. The report should be a CANDID and OBJECTIVE appraisal of the performance and conduct of the member of staff, bringing out those strong and weak points which should be recognised by the University authority
7. A precise recommendations on the suitability for promotion or further training should be made even if no such opportunity immediately exists in the Department or Section
8. A member of staff should be informed in writing of any faults and short-comings both professional and otherwise which result in an adverse report on him/her. Vice-Chancellor/Dean/Director and Heads of Department are responsible for carrying out this duty, either at the time of tendering the report or prior to it.
9. The report should be completed in DUPLICATE. One copy to be submitted to the Human Resource Management/Deputy Vice-Chancellor (F+A) and the second copy to be retained in the Faculty Office.
5. The preparation and transmission of the report should be **transparently**

Appendix : 19.8: Appraisal form for Support Staff

MAKERERE UNIVERSITY

HALF YEARLY PERSONAL PROGRESS REPORT – SUPPORT STAFF

SECTION 1

(To be filled in by the member of staff)

A: PERSONAL DATA

Full Name.....Department.....

Post held.....

Terms of Appointment: (tick as applicable) (a) Permanent (b) Temporary (c) Contract

F. OCCUPATIONAL GROWTH

Any course(s) seminars or training undertaken during the the previous year

(i)

(ii).....

Nature of your work during the previous year

(i)

(ii).....

G. CONTRIBUTION TO UNIT STRATEGIC PLAN

.....

.....

H. CONTRIBUTION TO COMMUNITY

.....

.....

I. OTHER INFORMATION

Any special comments the member of staff wishes to be noted of

.....

.....

.....
Date

.....
Signature of Member of Staff

SECTION II

(To be filled in by the Supervisor)

A: PERFORMANCE AND CONDUCT

Appraise the performance and conduct of the member of staff in his/her PRESENCE and CANDIDLY and as OBJECTIVELY as possible by putting and X in the appropriate box:

		Out-standing	Very Good	Good	Average	Below Average	Inadequate opportunity to observe
1.	Readiness to accept responsibilities						
2.	Ability to co-operate With Colleagues						
3.	Relations with Subordinates						
4.	Relation with Colleagues						
5.	Emotional maturity						
6.	Reliability of Professional decisions						
7.	Dedication to duty						
8.	Ability to plan and implement						
9.	Ability to work unsupervised						
10.	Relationship with non-University Community						

C. OVER ALL ASSESSMENT

C: PROSPECTS FOR OCCUPATIONAL GROWTH

12. Prospects and suitability for promotion

13. Prospects and suitability for further training

F. COMMENTS BY THE SUPERVISOR

.....
Signature of Member of Staff

.....
Signature of the supervisor

Date:.....

Date:.....

SECTION III

**NOTES FOR THE GUIDANCE OF THE VICE-CHANCELLOR/DEPUTY VICE-CHANCELLOR/ DEANS/
DIRECTOR AND HEADS OF DEPARTMENT/ SECTION**

- 10. The report should be a CANDID and OBJECTIVE appraisal of the performance and conduct of the member of staff, bringing out those strong and weak points **in the presence of the member of staff** which should be recognized by the University authority
- 11. A precise recommendations on the suitability for promotion or further training should be made even if no such opportunity immediately exists in the Department or Section
- 12. A member of staff should be informed in writing of any faults and short-comings both professional and otherwise which result in an adverse report on him/her. Dean and Heads of Department are responsible for carrying out this duty, either at the time of tendering the report or prior to it.
- 13. The report should be completed in DUPLICATE. One copy to be submitted to the Human Resource Management/Deputy Vice-Chancellor (F+A) and the second copy to be retained in the Department/Section
- 14. The preparation and transmission of the report should be **transparently**

Appendix 19.9: Annual Leave Form

MAKERERE UNIVERSITY

APPLICATION FOR ANNUAL LEAVE

This form should be completed in triplicate by all staff who are not entitled to overseas passages. **Note that leave is calculated from the anniversary of first appointment** except for Academic staff in the 3-term institutions who were in service during 1975, their leave calculations should date from 1st June, 1995. Leave not taken when it is due is forfeited unless permission is granted.

SECTION I: TO BE COMPLETED BY APPLICANT

Full name Department

Designation Present salary p.a. shs.

Date of Assumption of duties on first appointment.....

Date of Promotion with in the last 12 months for (non-academic staff) on

Date of return from last leave

Number of days taken during last leave Balance Days

Present annual leave entitlement Days

Leave now required Days

Fromto..... inclusive.

Address while on leave

Accompanied by (i) By spouse

(ii) Children: Name Age

..... Age

..... Age

..... Age

..... Age

Signature of applicant Date

SECTION II: TO BE COMPLETED BY THE HEAD OF DEPARTMENT

Balance outstanding at last leave = Days

Leave due from to = Days

Less odd days leave taken off = Days

Total Days

Leave now applied for Days

Balance Days

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

Signature Date

SECTION III: TO BE COMPLETED BY THE BURSAR

Is the applicant entitled to transport? Please give details.

.....

Signature Date

SECTION IV: TO BE COMPLETED BY DIRECTOR - HUMAN RESOURCES

- (i) Leave is approved/not approved/as amended above (delete as appropriate).
- (ii) The leave taken is up to

.....
DIRECTOR – HUMAN RESOURCES

.....
DATE

Appendix 19.10: Travel Application Form

MAKERERE UNIVERSITY

APPLICATION FOR OFFICIAL TRAVEL

SECTION ONE (To be filled by applicant)

(To Be Completed in Triplicate. Attached all Relevant Papers including Letters of Invitation/Placement and Sponsorship)

Name: Designation

Department:

Date you last had Official Travel:

For how long:

Reason(s) for travel then

Funding Agency

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

What expenses were covered?.....

.....

Place you intend to visit now

Dates: From To

Reason

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

For what purpose?

Signature: Date:

SECTION TWO (To be filled by the Dean/Director/Heads of Department and Appointee to act)

REMARKS BY DEAN/DIRECTOR (in case of Heads, regarding relevance, timing and vote position, etc.)

.....

.....

Signature: Date:

REMARKS BY THE HEAD OF DEPARTMENT (for other staff)

.....

Signature: Date:

FOR DEANS/DIRECTORS/HEADS (Name who is to act in your absence).....

ACCEPTANCE TO ACT: I accept to act as requested by the Dean/Director/Head of Department

Name: Signature:..... Date:

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

Recommended/Not Recommended

Reason(s)

Signature: Date:

SECTION FOUR (For the Vice-Chancellor)

DECISION BY THE VICE-CHANCELLOR: Approved/Not Approved.

Signature: Date: