

MAKERERE UNIVERSITY

HUMAN RESOURCES MANUAL 2009 (AS AMENDED)

DECEMBER 2022

FOREWORD

The Universities and Other Tertiary Institutions Act 2001 as amended provides for the functions of a University Council to include the formulation of the general policies of a Public University. The enacted policies and statutes are intended for the efficient governance and management of the Public University. It is against this background that the Makerere University Council has approved this Human Resource Manual to ensure the efficient utilisation of the University's Human Resources.

This Manual is a representation of Makerere University approved human resource policies and practices and shall be cited as the Makerere University Human Resources Manual 2009 (as amended). It provides a framework in which all human resource decisions and actions in the University shall be based. The Manual guides and directs the management, development and revision of all human resources policies and procedures required by the University to manage and develop its human resources.

The Manual reflects the Vision, Mission and Core Values of the University.

The Manual provides open communication between the University Council, the University Administration and the University Staff.

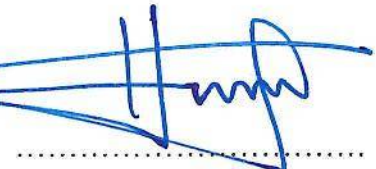
It aids in the handling of human resource issues in a consistent manner and directs staff and the University on their respective obligations.

The Manual shall be reviewed and amended when deemed necessary and, in such circumstances, staff shall be notified of the amendments.

The Manual is legally binding and forms part of the terms and conditions of Service for all members of Staff.

Dated this.......... day of..........2022


.....
Lorna Magara (Mrs.)
CHAIRPERSON, COUNCIL:


.....
Yusuf Kiranda
UNIVERSITY SECRETARY

HUMAN RESOURCES MANUAL

STATEMENT OF UNDERTAKING BY STAFF

I have read and understood the provisions of this Human Resources Manual and undertake to be bound by the terms and conditions therein.

If I have any questions concerning the provisions in the Manual, I shall seek guidance from Director, Human Resources.

I understand that all University staff are bound by this Manual and any other relevant laws.

I understand Council reserves the right to amend this Manual.

.....

SIGNATURE

DATE

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DEFINITION OF TERMS

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

Abscondment:	Shall mean absence from duty without permission for Ten (10) consecutive working days.
Academic Department:	Shall mean units under a College which run their own academic programmes as approved by Council.
Allowances:	Shall mean monetary benefits a member of staff is entitled to receive which shall vary from time to time.
Appointing Authority:	Shall mean the University Council or any other authority acting pursuant to delegated powers from Council.
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 Committee of Council, as defined in the University and Other Tertiary Institutions Act (UOTIA) 2001 as amended.
Basic Salary:	Shall mean the salary exclusive of allowances and or any other allowable deductions.
Casual Worker:	Shall mean the person employed to perform unclassified tasks on a day to day or ad-hoc basis.
Central Management Committee:	Shall mean a committee set up by the Vice-Chancellor to advise him/her on administrative matters. It shall comprise and include; the Vice-Chancellor, the Deputy Vice-Chancellor (AA), the Deputy Vice-Chancellor (F&A), the University Secretary,

the Academic Registrar, the University Bursar, the Dean of Students, the University Librarian and any other officer(s) as and when the need arises.

Chancellor of the University: Shall mean the Chancellor as defined in the Universities and Other Tertiary Institutions Act 2001 (as amended).

Child or Children: Shall mean a member of staff's biological or adopted child under Eighteen (18) years of age, as registered with the University.

College/Institute/School: Shall mean an academic unit comprising Academic or Research Units.

Conflict of Interest: Shall mean prohibited conduct as defined in the Leadership Code Act 2002 (as amended), the Anti-Corruption Act 2009 or any other law applicable.

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 in a service agreement entered into; between a member of staff and the University.

Contract Gratuity: Shall mean the terminal benefit a member of staff on contract will receive upon completion of the respective period of service expressed as a percentage of the staff's annual salary.

Dean: Shall mean a person appointed and designated by the Appointments Board as Dean of a School.

Disciplinary Panel: Shall mean the group of Individuals appointed by the University Appointments Board to hear disciplinary cases or matters.

Dismissal:	Shall mean termination of the services of a member of staff by the employer without giving the member any benefits.
Early Retirement:	Shall mean a situation where a member of staff on permanent terms of employment, between the age of 55 and 60, takes a decision to permanently stop working or stops working on medical grounds.
Established position:	Shall mean the approved and declared job position as stipulated in the job categories under Section 2 of this Manual.
Family Member:	Shall mean spouse and children below 18 years of age.
Grievance:	Shall mean a complaint relating to an issue arising from a member of staff'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 laws or guidelines in force at the relevant time by the Appointments Board.
Gross neglect of duty:	Shall mean an omission by a member of staff to perform his or her duties.
Head:	Shall mean a person appointed and designated by the Appointments Board as being administratively accountable for a unit.
Home:	Shall mean a place of origin, within Uganda as stated by the staff on the prescribed Human Resources Manual form at the time of appointment. For non-citizens, home shall be defined as Kampala.

Human Resources Manual:	Shall mean the Makerere University Human Resources Manual 2009 as approved by Council to regulate matters relating to human resources in the University.
Immediate Family:	Shall mean the member of staff's spouse and biological/adopted children as registered with the University.
Salary Increment:	Shall mean the increase in salary granted to a member of staff on merit until the top of the salary scale is reached.
Industrial Training:	Shall mean the training of a student to a University unit, for purposes of the student developing skills and knowledge that relate to specific useful competencies in regards to the Student's career.
Interdiction:	Shall mean the temporary removal of a member of staff from Office and from exercising the duties of his or her office pending investigations until such a time as the result of the disciplinary proceedings against him or her are known.
Leave:	Shall mean the official holiday with full pay from the University that a member of staff may be entitled to as provided for in this manual.
Middle Management:	Shall mean all Heads of Academic Departments, Schools and Divisions.
Misconduct:	Shall mean any conduct by a member of staff that violates 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 degree of complexity.

Over time:	Shall mean any Council approved hours worked in a day that are over and above the designated normal working hours of a member of staff.
Plagiarism:	Shall mean the unauthorised taking and use or close imitation of another author's works, or Ideas and passing them off as one's own original work.
Principal:	Shall mean the head of a College as appointed by the University Chancellor under the Universities and Other Tertiary Institutions (Management of Constituent Colleges of Makerere University) Statute, 2012 (as amended).
Probation:	Shall mean a prescribed period for which a member of staff has to serve prior to being confirmed into university service.
Resignation:	Shall mean a formal notice to the University of the Voluntary Termination of service with the University by a member of staff in compliance with the notice periods as required by the relevant law.
Retirement:	Shall mean the retirement from University service by a member of staff on attainment of the statutory retirement age.
Senior Staff:	Shall mean all members of staff on senior terms of service from Salary Scale M7 to M1.
Spouse:	Shall mean a 'husband' or a 'wife' of a member of staff as defined by the laws of Uganda.
Member of Staff:	Shall mean a person employed by the University under a contract of service on permanent, temporary, probationary or casual terms.
Staff on permanent Terms:	Shall mean a member of staff who has satisfactorily completed the prescribed probationary period and has been confirmed in service.

Students:	This shall refer to all registered students in the university, including short term programmes such as certificates and on modular programmes such as AFRISA
Term:	Shall mean in relation to a member of staff on contract, the period of service with the University as stipulated in his/her contract.
Teaching:	Shall include all activities that aid the delivery of content to the learner. These may include but not be limited to lecturing, actual teaching, drawing course outlines, setting course works and marking, setting and marking examinations, supervision, research, guidance and interaction with students.
The University:	Shall mean Makerere University (Mak)
The University Council:	Shall mean the Council as established under the Universities and Other Tertiary Institutions Act 2001 (as amended) as the supreme policy making organ of the University.
Top Management Committee:	Shall mean a committee set up by the Vice-Chancellor to advise him/her on administrative matters. It shall comprise and include; the Vice-Chancellor, the Deputy Vice-Chancellor (AA), the Deputy Vice-Chancellor (F&A), the University Secretary, the Academic Registrar, the University Bursar, the Dean of Students, the University Librarian, Directors, Principals and any other officer(s) as and when a need arises.
University Secretary (US):	Shall mean Secretary to the University Council as designated in the Universities and Other Tertiary Institutions Act 2001 (as amended).
Vice-Chancellor:	Shall mean the Vice-Chancellor of Makerere University who is the Chief Executive Officer of the University as designated by

the Universities and Other Tertiary Institutions Act 2001 (as amended).

Volunteer:

Shall mean an individual who is authorised by the Director of Human Resources or his or her delegate to render services to the University without pay.

ABBREVIATIONS/ACRONYMS

AB:	Appointments Board
AR:	Academic Registrar
DAP:	Deposit Administration Plan
DHR:	Director, Human Resources
DHR:	Directorate of Human Resources
DICTS:	Directorate for Information & Communications Technology Support
DVC (AA):	Deputy Vice-Chancellor Academic Affairs
DVC (F&A):	Deputy Vice Chancellor, Finance and Administration
EEP:	Equal Employment Opportunity
FPAIC:	Finance, Planning, Administration and Investments Committee
HURIS:	Human Resource Information System
ICT:	Information Communication Technology
LA:	Legal Assistant
Mak:	Makerere University
MASA:	Makerere University Administrative Staff Association
MUASA:	Makerere University Academic Staff Association
MUSG:	Makerere University Students' Guild
NUEI:	National Union of Educational Institutions
PA:	Personal Assistant
PRO:	Public Relations Officer
UACE:	Uganda Advanced Certificate of Education
UCE:	Uganda Certificate of Education
UOTIA:	Universities and Other Tertiary Institutions Act 2001 as amended
US:	University Secretary
VC:	Vice-Chancellor

SECTION 1

INTRODUCTION

1.0 Policy Statement

Makerere University is committed to creating and maintaining a conducive work environment which enables all the University's Human Resources to achieve Individual maximum job satisfaction and output while ensuring career development of Individuals.

1.1 The University Governance and Administrative Structure

The University Council is the supreme organ of the University responsible for the overall administration of the University as per UOTIA.

The Appointments Board is the Council Committee mandated under the Universities and other Tertiary Institutions Act for appointment, promotion, disciplining and removal from office of all staff of the University.

Senate is the organ responsible for the organization, control and direction of the academic matters of the University and reports to Council.

The Chancellor is the Ceremonial Head of the Institution while the Vice-Chancellor is the Administrative and Academic Head.

1.2 The Human Resource Mission Statement

The Human Resource Mission of the University is to provide an appropriate environment to execute the human resource functions at Makerere University using best practices.

1.3 Human Resource Policy Goals

- a) Effectively implement the University Human Resources Management Policy;
- b) Implement and update Human Resource Information Systems;
- c) Evaluate staffing levels and hiring procedures for effective human resource management;
- d) Provide staff with necessary and consistent benefits administration and information to receive the best value;

- e) Address performance, training and development issues throughout the University;
- f) Develop compensation strategies;
- g) Improve staff relations throughout the University Community;
- h) Administer the University Equal Employment Opportunity (EEO) policies and monitor compliance; and
- i) Develop and implement equity and diversity initiatives throughout the University community.

1.4 Objectives of the Manual

- a) To establish a fair and transparent system of entry and exit from the University;
- b) To enable the University attract and retain high quality human resources;
- c) To ensure quality in its recruitment and promotions criteria and
- d) To serve as a basis for human resources management and development.

1.5 Interpretation and Enforcement

- a) The Interpretation and Enforcement of this manual shall be vested in the Director of Human Resources;
- b) If any of the provisions of this manual are in conflict with applicable existing labour legislation of Uganda, the provisions of such legislation shall prevail.

1.6 Application and Structure

- a) The provisions of the Manual contained herein shall be known as the Makerere University terms and conditions of service;
- b) It shall be an obligation of all staff to read and understand the provisions of this Manual;
- c) The University Management shall maintain copies of the Manual which will be available on the University intranet, Office of the Director Human Resources and College Human Resources Offices; and
- d) This Manual contains a Table of Contents, a Glossary of Terms and Appendices.

1.7 Structures for Implementing the Manual

The Human Resources Manual will be implemented in line with the following tier system:

- a) Departments
- b) Schools
- c) College/Unit Established Committees as provided for in this Manual

- d) The Appointments Board Committee of Council
- e) Relevant Council Committees

1.8 Implementation of the Manual

- a) The Director, Human Resources shall coordinate the overall development, implementation and evaluation of the Human Resources Manual;
- b) The adherence to the provisions of the Manual is the primary responsibility of every member of staff of the University;
- c) The Director, Human Resources shall oversee the activities of the key players as indicated in the structure for implementing the Human Resources Policies;
- d) Unit heads will ensure adherence to the provisions of the Manual in recommending staff; and
- e) In the implementation of the Manual, the Director Human Resource shall report to the Office of the Vice Chancellor

SECTION 2

EMPLOYMENT

2.0 Introduction

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

The University Council shall approve all establishments and shall be responsible for all appointments through the University Appointments Board as mandated by the Universities and Other Tertiary Institutions Act (UOTIA) 2001 as amended.

However, appointment to the positions of the Vice-Chancellor, Deputy Vice-Chancellors, College Principals and Deputy Principals shall be by the Chancellor on the recommendation of the University Council after an appropriate Search process.

All persons seeking employment with the University shall do so in response to an advert of the University by the Director Human Resources, by a written application addressed to the Director, Human Resources and shall ensure their applications are received by the relevant office.

2.1 Categories of Staff

As stipulated by the Universities and Other Tertiary Institutions Act 2001 (as amended), the University shall have three (3) categories of Staff as follows;

2.1.1 The Academic Staff

The Academic staff shall be staff engaged in Teaching, Research and Outreach in the community in line with the mission of the University. These Staff shall comprise;

- i) College Principal;
- ii) Deputy College Principal;
- iii) Director External Campus;
- iv) Director of an Institute;
- v) Director and Deputy Directors, Research and Graduate Training Directorate;
- vi) Directors, Centres of Excellence and Global Centres;
- vii) Dean of a School;
- viii) Head of a Department;
- ix) Professor Emeritus;
- x) Professor;

- xi) Associate Professor;
 - xii) Senior Lecturer;
 - xiii) Lecturer;
 - xiv) Assistant Lecturer;
 - xv) Research Fellows;
 - xvi) Graduate Fellows;
 - xvii) University Librarian and other Library staff designated as Academic;
 - xviii) Chief Technician;
 - xix) Principal Technician;
 - xx) Senior Technician;
 - xxi) Technician;
 - xxii) Technical Assistant;
 - xxiii) Curators;
 - xxiv) Clinician;
 - xxv) Dental Technologists;
 - xxvi) Visiting /Honorary Academic Staff; and
 - xxvii) Such other categories of technical positions as the University Council may designate
- Academic members of staff

NOTE:

Members of Staff in this category who hold administrative roles shall have a minimum teaching load which shall be determined by Makerere University Council from time to time.

2.1.2 Administrative Staff

Administrative members of staff shall consist of persons employed by the University other than Academic members of staff holding administrative and professional posts established by the University Council for the efficient management and operations of the University.

The Administrative members of Staff shall include:

- i) The Vice-Chancellor;
- ii) The Deputy Vice-Chancellor (AA);
- iii) The Deputy Vice-Chancellor (F&A);
- iv) Heads of Directorates, Divisions/Units; and
- v) All other Non -Teaching members of Staff serving under senior terms of service from salary scale M3 to M7.

2.1.3 Members of Support Staff

The Support members of staff shall consist of persons employed by the University in positions established by the University Council to support academic and administrative activities of the University. These members of Staff are neither academic nor administrative members of staff.

2.1.4 Members of Casual Staff

These shall be part of members of support staff and shall be persons employed to perform defined tasks on ad-hoc basis and remunerated accordingly.

2.1.5 Other Personnel Associated with the University

a) Apprenticeship

Persons interested in apprenticeship placements shall apply to the Director, Human Resources for placement through the Heads of respective Units in which they wish to do their apprenticeship, for a specified period of time, and once accepted they shall be under the supervision of the Heads of Department/Unit.

Any person on apprenticeship shall not be a member of staff. He or she shall not be entitled to salary but maybe paid an allowance subject to availability of funds.

Any person on apprenticeship is in the University purely for mentorship and skills' development. The only obligation the University has towards them is to monitor and supervise their performance.

The period a person on apprenticeship stays with the University shall be determined according to his or her need and that of the Department/unit where he or she intends to be deployed but, in any case, the period shall not exceed six (6) consecutive months.

The University shall have no obligation to take on any person on apprenticeship as staff, as his or her service to the University is on voluntary basis.

b) Industrial Training/Attachment

The University may accept students for attachment to any of its Units for training purposes, only not exceeding ten (10) weeks.

Such students shall apply for attachment to the Director, Human Resources through their respective institutions and the Heads of the recipient Units.

While on Industrial training, the students shall not be entitled to any remuneration and must fully comply with all regulations as provided by the Recipient Unit and the Directorate of Human Resources.

2.2 Terms of Employment

Subject to the provisions of the UOTIA 2001 (as amended); Members of Academic, Administrative and Support staff shall be appointed by the Appointments Board on such terms and conditions as shall be determined by the University Council in respect of each category of members of staff.

The Makerere University Council reserves the right to appoint any member of staff as a full-time member of staff on either permanent or contractual terms.

The following shall be the terms of employment:

2.2.1 Permanent Terms

- a) Appointment on permanent terms shall be the type of employment where the period of service is up to the mandatory retirement age of sixty (60) years subject to other provisions contained in this manual.
- b) Eligibility for appointment on permanent terms shall be Academic members of staff from position of Lecturer and above, below the age of fifty (50) years.

2.2.2 Contractual Terms

- a) Appointment on Contract shall be the type of employment on such terms as shall be agreed upon between the member of Staff and the University as contained in the letter of engagement.
- b) A member of staff may change status from Permanent Terms to Contractual Terms, and vice-versa through application to the Appointments Board and subsequent approval.

- c) If a member of staff changes to Contractual terms before age of sixty (60) years due to the nature of the new job, such change shall not amount to break in service for purposes of calculation of benefits.

Eligibility to Contractual Appointments shall be as follows:

- a) Assistant Lecturers
- b) All Administrative Staff
- c) All Support staff
- d) New appointments at the age of fifty (50) years and above.
- e) A member of academic staff who has attained the mandatory retirement age of sixty (60) years and whose services are still needed may be appointed on contract. The contractual period shall be treated as follows:
 - i) A Professor may be given maximum of a four (4) year contract renewable up to the age of eighty (80) years subject to satisfactory performance including the following; good health, evidence of grants in the last five years; ability to attract funding of up to USD100,000, active teaching both undergraduate and postgraduate students, evidence of active supervision of both Masters and PhD students, active involvement in research, evidence of recognized publications in the last five years, mentorship of junior university staff, visible contribution to the university strategic goals, good ethical and moral character following a good performance appraisal.
 - ii) An Associate Professor may be given maximum of a 4 year contract renewable up to the age of seventy (70) years subject to satisfactory performance including the following; good health, evidence of grants in the last five years, ability to attract funding of up to USD100,000; active teaching both undergraduate and postgraduate students, evidence of active supervision of both Masters and PhD students, active involvement in research, evidence of recognized publications in the last five years, mentorship of junior university staff, visible contribution to the university strategic goals, good ethical and moral character following a good performance appraisal.
- f) Principals/Deputy Principals.

Their appointment shall follow guidelines of the Universities and other Tertiary Institutions (Management of Constituent Colleges of Makerere University) Statute 2012 as amended.

Principals and Deputy Principals that are appointed when they are substantive members of staff of Makerere University shall revert to their former academic positions on expiry of their terms as Principal or Deputy Principal;

Any person appointed as Principal and Deputy Principal who, before this appointment, was not a substantive member of staff of Makerere University shall cease being a member of staff of Makerere University upon expiry of his or her term as principal/Deputy Principal.

- g) Assistant Lecturers may be hired on a four (4) year contract, renewable upon progress on the PhD. After attaining the PhD the Assistant Lecturer will be recruited on permanent terms subject to availability of wage.
- h) Administrative staff may be hired on four (4) years contract, which will be renewable subject to good performance.
- i) Administrative Staff on M4 Salary Scale and above may be given maximum of a five (5) year contract renewable once as per Council guidelines subject to evidence of good health and satisfactory performance; including a positive performance appraisal as well as ethical and good conduct. Such member of staff shall not be above the age of fifty-five (55) years.
- j) Support staff may be hired on four (4) years contract, which will be renewable subject to good performance.
- k) Short-term contractual appointments authorized by the Vice-Chancellor in writing for formal appointment by the Director, Human Resources. Each appointment shall not exceed one (1) year.
- l) Non-citizens:
- m) The University may employ non-citizens on contractual basis in both academic and administrative positions.
- n) Any other cases as may be determined by the University Council.
- o) Members of Staff on contractual terms shall be employed on the same terms as members of staff on permanent terms with regard to their terminal benefits except the offices of the Vice-Chancellor, Deputy Vice-Chancellors, Academic Registrar,

University Secretary, Dean of Students and University Librarian who are entitled to 25% gratuity calculated monthly till end of the contractual period.

- p) All post retirement contracts shall be granted by the Appointments Board.
- q) Administrative staff on M4 and above shall be required to resign their substantive positions on permanent employment before assumption of duty on contractual terms.

2.2.3 Termination upon Expiry of Contract

The last day of the specified contract shall be the end of the contract unless extended/renewed by the Appointing Authority.

2.2.4 Renewal of contractual terms

An application for contract renewal shall be forwarded to the Director, Human Resources at least six (6) months before the expiry of the contract.

The Application shall be considered by Management and recommendations made to Appointments Board for a final decision.

The decision of the Appointments Board shall then be communicated by the Director Human Resources to the Applicant.

2.2.5 Part-Time Terms

- a) This shall be a specific type of engagement for a member of staff where there is specialized need which cannot be met by the existing staff.
- b) Any appointments on part time shall be subject to an approved budget.
- c) Engagement under such terms shall be approved by the Vice-Chancellor on recommendation of the User Units.
- d) A part time contract may be renewed subject to satisfactory performance and availability of funds.
- e) Part time appointments shall only be issued by the Director of Human Resources.
- f) A Part-time member of staff shall be paid at hourly rates approved by Council from time to time.
- g) The working hours on part-time basis shall be as approved by the University Council from time to time. The current maximum time is twenty (20) hours a week.
- h) The qualifications of a part-time member of staff shall be comparable to the appropriate rank in the University structure that such member of staff is to be appointed.

2.2.6 Casual Terms

This shall be the type of employment where any person is engaged to perform defined tasks on a daily or hourly basis where payment is due on completion of each day/hourly work.

However, a person shall not be employed on Casual Terms in Academic, Administrative, Clerical, Financial, Secretarial and Technical positions.

2.2.7 Honorary Terms

Employment 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 shall be determined by Council.

2.2.8 Adjunct Terms

Employment on Adjunct terms is the type of employment where a member of staff of one Department may render specialized part-time services to another Department on agreed terms.

2.2.9 Joint/Cross Appointment Terms

This is where a member of staff from one discipline or Department is required to offer a service in another Department/Unit.

The service offered may be scholarly related like teaching, participation in research activities or administrative activities.

The member of staff shall only be entitled to payment of extra load in excess of the prescribed maximum working load as defined by the University.

2.2.9.1 Procedure/Guidelines for Joint/Cross Appointment

- a) The Terms and Duties under joint appointment shall be agreed upon by both departments.
- b) There shall be a formal agreement signed between the Parent and Service Unit and witnessed by the Director, Human Resources or an authorized 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.
- c) The Primary (Parent) Unit shall recommend the appointment and promotion of a member of staff on Cross Appointment.
- d) Joint appointments shall not affect staff establishment (i.e. staff appointment under this arrangement should not fill existing positions).

- e) 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 and shall cover extra hours beyond the University stipulated workload.
- f) Members of Staff in Administration may be recommended for promotion or appointment at an appropriate level by the relevant Unit as long as such staff continue to engage in Scholarly work and meet the minimum requirements for such positions. This is in recognition of the fact that the administration is not an Academic Unit.

2.3 Recruitment and Hiring Process

- a) The University shall at all times aim to recruit/hire, appoint and retain the best available members of staff in order to promote academic, professional and administrative excellence.
- b) Recruitment shall only take place if there is a vacancy, an established post, approved budget and shall be based on a comprehensive job description/profile for each available position. Each job description will include a title, Department, immediate supervisor, summary statement and/ or essential functions, qualifications, competences, required for the job and work environment.
- c) The Directorate of Human Resources shall review the job description for clarity and content. A copy of the job description shall be maintained by the Directorate of Human Resources, on the University Intranet and within all User Units.

2.4 Workforce Planning

This Section outlines how staffing requirements are planned in advance to achieve the University's business objectives and goals toward managing the employment of an optimum level of human resources with the required skills.

- a) Workforce planning and budgeting shall be driven by the number of students, curriculum and research activities of the University. The Workforce plan defines the number, cost, skill set and timeframe requirements for each position as well as reflecting areas of growth.
- b) Annual discussions between the academic and operational areas of the University shall inform the management team on anticipated changes, staff needs for the coming academic year(s). The academic vision, mission, strategic objectives of the University shall guide these discussions and considerations will be given fiscal capacity.
- c) The Vice-Chancellor or his designate shall sign off on the Workforce Plan for each Year and the associated budget shall be integrated into the respective Departmental budgets.

- d) Position deletion and recruitment requests for new and/or replacement positions shall be in accordance with the approved Departmental Workforce Plans.
- e) Urgent Staff recruitment (Temporary recruitment) may be required to overcome unforeseen staff gaps or needs such as replacements from sudden resignations, terminations, new projects etc.
- f) Such urgent staff recruitment (Temporary recruitment) requirements shall be approved by the Vice-Chancellor for implementation by the Director, Human Resources. Where approved, such recruitment will in turn feed into the Workforce Plan for future planning purposes. The Appointments Board shall be notified of such recruitments.
- g) The Human Resources Directorate shall monitor the implementations of all Departmental Workforce Plans.

2.5 Vacancies

- a) Posts in the University shall be established by the University Council on the recommendation of the Finance, Planning and Administration Committee (FPAIC) of Council in consultation with the User Department/ Unit.
- b) Posts shall be deemed to be vacant as a result of the following:
 - i) Restructuring /New Establishment;
 - ii) End of contract;
 - iii) Resignation;
 - iv) Promotion;
 - v) Retirement;
 - vi) Rejection of appointment offered;
 - vii) Termination;
 - viii) Dismissal;
 - ix) Death; and
 - x) Any other causes as identified by the Appointments Board

2.5.1 Notification of Vacancies

- a) The Principal or Head of the Academic or Administrative Department/Unit shall notify the Director, Human Resources of existing vacancies immediately the position is vacated, or prior, if any position is expected to fall vacant within six (6) months.
- b) Any responsible Officer, who does not report a vacancy within the prescribed time, shall be liable for disciplinary action by the Appointments Board.

2.5.2 Methods of Filling Vacancies

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

2.5.2.1 Promotion

- a) Whenever a vacancy arises, the Principal, Head of Division/Department/Unit shall declare it to the Director, Human Resources.
- b) Where a Principal, Head of Academic or Administrative Department/Unit is satisfied that there are members of staff who are qualified to fill a vacant post, the responsible Principal, Head of Academic or Administrative Department/Unit shall declare the vacant position to the Director, Human Resources to be filled by internal capacity on merit.
- c) The Unit shall then assess the candidates and forward its recommendations to the Committee in charge of handling Appointments/Promotions.
- d) The Committee will make recommendations to Appointments Board which shall make the final decision as to whether to interview the recommended candidates or endorse the decisions of the College/Sub Committee for appointment.
- e) The Promotion to positions at M5-M3 shall be handled by the Appointments Board through the Directorate of Human Resources after assessment by the respective Colleges/Unit Committees.

2.5.2.2 Appointment

The Vice-Chancellor/Deputy Vice-Chancellors/Principals/Deans/Directors of Academic Units/ Heads of Departments shall be appointed on such terms and conditions determined by the University Council as provided for in the Universities and Other Tertiary Institutions Act 2001 (as amended).

Other members of staff shall be appointed on such terms governing employment in the University service for different categories of staff as provided for under the Universities and Other Tertiary Institutions Act 2001 (as amended) and the Makerere University Human Resources Manual 2009 (as amended).

2.5.2.3 Re-appointment

A member of staff on Contract terms qualifies for re-appointment as provided for under Section 2.13.3 and 2.5.2.2.

The appointment and re-appointment shall be as per the terms of service agreed upon at the initial appointment as provided in the appointment letter and as per guidelines provided in the Manual.

2.6 Application Process

2.6.1 Processing Applications

- a) All persons seeking employment with the University under terms prescribed in this Manual shall do so through a written application addressed to the Director, Human Resources or as may be advertised depending on the type of employment
- b) Applications shall be received by the Directorate of Human Resources and processed by the Directorate. The Director may involve User Units for technical advice where necessary. The Director, Human Resources shall offer technical expertise and guidelines on how the Appointments & Promotions Committees should operate.
- c) There shall be Departmental, School/ College Establishment and Promotions Committees which shall assist the Director Human Resources in processing applications for Appointment and Promotions of Staff.

2.6.2 Departmental Appointments and Promotions Committee

- a) The Departmental Appointments & Promotions Committee shall consist of at least five (5) members of staff of the Department. Where a Department is understaffed, it shall co-opt suitable members of staff from other Departments with expertise on the position being considered.
- b) All such recommendations shall be sent to the Appointments Board, through the appropriate levels, for a final decision.
- c) Only persons whose Ranks are higher or equivalent to the person being considered for appointment or promotion shall constitute the Committee.
- d) Where the Head of Department or a member of the Committee is a candidate, or where two or more members of the Departmental Committee are being considered, the Principal/Deputy Principal/Dean, School of Law/Head of administrative Unit shall assume the Chair of the Departmental Appointments/Promotions Committee meeting called for that purpose. Members shall guard themselves against/declare conflict of interest in handling Committee business.
- e) Where the Unit (Academic, Administrative) cannot form a Committee as required by this Manual due to lack of eligible staff members, the Unit shall co-opt members from relevant fields within the University to be part of the Committee to assess the applications.

- f) The role of the Committee shall be to scrutinize all applications for appointment or promotion.
- g) The Committee shall also evaluate employees annually and submit its recommendations to the Appointments Board through the Director, Human Resources.
- h) The decisions of the Committee shall be communicated to the Appointments Board in duly signed minutes by the Committee Members who attended the meeting. All pages of the minutes shall be signed by the Chairperson and Secretary of the Committee. The quorum of this Committee shall not be of less than three senior staff members.
- i) The Chairperson of the Committee shall not delegate his/her mandate when present at the meeting.

2.6.3 College Establishment and Appointments Committee

The College Establishment and Appointments Committee shall handle business of the College as mandated under the Universities and Other Tertiary Institutions (Management of Constituent Colleges of Makerere University) Statute 2012 as amended.

2.7 Initial Screening Procedure

The Appointments Board or its delegated representatives shall have the mandate to conduct the initial screening of Applications for minimum qualifications or requirements as advertised in the advert for vacancies.

Only Applicants meeting minimum qualifications and or requirements shall be shortlisted.

2.7.1 Verification of Documents

The Directorate of Human Resources reserves the right to authenticate the documents in such manner as it shall deem necessary.

2.7.2 Short Listing

Short listing refers to the initial process of identifying candidates for further considerations.

- a) Short-listing of applicants shall be the responsibility of the Appointments Board or its delegated representative(s).
- b) The Short-listing Committee shall always be guided by the advertised minimum requirements, agreed criteria for short-listing and other job requirements as may be applicable.

- c) The Short-listing Committee shall conduct its mandate in line with the principles of natural justice and members of the committee shall declare any conflict of interest where it arises.
- d) Short-listing shall be done within a period of not more than one month from the date of closure of receiving applications except in unforeseen circumstances.
- e) Short-listed applicants shall be given reasonable notice for interviews specifying time and place of interview. This communication shall be made by a posted or hand delivered letter or any other suitable means of communication as may be approved by the Appointments Board.

2.7.3 Contacting References

- a) After the short-listing exercise, the Selection Committee may contact the referees of each candidate (either before or after the interview) to obtain further relevant information concerning the application and /or to clarify any issues about the suitability of the candidate.
- b) The right to privacy of each Applicant shall be respected by the Selection Committee and the members of the Committee shall as far as possible restrict any inquiries to what is relevant to the job in question.

2.7.4 Background Check

The Short-listing Committee has a right to carry out background checks on selected candidates.

2.7.5 Impersonation or Falsification of Documents

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

Any Applicant who, by himself or herself or by his or her agent or associate, is involved in lobbying or influencing the Committee for any vacancy shall automatically be disqualified from consideration for appointment.

2.8 Minimum Qualifications for Appointment

2.8.1 Academic Staff

- a) The minimum qualifications for eligibility for appointment to an academic post at Makerere University shall be as indicated in the Appointments and Promotions Policy of Academic Staff as may be reviewed by the Makerere University Council from time to time. The applicant must hold an Honours Bachelor's degree.
- b) Academic staff joining University service for the first time shall be interviewed by the Appointments Board or its delegates.

2.8.2 Administrative Staff

- a) The minimum qualification for eligibility for employment as an Administrative Staff in the University service shall be an Honours Bachelor's Degree and / or a Master's Degree depending on the position applied for.
- b) Additional requirements such as experience or professional qualifications shall be specified depending on the vacancy in question.

2.8.3 Support Staff

- a) The minimum qualification for eligibility for employment as a Support Staff in the University Service shall be U.C.E, and/or UACE or Diploma or its equivalent depending on the position applied for.
- b) Additional requirements such as experience shall be specified depending on the position in question.

2.9 Selection Process

The Appointments Board, shall, except where provided otherwise under the UOTIA, be responsible to the University Council for the appointment of all Officers and Staff of the Academic and Administrative service of the University, as may be determined by the University Council.

2.9.1 Interviews

All applicants for posts in the University service including Academic Staff may be interviewed by the Appointments Board in a manner it deems fit.

Whenever need arises, the Appointments Board may invite any technical person(s) to assist in the interviewing process. For the avoidance of doubt, any such technical person co-opted by the

Board shall only provide technical guidance and shall not participate in the scoring of a Candidate's performance during the interview. Only members of the Appointments Board will score a Candidate's performance during the interview.

2.9.2 Selection

The Appointments Board shall select, appoint, and or re-appoint applicants to specific established posts.

- a) The selection process may take the following form;
 - i) interviewing candidates to get the most suitably qualified;
 - ii) appointing those voted into office;
 - iii) Through performance assessment for cases of contract renewal/appointment in respect of members of staff both Academic and Administrative staff on contract;
or
 - iv) Through adoption of any other form or process as the Appointments Board may deem necessary.
- b) Where the Appointments Board deems it necessary, it shall approve Professional Selection Tests (PST) which shall be administered by a competent person / Body approved by the Appointments Board to verify the competency of the applicant for the post in question. This shall be followed by a selection interview.
- c) Where the Appointments Board considers that a recommendation of an Appointments/Promotions Committee is not satisfactory, the Chairperson of such a Committee may be invited to appear before the Appointments Board to clarify on the recommendation before the Appointments Board takes a final decision.

2.9.3 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/Divisions/Units 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 other benefits if any, and an acceptance option.
- c) The Appointee shall be required to; indicate their acceptance of offer in writing, indicating the earliest time they are available to take up the post but, in any case, not later than one month after appointment; attach three copies of passport size photographs of their current likeness.

- d) Heads of relevant Departments/Units must assign duties to the newly appointed staff who has reported for duty and indicate formally in writing the staff's assumption of duty within one (1) week to the Director, Human Resources.
- e) Any Head of Department/Unit who fails to comply with the provision in (iii) above to enable processing of the affected member of staff's salary within a specific time from the date of assumption of duty, shall face disciplinary action from the Appointments Board.
- f) The Appointments Board shall impose a penalty against such a Head of Department/unit which may include an option of payment to the aggrieved staff daily earnings lost for the period in question in respect of every day on which he or she failed to communicate, salary at the same rate as the member of staff had performed the day's work.
- g) All new members of staff shall be required to fill the Personnel Data-Form which shall capture his or her Bio-data and other relevant information which may be required by the University during and after their tenure of employment. After the Personnel Data- form has been filled, the member of Staff shall have it certified by a Commissioner of Oaths authenticating the information given as true. For the avoidance of doubt, the said form shall not be accepted by the Director of Human Resources without fulfilling this condition.
- h) After submitting the information in (vii) above, no member of staff shall be allowed to alter the bio data information.
- i) Any alteration of the information provided in the bio-data form shall only be altered by a member of staff with the consent of the Appointments Board.
- j) Any member of staff, who tampers or alters his or her bio-data information without such consent in (ix) above shall be liable to face disciplinary action before the Appointments Board.
- k) Subject to (viii) above, any member of staff member may update his or her any other information as prescribed in the Records Section of this Manual EXCEPT information relating to his or her Date of Birth.
- l) Copies of the appointment and application letters shall become part of and shall initiate an active personnel file for any newly appointed member of staff. Personnel Human Resource files shall be maintained by the Directorate of Human Resource and its designated Offices at academic and administrative units.
- m) It shall be the responsibility of each appointed member of staff to provide up to date information to the Director Human Resources, about their personal data to capture significant changes during their tenure of employment.
- n) An offer of appointment not taken within a period of thirty (30) calendar days from the dispatch date of the Appointment letter shall be deemed to have been declined by the

appointee, and the Director, Human Resources shall declare the post vacant to the Appointments Board for filling thereafter.

2.9.4 Medical Examination

- a) All appointments into University service shall be conditional to the receipt of a satisfactory Medical Report issued by the Director, Makerere Health Services or a qualified Medical Officer from a recognised Public Medical Facility endorsed by the Director, Makerere Health Services ascertaining the fitness of the person in respect of the job applied for.
- b) Where a Candidate is found unfit for the job offered after Background or Medical Check-up, the Appointments Board reserves the right to withdraw the appointment upon which the Candidate shall be accordingly notified.

2.9.5 Induction

Induction shall be mandatory for purposes of initiation of all new members of staff (appointed, promoted, re-designated or transferred) into new roles and shall be conducted within one month of a member of staff's assumption of duty. The University may therefore reserve funds for this purpose.

2.9.5.1 The specific objectives of Induction shall include:

- a) To acquaint new members of staff with the culture of the University;
- b) To acquaint new members of staff with the guidelines that regulate University operation;
- c) To acquaint new members of staff with specific job requirements; and
- d) To acquaint new members of staff with co-workers and the physical layout of the University.

2.9.5.2 Procedure and Guidelines

University wide induction and Departmental or Unit specific induction shall be implemented as follows: -

- a) Induction with the member of staff's direct Supervisor;
- b) A meeting with the Directorate of Human Resources to complete paperwork and obtain initial information
- c) A centralized program conducted by the Directorate of the Human Resources to guide on the University's policies and procedures and the general working environment;
- d) Induction by the responsible unit overseen by the Head of Department/Unit;
- e) All newly appointed members of staff shall attend induction program/s

2.10 Probation

2.10.1 Probationary Period

Purpose

The purpose of the probationary period is to allow time for a new member of staff and the University to ensure their expectations on employment and job performance are complied with.

Policy

- a) Unless otherwise stated in the contract of employment, all staff are required to undergo a probationary period of six (6) months which may be extended for a further period of not more than six (6) months with the agreement of the staff for justifiable cause. Justifiable cause may include where the member of staff's performance has been found wanting due to sickness, where a member of staff has been away on authorised leave leading to prolonged absence from the work place.
- b) Where a member of staff's performance or conduct has not met the expectations set forth by the Supervisor at the end of the initial probationary period, extension of the probationary period allows the supervisor additional time to determine whether the member of staff's performance or conduct will eventually meet these expectations.
- c) A member of staff shall not be employed for a probationary period of service on more than one occasion for a similar job.
- d) Serving a probation period shall be mandatory for staff appointed to a new job category i.e. for example moving from Support staff to Administrative staff.
- e) The Appointing Authority reserves the right to waive the requirement for probation.
- f) Notwithstanding the above, where a member of staff has proved himself or herself in previous employment and there is no doubt in the mind of the Appointing Authority that he or she is suitable for retention in the University Service, probation for such a staff member may be waived by the Appointing Authority.
- g) At the expiry of the probationary period, the concerned member of staff shall apply for Confirmation into University service through the relevant Departmental Organ(s). This organ(s) shall inform the Director, Human Resources about the suitability for continued employment of that member of staff.

2.10.2 After the probationary period one of the following decisions shall be considered:

The Director, Human Resources shall inform a member of staff of the decision of the Appointments Board on whether she/he has been confirmed, terminated or his or her probation has been extended.

- a) A member of staff shall not be promoted during his or her probationary period of service.
- b) Successful completion of the probationary period shall not mean an entitlement to a salary increase or promotion.
- c) A probationary appointment may be terminated by either party by giving not less than fourteen days' notice of termination, or by payment of fourteen days' salary in lieu of notice by either party.
- d) Subject to a satisfactory performance report from the Supervisor, a member of Staff may be confirmed after the probationary period as permanent staff of the University.
- e) Where a member of staff below M3 is dissatisfied with the rating of the Supervisor, such Staff may appeal to the Director, Human Resources.
- f) Where the Director, Human Resources is the immediate supervisor, such dissatisfied member of staff may appeal to the Deputy Vice-Chancellor (Finance and Administration).

2.11 Confirmation

- a) Two (2) week before the probationary period expires, a concerned member of staff shall fill in an application for confirmation (form issued by the Directorate of Human Resources) and submit it with a Curriculum Vitae and a statement of achievements to the immediate Supervisor / Head of Division/Department/Unit for assessment of the staff performance and suitability for continued employment.
- b) The Heads of Division/Department/Unit shall assess the performance of the member of staff during the probationary period and shall recommend to the Appointments Board whether the member of staff should be confirmed or not.
- c) All members of Staff shall be rated on a number of factors including productivity, efficiency of work, punctuality, attendance, participation in departmental activities, ability to learn, initiative, attitude, and conduct.
- d) Where the performance of a member of staff due for confirmation is found to be satisfactory, the Head of Academic or Administrative Department/Unit, shall forward to the Director Human Resources, a recommendation from the College Establishment and Appointments Committee that the staff should be confirmed.

- e) The Human Resource Officer/Secretary to the College/Unit Appointments and Promotions Committee shall return the completed Confirmation of Employment Form to the Directorate of Human Resources, Performance Division at least One (1) week before the expiry of the probationary period.
- f) If a member of staff serves his/her probationary period satisfactorily, he/she shall be confirmed into University Service by the Appointments Board as a full-time member of staff. The Director of Human Resources shall communicate the decision of the Appointments Board in writing to the confirmed member of staff.
- g) Where the College Establishment and Appointments Committee finds the performance of a member of staff due for confirmation to be unsatisfactory, the Secretary to the Committee shall communicate the decision of the Committee to the Director, Human Resources in writing attaching signed minutes of all members who attend the Committee detailing reasons why the staff member should not be considered for confirmation.
- h) In the event that head of unit or relevant organ(s) in the Unit, fails or neglects to process the application for confirmation of any member of staff within the prescribed timelines, and the period of probation of the applicant expires, the responsible staff (the head of Unit/ organ) shall be required to show cause why disciplinary action should not be taken against him or her; and the affected staff shall be deemed to have been automatically confirmed into University service.
- i) Confirmation in all cases shall be processed within a period of three (3) months after the expiry of the probation period
- j) A member of staff who fails to fulfil confirmation requirements shall be deemed to have been terminated after a period of nine (9) months and he/she shall receive communication from the Director, Human Resources on this decision within a period of one (1) month.
- k) The confirmation in the University service shall be effective the date of expiry of the probationary period unless otherwise expressly stated in the decision of the Board.
- l) A member of staff who, without reasonable cause, fails or neglects to apply for confirmation into the University service, within the stipulated period, shall be deemed to have rescinded his/her appointment.

2.12 Employment of Non-Citizens

Where a Non-Citizen has been appointed into University service, he/she shall use the appointment letter to obtain clearance from the Directorate of Citizenship and Immigration Control, Ministry of Internal Affairs;

- a) She/he shall be required to present copies of his/her passport and work permit to the Performance and Appraisal Manager, Directorate of Human Resources before assumption of duties with the University.
- b) The Performance and Appraisal Manager shall report such clearance to the Director, Human Resources.
- c) A non-citizen shall be employed on local contractual terms of two years, which may be renewable after assessment from the User Department and College.
- d) For purposes of employment with the University, a non-citizen member of staff's home shall be defined as Kampala.

2.13 Other specific categories of administrative appointments

2.13.1 Visiting Academic Staff

- a) Appointment of a Visiting Academic member of Staff shall be approved by the Appointments Board on the recommendation of the College Establishment and Appointments Committee.
- b) **Title/Status:** A Visiting Academic member of staff shall be appointed by Makerere University based on his or her status from the Parent institution as long as that institution where he/she is serving is a recognized University or is an Academic Institution of repute.
- c) **Tenure:** A Visiting Academic member of Staff shall be appointed by the Appointments Board for two years, renewable on the recommendation of their respective Units through the Establishment and Appointments Committees at the different levels and supported by their Parent Institution. Such appointment shall be subject to age limits as other categories of members of staff of the University.
- d) **Administrative Roles:** In Units where there may be no suitable staff to be appointed to occupy Headship or Deanship positions, a Visiting Academic member of Staff may be assigned such administrative roles in Acting capacity for a duration of time.
- e) **Promotion of Visiting Academic Staff:** The visiting academic member of staff shall not be eligible for promotion in Makerere University. The Parent Institution shall be responsible for the promotion of a Visiting Academic Staff.
- f) **Remuneration:** A Visiting Academic member of Staff shall not be entitled to a salary from Makerere University.

2.13.2 Honorary Appointment

This shall be a non-salaried appointment of distinguished Scholars in their various academic disciplines and/or areas of professional specialization. Honorary academic member of staff shall be from institutions with running established relationships/MoUs with Makerere University.

A proposal for honorary appointment within an Academic Unit shall demonstrate a significant contribution to one or more of the following areas: -

- a) Training/Teaching for example, in curriculum development, programme design or delivery with emphasis on practical skills.
- b) Research for example, or direct contribution to research collaboration.
- c) Influence where an appointment will significantly benefit the Unit's objectives.
- d) Strategy development where an appointment contributes significantly to the development of strategy in any of the areas of current or future University activity.
- e) No member of staff shall hold more than one appointment at any one time

2.13.2.1 Rank

Honorary Academic members of Staff shall be assessed and ranked based on their credentials/qualifications equivalent to the relevant academic qualifications as follows:

- a) Honorary Lecturer/Honorary Research Fellow
- b) Honorary Senior Lecturer/Honorary Senior Research Fellow
- c) Honorary Associate Professor/Honorary Associate Research Fellow
- d) Honorary Professor/Honorary Research Professor

2.13.2.2 Criteria for Honorary Appointments

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

- a) Teaching/training
- b) Research or
- c) Professional Eminence or Entrepreneurship

2.13.2.3 Procedure for Appointment

- a) Nominations for honorary positions shall originate from a relevant Department/Unit.

- b) The Curriculum Vitae or profile of the applicant, together with a full list of publications shall be submitted to the College Establishment and Appointments Committee
- c) Applications shall be accompanied by a letter of support from the Department/unit familiar with the work of the applicant.
- d) Applications will be handled following the University guidelines for appointment of academic members of staff.
- e) The relevant Department/unit Committee, School Committee and College Establishment and Appointments Committee shall consider the applicant's qualifications and nature of the mutual commitment; and the minutes of such meeting, highlighting recommendations shall be forwarded to the Director, Human Resources for onward submission to the Appointments Board.
- f) After approval by the Appointments Board, a letter of appointment to a successful applicant shall be issued by the Director, Human Resources.
- g) An Honorary Academic member of Staff may be appointed on a two (2) years renewable contract.
- h) The appointment letter for a Honorary member of staff shall specify the period for which one has been appointed.
- i) If the appointment for an applicant is not approved by the Appointments Board, the Director Human Resources shall communicate the decision of the Board to the applicant with a copy to his or her sponsor.

2.13.2.4 Renewal of Honorary Appointments

- a) Renewal of an Honorary appointment shall be on the recommendation of the respective Department and College and shall be subject to:
 - i) Satisfactory performance in the post appointed to; and
 - ii) Evidence of continuing positive contribution to the strategic objectives of the host unit.
- b) A Holder of an Honorary Appointment shall be required to provide an Annual Reports of his or her activities/achievements to his or her respective Head of Department, and copied to the Director, Human Resources, the College Principal and the Dean of School.
- c) An Application for renewal shall be submitted at least three (3) months before expiry of the running Contract of appointment.

2.13.2.5 Appointment Guidelines for Honorary Lecturer

a) General requirements for the Applicant

- i) Be a professional or holder of a scientific or middle managerial post;
- ii) Have a major academic, teaching, research or management interest and experience in matters relevant to the position;
- iii) Where applicable, accreditation in one's speciality from the appropriate Professional Institute or equivalent professional body;
- iv) Track record of ethical Conduct; and
- v) A Master's holder for clinical discipline and a PhD for non-clinical scholars

b) Teaching

- i) Evidence of, or potential to make, a successful contribution to teaching; including practical / clinical work.
- ii) Such an Honorary Lecturer shall teach at least six (6) contact hours in a week.

c) Supervision:

An Honorary Lecturer shall supervise undergraduate students and at least two (2) graduate students every year.

d) 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) Demonstrated Evidence of capability of obtaining external funding for research.

e) 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.

2.13.2.6 Appointment Guidelines for Honorary Research Fellow

a) General requirements

1. Have research skills in matters relevant to the interests of a particular University Academic Unit;
2. Evidence of undertaking a position with a substantial research component, or a full-time Research post;
3. Track record of ethical conduct.; and
4. A Master's holder for clinical discipline and a PhD for non-clinical scholars

b) Research

- i) Evidence of a productive collaboration with a recognised or reputable University or clear evidence of intention to collaborate;
- ii) Evidence of other such successful collaborations;
- iii) Must have a good record of sourcing for research funds in the last five (5) years;
- iv) Five (5) recognised publications in the area of specialization in the last five (5) years.
- v) Evidence of having presented international conference papers within the last five (5) years.
- vi) Being capable of obtaining external funding for research; and
- vii) Evidence of having been invited to present National Conference Papers and or evidence of National Conference Papers presented.

2.13.2.7 Appointment Guidelines for Honorary Senior Lecturer

a) General requirements

The Applicant shall satisfy the following requirements:

- i) A senior professional or hold a senior scientific or managerial post;
- ii) A major demonstrated interest in academic, teaching, research or management;
- iii) Accreditation in his/her specialty from the appropriate Professional Institute or equivalent professional body;
- iv) A holder of a master's degree in a clinical discipline; and a PhD for non-clinical scholars;
- v) Eight (8) years' experience of teaching and or/research at a reputable recognised or accredited University, research institute or MDAs; and
- vi) Track record of ethical conduct

b) Teaching

- i) Evidence of, or potential to make, a successful contribution to teaching including practical and or clinical work.
- 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) Developing Innovative methodologies/pedagogy; and
- v) Such an Honorary Senior Lecturer shall teach at least six (6) contact hours in a week

c) Supervision:

An Honorary Senior Lecturer shall supervise undergraduate students and at least three (3) graduate students every year.

d) Research

- i) Possession of technical/subject expertise;
- ii) Mentoring or potential to mentor junior colleagues in the College/School/Institute;
- iii) Evidence of a productive collaboration with a recognised or reputable University or clear evidence of intention to collaborate;
- iv) Evidence of other such successful collaborations;
- v) Must have a good record of sourcing for research funds in the last five (5) years;
- vi) Eight (8) recognised publications in the area of specialization and at least three (3) of the publications within the last three (3) years; and
- vii) Evidence of having presented international conference papers within the last five (5) years

e) Professional eminence

- i) Appropriate status within his or her 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.

2.13.2.8 Appointment Guidelines for Honorary Associate Professor

a) General requirements

The Applicant shall satisfy the following requirements:

- i) Be a senior professional or hold a senior 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;
- iv) Be a holder of a master's degree in a clinical discipline; and a PhD for non-clinical scholars;
- v) Ten (10) years of teaching/research experience at a reputable recognised or accredited University, research institute or MDAs; and
- vi) Track record of ethical conduct

b) Teaching

- i) Possession of technical/subject expertise;
- ii) Mentoring junior colleagues in a College or University;
- iii) External examining;
- iv) Evidence of, or potential to make, a successful contribution to teaching; including practical / clinical work;
- v) Contribution, at an appropriate level, to the development of new modules and pathways in a University;
- vi) Contribution, at an appropriate level, to curriculum review;
- vii) Innovative methodologies/pedagogy; and
- viii) Such an Honorary Associate Professor shall teach at least six (6) contact hours in a week

c) Supervision

An Honorary Associate Professor shall supervise undergraduate students and at least three (3) graduate students; two (2) Masters and one (1) PhD every year.

d) Research

The Applicant shall possess the following attributes:

- i) Evidence of a productive collaboration with a recognised or accredited University or clear evidence of intention to collaborate;
- ii) Significant research output over the span of his or her career;
- iii) Successful ability to attract external funding over his or her career, including as a Principal Investigator 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.
- xiii) Possession of technical/subject expertise;
- xiv) Mentoring or potential to mentor junior colleagues in the College/School/Institute;
- xv) Evidence of a productive collaboration with an accredited or recognised University or clear evidence of intention to collaborate;
- xvi) Must have a good record of sourcing for research funds in the last five (5) years;
- xvii) Eleven (11) recognised publications in the area of specialization and at least four (4) of the publications within the last three (3) years; and
- xviii) Evidence of having presented international conference papers within the last five (5) years

c) Professional eminence

- i) Outstanding professional achievement;
- ii) Recognized as a leading expert within his or her 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.

f) 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.

2.13.2.9 Appointment Guidelines for Honorary Professor

a) General requirements

The Applicant shall possess the following requirements:

- i) Be a senior professional or hold a senior scientific or managerial post;
- ii) Have a major interest in academic, teaching, research or management;
- iii) Have accreditation in his/her specialty from the appropriate Professional Institute or equivalent professional body where applicable;
- iv) A holder of a master's degree in a clinical discipline and a PhD for non-clinical scholars;
- v) Twelve (12) years of teaching or /research experience at a reputable recognised or chartered University, research institute or MDAs; and
- vi) Track record of ethical conduct.

b) Teaching

- i) Evidence of External examining;
- ii) Evidence of, or potential to make, a successful contribution to teaching; including practical / clinical work;
- iii) Contribution, at an appropriate level, to the development of new modules and pathways in a University;
- iv) Contribution, at an appropriate level, to curriculum review;
- v) Development of Innovative methodologies/pedagogy; and
- vi) Such an Honorary Professor shall teach at least six (6) contact hours in a week

c) Supervision

An Honorary Professor shall supervise undergraduate students and at least four (4) graduate students three (3) Masters and One (1) PhD every year.

d) Research

- i) The Applicant should possess the following attributes;
- ii) Evidence of a productive collaboration with a recognised or reputable University or clear evidence of intention to collaborate;
- iii) Significant research output over the span of his or her career;
- iv) Successful ability to attract external funding over career, including as a Principal Investigator in grants;
- v) Invited speaker at international conferences, workshops and meetings;

- vi) Leadership of research group(s);
- vii) Member of international research groups;
- viii) Successful postgraduate supervision;
- ix) Referee, editor or member of editorial board for major journals;
- x) Invited assessor for major grant awarding Bodies;
- xi) National/international subject association Executive;
- xii) Leading expert in subject field;
- xiii) Member of Research Council sub-committees.
- xiv) Possession of technical/subject expertise; Mentoring or potential to mentor junior colleagues in the College/School/Institute;
- xv) Evidence of a productive collaboration with a recognised or accredited University or clear evidence of intention to collaborate;
- xvi) Must have a good record of sourcing for research funds in the last five (5) years;
- xvii) Twenty-one (21) recognised publications in the area of specialization and at least five (5) of the publications within the last three (3) years; and
- xviii) Evidence of having presented international conference papers within the last five (5) years.

e) Professional eminence

- i) Outstanding professional achievement;
- ii) Recognized as leading expert within his or her 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.

f) Other considerations

- i) Service on Local, Regional, National or International Committees or advisory bodies; and
- ii) Managerial experience that is relevant or /or benefit to the University.

2.13.3 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) An appointment on acting basis will not last more than six (6) months but shall be subject to direction of the Appointing Authority.
- c) Any acting appointment beyond a period of six (6) months shall be null and void and the staff member holding such an appointment shall automatically revert to his or her substantive post at the expiry of the six (6) months.
- d) Notwithstanding (c), the Appointing Authority may extend an acting appointment for another period of six (6) months, but such total period shall not exceed 12 months.
- e) This provision will only apply to positions in the University (approved by Makerere University Council) which are temporarily vacated.
- f) All acting appointments except for the Vice-Chancellor, the Deputy Vice-Chancellors, the Principals and the Deputy Principals shall be authorized in writing by the Vice Chancellor or his or her delegate, for formal appointment by the Director, Human Resources.
- g) Acting appointment of the Vice-Chancellor, the Deputy Vice-Chancellors, the Principals and the Deputy Principals positions shall be authorized by the Chancellor on recommendation of Makerere University Council.
- h) All acting appointments in a vacant post, except a vacancy when the incumbent is away (e.g. on leave, or travel, or special engagement) shall be forwarded by Heads of Units for approval by the Vice-Chancellor. The Director, Human Resources shall report such appointments to the Appointments Board for noting.
- i) Any responsible officer/organ (s) who purports to appoint a member of staff in an acting position without following the procedures herein shall be liable for disciplinary action and such purported appointment shall be null and void.

2.13.3.1 Conditions for Acting in a Vacant Post

- a) The incumbent member of staff in a position shall formally nominate a suitable member of staff member to act in his/her absence to the Head of Department / Unit for formal appointment by the Director, Human Resources, where the appointment is for a period of not more than thirty (30) working days.
- b) All other acting appointments for periods beyond (30) working days other than the positions of Vice-Chancellor, Deputy Vice-Chancellors, Principals and Deputy Principals, whose acting appointments shall be determined by Makerere University

Council, shall be appointed by the Director, Human Resources on the approval of the Vice-Chancellor.

- c) A member of staff shall not act in an administrative position where he/she does not ordinarily qualify to occupy that position.
- d) A member of staff appointed in accordance with (ii) above shall receive a written letter of appointment to act for a continuous period not exceeding six (6) months from the date of appointment. However, the Appointing Authority may extend this appointment for another period of six (6) months but such appointment shall not exceed twelve (12) months.
- e) A member of staff in appointed to act in any position shall be entitled to all benefits attached to the post and shall be paid an acting allowance which shall be the difference between the member of staff's current salary and the bottom of the salary scale where he/she is acting.
- f) In order to qualify for an acting allowance, such member of staff shall have acted in that position for a minimum period of thirty (30) continuous calendar days.
- g) To enable development of the potential of other in-service members of staff, a member of staff may not hold more than one acting position at any one point in time.

2.13.4 Appointment of Acting Vice-Chancellor, Deputy Vice-Chancellor, Principal and Deputy Principal

- a) When the position of Vice-Chancellor, Deputy Vice-Chancellors, Principal and or Deputy Principal falls vacant, and before a substantive one is appointed, the University Council shall identify and recommend to the Chancellor for appointment of an Acting Vice-Chancellor, Deputy Vice-Chancellor, Principal and or Deputy Principal.
- b) Such acting appointment shall be for a continuous period not exceeding six (6) months from the date of assumption of duties. The Appointing Authority may extend this appointment for another period of six (6) months but such appointment shall not exceed twelve (12) months.

2.13.5 Special Duty Appointment

A Special Duty Appointment shall be an appointment where a member of staff is officially required to carry out additional duties and or responsibilities accruing to 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 entail performance of extra

duties. The authority to make a special duty appointment is vested in the Vice-Chancellor. The conditions for special duty appointment shall be as follows:

- a) The member of staff shall be appointed in writing by the Director, Human Resources on the approval of the Vice-Chancellor, for a continuous period of not less than one (1) calendar month; and shall not exceed three (3) months renewable once.
- b) The appointment that has not been terminated shall automatically lapse 90 days from the date of appointment unless it is renewed as in (a) above.
- c) A member of staff appointed on special duty under this provision shall be remunerated for the special duties at a rate not exceeding 25% of his or her gross monthly salary.

2.14 Human Resource Movement

2.14.1 Transfer

a) Purpose

Internal transfer is encouraged by the University as it gives staff opportunities to widen their experience and pursue skills / career development in other areas within the University. It also enables the University to deploy staff in areas where they can best contribute to and meet the manpower requirements of the University. Transfers shall be made as much as possible in consultation with the Head of Department/unit.

b) Policy

- i) It is the policy of the University to consider internal transfers for existing staff whenever a suitable job opportunity arises or when deemed administratively prudent. Transfers shall be non-discriminatory and based on job related factors.
- ii) A member of Staff may be transferred from one post to another or from one Division/Department/Unit to another for career development or operational/structural reasons.
- iii) An application for transfer may be made by a Head of Division/Department/Unit or a member of staff to the Director Human Resources.
- iv) The final decision to transfer such staff shall be made by the Director, Human Resources after due consideration.
- v) Notwithstanding (iii) above, the Director Human resources may transfer administrative and Support staff whenever deemed administratively prudent across the University Departments.
- vi) Frequent transfers of a member of staff are not encouraged since one of the main reasons for transfer is career development. A member of Staff shall remain in their positions for at least one (1) year before any other transfer is considered unless it is deemed absolutely necessary by the Director of Human Resources or his or delegate. A transferred staff shall assume the designation/nomenclature of the position obtaining at the same level, grade and salary scale in the new Unit.
- vii) When a member of staff initiates a transfer, the application shall be supported by the two departments (i.e. the releasing and recipient departments), provided he/she meets

the requirements of the new position before it is considered by the Director Human Resources.

- viii) The Appointments Board in special cases may also initiate a transfer of a member of staff if there is reason to believe that transfer of that staff is academically/administratively prudent.
- ix) The transferred member of staff shall be provided transport in case of transfer from Kampala to upcountry stations only.
- x) A member of staff who declines the transfer and opts to resign from University service shall be allowed to resign by the Appointing Authority.
- xi) A member of staff who declines the transfer and refuses to report to the new workstation within ten (10) working days shall be deemed to have absconded from duty.

2.14.2 Re-designation

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

2.14.3 Appointment on Secondment

2.14.3.1 Internal Secondment

- a) When circumstances demand, after due consultations, a member of staff may be internally appointed on secondment to another Unit within the University on authority of the Appointments Board for a specified period of time not exceeding two (2) years.
- b) When deemed necessary, the Vice Chancellor may internally second a qualified member of staff from one academic/Administrative Unit to serve in another for a period not exceeding one (1) year subject to extension by the Appointments Board for another period of not more than one (1) year. The Director Human Resource shall

- report every secondment by the Vice Chancellor to the Appointments Board for noting within one (1) month from the date of appointment.
- c) The duties, terms of service and any change in the remuneration shall be specified in the letter of secondment issued by the Director, Human Resources.
 - d) Upon expiry of the period of secondment the member of staff shall revert to his/her mother Unit.
 - e) The maximum period for secondment is two (2) years non-renewable.
 - f) A member of staff who does not return to the mother unit after of the expiry of the secondment contract within ten (10) consecutive working days shall be deemed to have absconded from duty.

2.14.3.2 External Secondment

The University shall receive or release a member of staff on secondment by authority of the Appointments Board.

a) Staff received on Secondment

- i) Such a member of staff shall serve for a specified period of time as agreed between Makerere University and the staff member's parent employer.
- ii) The seconded member of staff shall be remunerated on terms mutually agreed by the University and the releasing institution.
- iii) Such a member of staff member shall not be entitled to terminal benefits as applicable to other University staff on permanent or contractual terms.

b) Members of Staff released on external Secondment

- i) A member of Staff on contract shall not be eligible for external secondment.
- ii) A member of staff on a Post retirement Contract is not eligible for external secondment.
- iii) External Secondments shall only be to Government Ministries, Departments and agencies or entities in which Government of Uganda or Makerere University has interests.
- iv) A member of staff on secondment shall serve the recipient organization for a non - renewable period not exceeding two (2) years.

- v) A member of staff on secondment to another organization shall not receive any monetary remuneration from Makerere University as their salary and other forms of remuneration shall be the responsibility of the recipient organization.
- vi) Upon expiry of the period of secondment, the member of staff shall return to their original position in Makerere University. In the event that such a member of staff shall not return after the period of secondment within ten (10) consecutive working days, he or she shall be deemed to have absconded from duty.
- vii) In case circumstances demand that such seconded staff stay longer than two (2) years, such staff shall be required to resign from the university service.
- viii) The period of approved secondment shall NOT be treated by Makerere University as a break in service.
- ix) The benefits of the externally seconded person shall be the responsibility of the recipient Institution for the period of secondment.

2.14.4 Consultancy

- i) A member of staff may participate in consultancies provided he or she fulfils the duties and responsibilities for which they are employed by the university.
- ii) A member of staff shall declare his or her participation in the consultancy and shall be required to remit 30% of the net revenue accruing to them as a result of participation in the consultancy to the university.
- iii) A member of staff who fails to perform his/her duties as a result of involvement in consultancy work shall be liable to disciplinary action by the Appointments Board.
- iv) A member of staff who participates in a consultancy which the university has commissioned shall be allowed time to perform the assignment.
- v) A member of staff in (iv) shall be remunerated in accordance with the agreements in the assignment.

2.14.5 Promotion

a) Purpose

The University aims to provide career advancement opportunities for its members of staff to develop and utilize their potential whenever possible, while at the same time recognizing their outstanding performance.

Promotion based on merit provides pathways or potential avenues for members of staff to aspire for higher positions, to maintain a clear and stable career development structure enabling the advancement and retention of quality members of staff.

b) Policy

- i) It is in the interest of both the University and members of staff that they are encouraged to seek and gain advancement within the University.
- ii) The basic principles of promotion in the University are promotion of scholarship, equal opportunities and non-discrimination. Selection for promotion shall be based on merit with due consideration of, but not limited to the following factors:
 - a) Job knowledge and technical skills;
 - b) Competence and potential;
 - c) Performance and quality of work;
 - d) Academic/professional/technical qualifications and requirements;
 - e) Honesty, integrity and commitment to work;
 - f) Working attitude and interpersonal skills;
 - g) Personal attributes, tact and conduct; and
 - h) Research, Publications and supervision of students to completion in cases of academic members of staff.
- iii) Marital status, pregnancy, family status, disability, race, colour, gender, political opinion, national extraction or social origin, HIV status, nationality or religion shall not be considerations for/ against promotion.
- iv) A Head of Division/Department/Unit may recommend promotion for his or her members of staff, through the relevant Departmental/Unit's Committee, if, that member of staff meets the requirements for the position and is suitable for the vacant position.
- v) Alternatively, a member of staff who fulfils the requirements and considers himself or herself suitable for the vacant position shall apply for the position by responding to an Internal/External vacancy advert, or favourable performance assessment by his or her Supervisor and Appointing Authority.
- vi) To be eligible for promotion to the next higher level, staff should have demonstrated potential for further development and possess relevant experience, qualifications and attributes prescribed for the position.

- vii) An Administrative member of staff or member of support staff will be eligible for promotion after he/she has served in the current position for a minimum of three years at the time of the application, while an academic member of staff shall be promoted in accordance with the requirements stipulated at Appendix 9.
- viii) No member of staff shall be eligible for promotion while he or she is absent from University service on a scholarship or training course.
- ix) No member of staff shall be eligible for promotion while still on probation period.
- x) No member of staff shall be recommended for promotion to a position more than one level/grade higher than their current position.
- xi) The decision of the Appointments Board on any application for promotion shall be communicated in writing to the applicant member of staff by the Director Human Resources.
- xii) A successful applicant for promotion shall be required to sign and return a copy of the appointment letter to the Director, Human Resources, signifying his or her acceptance of the new terms and conditions of service.
- xiii) An academic member of staff who does not advance in his/her career for more than five (5) years shall be required to show cause why he or she should continue in the employment of the university.

c) Policy Objectives

- i) To promote research and scholarship in the university
- ii) To ensure consistency, a fair and transparent methods of assessment.
- iii) To provide a fair and equitable method of assessment so as to encourage a diverse range of applicants to get appointed and promoted.
- iv) To enable flexibility in assessment so that the various ways in which staff contributes to the achievements of the University's Vision can be rewarded on the basis of consistently applied standards.

d) Scope of Application

- i) Career planning and development of Staff as professionals is primarily the responsibility of each individual member of staff; but the University shall create the environment and framework within which individual staff members can optimize their potential.
- ii) The criteria for promotion to the next level shall be clear and transparent to all members of staff for the different job levels.
- iii) Approval for promotion shall depend on the university's affordability within the approved promotional University budget.

2.14.5.1 Promotions of Academic Staff

The detailed Information on requirements is provided for in Appendix 9

a) Objective:

To encourage academic growth of the members of academic Staff whose performance demonstrates merit in teaching (and related duties) including student supervision, research, scholarship, creativity, administration, leadership in the University, Service in the community and professional practice.

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

- i) The qualification of a PhD is a requirement for appointment/promotion to the position of Lecturer for all academic disciplines of academic members of staff.
- ii) A person who holds a bachelor's pass degree, though also holding a PhD qualification, shall not be eligible for appointment in University service.

c) 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 is where a member of the Academic members of staff rises through the ranks as indicated in the Appendix 9 (Table 2.0)
- ii) Fast Track Promotion is where a member of the academic members of staff rises through the ranks as indicated in the Appendix 9. (Table 3.0)

2.14.5.2 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 development of the University.

Academic Librarians shall have a teaching load of at least six (6) contact hours every week in a teaching unit.

i) Promotion and Appointment Criteria

This shall be guided by the following factors;

- a) Evidence of teaching;
- b) Academic and professional qualifications;
- c) Peer Reviewed Publications;
- d) Professional Library work/ Professional Practice;
- e) Research;
- f) Information Literacy Instructions and Innovations;
- g) Other Academic Activities (including Conferences/seminars attended, papers presented, Lecturing, edits of periodicals, developing Library/Information courses and supervision of students);
- h) Service to the University and the Community;
- i) Membership to Professional Bodies; and
- j) Ethical and moral character

ii) Promotional Outlet

The considerations for promotion of academic library staff from one scale to another shall include the academic qualifications, actual teaching experience, professional proficiency or ability, research, publications, evidence of supervision of graduate students and any other requirements as may be stipulated for the position.

iii) Promotion/Appointment of Academic Library Staff

The detailed Information on requirements is provided for in Appendix 9 (Table 2.0)

b) Administrative Librarians

The Appointment & Promotion of Administrative Librarians shall be in compliance with the approved procedure for Appointment/Promotion of Administrative staff in the University.

2.14.5.3 Assessment Criteria

The assessment for Appointments and Promotion of Academic members of Staff shall be conducted in line with the following approved guidelines of the University Council;

Points system criteria for academic staff applied at the College/School/Institute/Departmental Level.

- a) Criteria for scoring academic staff at the School of Industrial and Fine Arts.
- b) points system for research staff
- c) Weighting and point scoring system for academic library staff.

2.14.5.4 Other Provisions

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

2.14.5.5 Vetting of Publications

- a) Vetting of publications shall either be internal or external according to the level of promotion. Publications for the position of Senior lecturer shall be vetted internally. Publications for the position of Associate professor and Professorial positions shall be vetted externally.
- b) All publications shall be subjected to a vetting process and a publications Research Management vetting tool. Depending on the outcome of the vetting process, in instances where the recommendations of the Vetter are not satisfactory, the Appointments Board may seek another opinion from another Vetter, before making a decision to promote or appoint the Applicant.
- c) All publications shall be submitted in soft copy for the purposes of appointments and promotions. Publications shall be channelled through the Directorate of Quality Assurance for plagiarism check before submission to the Directorate of Human Resources.
- d) Any member of staff who is not satisfied with the decision of his or her Vetter verdict may appeal to the Appointments Board to have his or her publication(s) submitted to another Vetter for a second opinion.

2.14.5.6 Scoring System for External Vetting

An Assessor shall be required to submit the following information on each publication.

Assessment of each publication shall be in relation to;

- a) Originality and contribution to knowledge;
- b) Relevance to the academic discipline

- c) Relevance and currency of literature;
- d) Relevance or consistency to the individual's own specialization in an academic discipline.
- e) Quality of published work; and

Overall quality of the work;

For each aspect of the aspects above, a grade shall be given as per the grading system shown in Appendix 6

- a) A score of A (Excellent) shall only be awarded when indicators in (a), (b) and (c) are highly regarded. For number (f) above (i.e. overall quality), the grade shall reflect the average of numbers (a) to (e) above.
- b) For promotion to the position of Professor, a rating of (A) on all areas of assessment shall attract recognition by the Appointments Board and communicated to the member of staff by letter signed by the Chairperson of the Appointments Board

2.14.5.7 The Publications shall be subjected to plagiarism check

The Research Management Tool will be used to verify the quality of Publications.

2.14.5.8 Administrative Staff

Promotion of administrative staff shall be subject to availability of vacancy and funds

a) Procedure

- i) Each administrative Department/Unit/Division shall have a Committee in charge of promotions for Administrative members of staff. This Committee shall be composed of five (5) members. The Committee shall be chaired by the Head of Unit/Department/Division. The quorum of a meeting of the Committee shall be three (3) members present.
- ii) Where a Department/Unit/Division does not have the required minimum membership, the Department/Unit/Division shall co-opt membership from other relevant Department/ Unit/ Division for purposes of conducting business.
- iii) Where a Head of Department/unit/Division is an applicant/ candidate for promotion or where two (2) or more members of the department are being considered for promotion, the Committee shall co-opt members from other relevant Department/units/ Division.
- iv) This Committee shall make its recommendations to the Central Management Committee for further consideration and/or recommendation to the Appointments Board.

b) The Promotional Criteria

The criteria applied for promotion of Administrative members of staff shall comprise the following;

- i) Years of relevant experience as defined in the job description;
- ii) Academic/professional qualifications and competence;
- iii) Performance assessment based on cumulative appraisals by the Head of Unit;
- iv) Professional growth (courses attended, conferences, workshops, seminars etc);
- v) Evidence of contribution to the University and community (including participation in University committees, mentorship and other community-based activities); and
- vi) Ethical and moral conduct.

c) Promotional interval

The minimum period for promotion to the next level shall be three (3) years.

d) Acceptance of promotion

- i) The Director of Human Resources shall communicate to successful applicants for promotion the decision of the Appointments Board
- ii) Acceptance of promotion shall be communicated to the Director, Human Resources within two (2) weeks of receipt of the letter communicating the promotion.
- iii) Before adjusting the salary of a promoted member of staff, the promotion must be accepted in writing by the member of staff and will take effect on the date of acceptance.
- iv) An appointment that has not been accepted within the stipulated time shall lapse after one (1) month unless reasons for not doing so are communicated to the relevant office within that time.
- v) The letter of promotion shall specify the new position and title of the member of staff, job description, salary scale, department/ unit/ Division, the reporting line of the member of staff, and benefits, if any.

2.15 Exit Management

2.15.1 Separation of Employment

Services of a member of staff shall cease under any of the following circumstances:

A member of staff shall cease being an employee of Makerere University in the case of death, retirement, resignation, expiry of Contract, non-confirmation into University service, retrenchment, redundancy, verifiable incapacity of the employee or as a result of dismissal from the University service following disciplinary action in accordance with the provisions of the code of conduct.

2.15.2 Forms of Exit

2.15.2 .1 Voluntary Exit

1. Resignation

A member of staff shall resign from office by giving a duly written and signed notice of resignation.

a) Procedure for Submission of Resignation Letters

- i) A member of staff who wishes to terminate his/her employment shall submit a letter of resignation to the Director, Human Resources through his/her Head of Division/Department/Unit in compliance with the provisions of the Employment Act 2006 (as maybe amended).
- ii) The letter of resignation shall clearly specify the effective date of notice and the last day the member of staff will be in office. The member of staff shall ensure that his or her letter of resignation is received and receipt of acknowledgement in writing by the Director of Human Resource or his or her delegate.
- iii) Upon receipt of the letter of resignation, the Director Human Resource or his or her delegate shall acknowledge receipt of the resignation in writing and confirm with the member of staff his or her last day of work and the effective date of his/her resignation with a copy to his/her Head of Division/Department/Unit. The Director Human Resources shall, also within one (1) week request the Supervisor/Head of Department/Unit/Division to consider and make a report with minutes attached on the application to the Director Human Resources.
- iv) On receipt of the Minutes and Report from the Head of Unit/Department or Division, the Director of Human Resource shall immediately bring it to the attention of the Appointments Board.

- v) The notice period shall start running on the date the resignation letter is submitted and received by the Directorate of Human Resources.

b) Acceptance of Resignation

1. The decision of the Appointments Board shall be communicated in writing to the member of staff by the Director Human Resources.
2. A resignation shall be accepted conditionally under the following circumstances;
 - a) Where a member of staff has not served the bonding period;
 - b) Where a member of staff has not fully handed over all University equipment/property;
 - c) Where a member of staff is under investigation, suspension or any other disciplinary process; and
 - d) Any other justifiable reasons as determined by the Appointments Board.
3. In the event that resignation is conditionally accepted by the Appointments Board, the grounds for the conditional acceptance as well as the consequences shall be clearly communicated in writing to the member of staff.
4. A member of staff whose resignation has been accepted by the Appointments Board shall be entitled to terminal benefits as provided for under this manual. In case the Member of staff owes funds to the University, the said terminal benefits shall be paid less in lieu of to the University and other lawfully authorised parties.

c) Withdrawal of Resignation

Withdrawal of resignation shall be made in writing by a member of staff to the Director, Human Resources, and shall be effective, provided such withdrawal is made before the resignation is submitted to the Appointments Board.

2.15.2.2 Involuntary Exit

1. Redundancy

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

- a) When the University has ceased/intends to cease to carry on the activity for the purposes of which a member of staff was appointed by the University; or has ceased or intends to

cease to carry on that activity in the place in which the concerned member of staff is deployed or works;

- b) Where the requirements of that activity for which the member of staff was appointed have ceased/diminished or are expected to cease/diminish.;

The procedures for termination of employment on grounds of redundancy shall be determined by the University Council.

2. Dismissal

The following shall be offences punishable by dismissal from the University: -

a) Abscondment from Duty

In the absence of communication from the concerned member of staff and his or her failure to resume duty within ten (10) continuous working days, the officer shall be deemed to have absconded from duty.

When the abovementioned information relating to the concerned member of staff is submitted to the Director, Human Resources, he or she shall immediately authorize the stopping of the salary of the member of staff and submit a report to the Appointing Authority for further management.

b) Persistent absenteeism

A member of staff who is persistently absent from duty without authorisation or permission from his or her supervisor and with no justifiable reason for a period of fifteen (15) working days in a month shall be liable to face disciplinary sanctions.

c) Removal for Good Cause/ Disciplinary Procedure

- i) When in the opinion of the Vice-Chancellor there is good cause, he or she shall have power to suspend a member of staff, provided that he or she shall forthwith make a report to the Chairperson of the Appointments Board the fact of such suspension, together with the grounds for the action and any other information deemed necessary.
- ii) The Vice-Chancellor shall then set up an investigations Committee to investigate the allegations made against such member of staff.
- iii) The Investigations Committee shall make a Report and submit it to the Vice Chancellor for onward transmission to the Appointments Board for further

management in accordance with the provisions of the Universities and Other Tertiary Institutions Act 2001 as amended.

- iv) The Appointments Board may make a decision to subject the member of staff to disciplinary proceedings.
- v) The Appointments Board may remove any member of Staff from University service for good cause.
- vi) No member of staff shall be removed from office by the Appointments Board in exercise of its powers as provided for in the University and Other Tertiary Institutions Act 2001 (as amended) unless such member of staff has been given a reasonable opportunity to be heard.
- vii) All procedures taken before a member of staff is dismissed from University service shall abide by the rules of natural justice and fair hearing.
- viii) The Appointments Board shall dismiss a member of staff on account of a grave offence or gross neglect of duty or for other justifiable causes as stipulated in Section 8.6.2

d) Professional and/ or ethical misconduct

A member of staff shall be dismissed by the Appointments Board on account of professional and/or ethical misconduct as stipulated in this manual, or any other conduct construed as misconduct.

In accordance with the Universities and other Tertiary Institutions Act, a member of staff may appeal to the Staff Tribunal against the decision of the Appointments Board.

2.15.4 Natural Causes

2.15.4.1 Retirement

Purpose

The University values the contributions made by its staff during their service with the University and provides benefits at their retirement.

(a) Early Retirement:

A member of staff may apply for early retirement in accordance with the Public Service Standing Orders 2010 (as may be amended).

(b) Mandatory Retirement:

The mandatory retirement age for members of staff on permanent terms in the University service is sixty (60) years. Staff on permanent terms who attain the age of 60 shall automatically retire on the day of the calendar month on which they attain sixty (60) years of age.

(i) Retired Academic Staff at the level of Associate Professor or Professor who have attained the mandatory retirement age but whose services are still required by the University, may be employed by the Appointments Board on contractual terms as per Section 2 of the Manual.

(ii) Upon retirement a member of staff shall start the clearance process with the University organs and shall then be given clearance by the Director of Human Resources to enable them to access their retirement benefits from the scheme with which they have been saving.

2.15.5 Procedure for handling Voluntary Exit and Retirement

1. Handover

The exiting staff shall comply with the following handover procedure before leaving the University;

- a) On leaving the University service, a member of staff shall handover all University properties in his or her charge in accordance with the following provisions of handing over and taking over.
- b) The efficiency of the University Service demands that when a member of staff leaves temporarily or permanently, he or she shall hand-over his or her duties to another member of staff. The procedure for handing over must be systematic and thorough.
- c) Before the arrival of the incoming member of staff, the outgoing member of staff must make a conscientious effort to clear his or her "IN" and "PENDING" trays/ assignments. If there is any backlog of work to hand over, it must be done, through the supervisor to the Head of the Unit/Department or Division with a copy to the incoming officer.
- d) The hand-over report shall be signed by members of staff and shall include, but not limited to, the following: -
 - (i) Assignments which the member of staff shall be involved with for continuity;

- (ii) University property under the custody of the member of staff;
 - (iii) Specific assignments to be handled and any pending cases; and
 - (iv) Universities/clients the member of staff has been involved with in the course of performing his or her duties.
- e) Whenever handing-over and taking-over takes place, the following guidelines shall apply:
- (i) The Outgoing member of staff shall hand over to his or her supervisor or any other designated officer (including the incoming member of staff).
 - (ii) The outgoing member of staff shall Prepare a handover report which shall be witnessed by the Internal Auditor, Director, Human Resources among others and hand over office, and all work in progress, accounts, contacts, data, records and documents, whether in paper, print or electronic form, related to his job to his Head of Division/Department/Unit or designated Officer.
 - (iii) The above-mentioned report shall include a list of files, with which he or she has been handling and draw his or her attention to all outstanding assignments;
 - (iv) The outgoing member of staff shall hand over any items listed in the handing-over notes in his or her charge and where Imprests are involved cash must be handed over strictly, in accordance with Treasury Accounting Instructions;
 - (v) When an outgoing member of staff has University accommodation, he or she must settle the personal outstanding bills e.g. water and electricity before departure.
 - (vi) The outgoing member of staff shall Return keys and other University property in his or her possession to the Head of Department/Division/Unit.
 - (vii) The outgoing member of staff shall Return library books to the appropriate University Library.
 - (viii) If working in a laboratory/workshop the outgoing member of staff shall ensure that any hazardous materials have been properly labelled and secured.
 - (ix) The outgoing member of staff shall Remove all personal property from University Offices and Housing Units. Any failure to handover University property will constitute an offence for which the University reserves the right to prosecute the former member of staff in Courts of Law.

- f) In view of the broad field of work in which the University operates, the procedure outlined in this Section cannot be exhaustive, and it is no defence where something has gone wrong because of any omission during handing-over by an outgoing member of staff.
- g) The outgoing member of staff shall pay or make arrangements to make good any indebtedness owed to the University, or related entity and any other work in progress to the head of department.
- h) A Head of Unit/Department or Division must ensure that the provisions of above are strictly adhered to. In the event of any difficulties, the matter shall be reported to the Head of Unit/Department or Division, who shall institute such measures deemed necessary so that the member of staff leaving the service is made to settle in full his or her obligations.
- i) The University Secretary may direct a deduction to be effected from the departing member of staff's terminal benefits to settle the obligation.

2. Exit Interview

The Human Resources Directorate may conduct an exit interview for staff that are leaving the University service.

The purpose of this interview is to obtain a better understanding of exiting member of staff's experience for purposes of policy review and any other changes considered necessary to promote better employee management practices

2.16 Death and Bereavement

- a) When a member of staff dies, the Head of Department/Division/ Unit shall report to the Director, Human Resources the occurrence of Death.
- b) The Director Human Resource shall notify the next of kin of the death of the member of staff.
- c) The next of kin/legal representative/s shall obtain and present a certified copy of the death certificate processed by NIRA or any other mandated Government entity to the Director Human Resources.
- d) When a member of staff dies, the University shall contribute towards burial expenses at a rate as maybe determined by the Makerere University Council from time to time.
- e) If the deceased member of staff was resident in a University accommodation, the family/dependents residing in the house shall be allowed to retain the University house for up to three (3) months. Upon the expiry of the three (3) months, the

dependants of the deceased/ former member of staff shall be required to vacate the University house.

- f) If the deceased member of staff was not resident in University Accommodation, three (3) months housing allowance shall be payable to his or her registered spouse/next of kin /Legal representative/s immediately, as a one-off payment.
- g) Death gratuity is a special form of financial assistance, in addition to the University's contribution towards funeral expenses, and shall be payable by the University to the registered spouse/next of kin/legal representative/s after the death of a member of staff as one-off payment.
- h) In the event of death of a registered spouse or biological or legally adopted child, the University shall provide the same assistance to the staff as in the case of loss of a member of staff member in as far as management of the burial arrangements are concerned. This shall be limited to a legal spouse and four (4) biological or legally adopted children under the age of Twenty-Five (25) years.
- i) A lumpsum of UGX. Four Million shillings (4,000,000/=) shall be paid as bereavement sum to a member of staff or to his or her family or as shall be determined by council from time to time.

SECTION 3

WORK SCHEDULE

3.1 Introduction

The minimum working hours for all member of staff shall be forty (40) hours, and forty eight (48) hours maximum per week.

Where a member of staff works hours in excess of eight (8) hours per day or forty eight (48) hours per week, he or she shall, in the absence of a written agreement to the contrary, be remunerated at the minimum rate of one and a half times (1.5) of the normal hourly rate if the overtime is on the normal working days, and at two times the hourly rate where the overtime is worked on gazetted public holidays as provided for by the Employment Act 2006 (as may be amended).

3.2 Hours of work

3.2.1 Time Management

- a) In accordance with the Public Service Code of Conduct and Ethics (July 2005), a member of staff shall have strict regard to the working hours. A member of staff shall not come late to office, meetings and Official functions without reasonable excuse.
- b) A member of staff shall endeavour to accomplish planned activities on time. He or she shall desist from engaging in behaviour or conduct that disrupts or interferes with the work of other officers.
- c) Unless otherwise provided, the official working hours are: -

Monday – Friday:

8.00a.m – 1.00 p.m

2.00p.m – 5.00 p.m

3.2.2 Authorised Absence from duty

- a) A member of staff shall seek and may obtain permission from his or her supervisor to be absent from duty.
- b) Permission shall not be unreasonably denied or granted.
- c) A member of staff shall report his or her absence during official working hours from office to his or her immediate supervisor or relevant persons, and obtain permission for such absence.

3.3 Schedule for Academic Staff

- a) The duties of the members of Academic staff shall include the following; lecture preparation, actual teaching , conducting practical learning sessions; invigilating, evaluating and grading formative and summative assessments; invigilating tests and exams, setting and marking tests and examinations, marking course work, supervising students research and projects, field work counselling and guidance, conducting research and disseminating findings , outreach activities and community services.
- b) The minimum and maximum class contact load shall be based on visible and monitorable workload which shall be a minimum of Ten (10) contact lecturing hours per week and maximum of Twelve (12) contact lecturing hours per week respectively. The remaining thirty (30) hours be used for Lecture preparation, Tutorials/Seminars, Marking, Practicals/Clinicals, Supervision, Research and Outreach
- c) At postgraduate level, only staff who possess a PhD qualification or who are at the rank of Senior Lecturer shall teach and supervise graduate students.

Furthermore, the approved staff/student ratios to guide in deciding the intake capacity to graduate programmes shall be as follows:

(i) Masters programmes	1:5	one lecturer to five (5) students
(ii) PhD programmes	1:3	one lecturer to three (3) students
(iii) Postgraduate Diploma programmes	1:10	one lecturer to Ten (10) students

- d) Flexibility as duty may demand an academic staff to work for more than five days a week.
- e) Provision (b) 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 College for such reasons as studentship, supervising graduate students, special duties, illness, etc.

3.4 Overtime work

Members of the Administrative and Support Staff

- a) Members of Staff may be required to work additional hours when operational or contingency needs arise, or during public holidays.

- b) Where a member of staff works hours in excess of Eight (8) hours per day or Forty (40) hours per week, he or she shall, in absence of a written agreement to the contrary, be remunerated at the minimum rate of one and half times (1.5) of the normal hourly rate if the overtime is on a normal working day; and at two (2) times the hourly rate where the overtime is in a gazetted public holiday.
- c) It is Central Management's responsibility to ensure that overtime work is only performed when necessary and in unavoidable circumstances. Regular or perpetual overtime is discouraged and considered inappropriate.
- d) Central Management shall review the circumstances leading to regular overtime and shall look for other means to alleviate the situation.
- e) Consideration should be given to "shifts" or staggered working hours.
- f) Prior approval from supervisors of entitled Support staff of a defined salary grade is required for performance of overtime work with compensation. Overtime work shall be compensated by compensation leave whenever situation permits.
- g) Where compensation leave is not possible, over time allowance shall be payable only to a member of staff on salary scales M.20 who work beyond the gazetted working hours, at a rate approved by Council upon recommendation by the immediate supervisor to the Director, Human Resources.
- h) Over time allowance shall be payable to a member of staff who has obtained prior authority from the Director, Human Resources to work beyond the recommended minimum hours to cover work assigned to him/her in excess of the normal workload.
- i) For administrative units, the recommendation shall be given by the Head of Department/Unit/ Division; and for academic Units, the recommendation shall be given by the Principal/Centre coordinator.

3.5 Shift duties

- a) Where members of staff are employed in shifts, it shall be permissible to employ persons in excess of eight (8) hours in any one (1) day or forty (40) hours in any one (1) week where the average number of hours over a period of three (3) weeks exceeds neither ten (10) hours per day, nor fifty-six (56) hours per week.
- b) A Member of staff who is required to work in shifts owing to the nature of his or her duties, shall refer to his or her supervisor for his or her shift schedules and shall comply with the duty Roster. A Supervisor who is responsible for setting the schedules shall inform the member of staff well in advance of any changes in the roster.

3.6 On-call duties

In exceptional cases, there may be a need for a member of staff to be on-call outside normal working hours to handle operational or contingency matters. If the matters cannot be dealt with over the telephone, the University may require the member of staff to return to the workplace for emergency action. Any Extra hours worked may be compensated in accordance with the policy and procedure governing overtime compensation as detailed in Section 3.4 of this Manual.

3.7 Rest days

The rest days are generally Saturdays and Sundays. For a member of staff working on shifts, rest days shall be in accordance with the shift schedules arranged by his or her supervisor.

In case of urgent business, a member of staff may be required to work on his or her rest days. The extra hours worked may be compensated in accordance with the policy on overtime compensation in place.

3.8 Attendance register

All Academic and Administrative Units in the University shall maintain an Attendance Register to keep track of reporting and departure time of members of staff within each Unit. The head of Unit shall monitor, evaluate and follow up on the staff's records on the attendance register.

In circumstances when a member of staff is engaged in other activities in their line of duty which makes it impossible to sign the register, evidence of such engagement shall be provided.

3.9 Public holidays

- a) A Member of staff shall be entitled to a paid public holiday as gazetted by the Government of Uganda. These gazetted holidays shall be inclusive of statutory holidays.
- b) Where a member of staff works on a public holiday, he/she shall be entitled to a day's holiday with full pay at the expense of the University or a holiday on some other day that would otherwise be a day of work or double the rate payable for work on a day that is not a public holiday, in lieu of the public holiday but not both.
- c) For a member of staff on shift duties, if the normal shift working hours fall on a public holiday, he or she shall be required to report for duty on these days. He or she shall be compensated by time-off on any other working day(s).

SECTION 4

COMPENSATION/REMUNERATION

4.1 Introduction

Makerere University aims to provide employment which offers equitable remuneration in relation to responsibility. The salary policy of the University is designed to attract, motivate and retain a high-calibre workforce.

4.2 Salary and Allowances/Incentives

4.2.1 Internal Equity

All jobs shall be categorised into job grades with reference to the job content and job size. The same salary range shall apply to individuals of the same job grade. All staff shall receive the compensation as provided in the Salary Schedule for the salary range for the position in which they are employed, which shall be adjusted from time to time according to Government Policy. *(Appendix 4)*

- a) Based upon the salary schedule, a new member of staff shall be employed at the entry level of the range established for the position and as stated in the Appointment Letter.
- b) All posts in the University shall be classified by title and salary scale in accordance with the duties and responsibilities carried out by the post as established by the University Council.
- c) All jobs of equal value and at the same salary scale shall be remunerated equitably.
- d) For full time staff, salary shall be payable into the member of staff's salary bank account at the end of every calendar month.
- e) Part time staff shall be paid an hourly rate as determined by Council from time to time to a maximum of Forty (40) hours per month.
- f) The salary of a part-time staff shall be paid upon submission of a duly filled and signed claim form through the Head of Department provided the duties for which part-time staff was assigned are fully accomplished.

4.3 Allowances/Incentives

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

- b) The rest of the allowances shall be as indicated below and are payable subject to availability of funds as authorized and approved by council as per approved budget.
- c) Monetary incentives shall not be paid to staff on study leave.
- d) Members of staff will be entitled to a monthly incentive according to their salary scale at a rate approved by Council from time to time.

4.3.1 Acting Allowance

Shall be paid to a member of staff who acts in a higher position which, he/she is ordinarily qualified as the incumbent. A member of staff 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 staff's current salary and the bottom of the salary scale where he/she is acting for at least thirty consecutive days.

4.3.2 Air Time Allowance

Where need arises, Air time allowance shall be payable to a member of staff as recommended by the supervisor and or as per regulations governing such allowance in the University to facilitate communication in the execution of University duties.

4.3.3 Baggage/Repatriation Allowance

Baggage allowance shall be payable to a member of staff:

- a) On return from studies abroad where such allowance was specified in the award letter before commencement of the studies (*refer to the Human Resource Development policy*)
- b) Upon retirement of an expatriate staff

4.3.4 Hospitality Allowance

Hospitality allowance shall be payable to a member of Management as defined by the University, Principals/Deans/Directors/Heads of Departments shall be paid an allowance for entertainment of official guests at a rate that shall be determined by Council from time to time.

4.3.5 Milage

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

4.3.6 Out of Pocket Allowance

- a) Out of pocket allowance shall be payable to cover miscellaneous expenses where official travel is fully sponsored. This shall form 20% of per-diem or a rate as shall be approved by Council from time to time. (*Also refer to Section 12.2 on travel.*)

- b) Where meals are not covered in a paid official trip, a member of staff shall be paid 40% of the applicable per diem rate or as shall be approved by Council from time to time.

4.3.7 Day Travel/Safari day Allowance

Day travel (Safari day) allowance shall be payable to a member of staff on official duty, off station for a period exceeding six hours but not amounting to one night.

4.3.8 Per diem /Subsistence Allowance

- a) Per diem shall be payable to a member of staff who shall be required to travel on duty away from their duty station for at least a night (*Refer also to Section 12.2 on travel.*)
- b) A member of staff who attends a full-time short programme within Uganda, beyond at least Thirty (30) km outside Kampala for a period not exceeding four (4) weeks shall be paid per diem, using the Council approved rate.

4.3.9 Telephone Allowance

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

4.3.10 Inland Travel Allowance

- a) Inland Travel allowance shall be payable to a member of staff to meet transport costs in respect of official inland travel both within and outside Uganda.
- b) It shall be determined according to distance at a rate approved by Council from time to time.
- c) Members of Staff shall be eligible for additional allowance in respect of children aged below four (4) years travelling with the staff member on official business as determined by Council from time to time.

4.3.11 Transit Allowance

Transit allowance shall be payable to a member of staff, to cater for incidental travel expenses at Airports at a rate as determined by Council from time to time.

4.3.12 Warm Clothing Allowance

- a) Warm clothing allowance shall be payable to a member of staff on official travel to a temperate zone to cater for warm clothing needs. This shall be payable once in three (3) years.

- b) Notwithstanding the above, a member of staff shall provide evidence of weather conditions in the intended Country of travel at that time before the allowance is granted.

SECTION 5

LEAVE

5.0 Introduction

Members of staff shall be entitled to leave.

- a) Leave is the official time a member of staff is off duty from the University.
- b) The objectives of providing leave by the University are to release Members of staff from the pressure of work and to provide them time-off under circumstances such as annual leave, sickness, sabbatical, rest, maternity among others.
- c) The types of leave set out in this Section are applicable to full- time permanent and contractual staff.
- d) Leave is statutory and cannot be limited to those appended by the University Council.
- e) An Application for leave is subject to the approval of the relevant University organs and must be supported by relevant documents proving the eligibility of the member of staff to the satisfaction of the University.
- f) Details of the policy on Leave are set out in the following paragraphs.
- g) The policy shall be subject to review from time to time at the discretion of the University.

5.1 Types of Leave

In University service, the recognised types of leave are as follows:

- a) Annual Leave;
- b) Maternity Leave;
- c) Paternity Leave;
- d) Sick Leave;
- e) Compassionate Leave;
- f) Special Leave;
- g) Study Leave;
- h) Post-Doctoral Leave;
- i) Sabbatical Leave; and
- j) Advanced Annual Leave

5.1.1 Annual Leave

1. Entitlement

- a) Every member of staff shall be entitled to annual leave with full pay in accordance with the various leave entitlements as approved from time to time by the University Council. The prescribed annual leave form is appendix 13.
- b) A member of staff shall not proceed for any leave until approval has been obtained as specified on the leave form.
- c) Leave not taken when due, shall be forfeited except where permission to defer such leave has been granted by the Director, Human Resources in writing on the recommendation of the Head of Department.
- d) A member of staff whose retirement from University service is forthcoming shall take and exhaust any entitlement of leave due to him or her before the last day immediately preceding the date of retirement or else it shall be forfeited.
- e) The period a member of staff is on suspension, study leave/post-doctoral, or sabbatical leave shall not contribute to the period entitling the member of staff to annual leave.

2. Duration of Leave

- a) The annual leave for administrative and academic members of staff shall be thirty (30) days.
- b) The annual leave for a member of support staff shall be twenty (24) days.
- c) Annual Leave for a member of staff on contractual terms shall be calculated as stipulated in the contractual agreement.
- d) Annual entitlement of leave vests on 1st January of each calendar year for all members of staff who are in employment from 1st January; and the leave may be taken at any time during a particular calendar month provided it is anticipated that a member of staff will be in employment throughout the year.
- e) Any period of leave taken shall include Saturdays and Sundays except for maternity and paternity leave.
- f) A member of staff shall take Annual Leave as shall be agreed between the member of staff and the immediate supervisor
- g) The annual leave of any member of staff will commence on the date following the day he or she ceases duty and will end on the day preceding the day he or she resumes duty. Additional leave shall not be granted for purposes of travel.

- h) Where a member of staff fails to resume duty upon expiry of leave, such member of staff shall be regarded as being absent from duty without permission and therefore liable for disciplinary action.
- i) Where such absence exceeds ten (10) working days without written notification and permission granted for that absence, such staff shall be deemed to have absconded from duty and shall be liable for action.
- j) In the event of Resignation from University service, annual leave accrued but not yet taken shall not be computed as part of the notice period.

3. Accumulation of Leave

- a) Every staff shall be required to take leave in full unless recalled or officially rescheduled.
- b) Where a member of staff is recalled from leave prematurely, the remainder of leave shall be deferred to a later time, during the same calendar year as far as possible
- c) Leave shall not be deferred beyond one calendar year to another unless prior authority has been obtained from the Director Human Resources on the recommendation of the Head of Department.
- d) Notwithstanding (c) above, annual leave shall not be accumulated in excess of sixty (60) working days.
- e) Accumulation of annual leave shall be due to work-related reasons such as:
 - (i) Being required to work on a major or special project with a deadline to meet and as such the member of staff cannot be released.
 - (ii) The superior(s), subordinate(s) of the member of staff or several members of staffs within the same Division/Department/Unit are on leave or absent from the office for a long period and as such the presence of the member of staff is required in office.
 - (iii) The workload at the Division/Department/Unit is particularly heavy and as such makes the release of the member of staff impossible.
 - (iv) Notwithstanding any of the provisions above, the member of staff shall be encouraged to take his or her annual leave as much as possible during the year.

4. Annual Leave Schedules

- a) It is the responsibility of the Head of Department/unit to schedule leave for all members of staff in the department according to the annual leave planner.
- 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, Human Resources.

- c) Each member of staff will be required to input his/her provisional annual leave schedule into the Departmental Leave Roster which will subsequently be captured on the annual Leave Planner to help arrange work schedules at the beginning of the year.
- d) The annual leave planner will be available for viewing by the Head of Division/Department/Unit, approving Manager(s) and Labour and Welfare Officer.
- e) Annual leave will be taken according to the leave planner as far as practicable and should be at the convenience of the department
- f) A member of Staff shall apply for leave, to his or her Head of Department, at least a month in advance.
- g) A member of staff shall provide an address/ Phone number where he or she can be reached while on leave to his/her Head of Department.
- h) A member of staff shall not proceed on leave until he or she has obtained approval in writing from the Directorate of Human Resources by the designated Officer.
- i) A member of Staff proceeding on annual leave shall submit a comprehensive Handover Report to his or her immediate supervisor.

5.1.2 Maternity Leave

In accordance with the Employment Act (2006);

- a) A female member of staff shall as a consequence of pregnancy or miscarriage have the right to a period of sixty (60) working days leave from work on full pay hereafter referred to as maternity leave, of which at least four (4) weeks shall follow every childbirth or a miscarriage.
- b) A female member of staff who is pregnant shall have the right to return to the job which she held immediately before her maternity leave or to a reasonably suitable alternative job on terms and conditions not less favourable than those which would have applied had she not been absent on Maternity Leave.
- c) In the event of sickness arising out of pregnancy or confinement, affecting either the mother or the baby, and making the mother's return to work inadvisable, the right to return mentioned in (b) shall be available within Eight (8) weeks after the date of childbirth or miscarriage.
- d) A female member of staff who seeks to exercise any of the rights mentioned in this section shall, if requested by the employer, produce a certificate as to her medical condition from a qualified Medical Practitioner.

5.1.3 Paternity Leave

- a) A male member of staff shall, immediately after the delivery or miscarriage by his wife, have the right to a period of four (4) working days' leave from work annually herein referred to as Paternity Leave.
- b) The member of staff referred to in (a) shall be entitled to payment of his full wages during the said Paternity Leave.
- c) A male member of staff shall have the right to return to the job which he held immediately before his Paternity Leave.
- d) A male member of staff who seeks to exercise any of the rights mentioned in this section shall, if requested by the Employer, produce a Certificate as to the wife's medical condition from a qualified Medical Practitioner.

5.1.4 Sick Leave

Sick leave shall be the period during which a member of staff is genuinely absent from duty owing to his or her sickness.

1. Conditions governing Sick Leave

- a) A Member of Staff shall be granted paid sick leave for reasons of any form of illness which affects his or her ability to perform his or her duties as certified by a registered Medical Practitioner.
- b) A Member of staff shall be required to notify his or her Supervisor by telephone or in writing in the first instance of any illness preventing him or her from attending to their Official duties at the University.
- c) Before a member of staff proceeds on sick leave he/she shall be required to file a Sick Leave form issued by the Directorate of Human Resources. All medical documents submitted by a member of staff in relation to an application for sick leave must be verified by the Director, University Health Services.
- d) The maximum period of Sick Leave with full pay shall be six (6) months. After this period, if the member of staff is still in ill health, the Vice-Chancellor in consultation with a Medical Board shall appoint a Medical Committee composed of at least 3 prominent Medical Practitioners to advise on the matter while a member of staff is on full pay for a further maximum period of three (3) months.
- e) Depending on the outcome of the consultation, the University shall take appropriate action in regard to the member of staff as shall be determined by the Appointments Board.

- f) The Appointments Board reserves the right to terminate the services of a member of staff after nine months of continuous sick leave.

2. Incapacity due to illness

If a member of staff is permanently prevented from carrying out duties by illness, the Appointments Board shall appoint a Medical Committee to examine him/her. After considering the Medical Committee's report, the Appointments Board shall take a decision on whether or not to terminate his or her employment, on medical grounds.

5.1.5 Compassionate Leave

This is the type of leave granted to a member of staff under special circumstances such as sickness/hospitalization of a spouse /biological/adopted legal child, or parent, in-law or death of any of the close members of the family.

- a) The Director, Human Resources shall grant Compassionate Leave on full pay to a member of staff provided there is evidence to accompany such application for leave.
- b) Compassionate leave shall not exceed four (4) working days.
- c) Any extension of compassionate leave must be approved by the Director, Human Resources as circumstances may warrant.
- d) Any other additional days taken off will be deducted from annual leave provided such additional days do not exceed five (5) working days.

5.1.6 Study Leave

This shall mean the period a member of staff is away from official work for formal training or Post-Doctoral Research.

1. Eligibility

Study leave shall be granted to a member of staff in accordance to the provisions of this manual.

2. Procedure

- a) A member of staff shall be eligible to apply for study leave on admission to a study programme in a recognised Education Institution.

- b) Applications for Study Leave must be accompanied by supporting documents including program confirmation, notice/admission letter/timetable on duration of the programme.
- c) A member of staff interested in taking a training programme on full time basis shall apply for Study leave from the Council Committee in charge of training in the manner provided in the form for study leave.
- d) An application for study leave shall be lodged with the Director Human Resources.
- e) Permission for study and/or Study leave shall be granted only where a member of staff provides proof of the source(s) of funding.
- f) The study leave shall be granted for one academic year irrespective of the duration of the programme to enable the University to monitor the progress of the member of staff on study leave.
- g) Renewal of study leave shall be based on the following factors;
 - (i) Positive Supervisor's report on the progress of the student/Member of staff
 - (ii) Evidence of continued funding
 - (iii) Whether the study leave applied for is within the study period according to the admission letter.
- h) Applications for Study Leave shall be submitted to the Council Committee in charge of training accompanied by duly filled bonding forms.
- i) Approval of Study Leave shall be certified by the signature of the Chairperson of the Committee on both the application and bonding forms;
- j) A member of staff who has been granted Study Leave shall formally handover office and work in progress to the Head of the Department before proceeding on Study Leave;
- k) A member of staff who proceeds for full time training during official working hours as defined by the University without permission of the Committee of Council and communicated by the Director, Human Resources does so illegally and shall be liable for disciplinary action, including but not limited to: suspension, termination of service or dismissal;
- l) A member of Staff on a sandwich study programs out of Uganda shall be required to undertake a reasonable workload when back in Uganda.
- m) A member of staff on study leave shall be entitled to salary for the duration of the program only i.e. For a master's programme (1- 2 years), PhD programme (3-4 years) or the period as provided for in the admission letter.
- n) A member of staff on study leave shall not be paid allowances.
- o) Any extension of time for registration beyond the above requiring further Study Leave shall not attract salary unless the extension has been granted by the relevant Committee and communicated by the Director, Human Resources.

- p) Where a member of staff's application for extension of study leave has been approved, he/she shall not be paid any allowances over and above the ordinary consolidated salary.
- q) At the end of the Study Leave, a member of staff shall provide proof of successful completion of the program for which leave was granted before assumption of duty. A member of staff who fails to comply with this provision shall be liable to disciplinary action.
- r) A member of Staff whose study programme is sponsored by the University in Makerere University and on study leave, shall have tuition and other statutory fees waived or paid by the University after fulfilling all application requirements.
- s) A member of staff granted Study leave shall be required to submit to the Director, Human Resources a work plan for the study programme, within the first three (3) months; and Supervisor's Report on a bi-annual (six (6) months basis) for the programme to which he or she is admitted to leading to academic awards.
- t) A member of staff who fails to successfully complete the program for which study leave was granted, shall be deemed to be incapable of providing leadership in his/her area/discipline of specialty and shall have his/her services terminated.

5.1.7 Post-doctoral Leave

- a) A member of staff interested in applying for a Post-Doctoral study leave after a PhD study leave shall first report back to duty and officially apply for it.
- b) The duration of the study leave applied for shall be according to the study program and shall be subject to proof of full funding from the intended sponsor but should be within five (5) years of completion of the programme.
- c) The staff member shall be bonded for the duration of the programme.
- d) Where the programme is for more than six (6) months, a member of staff shall forward bi-annual (6 monthly) progress reports to the Director, Human Resources.
- e) At the completion of the Post-Doctoral programme a full report outlining achievements and evidence of the same shall be submitted to the Director, Human Resources through the Head of Department as accountability for the programme.
- f) A member of staff who fails or neglects to comply with the requirement in (e) above shall face disciplinary action including but not limited to refunding the money received as salary during the period of the Post-Doctoral.
- g) If a member of staff fails to refund the money as provided for above, the University shall write to the Institution where the staff member will be employed notifying it of such

requirements; and shall institute legal action including attachment of any assets of the member of staff to recover the money.

5.1.7.1 Procedure for Application

The procedure for applying for Post-Doctoral study Leave shall be as follows:

- a) A member of staff intending to take post-doctoral study leave shall apply to the Council Committee in charge of training through the Head of Department with a recommendation from the relevant College Committee.
- b) The Applicant in (i) above shall disclose evidence of funding for the specified post - doctoral programme.
- c) The Application shall be lodged with the Director, Human Resources.
- d) Applications for Post-Doctoral Study Leave shall be considered by the Council Committee in charge of training.
- e) The Director, Human Resources shall communicate the decision of the Committee on the application.
- f) Before a member of staff is consider for study leave, his or her mother department shall give assurance, through signed minutes by all members of staff who will have attended the meeting, as to how the duties/ responsibilities/workload of the staff will be handled during his or her absence.
- g) A member of staff shall not go for post- doctoral leave unless he or she has been bonded by the University.

5.1.8 Sabbatical Leave

1. Eligibility

- a) A member of the Academic Staff shall be eligible for sabbatical leave if he/she satisfies the following conditions;
 - (i) Be on permanent terms of employment at Makerere University;
 - (ii) Be at the minimum rank of Senior lecturer;
 - (iii) Have served the University for at least seven (7) years of continuous service, since a previous Sabbatical where applicable, excluding periods of leave.
 - (iv) Administrative staff are not eligible for Sabbatical leave unless it is on special or technical circumstances.
- b) For Departments/Units which have more than one (1) eligible candidate for sabbatical leave at a given period, a member of staff who has served the University longer, since the previous Sabbatical Leave where applicable, shall merit higher consideration;

- c) Before a member of staff is considered for sabbatical leave, the relevant mother department/ unit shall give assurance through signed minutes by all members of staff who will have attended the meeting, as to how the duties/ responsibilities/workload of the staff will be handled during his or her absence.
- d) Where a member of staff takes a year off for further training i.e. Post-doctoral research, fellowship, special assignment, secondment to Government Departments or other organizations, the experience acquired during that period of absence from the University, shall be considered as a substitute for sabbatical leave.
- e) A member of staff shall not be authorised to go for Sabbatical leave unless he or she is bonded by the University.

2. Procedure for applying for Sabbatical Leave

- a) A member of staff applying for Sabbatical Leave shall submit his/her application to the Director, Human Resources, through his or her Department and College, for the approval of the Vice-Chancellor together with a comprehensive and acceptable Research programme/ academic activity programme which he or she shall comply with during that period.
- b) The member of staff shall also submit to the Director, Human Resources, through his or her respective Department and College, details about the institution where one intends to spend the Sabbatical Leave, for the approval of the Vice-Chancellor.
- c) Sabbatical Leave shall be taken at a place most suitable for the member of staff's study/research discipline.
- d) A member of staff shall identify, confirm and provide evidence of source(s) of funding when applying for the sabbatical leave.
- e) A member of staff shall not be authorised to go for Sabbatical Leave without being bonded by the University.
- f) A member of staff shall submit a Final activity report to the Vice-Chancellor through the Head of Department and the Director, Human Resources, on completion of the Sabbatical leave.

3. Duration

- (i) The duration of the Sabbatical leave shall be one Calendar Year.
- (ii) The Vice Chancellor may under very special circumstances extend Sabbatical leave of a member of staff by up to three (3) months.
- (iii) Where the candidate for Sabbatical Leave is a Principal, Dean, Director or Head of an academic department, Librarian or other approved category of staff, whose

absence from office for a long and continuous period exceeding six (6) months is judged as detrimental to the University's operations, the Sabbatical Leave shall be taken on a piece-meal basis.

- (iv) 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 proposed in (iii) above and must stay out of office for a period of six months, he/she shall notify the Director of Human Resources well in advance, so that a new Substantive Principal/Dean/Director/Head is appointed to replace him or her.

4. Sabbatical Activities

When on sabbatical leave, a member of staff shall focus his/her efforts on undertaking the following:

- a) Advancing frontiers of knowledge through research; processing of research data and publishing the results in the form of scholarly papers and/or books; and Consultancy work, where there is evidence of research involvement to the benefit of both the University and the member of staff.
- b) A member of staff who deviates from the approved Sabbatical leave programme and therefore fails to accomplish the assignment for which he or she obtained the Sabbatical leave shall be liable for disciplinary action.

5. Financial Arrangements

- a) A member of staff who plans to take Sabbatical Leave shall provide evidence of funding for the specified Sabbatical Leave period.
- b) The University shall not fund Sabbatical leave programmes/ activities.

6. Accountability

- a) All beneficiaries of Sabbatical leave shall fully account for all funds received during Sabbatical Leave according to requirements of the funding body or sponsor.
- b) A member of staff who fails to comply with the above provision shall be liable to disciplinary action as stipulated in the University's Code of Conduct.

5.1.9 Special Leave

The Vice Chancellor may grant Special leave to a member of staff to carry out special duties beneficial to the university for a period not exceeding three (3) months.

5.1.10 Advanced Annual Leave

Advanced Annual leave shall mean leave not yet earned.

- a) This form of leave may be granted under special circumstances as may be determined by the Head of Department/Unit.
- b) Staff shall not apply for advanced annual leave unless they have justifiable reasons.
- c) In addition, advanced annual leave shall only be granted by the Director, Human Resources on the recommendation of the Head of Division/Department/Unit provided that there is sufficient manpower in the member of staff's Division/Department/Unit to undertake the member of staff's duties/ responsibilities/ workload during his or her absence.
- d) An Applications for advanced Annual Leave shall not exceed the member of staff's next Calendar year's annual leave entitlement.

5.2 Leave Application Form

For all forms of leave;

- a) A member of Staff shall use the approved leave application form obtained from the Directorate of Human Resources or downloaded from the University Intranet.
- b) To apply for leave, a member of staff shall:
 - (i) Complete and submit the form to his/her supervisor at the Department/Division/Unit for approval or recommendation where necessary;
 - (ii) The application form shall then be forwarded to any other relevant authorities for approval;
 - (iii) A copy of the Original form shall then be forwarded to the Directorate of Human Resources for record purposes.
- c) Application for leave of over one week, except Sick Leave, shall be applied for at least two (2) weeks in advance.
- d) The University may approve or reject a leave application and make alternative arrangements where necessary.

5.3 Cancellation

A member of staff may recall a leave application.

To cancel an approved leave, a member of staff shall obtain approval from his or her supervisor(s). The member of Staff shall make arrangements to take the cancelled leave within the same calendar year where the staff applied for its cancellation.

SECTION 6

STAFF WELFARE AND BENEFITS

6.1 Introduction:

- a) Staff welfare are the services, benefits and facilities that the University offers its members of staff. These include financial and non-financial privileges as provided in this section.
- b) Employee safety and health at the workplace shall be prioritised by the University in the furtherance of the Occupational Health and Safety Act, 2006 and other laws and regulations as well as in recognition of the fact that a healthy employee makes significant contribution to work. This will also promote work life balance.
- c) The University shall as practicable as possible, put in place measures to ensure the promotion of employee safety and health and to give full effect to this policy.
- d) The employee of the University shall comply with the policies, regulations and measure provided in this policy and others laws. Failure to comply shall not only attract sanctions but also non compensation should an employee suffer any occupational hazard for which compensation is required.
- e) Notwithstanding the provisions of paragraph (c) of this section, an employee who is injured or dies in the course of executing official duties both in the country and out of the country shall be compensated in accordance with this policy and the Workers Compensation Act as well as any other existing laws.

6.2 Standard and Measures for Occupational Safety and Health

6.2.1 The standards and measures provided for under paragraph (ii) of this Chapter shall include but not be limited to;

- a) The provision of protective gear to employees entitled to it. The Responsible Officer shall profile employees entitled to protective gear and uniforms, the type of protective gears and uniforms and frequency of provisions.
- b) The safety and health measures including tools, equipment, and description of work environment and office ergonomic to be provided by the University.

- c) The obligations and responsibility of the University as provided for in the Human Resource Manual (as amended) and of the employer as enshrined in the Occupational Safety and Health Act 2006.
- d) The rights, obligations and responsibilities of the member of staff as provided for in this Manual and as enshrined in the Occupational Safety and Health Act 2006. The standard operating procedures on employee health and safety at the workplace.
- e) The standard work environment conducive for persons with special ability, pregnancy and lactating mothers at the workplace.
- f) Reasonable care in the procurement of faculties such as computers, office tools, equipment, chairs, appliances among others to ensure the safety and health of employees.
- g) Training on staff safety and health as well as on the use of equipment and tools at the workplace.
- h) Budgeting and facilitating staff safety and health programmes
- i) Providing for health insurance schemes for employees and their immediate family members, where practicable.
- j) Developing and implementing a workplace HIV/AIDS Policy and strategy.
- k) Developing SOPs and implementation guidelines in response to pandemics and or any other communicable diseases as shall be guided by the Ministry responsible for Health.
- l) Provision and enforcement of sanctions for non-compliance to the Policy and guidelines on Occupational health and safety.

6.2.2 Obligations of the Employer

The Employer shall be obliged to;

- a) Develop guidelines and Standard Operating Procedures for effective implementation of this section.
- b) Budget and procure protective gears, uniforms and other necessary facilities required for the execution of special duties during the implementation of the policies provided for under this section.
- c) Profile, sensitize and train employees on the safety and health measures including tools, equipment at the work place.
- d) Provide conducive work and general environment in accordance with health and safety standards as required by law.

- e) Provide the required work environment for persons with special ability, pregnant and lactating mothers.
- f) Develop and implement the health insurance scheme for staff and his/ her dependents in accordance with this policy.
- g) Provide support to the University Hospital where practicable.
- h) Put in place measures for rapid response to emergencies by the Makerere University Hospital.
- i) Recommend to the Commissioner for labour employees who may be injured in the course of official duty in accordance with the Workers Compensation Act.
- j) Budgeting and facilitating employee safety and health programmes.
- k) Developing and implementing workplace HIV/AIDS policy and strategy.
- l) Developing SOPs and implementation guidelines in response to pandemics and/or any other communicable diseases as shall be guided by the ministry responsible for health.
- m) Enforce sanctions for non-compliance to the policy and guidelines on occupational safety and health.

6.2.3 Obligations of the Employee

- a) The employee shall have the obligations to comply with the laws, policies, guidelines and measures provided in this Human Resources Manual.
- b) The commitments shall include but will not be limited to:
 - (i) Compliance to this policy and any other regulations and guidelines issued from time to time.
 - (ii) Participating in all employee health and safety programmes or activities
 - (iii) Taking all necessary precautions to minimise accidents and promote health and safety at all times.
 - (iv) Taking due care to ensure that the health and safety of other employees are not compromised.
 - (v) Taking reasonable measures to safeguard the health and safety of the clients of the University.
 - (vi) Taking personal responsibility for regular medical check-up and other wellness activities.
 - (vii) Responsibility for personal treatment outside the provision of any existing health insurance arrangement or scheme.

6.2.4 Implementation mechanism

- a) In order to give full effect to the policies provided under this section, council shall:-
Develop and implement a health insurance Scheme covering the employee and his or her immediate family members as shall be practicable;
- b) Develop Standard Operating Procedures (SOPs) and Guidelines on occupational safety and Health.

6.2.5 Makerere University health services

- a) The University Council shall strengthen the University Hospital to provide better health services to the employees and University community.
- b) Council shall issue guidelines for accessing health services at the University.

6.2.6 Insurance schemes covered under this policy

1. Health Insurance

- a) The University shall subscribe to a suitable Medical Scheme and any other insurance scheme as approved by the University Council for members of Staff. Where Dependants of members of staff are to be included in the medical insurance scheme, both the University and the member of staff may contribute to the medical scheme at a designated rate.
- b) The ratio of contribution between the University and the members of staff shall be determined by Council from time to time.
- c) Members of Staff sponsored by the University and studying outside Uganda shall be insured as per requirements of the host country.
- d) The university shall subscribe to a health insurance scheme as approved by Council with the objective of providing timely, efficient, affordable, equitable, sustainable and quality healthcare services to its employees.
- e) The Scheme shall cover:
 - (i) Outpatient services;
 - (ii) Laboratory investigations services;
 - (iii) Dental services;
 - (iv) Reproductive health services;
 - (v) Inpatient services;
 - (vi) Minor and major surgical operations; and
 - (vii) Rehabilitation services.

- f) The health insurance shall be tenable within Uganda and shall not have options for referral outside the country or a service provider outside the framework agreement unless as a matter of mutual agreement between the Insurance service provider and the medical facility.
- g) In case of extra cost or services not provided for under the insurance scheme, the extra cost shall be met by the employee.
- h) In order to give effect to paragraph 10.2, Council shall establish /develop and operate a health insurance scheme in order to give full effect to this policy. The Scheme shall provide health insurance scheme for the employee which may be extended to five immediate family members as shall be practically possible.
- i) Where, the immediate family members are to be enrolled into the scheme as provided in 10.2 (i) b above, the employee may be called upon to make some monthly contributions as shall be determined by Council in consultation with the Insurance Service Providers.
- j) The modalities of operation of the Health Insurance Scheme for the University shall involve: -
 - (i) Identifying Health insurance service providers;
 - (ii) Identifying Health care providers;
 - (iii) Registering Members;
 - (iv) Collecting and remitting the mandatory deductions to cover the health insurance scheme where necessary;
 - (v) Members selecting health insurance service provider of choice and issuance of membership card;
 - (vi) The Health Insurance service providers assessing the health status of the members and maintaining a system of regular assessment of health risks; and
 - (vii) Registered health facilities providing healthcare benefits to its members and their eligible family members.
- k) A member of the scheme, shall have the options of transferring benefits from one insurance provider to another. The scheme will specify the modalities for transferring the benefit rights.

- l) An employee who ceases employment with the University shall not be eligible under this scheme and shall be promptly deregistered from the list of the service provider

2. Eligibility

All members of staff of the University shall subscribe to a Health Insurance Scheme approved by the University or any other scheme of his or her choice and show proof that he or she is insured.

6.2.7 Incapacity

This section of the Manual, the University shall be governed with modifications, if any, by the Workers Compensation Act, Cap 225

- a) Except where the terms and conditions of service provide for a higher compensation, where permanent total incapacity results from any injury, the amount of compensation shall be equal to sixty (60) months earnings.
- b) Where an injury under this section is such as to be likely to require the injured worker to have constant assistance of another person on a permanent basis, then the amount of compensation payable shall be increased by one -quarter
- c) Where permanent partial incapacity results from the injury, the amount of compensation shall be as provided in the Workers Compensation Act;
- d) Where more than one injury results from the same accident, the amount of compensation shall be aggregated, but the amount of compensation payable under this section shall not be greater than the amount that would have been payable if the accident had caused the worker to suffer permanent total incapacity.
- e) Compensation shall not be paid unless notice of the accident has been given to the University by or on behalf of the member of staff as soon as reasonably practicable, and in any case not later than one(1) month after the date when the accident occurred or within three (3) months after the date the symptoms of the occupational disease became apparent; but no notice shall be required where it is shown that the employer was aware of the accident or disease at or about the time it occurred or at the time when the symptoms became evident, or for any other justifiable cause.
- f) Where a member of staff has given notice of an accident, the member of staff shall as reasonably possible, after the date on which notice has been given, arrange to have a

medical examination by a qualified medical practitioner and or confirmed by the University Hospital at the expense of the Medical Insurance

- g) Where a medical practitioner grants a medical certificate stating that;
 - (i) A member of staff is suffering from a scheduled disease-causing disablement or that the death of a member of staff as caused by any scheduled disease; and
 - (ii) The disease was due to the nature of the member of staff's employment and was contracted within twenty four (24) month's immediately previous to the date of the disablement or death except in case of a scheduled disease which manifests itself after or during several years or employment, the member of staff, or if he or she is diseased, his or her dependants shall be entitled to claim and to receive compensation, if the disablement or death had been caused by an accident arising out of and in the course of his or her employment.

6.2.8 Occupational Risks and Hazards Insurance

- a) The University shall provide insurance cover to members of staff and their property against risks including injuries, damage and loss during their employment or compensate them for such injury, damage or loss, provided there is evidence to prove that such injury, damage or loss occurred while the member of staff was on duty or in the course of employment.
- b) An employee who suffers occupational risk in the course of official duty and not due to negligence of his/ her own shall be compensated in accordance with Workers Compensation Act.

6.2.9 Travel Insurance

- a) Travel Insurance shall be limited to foreign travels in accordance with the travel policy of the country of destination and or the travel service provider (air, water or road) as the case may be.
- b) The University shall effect payment of the relevant costs together with the cost of travel in case payment is required to fulfill the requirements in 10.2(ii,a) above provided the employee is traveling on official duty.

6.2.10 Professional Indemnity

- a) Professional indemnity (PI) means an insurance plan to financially safeguard health care professionals against legal costs and claims for compensation by patients in case of a legal row.
- b) This policy shall indemnify Healthcare professionals of the University such as Nurses, Midwives, Doctors, Health Visitors, Phlebotomist and Physiotherapists among others

from being personally held accountable against legal costs and claims for compensation by patients in case of a legal row consisting of: -

- (i) Professional negligence (i.e. making a mistake in a piece of work for a client)
 - (ii) Loss of documents or data
 - (iii) Unintentional breach of copyright and/or confidentiality
 - (iv) Defamation and libel
 - (v) Loss of goods or money (your own or for which you are responsible)
- c) Notwithstanding the provisions of paragraph 6.2.10 (ii), health professionals are under obligations to ensure the adherence and promotions of professionalism and ethical standards in the performance of their duties at all times and that his or her actions and practice are fully compliant with the annual licensing requirements as stipulated by the Ministry of Health and the professional bodies.

6.2.11 Implementation Mechanism

University Council shall put in place such mechanisms to operationalize the insurance cover for its employees taking into account the risks involved and availability of funding.

6.3 MAKERERE UNIVERSITY HOUSING/HOUSING SUBSIDY

6.3.1 Preamble:

- a) Decent accommodation is very crucial for a productive workforce.
- b) In managing staff housing, the University will follow the Human Resources Manual (Section 7.4) and the Uganda Government Public Standing Orders (Section H).
- c) The office of the Deputy Vice Chancellor (Finance and Administration) shall be responsible for the management of institutional housing.
- d) Institutional housing will refer houses owned by the university, whether those houses are on campus or off campus.
- e) Housing allowance will refer to the amount within the consolidated salary stipulated for the sole purpose of housing.

6.3.2 ACCOMMODATION BY THE UNIVERSITY:

- a) Allocation of institutional housing units to employees shall be done by the office of the DVC(F&A) on the recommendation of the Housing Allocation committee.

- b) Regulation of tenancy in housing units will be managed following provisions of the Space and Housing Policy of the University.
- c) The University shall endeavor to maintain its houses in a reasonable state of repair and decoration

6.3.2.1 Housing

- a) The University shall provide a reasonable housing allowance to permanent (full time) members of staff as may be determined by Council from time to time. Such allowance shall form part of the consolidated salary of each member of staff. Where a member of staff is allocated a housing unit, such allowance shall be forfeited in lieu.
- b) A member of staff allocated a house shall not sub-let the house. When a member of staff is found to have sub-let his or her allocated House, the occupants therein shall be evicted without any notice and such staff shall be banned from accessing University accommodation for his or her period of service.
- c) A member of staff absent from active University service on approved leave shall retain the housing unit for the duration of the leave.
- d) Where a member of staff fails to report back on duty at the end of any leave period, without permission or extension of the said leave, the housing unit shall be withdrawn from the said member of staff with a written notice for the withdrawal of four (4) weeks.
- e) The University and members of staff shall endeavour to maintain University houses in a reasonable state of repair and decoration.
- f) A member of Staff allocated a University House/Unit shall be held financially accountable for its dilapidation beyond fair wear and tear.
- g) No member of staff shall make any alterations to the structure or fixtures on any housing unit without the approval of the Space Allocation Committee (Management).
- h) The Housing Policy as approved by Council shall regulate the Housing matters of the University.

6.3.2.2. Acquisition of Personal Houses

The university will pursue other efforts to support its staff to acquire personal decent houses.

6.3.3 Salary Loans

- a) The University may assist a member of staff to access a salary loans from any Financial Institution.
- b) For the avoidance of doubt, the University assistance in (i) above shall be restricted to only providing a recommendation for the member of staff to obtain a loan(s) from the Financial Institution on terms and conditions mutually agreed upon between the Financial Institution and the Member of staff against the security of his or her salary.
- c) The University shall confirm the employment status of the applicant/member of staff and shall not act as a guarantor for any Salary loans/Loan for any member of staff.

6.4 EDUCATION AND SUBSIDY FOR BIOLOGICAL AND LEGALLY ADOPTED CHILDREN

6.4.1 Preamble

- a) Council is desirous of ensuring that employees of the University are motivated and committed to offer their best to its service. This shall be achieved by giving prominence to this policy.
- b) The provisions under this section are meant to cushion the employee by supporting one of the fundamental rights enshrined in the Constitution of the Republic of Uganda.

6.4.2 Policy Scope/ application

- a) This section shall apply to the biological and legally adopted children of an employee appointed on permanent terms or renewable contract of not less than two years.
- b) The provision shall be limited to a maximum of two children at any one time not above twenty-five (25), years provided they are of school going age and depend entirely on the employee.
- c) The offer shall be limited to Undergraduate University education at Makerere University and /or other affiliate colleges as shall be possible or as may be determined by council from time to time.

6.4.3 Eligibility for Biological Scheme

- a) A member of staff appointed by the Appointments Board shall be eligible to benefit from the University Biological Scheme under the following conditions;
 - (i) Has completed at least one (1) year of continuous service in the university.

- (ii) is confirmed in the University service
- (iii) His or her child is enrolled for an academic programme at Makerere University;
- b) The beneficiary of the biological scheme shall cease to be a beneficiary when the member of staff under which he or she takes benefit ceases to be in University Service.
- c) The member of staff shall automatically lose the benefit of the biological scheme if he/she resigns from the University service or his or her services with the University are terminated by the University.
- d) Any Tax or rates applicable in respect to the biological scheme shall be borne by the beneficiary of the scheme.

6.4.5 Funding limitations

The tuition fees waiver shall be for undergraduate courses tenable at University or an affiliate college and shall apply to eligible persons not on Government sponsorship.

- a) The full tuition fees shall be covered under this arrangement.
- b) The eligible candidates shall as a matter of priority, choose Makerere University or its affiliate college as his/ her first choice in order to benefit from the waiver provided under this policy.
- c) Where a candidate did not choose to study in Makerere University or its affiliate College and or opts for another University when he/ she is qualified to be admitted by Makerere University, he/ she shall not qualify for any support in accordance with this policy.

6.4.6 Application procedures/ conditions

- a) An employee of the University shall complete a bio-data form upon joining the University and register his/ her biological and legally adopted children as required under the Human Resource Manual.
- b) The employee has an obligation to update his or her bio-data as and when there is new information to furnish. A beneficiary not indicated on the bio-data shall not be eligible to benefit from this policy.
- c) The employee shall complete a preliminary application form when his/ her registered child is in senior six.

- d) The candidate shall be under obligation to choose a Makerere University or affiliate college at senior six.
- e) The candidate shall secure an admission to study at Makerere University in accordance with this section and the employee, whose child is eligible for waiver shall submit evidence of admission to the head of Human Resources for onward submission to the Committee. The Committee shall consider the request and make recommendations to Council for approval.
- f) The decisions of council shall be implemented by the responsible officer who shall communicate to the employee whose child has been considered in accordance with this section.
- g) Candidates who have been offered tuition fees waiver by the University in accordance with this section shall be subjected to compulsory induction together with the employee whose child has been sponsored to explain the terms and conditions of the offer among others.
- h) A beneficiary whose parent (the employee) dies or retires after enrolment onto the scheme provided under this section shall continue to benefit from the scheme until he/she completes his/her studies as provided in this policy.
- i) A child who absconds from the program or is expelled for misconduct, fails to meet the academic requirements of the school, university or Institute shall forfeit the privilege of tuition fees waiver or sponsorship.
- j) This scheme shall not apply to a beneficiary who is already enjoying any other similar sponsorship.
- k) Where both parents are working at Makerere University, the child(ren) shall be sponsored in respect to only one of them.

6.4.7 Reporting by sponsored employees

- a) The employee whose child has been sponsored shall submit a report to the Committee per term/ semester. The report shall be used to inform policy changes and guide management and council. These shall also form the basis for approval of subsequent funding for the remaining part of the course.
- b) The candidate shall be included in the annual work plan and budget.

6.4.8 Cancellation of Sponsorship

- a) The Committee shall recommend cancellation of tuition fees waiver on the occurrence of any of the following:
 - (i) Failure to complete a course or the study within the normal duration of the course
 - (ii) If an employee is dismissed, resigns or joins other Institution/ Organization including any other Government Ministry, Department, Agency or Authority.
- b) Without prejudice to 6.4.7 (a) where a beneficiary has been offered a scholarship in the course of the study, the parent will be obliged to notify management and the sponsored candidate shall be withdrawn from the scheme. The parent/the employee may submit a replacement in accordance with this policy.

6.4.9 Costs to be met by the employee

The employee whose child(ren) has been sponsored under this section of the policy shall be responsible for the following:

- a) Cost of the study other than tuition fees.
- b) Payment for charges, fines or fees as a result of not passing a course unit.
- c) Cost due to failure to complete the course on time due at the volition of the employee.

6.4.10 Sanctions

An employee shall lose the benefit provided under this section if it is discovered that the child(ren) is/are not his/ her biological or legally adopted child(ren), in addition, the employee shall be subjected to disciplinary action in accordance with the Public Service Standing Orders, 2010, the Makerere University Human Resource Manual, the rewards and Sanctions framework or any other laws and regulations.

6.5 EMPLOYEE WELLNESS

6.5.1 Preamble

- a) Employee wellness means the state of physical and emotional health. The University shall promote employee well-being, to ensure healthy mind and body for higher productivity and reduce health complications and sudden death.
- b) Employee wellness in the University shall therefore consist of but will not be limited to health examination, exercise, aerobics, health education, health camps, indoor games and other mental activities, club activities, swimming, gym among others.

6.5.2 Obligations of the Employer

- a) With respect to Employee wellness, the Employer shall have the responsibility of providing:
 - (i) A healthy and safe environment that is conducive for optimum productivity / service delivery is created and maintained in the workplace.
 - (ii) Specialised basic wellness services to all staff are provided.
 - (iii) The basic wellness services are made accessible to employees, and are conducted in an ethical manner.
 - (iv) The working environment and working conditions of employees are conducive to wellness including the right to confidentiality, non-discrimination, inclusiveness plus protection against all forms of harassment, bullying and abuse such as physical and psychological harm.
 - (v) Create awareness on wellness activities/programmes offered by the University.
 - (vi) Enforce compliance to the provisions of this section.
- b) The University shall periodically update the list of wellness activities/ programmes it provides as well as develop list of providers of health promotion and wellness services which shall be communicated to the employees.
- c) The University shall provide as much as possible the necessary amenities and measures to promote employee wellness at the workplace and where possible outside the workplace as shall be provided in this policy or instruments of appointment.

d) The standards and measures provided for under paragraph (iii) of this policy shall include but will not be limited to:

- (i) The provision of tools, equipment and amenities and environment conducive for employee wellness.
- (ii) The obligations and responsibility of the University.
- (iii) The rights, obligations and responsibilities of the employee.
- (iv) The standard operating procedures on employee wellness activities.
- (v) The friendly wellness activities for persons with special ability, pregnant women and lactating mothers at the workplace.
- (vi) Appropriate training of employee safety while undertaking wellness activities.
- (vii) Budgeting and facilitating employee wellness activities.
- (viii) Employee sensitization on burn out, exhaustion and stress management.
- (ix) Provision and enforcement of sanctions for non-compliance to the policy and guidelines on occupational health and safety.

6.5.3 Obligations of the Employee

a) The employee shall have the obligations to comply with the laws, policies, guidelines and measures provided in this section or any other document by signing commitment form provided in Appendix I

b) The commitments shall include but will not be limited to:

- (i) Compliance to this policy and any other regulations and guidelines issued from time to time.
- (ii) Participating in employee wellness programmes or activities.
- (iii) Taking full responsibility for his/her own health and safety at all times while taking part in wellness activities.
- (iv) Taking personal responsibility to participate in necessary wellness activities not provided by the University.
- (v) Take full responsibility for his/her own wellness.
- (vi) Taking due care to ensure that in the course of participating in any wellness activity, he/she does not compromise the health and safety of other employees.
- (vii) Take personal responsibility for regular medical check-up and other wellness activities.

- c) An employee of the University shall comply with the policies, regulations and measures provided in this policy and other laws as well as any other provisions on employee wellness. Failure to comply shall attract sanctions in accordance with this policy and any other laws or regulations.

6.6 PSYCHOSOCIAL SUPPORT SERVICES

6.6.1 Preamble

- a) Council shall put in place measures to address psychological, Social and Emotional health of employees to ensure effectiveness in the performance of their duties.
- b) The University shall provide free counselling services for its members of staff, spouse and immediate registered unmarried biological or legally adopted children below 25 years under the care of the member of staff.
- c) The services shall be provided at Makerere University Counselling Centre.
- d) In implementing this policy, care shall be taken to address issues of diversity, among the Staff.

6.6.2 Scope

- a) This policy shall cover, the following among others: -a) Guidance and Counselling.
 - (i) Physical Stimulation
 - (ii) Trauma Healing
 - (iii) Social-emotional competencies for all
- b) The services shall cover all employees of the University and may extend to any other person as may be deemed necessary.
- c) The policy shall take into consideration the key principles of psychosocial well-being.

6.6.3 Policy design and Implementation

The University Management shall develop guidelines and SOPs to give full effect to this section covering but not limited to;

- a) Guidance and Counselling
- b) Physical Stimulation
- c) Trauma Healing
- d) Social-emotional competencies for all

- c) Self-management and/ or any other relevant topic as may be deemed necessary but the professionals.

6.6.4 Obligations of the Employer

- a) Develop guidelines, SOPs, and policies
- b) To promote Social and Emotional Wellbeing
- c) To create awareness on the policy on:
- d) Profile all the activities that endanger the employee's well-being and result into psychosocial challenges.
- e) The University shall facilitate a sense of belonging, trust in fellow employees and control of the working environment.
- f) The University shall make appropriate referrals as and when necessary.
- g) Enforce the policy on Alcohol and Substance abuse
- h) Enforce the Policy on Sexual Harassment
- i) Ensure that all psychosocial programmes are designed to be inclusive for all.

6.6.5 Obligations of the Employee

- a) The employee shall keep abreast on the policy provisions
- b) The employee shall comply with the policy provisions under this section and the guidelines, SOPs, regulations that may be issued from time to time.

6.6.6 Places of Worship

- a) The University is a public institution and shall recognize and respect freedom of expression and worship as enshrined in the 1995 Constitution of the Republic of Uganda as amended.
- b) In order not to disrupt the University activities, prayers shall strictly be conducted in the University designated places of worship.
- c) The designated places of Worship are the University Chapels and Mosque.
- d) Where any other place is required for prayers, other than the places designated in (c) above, a request in writing shall be made to the Deputy Vice-Chancellor (Finance and Administration), who may grant permission for use of such place in writing.

6.7 FINANCIAL EMPOWERMENT PROGRAMME

6.7.1 Preamble

Makerere University shall provide mechanisms to promote a savings and investment culture amongst its staff. This shall be through a framework with Public/Private Partnership to establish sustainable financial independence.

6.7.2 Framework for Subsidized University Shop

- a) The University shall enter framework agreement with Manufacturers/ Industries and private sector for essential commodities at factory cost price.
- b) Under this framework, staff of the University will be able to build descent accommodations and facilities for rent, access cheap and affordable tools, machinery and equipment for agriculture and other investment portfolio.
- c) The commodities eligible under this agreement will be limited to non-consumptive commodities and those that can support the goals provided under paragraph 8.1 of this section. The commodities shall include:
 - (i) Building materials.
 - (ii) Farm implements/ machinery.
 - (iii) Medical equipment.
 - (iv) Any other commodity that the Committee shall recommend to Council.
- d) Council shall enter partnership agreement with willing manufacturers and wholesalers for sale of the commodities falling under paragraph 8.2(iii) of this section. The framework agreement shall make provisions for the following:
 - (i) The commodities that the manufacturer/ wholesaler is able to provide.
 - (ii) A commitment to provide the commodities at factory or wholesale price.
 - (iii) An agreement for flexible payment options.
 - (iv) An agreement for the University to provide space / store at no cost where needed.
 - (v) A framework for the employees to purchase the items on credit or hire purchase.
 - (vi) The roles and responsibilities of each stakeholders under the framework agreement.
 - (vii) Mechanism for enforcement of the contractual agreement by each party.
 - (viii) Individual responsibility for the employee or his or her next of kin to meet all liabilities related to acquisition of the items in accordance with this agreement.

The implications of this are that, the liability cannot be transferred to the University.

- (ix) An obligation for the employer to compel an employee to make good his/ her obligations or offset from any asset or income from the University including from the retirement benefits of the employee.
- c) The University shall profile the list of items regarded essential and the manufacturers/ wholesalers providing the various items including where possible the cost of each item.
- f) An employee intending to acquire goods under this framework shall write to the University Secretary indicating the items he/ she intends to acquire, the name of the service provider and the value of the item he / she intends to acquire.
- g) The University Secretary shall instruct the head of human resources to issue an introduction letter to the manufacturer/ wholesaler.
- h) The service provider shall, after providing the goods sought, inform the University of the items acquired by the employee and the cost involved;
- i) The head of human resources shall maintain a comprehensive list of beneficiaries under this scheme.

6.8 MANAGEMENT OF BEREAVEMENT/ DEATH

6.8.1 Preamble

- a) The University shall develop guidelines to ensure that when an employee or his or her spouse, biological and/or legal adopted children, parents and or biological siblings dies, a descend burial is accorded.
- b) Notwithstanding the provisions of paragraph (i) of this section, implementation of the policies provided under this section shall take into account the ability of the University to finance it as shall be reviewed from time to time or determined by Council.

6.8.2 Death

- a) An employee who dies while in the service of the University shall be reported by the immediate supervisor or head of department to the Director of Human Resources for administrative purposes.

- b) An employee who dies after working for a minimum of fifteen days in a month shall be entitled to payment of a full month salary.
- c) The legal representative of the deceased employee shall be required to process and produce a letter of administration and shall be paid any retirement benefits due to the deceased employee in accordance with the laws.
- d) Where an employee dies while in the service, the University shall meet the following costs/ take responsibility for: -
 - (i) Cost of coffin, shroud (wrapping cloth), embalming of the body, wreath and transport of the deceased from the point of death to the place of burial.
 - (ii) A condolence letter and representation at the burial.
 - (iii) Cost of post-mortem.
 - (iv) A cash contribution towards the funeral expenses.
 - (v) Retirement benefits (if any) with Makerere University Retirement Benefits Scheme and/or National Social Security Fund benefits in accordance with the existing law.
 - (vi) Payment in lieu of any approved pending leave.
 - (vii) Any outstanding salary arrears due to the employee before death.
 - (viii) Transport to the family of the deceased from the duty station to the place of domicile.
- e) The amount of contributions towards the funeral expenses provided under sub-paragraph (iv) shall be determined based on seniority level categorized as top management, middle level managers and Support staff, and availability of resources.
- f) Where the immediate family member consisting of biological children, legally adopted children and Spouse of an employee dies, the University shall meet the cost of funeral expenses covering: -
 - (i) Coffin, shroud (wrapping cloth), embalming of the body and wreath.
 - (ii) Transport of the deceased from the point of death to the place of burial.
 - (iii) A cash contribution towards the funeral expenses.
 - (iv) A condolence letter and representation at the burial.
 - (v) Cost of post-mortem
- g) The amount of contributions towards the funeral expenses provided under sub-paragraph (iii) shall be determined on seniority level categorized as top management, middle level managers and Support staff, and availability of resources.
- h) In case of death of a parent or sibling of an employees, contributions towards the funeral expenses shall be determined depending on availability of resources.

6.9 FUNDING FOR STAFF DEVELOPMENT PROGRAMMES

- a) The University shall promote the development of the capacity of its staff through training and development programmes so as to enhance professional capacity, skills and competence as well as promote the culture of a learning organization.
- b) In developing the capacity of its staff through training and development programmes, the University shall be guided by the Human Resources Development Policy embedded in the Human Resources Manual (Section 12).
- c) In furtherance of paragraph 5.1(i) of this section and the Human Resources Manual Section 12.2.6, funding for staff development programme shall follow the properly laid down procedures.
- d) Management shall use education and training prudently and systematically to ensure that the programmes which staff undertake are relevant to its needs and by undertaking the opportunity, the employee shall excel, be motivated and exercise full potential for mutual benefits.
- e) Management shall not use funding for staff development to enforce the rewards and sanctions framework.

6.9.1 Scope

- a) The eligible programmes for which funding shall be provided in accordance with this section shall include Academic Training and professional/ Skills Development programmes, undertaken through full term study programme, workshop, seminar, study tour/ benchmarking study, apprenticeship, attachment and job shadowing.
- b) The employee categories eligible for funding by the University shall include Academic, Administrative and Support staff provided the programme for which funding is required has a direct bearing on the employee's job.
- c) Notwithstanding the provisions of 5.2(ii), equal opportunities shall be extended to all employees of the University regardless of whether they are appointed on permanent or contractual terms in so far as it has a direct bearing on the employee's job.

- d) Funding shall not exceed the duration of the study programme.
- e) Where an employee must complete a study programme/ staff development programme beyond the duration of the programme for reasons at the volition of the employee such as poor performance, application for dead year, failure to pass exams among others, payment beyond the designated period or extra costs shall be borne by him/ her unless a reasonable justification is provided to the satisfaction of the Staff Development, Welfare and Retirement Benefits (SDWRB) Committee of Council.

6.9.2 Authority for funding approval

Granting of funding to undertake a staff development programme shall be done by Council upon approval of the request by the Staff Development, Welfare and Retirement Benefits (SDWRB) Committee on the recommendation by the department and management.

6.9.3 Procedures for application for funding

- a) The head of Human Resources shall prepare an annual Capacity Building/ Training plan in consultation with the staff and head of departments, the annual performance appraisal report and or the capacity needs assessment. The plan shall be sanctioned by the Staff Development, Welfare and Retirement Benefits (SDWRB) Committee and approved by Council at the beginning of the budgeting period. This shall form the basis for grant of funding requests.
- b) The following procedures shall be followed in requesting for funding support:
 - (i) The employee intending to proceed on study leave, in accordance with the training plan shall apply for funding through the head of department and head of Human Resources to the Secretary, Staff Development, Welfare and Retirement Benefits (SDWRB) Committee and attach the request for funding form as well as the admission letter (offer letter) and the fees structure.
 - (ii) Where the employee is proceeding on a study programme not provided for in the training/ capacity building plan and in the opinion of the head of department and management that the opportunity cannot be differed, the request shall be forwarded to the Staff Development, Welfare and Retirement Benefits (SDWRB) Committee for consideration. The Staff Development, Welfare and Retirement Benefits (SDWRB) Committee reserves the right to grant or reject such a request.

- (iii) The Staff Development, Welfare and Retirement Benefits (SDWRB) Committee shall subject the request for funding to the criteria provided by this policy and other operational documents/ guidelines and make a recommendation to Council.
- (iv) The recommendations of the Staff Development, Welfare and Retirement Benefits (SDWRB) Committee shall be considered by Council for implementation by the Responsible Officer who shall communicate to the employee.
- c) The employee whose request for funding has been granted shall be required to fulfill the conditions provided for in this policy, the Human Resource Manual and any other guidelines for funding sponsorship and training such as bonding, handing over of office among others.
- d) The employee shall be obliged to submit periodic progress reports and accountability in accordance with this policy, the human resource manual and any other guidelines.

6.9.4 Conditions for funding approval

- a) The following general conditions shall apply in considering request for funding a training and staff development programme.
 - (i) The programme must be on the approved capacity building/ training plan.
 - (ii) The programme of study has a direct bearing on the current job of the employee's scheme of service.
 - (iii) The area of study is in the interest of the University and mainly to bridge a critical skills gap;
 - (iv) Priority shall be given for students already on sponsorship;
 - (v) The funding requested for is within the ability of the Council
 - (vi) Priority shall be given for study programme offered within Uganda, East Africa and Sub-Saharan Africa.

- (vii) Approval for funding outside the region as provided in (f) above shall only be considered in special circumstances to the satisfaction of the Staff Development, Welfare and Retirement Benefits (SDWRB) Committee.
- b) Where request for funding has been received from a number of applicants, the Staff Development, Welfare and Retirement Benefits (SDWRB) Committee may recommend to Council for approval of partial funding provided the employee has confirmed his ability to co-finance.
- c) No approval shall be granted in retrospect unless the employee was authorized to proceed on the study programme by the Staff Development, Welfare and Retirement Benefits (SDWRB) Committee pending release of funding.

6.9.5 Continuing Students (Staff on training)

- a) In case of request for funding by a continuing student, the following conditions shall apply:
 - (i) The student shall provide evidence that prior approval was granted by the Committee and approved by Council and the student has been bonded.
 - (ii) The supervisor shall provide a progress report per semester in case of study of less than two years and every year in case of a study programme lasting for at least two years.
 - (iii) The student must have accounted fully for the previous funds before qualifying for further funding.
- b) The Staff Development, Welfare and Retirement Benefits (SDWRB) Committee shall not recommend approval for funding to an applicant who is a beneficiary under any other form of funding or scholarship whether under the university, partner Institution or any other source.

6.9.6 Fresh Applicants

Every new applicant shall apply in accordance with the procedures provided in 6.9.3 and attach evidence of admission to the study programme. The application may be subjected to verification against the employee's performance appraisal report for the last three years to confirm if the needs have been identified to address a particular performance gap.

6.9.7 Conditions for extension of a programme

Extension of funding beyond the designated period shall be on the occurrence of any of the following:

- a) Sickness/ illness as confirmed by a Government Medical Officer or an Insurance Service provider.
- b) National/ International disaster such as pandemic or war;
- c) Changes in the programme by the University/ Institution;
- d) Written confirmation that the delays were caused by the University/ Institution or the supervisor.
- e) Any other action by the University that might have affected the learning/ training.
- f) Delays by the University to provide timely funding

6.9.8 Cancellation of funding

The Staff Development, Welfare and Benefits and Retirement (SDWRB) Committee shall recommend cancellation of funding offer on the occurrence of any of the following:

- a) Change of course without authorization by the Staff Development, Welfare and Benefits and Retirement (SDWRB) Committee and Council;
- b) Confirmation that the employee is engaged on a salaried employment;
- c) Failure to complete the course on the designated date as per the application without any reasonable cause.
- d) Where the employee has been confirmed to be receiving funding support from any other source whether partial.
- e) If the employee has changed employment and therefore ceased being an employee of the University.
- f) Where the employment has been terminated for any other reason.
- g) Where the employee has been discontinued from the study.

6.9.9 Other Related Training Expenses

- a) Where an employee is on scholarship offering partial funding, the Staff Development, Welfare and Retirement Benefits (SDWRB) Committee may recommend to Council partial funding on a cost sharing basis provided the conditions for funding provided under this policy and the Human Resource Manual has been met.
- b) The Staff Development, Welfare and Retirement Benefits (SDWRB) Committee may recommend funding to cover only the tuition if the requests for sponsorship exceeds the available resources.
- c) Notwithstanding the provisions of paragraph 6.9.9(b), the Staff Development, Welfare and Retirement Benefits (SDWRB) Committee may recommend for approval by the Council the entire cost of the training covering tuition, travels, insurance, book allowances, research fund and other related costs.
- d) The Staff Development, Welfare and Retirement Benefits (SDWRB) Committee shall as much as possible, in case of short courses, workshops, seminars and benchmarking study, give priority for group/ joint participation in order to reap from economics of scale.
- e) Due consideration shall be made to ensure that an employee sponsored in accordance with this section shall be bonded to serve the University for the duration of the course after completion.

6.9.10 Sanctions for non-compliance

An employee who breaches the provisions of this policy shall be sanctioned in accordance the Public Service Standing Orders, 2010, the rewards and sanctions framework for the Public Service, Makerere University Human Resource Manual and any other laws and regulations in force.

6. 11 TUITION FEES WAIVER

6.11.1 Preamble

- a) The University shall promote a culture of learning by nurturing and encouraging continuous learning at the workplace with the aim of having competent, skilled, and innovative and result oriented employees having the attitudes needed to achieve the objectives of the University.
- b) In granting tuition fees waiver, the University will be guided by the Human Resources Manual.

- c) Tuition fees waiver shall apply for study programmes offered by the University or its affiliate colleges where applicable.
- d) The waiver may be full or partial as shall be determined by the Staff Development, Welfare and Retirement Benefits (SDWRB) Committee.
- e) An employee who has been granted Tuition Fees waiver shall meet other costs related to the training/ course.
- f) Where research funds are available without prejudice to (d) above, an employee who has been granted tuition waiver by the University, may be given priority for University research funds.
- g) The employee may be required to continue serving the University in the course of pursuing his/ her studies to allow for continuous, practical hands-on exposure unless advised by the course supervisor.

6.11.2 Eligibility for Tuition Fees Waiver

In order to benefit from Tuition Fees waiver: -

- a) The applicant must be an employee of the University appointed as either an Academic Staff, Administrative or Support Staff on either permanent terms or on a contract of not less than two years.
- b) The applicant should be able to serve the University after completing the study for the duration of the course;
- c) The course should have been captured in the capacity building plan of the University.
- d) The proposed program of study must be relevant to the applicant(s)' job and career development.
- e) The employee must have been confirmed in the service and have served the University for at least one year.
- f) The applicant must have been recommended by the Head of Department.
- g) The applicant shall not be eligible for tuition fees waiver if he/she has another scholarship.

6.11.3 Authority for grant of Tuition Fees Waiver

Authority to grant of Tuition Fees waiver shall vest in Council.

6.11.4 Procedures for application for Tuition Fees Waiver

- a) The needs of staff intending to pursue further studies at the University shall be received, analyzed and included in the Annual Capacity/ Training plan of the University by the

head of Human Resources. The plan shall be sanctioned by the Staff Development, Welfare and Retirement Benefits (SDWRB) Committee and approved by Council at the beginning of the budgeting period.

- b) An employee applying for tuition fees waiver shall follow the following procedures:-
- (i) Only courses included in the Capacity Building/ Training Plan shall be considered for Tuition Fees Waiver.
 - (ii) The employee shall apply through the head of department and head of Human Resources to the Secretary, Staff Development, Welfare and Retirement Benefits (SDWRB) Committee and attach the request for Tuition fees waiver form as well as the admission letter and the fees structure for the course.
 - (iii) The Staff Development, Welfare and Retirement Benefits (SDWRB) Committee shall subject the request for Tuition Fees waiver to the criteria provided by this policy and other operational documents/ guidelines and make a recommendation to Council.
 - (iv) The recommendations of the Staff Development, Welfare and Retirement Benefits (SDWRB) Committee shall be considered by Council for implementation by the Responsible Officer who shall communicate to the employee.
- c) The employee whose request for funding has been granted shall be required to fulfil the conditions provided in this policy, the Human Resource Manual and any other guidelines for funding sponsorship and training such as bonding and handing over of office if the course is full time.
- d) The employee shall be obliged to submit periodic progress report and in accordance with this policy, the human resource manual and any other guidelines.
- e) All approved tuition fees waiver shall be included in the annual work plan and budget of the Staff Development, Welfare and Retirement Benefits (SDWRB) Committee and shall be considered as contribution of the University towards staff development.

6.11.5 Reporting by Beneficiaries

- a) The beneficiary employee shall submit a report to the Staff Development, Welfare and Retirement Benefits (SDWRB) Committee per term/ semester. The report shall be used to inform policy changes and guide management and council. These shall also form the basis for approval of waiver for the remaining part of the course.

- b) An Employee who has been granted tuition fees waiver shall be captured in the annual workplan and the cost included in the budget.

6.11.6 Eligibility for extension of the grant of Tuition fees waiver

Extension of the waiver beyond the designated period shall be on the occurrence of any of the following:

- a) Sickness/ illness as confirmed by a Government Medical Officer;
- b) National/ International disaster such as pandemic or war;
- c) Changes in the programme by the University/ Institution;
- d) Written confirmation that the delays were caused by the University/ Institution or the supervisor
- e) Any other action by the University that might have affected the learning/ training.
- f) Delays by the University to provide timely funding

6.11.7 Cancellation of Tuition Fees Waiver

The Staff Development, Welfare and Benefits and Retirement (SDWRB) Committee shall recommend cancellation of funding offer on the occurrence of any of the following:

- a) Change of course without authorization by the Staff Development, Welfare and Retirement Benefits (SDWRB) Committee and Council;
- b) Confirmation that the employee is engaged on a salaried employment;
- c) Failure to complete the course on the designated date as per the application without any reasonable cause.
- d) Where the employee has been confirmed to be receiving funding support from any other source whether partial.
- e) If the employee has changed employment and therefore ceased being an employee of the University.
- f) Where the employment has been terminated for any other reason.

6.11.8 Costs to be met by the employee

Tuition fees waiver shall only be limited to tuition fees and other costs shall be met by the employee.

6.11.9 Withdrawal of Tuition Fees Waivered

- a) If a member of staff withdraws from the program, absconds or resigns during the duration of the study program, Tuition Fees Waiver shall stop immediately.

- b) Where a sponsored employee is convicted of any criminal case/disciplinary, he/ she shall not be eligible for waiver of Tuition Fees

6.11.10 Refund of tuition fees waived

A member of staff who withdraws from or resigns from the study program without justifiable reason, shall be required to refund all financial expenses incurred on his tuition fees.

6.12 STAFF SUPPORT SERVICES

6.12.1 Preamble

- a) In line with its policy to ensure the wellbeing of its employees while at work, the university shall put in place such facilities to enable its employees work in a conducive condition in order to promote productivity, innovation and comfort.
- b) These facilities will include: Child care centre(s), Transport, Canteen, well ventilated office premises, ramps.

6.12.2 Child Care

The university shall provide:

- a) A resting place for pregnant women and lactating mothers while at work.
- b) Mother care centres.
- c) Day / Child Care Centres.

6.12.3 Staff Retreat

- a) In order to break the office monotony and to promote social interaction and work place cohesion the University shall hold periodical retreats for its employees.
- b) The University council shall from time to time, depending on the availability of resources organize such retreats for staff to such places as shall be determined.
- c) The staff retreats shall be rotational from department to department as shall be determined by council
- d) After each staff retreat, a report shall be furnished to Council for future reference and/or improvement in the nature of staff retreats.

6.12.4 Spiritual Services

- a) For the wholesome development of the mind and soul the University shall recognize and respect freedom of worship. The University is a secular institution that embraces all types of recognized beliefs and faiths in the Country.
- b) The University encourages staff to make use any of the religious services that are available at the University from time to time.

6.12.5 Recreational Facilities

- a) For a healthy body and mind, the University recognizes the need for recreational services for the use by its employees while at work.
- b) In line with that recognition the University shall put in place and maintain Sports and Recreational facilities including clubs, play grounds, swimming pools, indoor games and other sports facilities for the use of staff and staff shall take off mandatory day/time as shall be determined by management to use the said facilities.
- c) The University shall put in place such other support services to complement or add to the above as shall be determined by Council from time to time.

6.12.6 Open Day Exhibition

The University shall designate twice in a year a day to be regarded as “Makerere University Open Day Exhibition” where a member of staff would bring items for sale to the other members or show case his or her innovation. The items may include agricultural produces, household items, and academic materials among others. Management shall prepare a comprehensive list of items that can be exhibited and those that are prohibited including modalities for conducting the open day exhibition.

6.12.7 University Canteen/ Lunch Allowance

- a) Council shall establish and operate a staff canteen at a subsidized cost for the staff. The canteen may be established and operated by a private individual under a framework contract which will specify the price to be charged. Where the prices have to be varied, it shall be on mutual agreement with the service provider.
- b) The provisions under this section shall cover all employees of the University whether on probation, permanent, temporary or contract terms. Subsidized meals shall only be

provided on working days and shall exclude those on approved leave or other absences such as interdiction, suspension or those on official duty outside the designated campus of the University.

- c) The subsidy by the University shall cater for only lunch. An employee intending to take other meals such as breakfast, dinner or drinks shall bear the full cost of the meal as shall be fixed by the Service Provider(s).
- d) Where an employee is entitled to dinner allowance, special provisions shall be made for it. The list of such employees shall be availed and maintained by the service provider. The Staff Development, Welfare and Retirement Benefits (SDWRB) Committee shall determine the amount of money to provide as subsidy for meals in consultation with management and forward
- e) Management shall ensure that no arrears accrue as a result of implementing this section. This shall be made clear under the service agreement with the service provider.
- f) Where funds are not available or sufficient to cover the agreed subsidy, the head of Human Resources shall inform the staff through the respective heads of departments and other means.
- g) In order to ensure the effective implementation of this section, the following shall be undertaken:
 - (i) The Head of Human Resources shall avail to the service provider a register with the list of all eligible employees.
 - (ii) The Service provider will provide the menu together with the price tag clearly indicating the amount of money subsidized under each menu and the amount that the employee shall be required to top up.
 - (iii) An employee who takes a meal at the canteen shall be required to sign off against his/ her name.

- (iv) The Head of Human Resources shall compile the list of beneficiaries on a weekly basis and submit to the Accounting Officer for purposes of generating payment invoice.
- (v) Payments shall be effected monthly or quarterly in advance as shall be deemed appropriate. Where payments are made quarterly in advance, the service provider shall offset the actual cost of a meal in a quarter and carry forward any outstanding balance.

In case of excess payments in a quarter, for cases of advance payments, the subsequently quarterly payment shall be less the amount already credited to the service provider.

6.13 SOCIAL AFFAIRS AND ENTERTAINMENT

6.13.1 Preamble

- a) Management shall develop mechanisms for staff to refresh, relax and recuperate.
- b) Council shall annually provide resources for employee in furtherance of this policy covering the following.
 - (i) End of Year Celebrations
 - (ii) Recognition and rewards
 - (iii) Long Service Award
 - (iv) Tournaments
 - (v) Team building Opportunities
 - (vi) Tea without Titles/ Taking airs off
 - (vii) Sun-downers.
 - (viii) Stress management events

6.13.2 Policy Provisions

a) End of Year Celebrations

The University Council shall provide for End of Year Celebrations for members of staff as an appreciation for services offered and as a get-together occasion.

b) Recognition and Rewards

- (i) 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 rewards.

(ii) The University shall recognize employees with outstanding performance.

c) Long Service Award

- (i) The University shall provide for awards to staff who have served long period as shall be determined by Council as an appreciation for their contribution to the development of the University.
- (ii) The University shall provide for awards for staff who are retiring in appreciation for their contribution to the development of the University.

d) Tournaments

The University shall periodically, as it deems fit, hold tournaments among members of staff who shall at the end receive awards for the victorious team or person.

e) Team building Opportunities

The University shall provide avenues for staff to socialize and promote team building.

f) Tea without Titles/ Taking airs off

The University Council shall put in place social events for members of staff to freely interact irrespective of ranks.

g) Stress management events

The University shall put in place mechanisms of managing stress such as counseling, team building, exercises and training among others at place of work.

h) Sundowners

The University shall put in place evening programs where members of staff shall gather together for social activities.

6.14 PERSONS WITH DISABILITY

6.14.1 Introduction

- a) The University is desirous of implementing international and national laws as well as policies that protect and promote the rights of people who are differently abled at the work place. The University recognizes that they are a special category of people that require special considerations in many areas where competition would naturally be used for assignment and selection of personnel and resources.

- b) In the spirit of leaving no one behind, it further recognizes the value of people of diverse abilities, and is committed to the inclusion of People with Disabilities (PWDs) in recruitment, assignment of work/ duties, leadership roles as well as welfare and ensuring a conducive disability friendly work environment.
- c) The University shall therefore not only make provisions as in this policy but also take deliberate actions to ensure that persons with disabilities (PWDs) are valued, supported and encouraged, and are able to, as far as practicably possible, participate fully in all the matters of the University in attaining its vision.

6.14.2 Guiding principles

6.14.2.1 Right to self-representation

People with Disabilities have the right to self-representation in processes and structures of decision-making on issues that affect them. In situations where they cannot represent themselves, they have the right to choose/nominate some other member to represent themselves.

6.14.2.2 Accessibility

Persons with Disabilities have the right to employment and promotion opportunities and participation in all the University's activities and welfare packages.

6.14.2.3 Self-respect and self-sufficiency

All assistance and support provided to PWDs is done with their full consent and inclusion.

6.14.2.4 Non-Discrimination and equity.

There shall be non-discrimination in implementing employee's terms and conditions of service to ensure fairness and equity in treatment of all persons.

6.14.3 Policy Objectives

- a) To ensure an equal enjoyment of all human rights by PWDs;
- b) To encourage self-reliance and to promote inclusion and participation of PWDs in all matters of the University;
- c) Provide an inclusive environment, which facilitates disclosure of disability and gives all applicants the opportunity to demonstrate and realize their full potential;

- d) Provide fair and equal treatment of all employees;
- e) Comply with the legislative requirements under the Equal Opportunities Commission Act (2007), in particular the need to eliminate discrimination against the PWDs;
- f) Provide support to PWDs staff to ensure that they remain relevant to the University; and
- g) Provide mechanisms of ensuring that disability does not create a barrier to one's performance of duty.

6.14.4 Scope of Disability

- a) Disability in this manual and under this section shall be defined to include:
 - (i) Visual impairment;
 - (ii) Physical or motor impairments;
 - (iii) Hearing impairments; and
 - (iv) Cognitive impairments.
 - (v) Any other form as classified so by a trained health worker and globally classified as such.
- b) This section shall apply to all employees of the University and locations, buildings (residential, offices or other installations) and social amenities and recreational centres owned or rented by the University.

6.14.5 Key Policy provisions

- a) Recruitment: There shall be no discrimination of applicants to the University for Employment Opportunities including staff promotions on account of disability. In making a recruitment decision however where, two candidates are at par and one of the persons has disability, he or she shall be given special consideration unless other factors warrant the appointment of a particular employee group.
- b) House Allocation: A person with disability shall be given special consideration while allocating residential accommodation if the office he/ she holds makes provisions for allocation of accommodation except where, the other employee by virtue of his or her job or duties requires to be accommodated. Further, as much as it is practicable, the allocation of residential accommodation shall recognize the nature of disability

- c) Provision of Aid: The University shall provide appropriate and affordable aide for staff to ensure they deliver to their full capacity. These may include but will not be limited to walking, hearing, speaking aides and aide for sight.
- d) Disability friendly walk ways and ramps. Arrangements shall be made to ensure that all places of the University are accessible by all categories of employees.

6.14.6 Roles and Responsibilities

6.14.6.1 Roles and Responsibilities of the University

The University shall undertake the following:

- a) Putting in place means and measures to give full effect to the policy on employees with disability;
- b) Sensitize staff and other stakeholders on the rights of persons with disability as well as equity issues;
- c) Prioritize the provision of amenities and aides to facilitate the effective performance of duties of persons with disabilities;
- d) Provide conducive work environment for persons with disabilities;
- e) Where necessary and depending on special circumstances of a person with disability or group of persons, make provisions for flexible working hours;

6.14.6.2 Roles and Responsibilities of the employee

An employee of the University shall be responsible for the following:

- a) Disclosure: An individual with a disability who may require adjustments shall disclose his/her disability with appropriate documentation where necessary. Evidence of disability may be required for appropriate adjustments to be provided. The University shall treat as confidential and private any disclosure of information concerning a person's disability.
- b) Use of provided aide: an employee with disability who is in need of a special aide to perform to his or her capacity shall be obligated to use it unless such aide has not been provided either by the University or the employee or any other partner (third party).

- c) Compliance with the policies provided in this section and any other written law.
- d) Adherence to all the laws, regulations, policies and work schedules of the University.
- e) Reporting any particular challenge or impediment rendering the employee incapable of performing a particular work/ task. Failure to report cannot exonerate an employee from being sanctioned for inactions or actions.

6.14.7 Enforcement Mechanism

Enforcement of this policy shall be in accordance with the laws and regulations as well as the policies provided under this section, the Human Resource Manual, workers compensation Act, Employment Act and the Public Service Standing Orders, 2021.

SECTION 7

PERFORMANCE MANAGEMENT

7.1 Introduction

Performance Management is a systematic process of managing the organization and its human resources to achieve a high and steady rate of performance. It comprises a set of procedures used to plan, direct and improve the performance of members of staff in accordance with achieving the overall strategic objectives of the organization.

7.2 Purpose

- a) The University shall develop a Performance Management System with the following goals;
 - (i) To drive the University to become a high-performance focused Organisation;
 - (ii) To align individual members of staff objectives with the University's objectives and core values;
 - (iii) To encourage members of staff to develop and communicate their performance objectives/targets;
 - (iv) To focus on performance improvement;
 - (v) To help individual members of staff to foster value addition and development;
 - (vi) To recognise exemplary performance amongst members of staff;
- b) In setting individual objectives, members of staff shall follow their Division/Department/Unit's objectives as set out in the Division/Department/Unit's Annual Strategic Plan;
- c) All members of staff shall be evaluated under a Results framework. This framework shall provide a formal means by which a Supervisor and a member of Staff discuss performance goals, job performance skills, and knowledge necessary to perform job functions at a competent level.

7.3 Performance Management Procedure

- a) Performance management in the University shall be result/output -based and shall link individual performance to the attainment of the University vision, mission and goals.
- b) Performance Management System shall contribute to the University's goals. Result orientation shall support members of Staff to develop the goals in a direction that is desirable for the University.
- c) The process of performance management shall evaluate core competencies and essential duties of individual members of staff. A Supervisor shall complete the performance assessment tool for all members of Staff under his or her immediate supervision.
- d) In the absence of an immediate Supervisor, the next (highest) supervisor in line shall perform the role of the immediate supervisor.
- e) A performance assessment form shall contain a signature of approval by the Head of Department/Unit/Division and also be countersigned by the member of Staff.
- f) All Units/Departments/Divisions shall develop Annual Performance Plans at the beginning of every year which shall be in line with the University priorities as identified in the Unit Strategic Plans, the University Vision and Mission statements. The Unit Annual Performance Plans shall form the basis for the individual performance plans of members of staff.
- g) It shall be the responsibility of all Colleges and Administrative Units to manage the performance of their members of staff, to ensure that the performance of the University and individuals directly contribute to improved service delivery and the attainment of the University's goals and objectives.
- h) Any member of staff who fails to adhere to any of the provisions herein shall be liable to disciplinary action.

7.4 Performance Review

- a) A Head of a Unit/Department/Division shall ensure that performance review meetings are regularly held with each member of staff within the Unit/Department/Division at least bi-annually or every six (6) months in a year, to review the performance of each member of staff against the agreed performance plan.
- b) A review process is designed to meet the following goals;
 - (i) To Improve the member of staff's understanding of his or her job duties or responsibilities and rate his or her performance of the said duties or responsibilities as set forth in his or her job description;

- (ii) To assist a member of staff, identify his or her skills or performance deficiencies with a view to ascertain whether such deficiencies can be addressed for purposes of improvement;
 - (iii) To assist administrators, make informed decisions on matters of promotions, training and any other necessary corrective action;
 - (iv) To provide a means of communication to the individual member of staff and the immediate supervisor on the member of staff's performance;
 - (v) To provide an opportunity for a member of staff to discuss his or her objectives and goals and the University's;
 - (vi) To allow Supervisors to identify best practices and apply them.
- c) Each College/ Department/Division/Unit shall develop and establish instruments that shall;
 - (i) Specify the Mission/Vision for which it exists;
 - (ii) Outline its objectives;
 - (iii) Specify its key outputs and outcomes;
 - (iv) Define its performance indicators;
 - (v) Provide members of staff with feedback so as to motivate performance improvement.
- d) A head of a Departmental/Division/Unit shall ensure that the overall performance of the Department/Division/Unit and its members of staff monitored and evaluated on the basis of annual objectives, outputs, performance indicators and targets as provided for in the performance plan.
- e) Bi-Annual Performance Reports shall be prepared and shall outline the key achievements and challenges of the Department/Division/Unit.
- f) When performance targets have not achieved, performance improvement initiatives shall be identified in the performance improvement plan for the subsequent six (6) months, to address the gaps/challenges.
- g) The Performance Management framework shall be guided by the following:
 - (i) Performance Management Policy;
 - (ii) Human Resource Development Plan;
 - (iii) Performance Monitoring Tools such as an Appraisal Form;
 - (iv) Reward and Sanction Framework; and
 - (v) Performance Agreements.
- h) The Directorate of Human Resources shall ensure that the above instruments and training plans are established to guide the process for the supervisors.

- i) The results performance framework shall be subject to periodic reviews in accordance with the University development priorities.
- j) Each Department/Division/Unit shall provide a budget for on job short professional training in order that the Department/Unit/Division meets the demands of jobs. These trainings shall be coordinated by the office of the Director, Human Resources.

7.5 Performance Appraisal

- a) Appraisal shall be one of the key tools utilized in Performance Management.
- b) An appraisal shall be conducted in a transparent and participatory manner ensuring the involvement of the relevant member of staff, and the supervisor.
- c) A member of Staff shall participate in his or her evaluation by his or her Supervisor.
- d) Each member of staff shall be entitled to obtain feedback of the appraisal from his or her immediate supervisor
- e) All appraisal reports by the immediate supervisor shall be submitted through Heads of departments/Units/Divisions to the Director, Human Resources.

7.6 Submission of Performance Appraisal Reports/ Forms

- a) All Supervisors shall be required to complete, sign, and submit to the Director, Human Resources duly filled staff Appraisal Forms for each member of staff when due.
- b) Any supervisor who fails to comply with the provisions in (a) above shall be subject to disciplinary action.
- c) An appraisal report for each member of staff shall form the basis for a fair and effective tool for human resource decisions such as promotions, contract renewal, confirmation, discipline, and rewards for good performance, identifying performance deficiencies and taking corrective action.
- d) A member of staff has an option to submit written comments, to be attached to the appraisal form within Fourteen (14) days after submitting the appraisal form in case he/she does not agree with the Supervisor's overall assessment.

7.7 Refusal to Sign Appraisal

Where a member of staff refuses to sign his or her appraisal, his or her immediate supervisor shall request another supervisory level member of staff to witness the appraisal indicating on the appraisal form that the member of staff has refused to sign the form.

7.8 Late Appraisal evaluations

Appraisal assessments shall be considered late if not received by the Directorate of Human Resources within fourteen (14) days after the last working day of the month they are due.

7.9 Completed Performance Appraisals.

All completed and signed Performance Evaluation Forms submitted to the Directorate of Human Resources, shall become part of the respective member of staff's personal file.

7.10 Staff Awards and Recognition

7.10.1 Introduction

The University shall acknowledge and formally recognise the contributions, exemplary performance and continuous service of its members of staff. The recognition of members of staff shall be in accordance with the relevant policies and the procedures established by the University's Administrative Offices. Such awards shall include annual recognitions awards and the Vice Chancellor's Award of Excellence.

Any Colleges and or and Administrative Units may recommend a member of Staff for the recognition of the member of staff within the College/Unit/Department in accordance with the established procedures

7.10.2 Eligibility for Recognition and /or Award

The following shall comprise factors that may be taken into account to determine a member of staff's eligibility for recognition and or awards;

- a) Outstanding accomplishments / performance in the areas of scholarships, research, creative achievement, teaching or professional discipline that exceeds performance benchmarks;
- b) Outstanding service to the University or nation where such service enhances the reputation of the University;
- c) Members of staff or the University's Units whose achievements contribute to the mission, goals and objectives of the University, College, Unit or Department; and
- d) Administrative excellence, diversity, leadership, customer service, workplace safety or other qualities that support institutional goals.

7.10.3 Types of Awards

The University rewards shall include;

- a) Monetary awards;
- b) Non-monetary awards such as recognition certificates, gift cards, Pledges, trophies, etc;
- c) And any other item and or reward as shall be determined by Council from time to time.

SECTION 8

HUMAN RESOURCE DEVELOPMENT

8.1 Introduction

Staff training, and development refers to all activities undertaken to improve the competencies of members of staff (knowledge, skills and right attitudes) to enable them to perform their duties and responsibilities diligently for future career growth.

In this regard, all training and development programs organized by the Human Resource Directorate shall be aimed towards the following objectives;

- (a) To facilitate the availability of competent, efficient and effective human resources for the University;
- (b) To provide a structured process and framework for learning and development by members of staff;
- (c) To strengthen the job skills/knowledge of members of staff;
- (d) To improve operational efficiency and productivity by members of staff; and
- (e) To develop the potential of members of staff to ensure maximization of mutual benefits to both the individual members of staff and the University.

8.2 Guiding Principles on Human Resource Development

The following principles shall guide the Policy:

- (a) Career planning and development are primarily the responsibility of the individual staff of member;
- (b) Opportunity for learning and development shall be accessible to all members of staff provided that it is aligned with the needs and goals of the University and falls within the University budgetary provisions;
- (c) The allocation of resources for staff development shall be fair and equitable taking into account gender considerations and succession planning as determined by the strategic goals of the University.
- (d) Staff development programs will be competence based i.e. focusing on the development of knowledge, skills and attitudes/values, as appropriate for the member of staff member in a particular position
- (e) Programs which are locally available shall not be funded for study abroad.
- (f) For courses not available in Uganda the order of priority shall be as follows:
 - (i) the East African Region,
 - (ii) Africa
 - (iii) Europe and
 - (iv) North America.

8.3 Human Resource Development (HRD) Policy

- a) The University encourages self-sufficiency and self-governance. The University encourages members of staff to set goals for efficiency. The University supports career development and encourages staff to take courses/trainings that enhance their educational background in a field of choice. However, Human Resource development that is in the line of duty for the member of staff and supported by the Department/Unit/Division and within approved budget shall be supported directly by the University. A member of staff must fill out a career development plan to be placed in his/her personnel file and reviewed annually with his/her immediate supervisor.
- b) Training may be provided in- house within Uganda or outside Uganda. The identification, monitoring and provision of human resources development initiatives shall be planned and executed in a structured way. The line Manager/Supervisor and the member of staff shall be responsible for the identification of the member of staff's development needs in consultation with and approval by the Director of Human Resources.
- c) The development needs of the University shall always take precedence over those of the individual member of staff.
- d) The opportunities and funds including scholarships available for Human Resources Development programmes shall be approved by the University Council Committee in charge of Staff Development and communicated periodically to members of staff.
- e) The University's Human Resources Development priorities, Policy and or regulations shall be reviewed from time to time through a consultative process involving Senate, User Departments, Directorate of Human Resources and Management.
- f) Opportunities for staff development shall also provide for equity goals and succession planning both in Academic and Administrative fields.

8.4 Regulations

8.4.1 Priorities for Human Resources Development

- (a) Management Development shall be for the development of the knowledge and skills of Academic and other Managers in the University.
- (b) The Directorate of Human Resources and Heads of Colleges/Units shall identify the training needs of members of staff who assume leadership positions for the first time; and shall design a tailor-made program for which such members of staff shall successfully complete within five (5) months of assuming office and before confirmation in University service where applicable.

- (c) Members of staff already in University service shall undertake this training within twelve (12) months after the identification of the training needs in (ii) above.
- (d) Members of Support Staff (M11-M15) shall undergo job related training provided by the University.
- (e) Members of staff appointed into Research positions within the University system shall undergo training in research methodology and ethics within five (5) months after appointment into University service and before confirmation.
- (f) Each member of staff may apply for permission to attend any type of training programme of any duration, irrespective of the source of funding; once permission is granted, the member of staff shall maintain contact with the Director, Human Resources, during and after the training period.
- (g) Members of staff who are beneficiaries of the human resources development initiatives shall share the acquired knowledge with the University community at such events as inaugural lectures within agreed framework as shall be stipulated in the staff development priorities, and Regulations from time to time.
- (h) All participation in training and professional development is subject to availability of funds by the university.

8.4.2 Academic Training and Professional Development of Staff

- (a) The University will support staff in academic training and professional development with a view to improving their performance and output.
- (b) All Academic staff except Professors shall undertake training in pedagogical skills and modern methods of delivery including ICT knowledge acquired within six (6) months of appointment and before confirmation.
- (c) The administrative staff shall undertake relevant skills development training for their respective professions as identified by the Directorate of Human Resources within six (6) months of appointment and before confirmation.
- (d) Members of staff already in the University service by the time of implementation of this Manual shall not be promoted or offered further contracts unless they have undertaken training(s).
- (e) The University will encourage, and support organization and attendance of conferences and related activities provided funds are budgeted for in respective Departmental Budgets.

8.4.3 Opportunity

Members of staff may solicit for information on workshops, conferences and seminars. Colleges/Units may organize Workshops, Conferences and Seminars.

8.5 Eligibility for Training

(a) A member of staff shall be eligible for training and sponsorship in line with the following guidelines: -

- (i) If confirmed in service or on contractual terms by the Appointments Board;
- (ii) If he/she has not been sponsored for the same or similar programs previously;
- (iii) If he/she has the capacity to complete the training and improve performance;
- (iv) If the release of a member of staff to attend the training program does not adversely affect the operations of his/her Division/Departments/Units;
- (v) If training is conducted after office-hours, the time taken to attend training will not be considered as overtime; and
- (vi) A member of Staff shall normally be sponsored for only one program at a time when the program is related to his or her jobs and/or if the operation/development of their Division/Department/Unit warrants it.

(b) External /Overseas Training shall be granted subject to the following conditions:

- (i) The training is genuinely required and not available locally and or when a member of staff has secured funding outside the University system;
- (ii) The applicant/ member of Staff has a consistently good performance record (overall performance rating "A" or better); and
- (iii) A completed Training Sponsorship Form must be submitted to the Director, Human Resources at least two (2) weeks prior to the commencement of the program or its enrolment deadline, whichever is earlier.
- (iv) Any applicant/ member of staff that fails to comply with (iii) above shall not be entitled to grant of permission to attend the training.

8.6 Academic Training Programmes

A Member of the Academic Staff shall be eligible to apply for further training subject to fulfilment of the following guidelines:-

- (a) Where he/she is confirmed in the University Service or on contractual terms by the Appointments Board,
- (b) Where he/she has agreed to serve the full bonding period to completion after completion of his or her studies;
- (c) Where his or her Department/Division/Unit has certified that the workload distribution in the Department/Division/Unit will be managed without recruiting additional staff; A member of staff who obtains a higher qualification after training under this provision shall first resume service

under his or her terms of appointment (before he or she was granted permission to attend the academic training) before applying for appointment on new terms, promotion or confirmation in service.

- (d) A member of staff who successfully completes a training programme for period of at least nine (9) months shall be eligible for study leave /permission, and sponsorship where possible, to undertake another programme after serving the University for the bonded period as stipulated in the training agreement.

8.7 Non-Eligibility

- (a) A member of staff shall not be eligible for permission for study leave, and for sponsorship while serving a bonding period as stipulated in the training agreement, save where the staff has secured full funding and registered for a higher academic qualification. In that case the staff shall serve additional bonding equivalent to the total duration of the combined training programmes.
- (b) A member of staff not eligible for training under the above provisions but wishes to acquire additional qualifications through part-time, distance or evening study programmes shall sign an agreement with the University stipulating terms and conditions as agreed to by the University.

8.8 Period of Training Programmes

Permissible maximum periods a member of staff shall spend on a training programme unless extended/renewed by relevant Authority.

Level of Academic Training	Period permissible for one to spend on a training programme (in years)	
	Minimum	Maximum
Bachelor's Degree	3	5
Postgraduate Diploma	0.9	1
Masters Degree	1	2
Doctor of Philosophy	3	5

In the event that a member of staff fails to complete his or her study programme within the stipulated time, for just cause, he or she shall apply to the Committee of SWDRBC for an extension. The SWDRBC shall have discretion on whether to grant the Application.

8.9 Professional and Workplace Skills Training Programmes

All members of staff shall attend the above programmes in line with:

- a) The identified training needs, personal development plans and Institutional succession framework;
- b) Recommendations shall come from the Colleges/Divisions/Units in collaboration with the Directorate of Human Resources to address particular and/ or profession-specific skills' or performance gaps;

8.10 Factors to be considered in identifying and/ or approving staff for Training

The Staff Development, Welfare and Retirement Benefits Committee (SDWRBC) shall take into account the following factors while considering eligibility for training:

- (a) Age of the applicant;
- (b) Gender of the applicant;
- (c) Years of service to the University;
- (d) Availability and reliability of full or partial funding for training in a given period;
- (e) The University's Human Resources Development priorities;
- (f) Relative lack of expertise/ trained staff in a given area of specialty in the Department/Unit;
- (g) The work load among staff in a Department vis-à-vis the number of staff already on study programmes;
- (h) The Applicant/ member of staff's career development plan;
- (i) Performance management reports about the applicant;
- (j) Purpose of the training to be undertaken mutually agreed upon by the individual member of staff, the Department and the Director Human Resource; including but not limited to; career development, capacity building, strategic training for succession line up, gender equity or form of affirmative action (not necessarily in that order of priority); and
- (k) The projected effect of the training on the individual member of staff's performance at work

8.11 Procedure for handling Applications for Academic and Professional Training

- (a) Any member of staff who is eligible to attend training irrespective of the source of funding, shall apply to the Committee of Council in charge of training using the approved Staff Development Application Form through the Head of the Department;
- (b) The application form shall be submitted to the office of the Director, Human Resources;

- (c) A Member of Academic staff registered for Split-Site/Sandwich programmes by Makerere Development Partners shall be required to undertake a teaching workload in his or her respective Department as shall be reasonably determined by the Head of Department;
- (d) Permission for Study Leave shall be requested for, from the Committee of Council in charge of training or its designated delegate in writing and communicated by the Director, Human Resources with a copy to the Vice-Chancellor; and
- (e) The overall Study Leave granted shall not exceed the duration of the training programme as stipulated in the Admission Letter.

8.12 Extension of Study Leave

Extension of study leave shall only be granted at the discretion of the Committee of Council in charge of training under the following circumstances;

- (a) Where there is a positive recommendation from the Head of Department, Supervisor and the Committee of Council in charge of staff development matters;
- (b) Where the cause of failure to complete in time is deemed to have been inevitable;
- (c) Where the Applicant provides a satisfactory progress report from her/his supervisor;
- (d) Where the Applicant has secured full funding to register for a PhD immediately after a master's degree;
- (e) In such instances like in (d), a member of staff shall serve a bonding period equal to the total period spent on both master's and the PhD programmes;
- (f) Extension of study leave shall be considered after providing proof of source of funds to cover the extension period;
- (g) A member of staff shall sign bonding forms before going on study leave;
- (h) A member of staff's permission to study and/or study leave shall be valid only when he/she has duly completed and signed the bonding forms provided the bonding forms shall have been counter signed and approved by the Director of Directorate of Legal Affairs and the Director, Human Resources;
- (i) A member of staff who proceeds for training without permission does so illegally and shall be liable for disciplinary action including but not limited to suspension, termination or dismissal;
- (j) Allowance that is work related, such as Incentive, shall not be paid to a member of staff during Study Leave; and
- (k) Staff on Study Leave shall not be engaged in any Departmental/Unit activities including teaching. Such staff are therefore not entitled to Incentive.

8.13 Support to Staff in respect of Conferences & Workshops

- (a) The Directorate of Human Resources shall organize training to improve the capacity of members of staff that will enable them to make effective presentations as well as organize and host conferences provided the funding for such trainings has been budgeted for and approved.

- (b) Colleges and Departments are encouraged to organize workshops, conferences and short courses to raise revenue.
- (c) 30% of the net revenue, from provision (ii) above, shall be set aside to support College/ Unit staff who are interested in presenting papers at National or International conferences and workshops. The revenue shall aid members of staff to cater for air travel, per diem and other related expenses.

8.14 Reports

1. Departure for and Return from Study/ Study Leave

- (a) A member of staff who obtains permission to study and/ or proceeds on study leave shall register with the Directorate of Human Resources.
- (b) The above provision in (a) above shall apply to all successful applicants irrespective of the source of funding,
- (c) Similarly, a member of staff who completes academic training, shall report to the Director, Human Resources for registration and debriefing.
- (d) The above provision in (c) above shall apply to all successful members of staff irrespective of the source of funding,
- (e) A member of staff shall be presumed to have completed studies upon presentation to the Directorate of Human Resources, the following;
 - (i) Original Certificate/Transcript
 - (ii) Certified Copies of the Certificate/Transcript
 - (iii) A hard and soft copy of the Dissertation/Thesis
- (f) The University shall stop payment of salary and any benefits to a member of staff where the member of staff fails to submit the regular progress reports; the documents in (e) above to resume duty immediately after expiry of his study leave or completion of studies.

2. Work Plan

- a) A member of staff, 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 (3) months of undertaking the programme.
- b) Where a member of staff makes any changes in the work plan, he or she shall communicate the changes to the Directorate of Human Resources with reasons for the changes and evidence of approval from his or her supervisor.

3. Activity Report

A member of staff who registers for a training program leading to a qualification shall submit to the Director, Human Resources through the Head of Department 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 (12) months;
- c) Expected date of completion; and
- d) Opportunities and challenges anticipated during the next (12) twelve months

4. Progress Report

A member of staff on a training programme leading to an academic qualification, shall be required to submit a progress report from his/her supervisor to the Director, Human Resources after every six (6) months.

8.15 Policy on Tuition and Functional Fees Waiver

Tuition fees waiver may be granted to a member of staff who has been admitted and registered for an academic programme at Makerere University on condition that the course of study is relevant to performance of his or her duties/responsibilities in a particular department and or career development.

Procedure for applying for a Tuition & Functional Fees Waiver;

- (i) A member of staff who meets the above requirement shall apply for Tuition & functional fees Waiver through his/her Supervisor to the Director, Human Resources.
- (ii) The application shall be considered by the relevant Committee in the College where the member of staff works.
- (iii) The minutes of the meeting of the Committee shall be submitted to the Director, Human Resources together with the application from the member of staff.
- (iv) The Waiver granted shall be for a particular current academic year, and not for a previous or subsequent academic year. The recommendation for granting the Waiver for 2nd, 3rd etc academic years shall be accompanied with a progress (supervisor's) report.

8.16 Failure to return after completion of the Study Programme or to serve the bonding period

A member of staff shall be required to refund the sponsored study expenses, (fees, salary, travel, stipend, books and any other appropriate expenses where applicable) to the University by cheque/cash under any of the following conditions:

- (i) Failure to attend or complete the program;
- (ii) Failure to pass the examination of the program;
- (iii) Resigning before completing the program; or
- (iv) Resigning before fulfilling the required obligatory bonding period

The amount of refund will be equivalent to the full amount of pre-payment made by the University or the amount already reimbursed to the staff.

8.17 Refund of Study Expenses

- (a) Where a member of staff is funded by the University, he or she shall refund to the University all expenses incurred by the University in regard to his or her Study (fees, salary, travel, stipend, books and any other appropriate expenses where applicable).
- (b) A member of staff resident in a University House shall refund rent equivalent to the housing allowance equivalent calculated monthly according to the years the member of staff has spent on study leave.
- (c) A member of staff whose academic programme is being sponsored by donor funds shall refund all funds paid to him or her by the University while on study leave.
- (d) A member of staff whose academic programme is self-sponsored shall refund the salary for the period he or she was on study leave.
- (e) When a member of staff fails, neglects or refuses to refund monies / expenses as indicated in (i)-(iv) above, the University shall recover the same by any means including the following;
 - (i) Withholding terminal benefits;
 - (ii) In case the terminal benefits are inadequate to cover all funds due to the University, through legal action and in such case, the member of staff shall be liable to pay costs and other antecedent costs to the University;
 - (iii) The University may liaise with a new employer of a former member of staff for purposes of recovering its funds.

8.18 Self Sponsorship

- (a) A member of Staff who intends to be self-sponsored shall provide evidence of funding in case he or she intends to apply for study leave.
- (b) A member of staff who receives funding by virtue of being employed by the University shall register the same with the University.
- (c) A member of staff who is self-sponsored for a study programme and is granted study leave shall not proceed for the study leave until he or she has been bonded.
- (d) A member of staff whose study programme is scheduled for evenings or outside working hours shall not be entitled to study leave.

SECTION 9

STAFF RELATIONS AND COMMUNICATIONS

9.1 Introduction

This section provides guidance on staff relations and communications.

9.2 Staff Relations

9.2.1 The objectives of the Staff Relations Policy

- a) To build and maintain harmonious relationships, to strengthen communication and understanding among all members of staff of the University;
- b) To enhance the morale of members of staff, their commitment and loyalty to the University.

9.2.2 General Code of Conduct

A member of staff shall conduct himself or herself in a manner that conforms with all Laws, regulations, Standing Instructions and policies that bind the University. These shall include Laws of Uganda and codes of professional conduct.

1. Responsibility of Supervisors

All Supervisors shall have the responsibility to;

- a) Understand and Comply with all University's policies, Standing Instructions, rules and procedures;
- b) Ensure that all staff under his or her supervision comply with all laws, Standing Instructions, policies and regulations that govern the University.
- c) Respond to violations to the code of conduct by any member of staff in accordance with this manual.

2. Responsibility of Members of staff

All members of staff;

- a) Shall at all times, both within and outside the University and whether on duty or not conduct themselves in a way that will enable the University to achieve its objectives and maintain a good reputation and image;
- b) Shall exercise utmost prudence in all matters pertaining to University business.;

- c) Shall exercise maximum respect for authority and follow a chain of command in all University transactions and correspondences;
- d) Shall respect and uphold each other's basic human rights and dignity and shall cooperate in performing University duties; and
- e) Shall express occupational or any other difference in opinion respectfully at all times.

9.3 Obligations, Performance of duty and Conduct

- a) A member of staff shall at all times be required to comply with ethical standards and principles of integrity, diligence, competency, efficiency, effectiveness and personal conduct;
- b) A member of staff shall at all times exercise courtesy, demonstrate fairness towards other persons, civility, self-control and confidentiality;
- c) A member of staff shall, while at work remain sober and shall not be under the influence of drugs, alcohol and other intoxicating substances. Such acts shall, constitute a breach of conduct which shall call for disciplinary action against the Staff;
- d) A member of staff shall be held personally responsible and accountable for observing and maintaining the University's safety and security regulations as may be prescribed from time to time;
- e) A member of staff who subscribes to a particular professional body shall observe that body's code of conduct alongside that of the University;
- f) A member of staff shall at all times obey and carry out lawful orders from his or her supervisors and other organs of the University provided that these do not conflict with existing established policies of Makerere University;
- g) A member of staff shall at all times observe proper time management and execute duties in line with requirements of punctuality and observe set deadlines;
- h) A member of staff shall ensure proper and careful use of University property and resources in the course of his/her employment. University property shall include but not be limited to:- houses, office equipment e.g. furniture, computers, consumables, stores, maintenance materials, spare parts, stock of un-used currency; work in progress such as educational/training course materials; and land/property for sale;
- i) The University shall have zero tolerance towards corruption, insubordination, fraud, discrimination, and abuse of office;
- j) A member of staff shall not enter into contracts and other transactions having legal obligations on behalf of the University without formal / express authorization of

the Vice Chancellor as provided for in the Universities and Other Tertiary Institutions Act 2001 as amended;

- k) A member of staff who is permitted to represent, or contract on behalf of the Unit, shall submit a written report to the Relevant Authority;
- l) A member of staff shall not smoke in any University Buildings; And
- m) A member of staff shall, in addition to normal duties to which he/she was appointed, be required to perform any other appropriate duties as may be delegated to him/her by his/her immediate supervisor or the Vice-Chancellor, provided that such duties are compatible with the proper operation of the University.

9.4 Conflict of Interest

9.4.1 Definition

A conflict of interest arises when a member of staffs' commitments or obligations to the University may be compromised by the staff's other interests or commitments. Although not all conflicting interests are impermissible, those involving self-gain by the member of staff or the member of staff's family or associate(s) may serve to compromise the member of staff's obligation to the University. Family includes the member of staff's immediate family (spouse, child, parent, or sibling) and in-laws (father-in-law, mother-in-law or son-in-law, daughter-in-law, brother-in-law or sister-in-law and grandparents).

9.4.2 Interpretation

An actual or apparent conflict of interest arises where;

- a) A member of staff's actions or activities involve both an advantage to the member of staff and an adverse effect on the University's interests;
- b) A member of staff uses his or her official capacity to deal in any matter or business in which he or she holds or has financial interest, without disclosing such interest to the Vice-Chancellor, and or obtaining the Vice Chancellor's approval for the dealing with the University or;
- c) A member of staff's association or involvement with a third party prevents the member of staff from exercising care, skill or prudent judgment on behalf of the University in the performance of the member of staff's duties and responsibilities;
- d) A member of staff's engagement or participation in making of decision(s) where he or she is compromised;
- e) Or any other instance as provided for in the Anti-Corruption Act 2009 (Laws of Uganda)

9.4.3 Regulations

- a) A member of Staff of Makerere University shall not engage in any conduct or any activity that jeopardizes the interests, image and or reputation of Makerere University;
- b) A member of staff of Makerere University shall not engage in conduct or any activity that compromises the member of staff's integrity or ability to fulfil the obligations of their employment at Makerere University;
- c) Employment by Makerere University shall be considered as a member of staff's primary occupation.
- d) No member of staff shall engage in any occupation for gain outside his or her official duties which require his or her attention at any time during official working hours.
- e) Regardless of his or her employment status, a member of staff shall not engage in any other employment that constitutes or presents a conflict of interest with the member of staff's duties, position or Makerere University.
- f) A member of staff shall not engage in any activity involving conflict of interest between the member of staff and the University.
- g) Any member of staff who violates the provisions on conflict of interest policy shall be liable to disciplinary action.

9.5 Responsibility of Members of Staff

This policy applies to all members of staff of the University who shall;

- a) Conduct their responsibilities to the University with loyalty and in the best interest of the University.
- b) Conduct their personal and official business so as to avoid actual potential or apparent conflict of interest with the interest of the University;
- c) Disclose to the University any actual, potential or apparent conflict of interest in matters regarding the University;
- d) A member of staff with a potential conflict of interest in any University business shall, in writing, notify the Director, Human Resources the nature and extent of any actual, potential or apparent conflict of interest and how it arises.
- e) Declare all proprietary rights, including titles, copyrights and patent rights, in any work produced by a member of staff as part of his/her official duties.

9.6 Disciplinary Offences /Misconduct

Misconduct shall include but not be limited to any of the following Offences;

- (a) Drunkenness/ Consumption of Alcohol while on duty;
- (b) Consumption or sale of illegal drugs while on duty;
- (c) Insubordination, disobedience and or refusal to take lawful orders;
- (d) Conflict of Interest
- (e) Refusal, failure, negligence or omission to perform one's official duties or responsibilities and/or discharge official responsibilities duly assigned;
- (f) Incompetence or inefficiency in the performance of prescribed duties;
- (g) Persistent late coming and/or absence from duty without permission
- (h) Use of abusive or insulting language or behaviour or assault;
- (i) 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;
- (j) Misuse or damage of University property;
- (k) Failure to teach the prescribed curriculum
- (l) Failure and or refusal to submit student's results
- (m) Slander;
- (n) Discrimination
- (o) Forgery, falsifying or presenting false documents and/or records for the purposes of
disseminating wrong information, obtaining money or reward or favour;
- (p) Abscondment from duty
- (q) Neglect of Duty
- (r) Breaching or contravening the University's prescribed operating rules, regulations and
procedures likely to cause financial loss or damage of University property;
- (s) Persistent failure or negligence of a Head of Unit/Department/Division to enforce
discipline or follow prescribed University rules, procedures and standing instructions;
- (t) Theft, fraud, or embezzlement of University's funds and property;
- (u) Unauthorized access or removal, alteration, mutilation or destruction of
University
documents, records or information;
- (v) Acts likely to endanger the safety or life of or which may result in injury to
another
person, including but not limited to threats to violence, Violence or provoking a fight
and or fighting;

- (w) Examination malpractices/irregularities; including but not limited to mismanaging examinations including leaking examinations and tests, favouritism, malice, unauthorised alteration of marks, selling examinations and tests, losing scripts of students, tampering with examination records, refusal to mark exams and tests, submitting marks without marking, submitting exams without teaching, refusal to supervise students and refusal to invigilate and or release marks in time, extortion of money for marks, soliciting sexual favours for marks.
- (x) Refusal to supervise subordinate staff
- (y) Professional and or Ethical misconduct
- (z) Sexual harassment as prescribed in the Policy against Sexual Harassment of the University 2006 (as amended)
 - a) Soliciting for, participating in or inducing another in any sexual conduct in designated University Office space
 - b) Soliciting and or accepting bribes;
 - c) Plagiarism;
 - d) Violation of safety rules or carelessly endangering the safety of self or others;
 - e) Making
 - f) or propagating, false, vicious or malicious statements about a member of staff;
 - g) Threatening to use dangerous weapons or explosives on the University premises;
 - h) Soliciting for or lobbying for any appointment within the University services by self and or agent.
 - i) Impersonation
 - j) Refusal to comply with posting instruction or order
 - k) Driving an official vehicle under the influence of intoxicating liquor or stupefying drug
 - l) Incitement with Intent to cause disobedience /strike undermining the University administration
 - m) Disclosure of information in contravention of the Law, rules and or policies of the University
 - n) Dressing in a manner that is contrary to the provisions of the Public Service Standing Orders 2021 (as may be amended) Perjury
 - o) Unauthorised use and possession of University property;

- p) Holding more than one full time employment concurrently
- q) Misuse of internet as defined in the Makerere University Communication policy.
- r) Non-adherence to any other approved University policies.

9.7 Gross Misconduct

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

9.8 Discipline

- a) The University shall take disciplinary action or authorize corrective measures when a member of staff engages in conduct or activities which detract from the effectiveness of the staff's work performance or which is contrary to the best interest of the University.
- b) All acts of indiscipline unless otherwise indicated in this Manual, shall be initiated as soon as possible and shall be documented in writing by the staff's immediate supervisor which shall be incorporated into the staff's personnel file.
- c) Notwithstanding the above, the Appointments Board may invoke any disciplinary method for a grave offence/gross misconduct including but not limited to immediate termination or dismissal depending on the gravity of the offence provided such a member of staff is given opportunity to be heard before any decision is taken.

9.8.1 Guiding Principles

Disciplinary action against any member of staff shall:

- a) Be undertaken for good reason and where evidence exists;
- b) Be appropriate to the nature of the offence;
- c) Be guided by the doctrine of precedent;
- d) Allow a member of staff the right to answer charges against him or her; and
- e) Notify the member of staff the right to appeal against any disciplinary decision in case of dissatisfaction.

9.8.2 Disciplinary Measures

Any or all of the following progressive steps of discipline may be applied depending on the nature and gravity of the offence;

9.8.2.1 Corrective Counselling

- a) This is an informal and documented discussion between a member of staff and his or her supervisor. If a member of staff's performance shows signs of decline, the member of

staff's immediate supervisor shall cause a meeting with the member of staff to discuss his or her performance and work out an improvement plan to guide the member of staff to ensure future performance improvement.

- b) The counselling session shall be recorded in minutes by the Head of Division/Department/Unit for future reference.
- c) The supervisor shall then inform the Member of staff of his or her expectations as guided by the performance improvement plan in future and consequences of failure, neglect or refusal to attain the same within the stipulated timelines.
- d) The supervisor shall provide the member of staff and the Director, Human Resources with copies of all documentation of meetings held with the member of staff.
- e) The Counselling sessions shall provide the member of staff an opportunity to meet the University's expectations; and for the University to make any further corrective action where it deems necessary.
- f) Where a member of staff fails or neglects to make any improvement after counselling, a verbal warning shall be given to him by his or her Head of Unit/Department/Division.

9.8.2.2 Written Reprimand

- a) This shall be issued to a member of staff when the corrective counselling fails to cause an improvement in the conduct of the member of staff or when the conduct of the member of staff is considered a serious breach of his or her code of conduct. The written warning shall require immediate and continued improvement from the member of staff.
- b) The written warning shall be forwarded to the Director Human Resources for further management and also placed in the personal file of the Member of staff.
- c) Further corrective or disciplinary action may be taken to address the matters raised in the written warning.
- d) The written warning shall state the following:
 - (i) The nature of the offensive conduct with reference to the policy, instructions or regulations of the University that has been breached;
 - (ii) Any past disciplinary action (including corrective action or warning) previously taken or action taken for similar violations;
 - (iii) The details on disciplinary action being undertaken against the member of staff;
 - (iv) The expectations or improvements required of the member of staff including the timelines for the improvements; and
 - (v) Consequences of failure to comply with provisions in (iv) above and or in case the member of staff repeats the offensive conduct.

- e) Where the Head of Department/Unit/Division establishes that the member of staff has not complied with the corrective measures as stipulated or he/she has continued to commit any other offensive conduct, the Head of Department shall issue the member of staff a warning letter; and a copy of which shall be forwarded to the Director, Human Resources.
- f) The Member of staff shall acknowledge receipt of the warning letter in (e) above in writing.
- g) Where a member of staff complies with the performance Improvement plan, such improvement shall be noted in his or her personnel file.
- h) In the event that the said member of staff commits further breach of his or her code of conduct, the Director, Human Resources shall issue a final warning letter to the member of staff and recommend him or her for disciplinary action.

9.8.2.3 Interdiction

Interdiction is the temporary removal of a member of staff from exercising his or her duties pending an investigation in a particular misconduct (Definition as per the Public Service Standing Orders 2021).

Interdiction may be applied in the following circumstances:

- a) Failure of a member of staff to reform after the final written warning,
- b) When it is necessary to remove a member of staff from the workplace so that a complete and fair investigation can be carried out regarding any allegation(s) against him/her.
- c) Where a member of staff has been apprehended by law enforcement agencies on account of allegations of an offence(s) that requires investigations or is charged in a court of law or is remanded pending criminal proceedings.

1. Powers to interdict

- a) The power to interdict a member of staff, other than the Vice-Chancellor and Deputy Vice-Chancellors, shall be vested in the Vice-Chancellor.
- b) Where a member of staff is interdicted, he or she shall be informed of the reasons for such interdiction;
- c) Any interdiction taken under (a) above shall be reported to the Appointments Board immediately thereafter.

- d) A Principal/Dean/Head of Unit/Department/Division shall have the duty/responsibility to report any case of misconduct by a member of staff to the Director, Human Resources for further management.
- e) Without prejudice to clause (d) above, a member of staff, with evidence of misconduct by another member of staff, shall have a right to report the misconduct to the Director, Human Resources
- f) After receiving the information in (d) and (e) above, the Director, Human Resources shall make an assessment on the same and guide on the next Course of action.
- g) Any member of staff on interdiction shall earn half pay of his/her gross salary for the period of interdiction.
- h) When a member of staff is re-instated into University service, he/she may be entitled to claim the half pay of the withheld salary for any period of the interdiction.

2. Procedure on Interdiction

When a member of staff is interdicted, the following procedure shall apply;

- a) The allegations against the member of staff shall be expeditiously investigated and concluded;
- b) The Investigations shall be done expeditiously in any case within three (3) months for cases that do not involve the Law enforcement agencies and Courts of Law, and six (6) months for cases that involve the Law enforcement agencies and Courts of Law.
- c) After investigations, the Vice-Chancellor shall refer the case to the Appointments Board for further management.
- d) The member of staff under interdiction shall not leave the Country without permission from the Appointing Authority.

9.8.3 Reduction in Rank (Demotion)

The Appointments Board shall have powers to demote a member of staff to a position inferior to the one he/she currently holds as a disciplinary measure.

9.8.4 Recovery from Salary

The Appointments Board shall have power to impose a financial penalty or financial recovery order on any member of staff to be recovered from his or her salary. The Board may order a deduction of a fixed amount of funds from a member of staff's salary for a specific period of time.

9.8.5 Stoppage, Withholding and Deferment of Salary and other Benefits

The Director, Human Resources may for justifiable cause as a precautionary measure, withhold/suspend or stop salary and/or benefits of any member of staff pending disciplinary action. The Director Human Resources shall then immediately notify the Appointments Board of such action.

9.8.6 Termination of Services

- a) The Appointments Board shall have power to terminate the University's contract of service of a member of staff.
- b) A member of staff's services with the University may be terminated where he or she fails to perform his or her duties as required by the University.
- c) A member of staff's contract of services with the University may be terminated where he or she commits breach of his or her code of conduct and or terms and conditions of service and the Appointments Board construes such breach as grave/ gross misconduct.
- d) The Appointments Board may terminate a Contract of service of a member of staff due to his or her commitment of persistent minor breaches of duty which the Board shall consider detrimental to the University.
- e) The Appointments Board may terminate the services of a member of staff by refusal to renew a Contract of service of the Member of staff on account of misconduct.
- f) A member of staff terminated from University service shall be entitled to payment of his or her benefits as may be stipulated in his or her appointment letter and or terms and conditions of service.

9.8.7 Dismissal/ Forced Resignation

The Appointments Board shall have power to dismiss a member of staff who is found in breach of his or her duties and or code of conduct. A procedure for dismissal of a member of staff shall be guided by the following principals;

- a) The rules of natural justice shall apply in all disciplinary matters.
- b) Any authority or designated Officer handling disciplinary matters must exercise and exhibit a high degree of impartiality.
- c) A member of staff shall be informed in writing of any disciplinary allegations against him or her and given an opportunity to be heard before any subsequent decision is taken against him or her.

- d) A member of staff shall be subject to summary dismissal without exercising his or her right to be heard.
- e) Gross misconduct and gross neglect of duty shall be punishable by dismissal from the University service.
- f) A member of staff who is dismissed from service because of criminal conviction shall neither be given notice nor be paid salary in lieu of notice.
- g) A member of staff who is summarily dismissed following a suspension or for any other justifiable cause shall forfeit his or her half salary withheld during the period of suspension as well as any other benefits.
- h) The provision in (g) above shall not apply to a member of staff's personal contributions to the Retirement Benefit Scheme(s).

9.9 Employees facing Criminal Charges

- a) Where Criminal proceedings are initiated against an employee in any Court of Law, the employer shall be at liberty to institute an investigation and take disciplinary proceedings against him/ her.
- b) Nothing shall be construed as prohibiting or restricting the appointing authority from exercising its powers to take disciplinary action against an employee who is facing Criminal proceedings and subject such an employee to any form of punishment including termination, suspension or any other appropriate sanction.
- c) Upon suspension, the employee shall be on half salary until the conclusion of the Investigation and disciplinary proceedings by the Employer.
- d) An employee convicted of a criminal offence shall be deemed to have been summarily dismissed. However, an employee's acquittal by the Courts of Law does not in any way affect the decision made by the Employer during its internal disciplinary process.

9.10 University Staff Tribunal

There shall be a University Staff Tribunal composed as per the provisions of the Universities and Other Tertiary Institutions Act 2001 (as amended) which has mandate to handle an appeal of a member of staff from the decision of the Appointments Board.

9.11 Right of Appeal

- a) A member of staff may appeal to the University Staff Tribunal against the decision of the Appointments Board within 14 (fourteen) days after being notified of the decision.
- b) Where a member of staff has been removed from employment by the Appointments Board, he/she shall be deemed to be on suspension until the expiry of the period allowed for appeal, at which date the removal shall become effective or where an appeal has been lodged in time, the suspension shall remain in force until the tribunal determines the appeal.
- c) The Directorate of Legal Affairs shall communicate the decision of the University Staff Tribunal to the University Secretary.
- d) Upon receiving the communication in (c) above, the Director, Human Resources shall in turn communicate to the member of staff the decision of the University Staff Tribunal and any implications of that decision.
- e) The Communication in (d) above shall represent the final decision of the University.

9.12 Communication

Communication in the University shall be conducted in conformity with the Makerere University Communication Policy 2013 (as may be amended).

9.12.1 Purpose

The University encourages a two-way communication between members of Staff at all levels. Effective communication builds mutual understanding and trust between persons, and contributes to a constructive and cheerful working environment, high performance and organizational success.

9.12.2 Policy

The Makerere University Communication Policy applies to all members of staff who shall be required to comply with the following principles;

- a) A member of Staff shall be required to support the communication initiatives implemented by the University.
- b) A member of staff shall have the right and obligation to express his or her views to his or her superiors about the University activities and vice versa in a cordial and respectable way.
- c) Any view raised by a member of staff shall be respected and considered.
- d) Any question raised by a member of staff in writing to Management and or any member of Management shall be responded to by Management and or such member of management in writing in an effective and efficient manner.
- e) No member of staff shall prejudice due to a difference in opinion.
- f) Members of staff shall be informed of any developments and major events of or in the University, specifically those matters that may have an effect on their jobs and/or welfare.
- g) Any decision of Council, its Committee and any other Committee shall be communicated in a timely manner after such decisions are made by the designated responsible officer(s).
- h) Any member of staff who fails to comply with (g) above shall be subject to disciplinary action.

SECTION 10

DISPUTE RESOLUTION AND GRIEVANCE HANDLING

10.1 Introduction

A dispute shall mean a disagreement or argument between any members of staff that creates an environment of emotional strain, unhealthy communication that may lead to heated discussions or any other discomfort which negatively affects employee relations and the work environment.

10.2 Dispute Resolution

The University recognizes the provisions of dispute resolution as established by the Universities and Other Tertiary Institutions Act 2001 (as amended), and any other alternative dispute resolution mechanisms as provided for in the other relevant laws and policies.

10.3 Grievance Resolutions

A grievance is a real cause for complaint especially regarding unfair treatment lodged by a member of Staff or Makerere University against member of Staff regarding his/her conduct which would ordinarily attract punitive measures.

Any full-time member of Staff who has been suspended, demoted, interdicted or dismissed shall have the right of appeal under the grievance process. The staff's notice of appeal must be in writing and must set forth the reasons why the disciplinary action is improper.

All grievances handled by the relevant Disciplinary Committees shall formally be communicated to the Director, Human Resources.

10.4 Procedure

- a) An employee with a grievance shall present it to the Head of Unit/Department in writing for resolution. Where the Head of unit/department is the respondent, the aggrieved party shall report the matter to the supervisor of the respondent.
- b) The Head of unit/department shall as much as possible exhaust all available channels as provided for by the university rules and regulations.
- c) Where the Head of Department or Unit 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).

- d) An employee who has a grievance with the Director, Human Resources, shall present such grievances in writing to the DVC (F&A)
- e) Any grievances which cannot be resolved by the Ad-hoc Grievance Committee in (c) above shall be referred to the Staff Tribunal within fourteen (14) days after the decision by the Committee.

10.5 Staff Associations and their Relationship to the University

- a) The University may have an Academic staff association, an Administrative Staff Association and a Supporting Staff Association as provided for in the Universities and Other Tertiary Institutions Act 2001 (as amended).
- b) The University shall recognize and work with the above staff associations within the University system to promote good labour relations with all members of staff.
- c) For avoidance of doubt, the relationship between the staff associations and the University Management and Council shall be advisory in nature.
- d) The University encourages engagement with Staff Associations especially in resolution of disputes between any staff association(s) and the University.

10.6 Labour Unions

Notwithstanding section 10.5, any member of staff shall have the right to decide which labour union he or she shall belong to as provided for under the Labour Unions Act 2006 and any other applicable national laws.

SECTION 11

SAFETY AND HEALTH OF MEMBERS OF STAFF

11.1 Introduction

This section provides guidance on handling safety and health of staff.

11.2 General provisions

- a) The University is committed to promoting and achieving a high standard of staff safety and health.
- b) The University adheres to the principle that occupational safety and health of members of Staff is a priority at the workplace.
- c) All University Staff shall be accorded a safe and secure working environment in accordance with Occupational Health and Safety Act 2006 (as maybe amended).
- d) It is the obligation of the University to comply with provisions of the Occupational, Health and Safety Act.

11.3 Obligations of the University

The University shall, as is reasonably practicable, provide;

- a) A safe working environment, safety tools, protective gear and information;
- b) Systems of work, plant and machinery that are safe and secure;
- c) Ways to reduce hazards and risks to health;
- d) Training on Staff safety and how to deal with emergencies;
- e) Competent supervision of all members of staff;
- f) An occasional update to members of staff on any hazards obtaining at the place of work;
and
- g) An Opportunity for regular medical check-ups of staff working in sensitive departments for example Laboratories, Workshops, Washrooms and Transport Department.

11.4 Obligations of Members of Staff

While at the work place, a member of staff shall;

- a) Ensure maximum precaution regarding his or her health and safety and of any other person who may be affected by his or her acts or omissions 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 any unsafe situation to his or her Supervisor or Head of Department/Unit as soon as the situation discovered;
- e) Excuse himself or herself from a work situation which he or she has reasonable cause to believe presents an imminent or grave danger to his or her life or health shall not be punished or subjected to undue consequences provided the danger is confirmed by the supervisor and or relevant authority;
- f) Report all incidents that result in, or may have resulted in injury to any member of staff to the Supervisor or Head of Department/Unit;
- g) Participate in Safety Trainings as and when required; and
- h) Not intentionally or recklessly interfere with or misuse any equipment or materials provided in the interest of health, safety or welfare

11.5 Compensation of Members of Staff

The University shall abide by the provisions of the Workman's Compensation Act, CAP 225 (as maybe amended) whose salient features for purposes of this Manual are:

- a) If a member of staff suffers a personal injury due to an accident in the course of such member of Staff's employment, the University shall be liable to pay compensation in accordance with the Act.
- b) The University shall not be liable in respect of an injury which does not either-
 - (i) Result in permanent incapacity; or
 - (ii) Incapacitate the worker for at least three (3) consecutive Months from earning full wages for executing the work for which he or she was employed.
- c) An act shall be deemed to be done out of and in course of employment when a member of staff acts to protect any person on the University's premises whom the member of staff believes to be injured or imperilled, or when a member of staff acts to protect property on the University's premises.

SECTION 12

EMPLOYMENT RECORDS

12.1 Introduction

This section provides guidance on handling University employment records.

12.2 Records Policy

Records of members of staff shall be handled in accordance with the Policy on staff records.

- a) The University shall have a Policy on staff Records and all University records (both manual and electronic) shall be managed within the provisions of that policy.
- b) All employment records for Makerere University staff shall be under the custody of the Directorate of Human Resources.
- c) All records of members of staff are confidential and shall only be accessed upon request from the Director, Human Resources.
- d) It shall be the responsibility of the designated officer, Records and Information to ensure that information in the file accessed is not altered.

12.2.1 Records of Members of Staff

- a) All members of staff shall be required to complete a bio-data form issued by the Directorate of Human Resources at the time of first employment with the University.
- b) All members of Staff shall be required to attach relevant documents to authenticate the given information at the time of filling the bio-data form.
- c) All members of staff shall attach a passport photograph of their current likeness on their Bio-data form which shall be updated every five years.
- d) A member of staff member shall inform the Director, Human Resources of any changes in his/her personal data. He/she shall complete and submit a change in personal data form issued by the Directorate of Human Resources with copies of supporting documents, to the Director, Human Resources.
- e) It shall be incumbent upon both the University and the member of staff to implement the above requirement. Timeliness of submission of the form is important as it may affect

the payroll arrangements and/or benefit entitlements of the member of staff and his or her dependant(s).

- f) The date of birth provided at the time of a member of staff's first appointment with authenticated supporting documents and as authenticated by a Commissioner of Oaths on the Bio-data form SHALL NOT BE ALTERED under any circumstances in the course of one's employment.
- g) For the avoidance of doubt, the initial information provided as above shall be taken as the true and authentic record. Any falsification of documents/ records whenever discovered shall lead to automatic termination of service from the University.
- h) Updating of records shall be the responsibility of the Manager Records and Information. Any alteration/addition/removal or update not sanctioned by the Director Human Resources shall lead to disciplinary action of the offending Members of Staff.
- i) All records created, received or maintained by a member of Staff in the course of his or her duties shall be deemed to be Makerere University records and shall be subject to the provisions of this policy.
- j) All offices that capture and receive records must maintain a metadata record and ensure their integrity. This also applies to electronic records.
- k) Where a business application is being replaced or is superseded by another business application or is decommissioned, the process of migrating records and all associated metadata must be fully documented to ensure the integrity of the records contained therein.

12.2.2 Official files

- a) The University shall maintain standard records and a file classification system to provide an accurate and flexible means of organizing records and files in relation to functions, activities and transactions.
- b) All official information/data provided by staff before and during their employment in the University shall be kept in their personal files both manual and electronic under the Directorate of Human Resources.
- c) There shall be at least two (2) sets of personal files; one kept and maintained in the Central Registry and the other kept and maintained at the College, Department/Unit.
- d) Every record maintained shall have a classification number determined in accordance with its value and subject.
- e) All University records shall be classified as Confidential, in compliance with the Government of Uganda regulations on access to information.

- f) Personal files of University Top Management shall be kept in the office of the Director, Human Resources.
- g) The colour and nature of materials used for each category of the files shall differ as determined by the Directorate of Human Resources.
- h) The procedures of filing used for each of the classes shall be developed in the procedure manual.
- i) Personal files for Central Management shall be kept in a designated area in the Directorate of Human Resources.

12.3 Management of forms

- a) There shall be mandatory forms that must be filled by every University staff as may be formulated and provided by the University from time to time.
- b) Any forms designed for purposes of capturing information about the staff and administrative issues for any business of the University must be authentic, numbered and approved by the Appointments Board or its mandated Officers.
- c) A catalogue and a copy of approved forms shall be kept by the Records and Information Division (RID) for safe custody and reference.
- d) Any electronic form designed for purposes of capturing information about staff and for administrative purposes shall be secured by way of access code controlled by the relevant officer.
- e) Any forms not approved by the Director Human Resources and issued by the Manager Records and Information, shall not be binding on the University.

12.4 Confidentiality

- a) Any record classified as confidential shall be kept and maintained on a confidential file. Information on a file of “any member” of staff classified as “strictly confidential” shall only be accessed with the prior express permission of the particular member of staff or in accordance with the Law or Order of Court.
- b) Actual or suspected security breaches involving confidential information shall be reported immediately to the Director, Human Resources, Manager, Research, Innovations and Development (RID) or Officer designated for that purpose.
- c) In the event that “strictly confidential” information gets to the public domain due to inappropriate security measures by the University, the University shall be held accountable.

- d) Any University Staff* who handles or otherwise has access to information on confidential files shall be required to notify the Authority in the event of a suspected or actual breach of the confidentiality of such information.
- e) All confidential personal information that reside/exist on computers and other electronic data storage devices shall:
 - (i) Be encrypted in accordance with electronic transactions and other Cyber laws.
 - (ii) Follow the University ICT Policies and procedures regarding user and staff responsibilities, and data security.
 - (iii) Be in accordance with the National Electronic Transactions Legislations.
- f) Any member of Staff who knowingly publishes or discloses the contents of any official document, communication or information that comes to her/his possession during the course of his/her duties without express permission from Authority shall commit an offence
- g) Records and Information Division and all University staff shall ensure that the provisions contained under the Access to Information Act, 2005 regarding the right of access, disclosure and availability of records, and exemptions from access are adhered to.
- h) An authorised member of staff may have access to confidential information.
- i) As a matter of policy and professional integrity, it is essential that confidential information shall not be disclosed to other individuals or organizations in or outside the University unless they have a right to this information in accordance with the Rules and Regulations of the University. Although individuals or organizations may have a right to this information, staff will not disclose confidential information and shall forward requests to their immediate supervisor for approval by the Director, Human Resources.

12.5 Offences, Penalties, and Disciplinary Proceedings

Any member of staff who:

- a) Conceals any information on suspected or actual breach of the confidentiality of documents from authority;
- b) Takes files or records outside the designated area, without express permission;
- c) Takes and keeps a file or record without the authority of the Director, Human Resources or a designated officer, Records and Information;
- d) Keeps a file or record for more than seven (7) working days without prior notification to the designated officer, Records and Information.

- e) Knowingly alters, destroys, mutilates, covers up, falsifies, or makes a false entry in any record with the intent to impede, obstruct, or influence the investigation or proper administration of any matter within the jurisdiction of the University;

Shall be liable to disciplinary action which may be a reprimand, a warning, suspension or dismissal depending on the gravity of the offence.

SECTION 13

OFFICIAL TRAVEL

13.1 Introduction

Official Travel shall refer to a time when a member of Staff is officially and with permission of his or her supervisor, out of office on official duty or any other forms of authorized travel by the University Council.

13.2 General provisions

- a) The University shall provide adequate financial support to facilitate Official Travel locally and overseas according to the existing regulations and practices.
- b) While travelling abroad, the Vice-Chancellor shall travel by business class.
- c) All other Staff except for those whose Contracts or terms of service stipulate otherwise, shall travel by economy class, but for long distances exceeding eight hours of flight, the Vice-Chancellor may authorize Staff on Salary Scale M3-M2, Deans and Heads of Academic Departments/units to travel by Business Class, provided the budget for that Unit for travel can permit it.
- d) Approval for Official travel shall be recommended by the Head of Department/Unit and must be within the approved budget.
- e) All expenditure relating to travel abroad shall be accounted for within fourteen working days from the time of return.
- f) A member of staff granted permission to travel shall submit a report to the Authorizing Officer within four (4) weeks of return on the trip and any necessary financial accountability upon return.
- g) A person who fails to account or give a report as specified above shall be liable to disciplinary action.

13.3 The recognized Types of Official Travel

- a) On first appointment if non -resident
- b) On official duty
- c) On retirement as stipulated in the rules and regulations
- d) On special assignments
- e) Any other forms of authorized travel by Council

13.4 Per diem/Subsistence Allowance

- a) Per-diem or Subsistence Allowance to cover accommodation, meals and incidentals shall be paid to a member of staff who will be required to travel on official duty away from the duty station at rates per night to be fixed by Council from time to time for each 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) Where travel is fully covered save for meals, 40% of the per diem applicable shall be claimable.
- d) The obtaining rates shall be available at the office of the Director, Human Resources.

13.5 Transit Allowance

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

13.6 Day Travel Allowance

A member of staff on duty but away from the designated duty station for a period of more than six (6) hours but not amounting to one (1) night shall be entitled to a safari day travel allowance which shall be 50% of the local per diem.

13.7 Ground Travel

This shall be paid to a member of staff on Official Travel out of the Country to cover ground transportation. The applicable rate shall be as approved by Council from time to time.

13.8 Travel Allowance on Initial Appointment or Termination

13.8.1 Non-Citizens

- a) The University liability for any particular journey on appointment or retirement shall be the cost of up to six (6) persons economy class i.e. husband/wife and four children below eighteen (18) years of age.
- b) 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 (iii) below.
- c) Permissible baggage charges cover the following in respect of personal effects packaging (including crates), collection; storage; delivery; insurance; freight; handling; dock

charges and dues. The allowance permissible to cover these items shall not exceed US\$2000.

- d) A foreign member of staff who resigns from service of the University shall not be entitled to payment of the return travel expenses for self or dependents.
- e) The University shall not pay return travel expenses for a non-citizen member of staff, if the member of staff has not travelled back to his Country of residence within three (3) months from the date of end of contract or retirement from service.

13.8.2 Citizens

- a) The University liability for any particular journey on Retirement/End of Contract shall be the provision of a seven (7) tonne lorry or the equivalent of hiring one at the prevailing market rate to or from the staff's designated home as defined at Appointment or updated during the course of employment.
- b) A member of Staff shall be repatriated by the University on the termination of contract by reason of his/her sickness or accident that has left such member of staff incapacitated.

13.9 Authorization of Travel outside the Country

- a) Request for External Travel shall be authorised by the Authorized Officer at least two weeks before the date of travel, supported by relevant documents and a response received a week before the date of travel.
- b) A member of staff denied travel, shall be informed within three (3) days of application if the request is submitted in time and can appeal to higher authorities if necessary.
- c) The Vice-Chancellor shall inform the Chairperson of the University Council when travelling.
- d) Authority to travel by the Deputy Vice-Chancellors, University Principals, Deputy Principals, University Secretary, University Librarian, University Bursar, Academic Registrar, Dean of Students and Directors shall be vested in the Vice-Chancellor.
- e) Authority to Travel by the Academic and Technical College Staff shall be vested in the Principal with a copy to the Director, Human Resources.
- f) Authority to travel by all other Non-Academic Staff in the University service shall be vested in the Director, Human Resources.
- g) In all cases, the application to travel shall be endorsed by the Respective Supervisor as per provisions of the approved travel form.

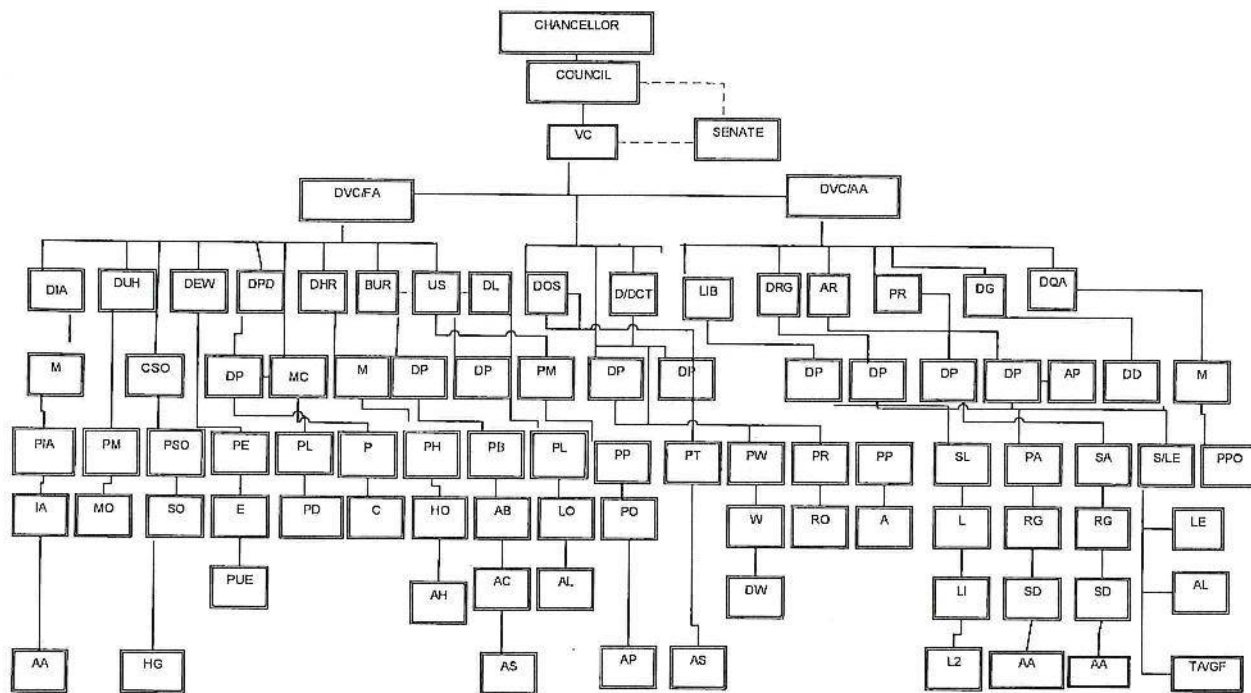
13.10 Travel Insurance

The University shall provide an insurance cover for members of staff travelling on official duty as approved by relevant authorities which shall cover benefits for accidental death/permanent disablement, medical and hospital expenses for accident and sickness, and claims related to such travel as provided for in welfare budget allocation.

APPENDICES

APPENDIX 1 Governance Structure- On a Hard Copy

APPENDIX 2 Administrative Structure-



HO Human Resources Officer

VC	Vice Chancellor
W	Warden
DG	Director Gender Mainstreaming
DQA	Director Quality Assurance
PPO	Principal Program Officer
A	Auditor
A/LE	Assistant Lecturer
AA	Administrative Assistant
AB	Assistant Bursar
AC	Accountant
AH	Assistant Human Resource officer
L	Assistant Legal Officer
AP	Assistant Procurement Officer
AR	Academic Registrar
AS	Assistant accountant
BUR	University Bursar
CSO	Chief Security Officer
D/DCT	Director DICTS
DPD	Director Planning and development
DUH	Director University Hospital
DW	Deputy Warden
OOS	Dean of Students
DP/M	Deputy Manager
DVC/AA	Deputy Vice Chancellor Academic Affairs
VC/FA	Deputy Vice Chancellor Finance and Administration
DL	Director Legal
DIA	Director Internal Audit
DD	Deputy Director
PIA	Principal Internal Auditor
IA	Internal Auditor

PP	Principal Procurement Officer	AA	Assistant Internal Auditor
PE	Principal Engineer	DG	Director Gender Mainstreaming
PUE	Pupil Engineer	DQA	Director Quality Assurance
PSO	Principal Security Officer	E	Engineer
PT	Principal Sports Tutor	DEW	Director Estates and Works
PW	Principal Warden	TA/GF	Teaching Assistant/Graduate Fellow
US	University secretary		
VC	Vice Chancellor		
W	Warden		
DG	Director gender mainstreaming		
DQA	Director quality assurance		
PPO	Principal program officer		

APPENDIX 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-
 - a) Be responsible for the academic, administrative and financial affairs of the University; and
 - b) 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 thorough 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 thorough 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 thorough 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 thorough 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 School 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
- i) 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.
- ii) Ensure the creation and maintenance of Library databases to enable the University community to have easy access to the University's information Resource.
- iii) 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.
- iv) Plan for library staff development in collaboration with the Director, Human Resources and keeping staff abreast with developments in their profession.
- v) Supervise staff and hold regular staff meetings.

- vi) 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 Resources*

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 Resources 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.
- (f) Develop work targets for the Human Resource Directorate in line with the Human Resource Policy.
- (g) Provide secretarial services to the committees of Council under the responsibility of the Directorate to generate business for Council in line with University Policy.
- (h) Initiate and review Human Resource policies in the University in line with the University Human Resource strategic plan.
- (i) Mentor and coach the Directorate staff in line with the Human Resource Policy and the Directorate strategic objectives.
- (j) Link the Human Resource Directorate with other units of the university and the public in line with the university mission.
- (k) Develop, implement and monitor Organizational Development and change management systems and strategies in line with the university strategic plan.

l) *The Manager, 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) *Principals of Colleges*

- (i) Be the chief administrative, academic and financial officer of a college;
- (ii) promote and maintain academic excellence, efficiency and good order at a college;
- (iii) implement University policies and enforce applicable regulations at the college; and
- (iv) Exercise such other functions as maybe prescribed by the University Council.
- (v) in the performance of his o her duties, a Principal of a college shall where necessary consult the relevant organs and officers of the University for guidance.

n) *Deputy Principals of Colleges*

These shall deputise the Principals in the performance of their duties.

o) *Dean/Director of School/Institute*

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

- i) The organization and development of the School/Institute/Centre and such other duties as may be necessary for the proper functioning of the School/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.
- (l) Initiating linkages between the School/Institute/Centre and Institutions of higher learning inside and outside Uganda.
- (m) Chairing the School/Institute/Centre Board meetings and sub-committees such as: the Appointments/Promotions committee, research committee, curriculum review committee and Heads of department committee.
- (n) The co-ordination of research and postgraduate work in the School/Institute/Centre.
- (o) Soliciting of funds of enhancing the academic progress of the School/Institute/Centre; e.g. research, reading materials etc.
- (p) Co-ordination, control and management of the process of planning and evolution of annual estimates for the School/Institute/Centre, including planning for intake figures and

establishments for the various programmes in the School/Institute/Centre and especially to prepare and control estimates for the office of the Dean/Director and be responsible for intake figures establishments etc.

- (q) Participation in the recruitment, selection, promotion and disciplining of School staff in accordance with the established procedures of the University.
- (r) 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 School/Institute/Centre.
- (s) Organisation and maintenance of records of past and present students and staff of the School/Institute /Centre.
- (t) Maintain of an up to date inventory of all equipment and assets, movable and immovable, of the School/Institute/Centre.
- (u) To liaise with the Estates department for the maintenance of lawns, cleanliness and security of the equipment and other items in the School/Institute/Centre.
- (v) Generally assisting in the operation of the University by serving on committees and in the capacities appropriate to the well-being of the University.
- (w) Performing such other related duties as may be assigned by the Vice-chancellor.

p) 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 School/Institute/Centre
- ii. The Academic guidance of the students.
- iii. The compilation and control of the School/Institute/Centre time-table.
- iv. Liaison with the examination officer on the co-ordination of the
 - a. School/ Institute/Centre examination timetable and results.
- v. Deputizing the Dean as and when necessary.
- vi. Performing such other duties as may be assigned by the Dean.

q) 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 School 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 School and the University by serving on committees and performing such other duties as may be assigned by the Dean/Director.

APPENDIX 4

Salary Scales for Posts in the University Service

4.0 Senior Staff

No.	Salary Scale	Post	
1.	M1	Vice – Chancellor	
2.	M2	Deputy Vice – Chancellor	
	M2.1	Principal	
	M2.2	D/principal	
3.	M3	Professor Academic Registrar Dean of Students Director, MISR Director, DICTS Director, Human Resources Director Research and Graduate Training Director Health Services	Medical Illustrator University Librarian University Secretary Director Internal Audit Director Quality Assurance Director, Legal Unit Director, EWD
4.	M4	Associate Professor Chief Cataloguer Chief Security Officer Deputy Medical Illustrator Deputy Registrar Manager, Human Resources Manager, Records & Information Manager, Performance and Appraisals	Deputy Dean of Students Deputy University Secretary Deputy University Librarian Head, Counselling Unit Manager, PDD/GMD/Estates Manager, Health Services Manager, Communications and International Relations
5.	M5	Principal Assistant Auditor Principal Assistant Counsellor Principal Assistant Medical Illustrator Principal Assistant Registrar Principal Assistant Secretary Principal Human Resources Officer Principal Assistant Estates Manager Principal Records Officer	Principal Economist Senior Lecturer Principal Librarian Principal Medical Illustrator Principal Medical Officer Principal Research Fellow Principal Sports Tutor Principal Warden Senior Research Fellow
6.	M6.1	Lecturer Herbarium Curator Senior Assistant Auditor	Senior Economist Senior Librarian Senior Medical Illustrator

		Senior Assistant Counsellor Senior Assistant Medical Illustrator Senior Assistant Registrar Senior Assistant Secretary Senior Assistant Estates Manager Senior Records Officer	Senior Medical Officer Senior Sports Tutor Senior Warden Senior Human Resources Officer Chaplain/Muller Research Fellow
7.	M6.2	Accountant Assistant Curator CMB Lower Segment Assistant Lecturer Assistant Medical Illustrator (Trainee) Assistant Registrar Assistant Secretary Assistant Records Officer Chief Technician Dentist Human Resources Officer	Editor Farm Manager Head Binder Landscape & Environment Officer Librarian I Medical Officer Nutritionist Principal Assistant Curator Senior Computer Programmer Statistician Warden Economist
8.	M7	Assistant Human Resources Officer Administrative Assistant/Secretary Assistant Accountant Assistant Auditor Assistant Farm Manager Clinician Assistant Computer Programmer Assistant Records Officer Assistant Counsellor	Deputy Warden Librarian II Pupil Engineer Social Worker (IPH) Veterinary Officer Principal Technician Assistant Auditor Assistant Bursar
9.	M10		Transport Officer Senior Technician Administrative Secretary 11

4.1 Support Staff (I)

No.	Salary scale	Post
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9.	M11	Assistant Pilot Supervisor Cartographer Senior Instructor Senior Survey Assistant Senior Workshop Instructor Museum Technician Darkroom Technician Projectionist	Medical Photographer Trainee Photographer Assistant Medical Illustrator Trainee Illustrator Health Educator Epidemiology Assistant Health Visitor Medical Assistant Senior Radiographer
10.	M12	Administrative Secretary III Foreman Domestic Bursar Clerk of Works	Deputy Midwife Technician Senior Dispenser Building Estimator
11.	M13	Studio Assistant Draughtsman	Dental Assistant Nursing Officer Chief Clerk Executive Officer Dispenser
12.	M14	Technical Assistant Chief Custodian Assistant Foreman Filing/ Records Clerk Workshop Assistant	Occupational Health Nurse Health Inspector Book Binder Senior Library Assistant Tradesman Fitter
13.	M15	Records Assistant Custodian Audio Visual Assistant Office assistant/Messenger Driver Security Guard/Hall Guard Meteorology Recorder Clerical Officer Storekeeper Farm Recorder Workshop Assistant Machine Operator Map Curator	Weather Recorder Library Assistant Assistant Foreman Survey Assistant Laboratory Steward Illustrator Book Binder (II) Library Assistant (Security) Receptionist Housing Overseer

4.2 Support Staff (II) – Group

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

APPENDIX 5

Bio Data Form

MAKERERE



UNIVERSITY

DATE.....

FORMAT FOR DATABASE STRUCTURE

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

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-.....

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

Passport size
colored
Photograph

1

Passport
size
colored
Photograph

(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

		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

	Position	Date
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.....

OFFICERS NAME/SIGNATURE.....

COMMISSIONER OF OATHS

Sig nature.....

APPENDIX 6

Vetting of Publications

There shall be internal and external vetting of publications for promotion of Academic Staff.

Scoring System for External Vetter

Assessors shall be requested to submit the following information on each publication.

Assessment of the publication in relation to:

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

For each aspect 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.

Assessment of the publication

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

APPENDIX 7

Appointment of Honorary Academic Staff

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 College.

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.

A. 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 master's 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.

B. Appointment Guideline 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.

C. 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 master's or higher degree or equivalent is an added advantage.

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; Mentoring or potential to mentor junior colleagues in the College/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.

D. Appointment Guidelines for Honorary Associate 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 master's 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 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.

E. 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 master's 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.

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 College/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.

APPENDIX 8

MAKERERE UNIVERSITY

APPLICATION FOR OFFICIAL TRAVEL - ACADEMIC STAFF

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

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

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

If No, source of funding

For what purpose? (details eg per diem, airticket etc)

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

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

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

.....

Signature: Date:

REMARKS BY THE HEAD OF DEPARTMENT (for other academic staff)

.....

Signature: Date:

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

ACCEPTANCE TO ACT: I accept to act as requested by the Dean/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 To be filled by the PRINCIPAL

DECISION BY THE Principal

Approved/Not Approved.....

Signature: Date:

APPENDIX 9

MAKERERE UNIVERSITY

APPLICATION FOR OFFICIAL TRAVEL – ADMIN & SUPPORT STAFF

SECTION ONE (To be filled by applicant)

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

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

If No, source of funding

For what purpose? (details eg per diem, airticket etc).....

Signature:..... Date: Tel..... Email.....

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

REMARKS BY PRINCIPAL (in case of Administrative staff in colleges but reporting to their Mother central units e.g Librarians, Human Resource Officers, Registrars, Procurement Officers, Finance Officers and Communication Officers)

Signature:..... Date:

REMARKS BY THE HEAD OF DEPARTMENT (for other Administrative and Support staff)

Signature: Date:

Name who is to act in your absence.....

ACCEPTANCE TO ACT: I accept to act as requested by the 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 To be filled by the DIRECTOR – HUMAN RESOURCES)

DECISION BY THE Director – Human Resources:

Approved/Not Approved.....

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

APPENDIX 10

MAKERERE UNIVERSITY

APPLICATION FOR OFFICIAL TRAVEL – TOP MANAGEMENT

SECTION ONE (To be filled by applicant – Deputy Vice Chancellors, University Secretary, University Bursar, University Librarian, Principals and their Deputies, Directors)

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

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

If No, source of funding

For what purpose? (details eg per diem, airticket etc).....

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

SECTION TWO (To be filled by the Supervisor and Appointee to act)

REMARKS BY THE Supervisor

.....

Signature: Date:

Name who is to act in your absence.....

ACCEPTANCE TO ACT: I accept to act as requested by the Principal/Director/Supervisor

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 To be filled by the VICE CHANCELOR

DECISION BY THE Vice Chancellor:

Approved/Not Approved.....

.....

Signature: Date:

APPENDIX 11:

Tables (Minimum Qualifications for Appointment)

a) Academic Staff

The minimum qualifications a person shall have in order to be appointed to an academic post at Makerere University are indicated in the tables that follow:

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 coursework only or that which is designated as a Terminal master's degree. This is because a master's 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

Table 1.0 Research Staff

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

Salary scale	Post	Terms of Service	Minimum Qualifications and Requirements	Area of Specialization
M6.2	Graduate Fellow	4-Year Contract renewable once subject to satisfactory performance	Master's Degree (Coursework and Dissertation), Bachelors Second Class-Upper Division or its equivalent	Any field in the University
M6.1	Research Fellow	5-Year Contract renewable once subject to satisfactory performance	PhD 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.	Candidate must fall within the current area of specialization. 1. Governance and civil society 2. Health 3. Education 4. Environment and Natural Resources

Salary scale	Post	Terms of Service	Minimum Qualifications and Requirements	Area of Specialization
				5. Micro and Macro Economics 6. Resettlement, Migration and Urbanization 7. Agriculture and Rural Development
M5	Senior Research Fellows	5-Year Renewable Contract for 2 terms	PhD 1. A minimum of five (5) years of proven research. 2. A minimum of six (6) new publications in refereed Journals or book chapters. 3. Ten (10) Research reports. 4. Recognised service to Community.	Candidate must fall within the current area of specialization 1. Governance and civil society 2. Health 3. Education 4. Environment and 5. Natural Resources 6. Micro and Macro Economics 7. Resettlement, Migration and Urbanization 8. Agriculture and Rural Development
M4	Research Secretary	Permanent/or contractual if 50 yrs or above.	PhD 1. A minimum of ten (10) years of proven research. 2. A minimum of eleven (11) publications in refereed Journal(s) 3. Proven work experience of public relations activities. 4. Evidence of previous administrative work experience and skills.	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

Salary scale	Post	Terms of Service	Minimum Qualifications and Requirements	Area of Specialization
M4	Research Associate Professor	Permanent/ or contractual if 50 years or above	<p>PhD</p> <ol style="list-style-type: none"> 1. A minimum of ten (10) years of proven research 2. A minimum of eleven (11) new publications in refereed Journals and/or four books. At least 2 are books and the rest are articles in refereed Journals or book chapters. 3. Evidence of successful research proposals 4. Recognized service to the community. 5. Membership to Professional Organizations. 	<p>Candidate fall any of the current areas 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
M3	Research Professor	Permanent/or contractual if 50 years or above.	<p>PhD</p> <ol style="list-style-type: none"> 1. A minimum of ten (10) years of proven research 2. Minimum of twenty one (21) new publications in refereed Journals and/or six (6) books. 3. Evidence of successful research grants proposals. 4. Recognised service to the community. 5. Membership to Professional Organizations. 	<p>Candidate must fall within any of the current areas 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
M3	Director (M3)	Contract 5 Years Renewable once	<p>PhD</p> <ol style="list-style-type: none"> 1. A minimum of ten (10) years of proven research 2. A minimum of twenty one (21) publications (at least 4 	<p>Candidate must fall within any of current areas of specialisation.</p>

Salary scale	Post	Terms of Service	Minimum Qualifications and Requirements	Area of Specialization
			of which are books and 8 are in refereed journals or chapters in books. 3. Evidence of successful grant proposals 4. Recognized service to the community. 5. Membership to Professional Organizations. 6. Administrative responsibilities at senior level e.g. (Head of Dept. or Director.	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

c) Library Staff

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

c) Academic Library Staff

The Academic Librarians shall be expected to conduct research, publish, and carry out other academic activities such as teaching six (6) contact hours every week and supervision of graduate students as a contribution to the academic growth of the University.

d) Recognised Journal Article

A recognised journal article shall be one which meets established quality criteria that guarantees unbiased peer-review based on scientific merit and has not been published in a predatory journal or predatory publishing house.

Peer-reviewed (refereed or scholarly) journals are articles written by experts and are reviewed by several other experts in the field before the article is published in the journal in order to ensure the article's quality.

Working papers and conference proceedings shall not be considered journal articles as they are still work in progress.

Table 2.0 Academic Library Staff

The University shall use the criteria indicated in this table to appoint Academic Library Staff

Salary Scale	Post	Minimum Academic Qualifications	Years of Professional Library Work	Years of Teaching Experience	Publications	Supervision of Graduate Students	Information Literacy Instructions	Contribution to Community
M7	Librarian II Assistant Librarian I*	Bachelor's Degree with an Upper Second or First Class in BLIS or BRAM		Not required	Not required	Not required	Not required	Not required
M 6.2	Librarian I	Masters degree in LIS or RAM	Three Years	Not required	Not required	Not required	Required	Required
M 6.1	Senior Librarian	PhD in LIS or PhD (RAM)	Six Years	Not required		Not required	Required	Required
M 5	Principal Librarian	PhD (LIS) or PhD (RAM)	Nine Years	Three Years Teaching Experience	Three new recognised publications in the area of specialisation since promotion to Senior Librarian	Supervision of at least two graduate students to completion	Required	Required
M 4	Associate Library Professor Chief Cataloguer	PhD (LIS) or PhD (RAM)	Nine Years	Six Years Teaching Experience	Five new recognised publications in the area of specialisation since promotion to Principal Librarian	Supervision of at least three graduate students to completion since promotion to Principal Librarian	Required	Required
M 3	Library Professor	PhD (LIS) or Records	Twelve Years	Nine years Teaching Experience	Five new recognised publications since promotion to Associate Library Professor	Supervision of at least four graduate students to completion one of whom should be a PhD graduate since last promotion	Required	Required

M 3	University Librarian/ Professor	PhD (LIS)	12 Years + managerial experience. Three (3) of which at Senior managerial level.	Nine years Teaching Experience	Five new recognised publications since last promotion	Supervision of at least four graduate students to completion one of whom should be a PhD graduate since promotion	Required	Required
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c) ii. **Administrative Librarians**

Table 2.1 Administrative Librarians

The University shall use the criteria indicated in this table to appoint Administrative Librarians

Salary Scale	Position/Rank	Minimum Qualifications	Experience
M7	Librarian II	BLIS or equivalent	
M7	Assistant Binder	BIFA	
M6.2	Librarian I	BLIS or equivalent and	
M6.2	Head Binder	MLIS or equivalent	
	Archivist	MFA + Bindery	
	Records Officer	(4 years' experience)	
M6.1	Senior Librarian	MLIS 6 years' experience	
M5	Principal Librarian	MLIS 9 years' experience	

3.0 Requirements for Ordinary Track Promotion

a. Ordinary Track Promotion provision

The Ordinary Track promotion shall be retained because it caters for ordinary growth of staff who is involved in teaching, supervision and outreach. In order to address the issue of academic maturity, the teaching experience has been reviewed as follows:

NOTE:

- (i) Teaching Assistant Positions have been abolished
- (ii) The requirements of Assistant Lecturer are detailed in the tables that follow

i. Lecturer

In order to be promoted to the position of Lecturer, the candidate should have a PhD qualification.

ii. Senior Lecturer

In order to be promoted to the position of Senior Lecturer, the candidate should have:

- a) PhD in a relevant discipline;
- b) Five (5) years of actual teaching experience
- c) Supervision of at least three (3) graduate students up to completion since promotion to rank of Lecturer.
- d) Three (3) years of actual teaching experience since promotion to rank of Lecturer.

iii. Associate Professor

In order to be promoted to the position of Associate Professor the candidate should have:

- a) PhD in a relevant discipline;
- b) Eight (8) years of actual teaching experience
- c) Supervision of at least four (4) graduate students to completion, one of whom should be a PhD student since promotion to the rank of Senior Lecturer.
- d) Applicants who have not supervised a PhD student shall be required to have supervised five (5) Masters students.
- e) Supervising at least two (2) Masters and one (1) PhD student at the time of application.
- e) Three (3) years of actual teaching experience since promotion to the rank of Senior Lecturer

iv. Professor

In order to be promoted to the position of Professor, the candidate should have:

- a) PhD in a relevant discipline
- b) Ten (10) years of actual teaching experience
- c) Supervision of at least eight (8) graduate students to completion one of whom should be a PhD student since promotion to the rank of Associate Professor.
- d) In exceptional circumstances where units have no PhD students, applicants who have not supervised PhD students shall be required to have supervised nine (9) Masters students.
- e) Supervising of at least two (2) Masters and one (1) PhD student at the time of application.
- e) Three (3) years of actual teaching experience since promotion to the rank of Associate Professor.

NOTE:

- i) Where an applicant is not involved in active teaching and is on study leave/secondment or sabbatical, that period shall not count for teaching experience.
- ii) Actual teaching experience shall be cumulative with effect from appointment to the rank of Assistant Lecturer Position for all academic staff.

b. Publications on Ordinary Track

i. Senior Lecturer

- a) Three (3) recognized publications in the area of specialisation since last promotion to the rank of Lecturer
- b) Should be the first author of at least two publications.
- c)
- d) A published book shall be equivalent to three (3) journal publications.
- e) A chapter in a published book shall be equivalent to one (1) journal publication. Where an applicant is an author of a chapter in a published book for which he or she is an editor, the applicant must provide evidence that his or her chapter was independently peer reviewed by another editor.

- c) An internationally recognized scholarly award (from an Academic Body) shall be equated to three (3) journal publications
- f) A patent shall be equated to three (3) journal publications

ii. Associate Professor

- a) Four (4) new recognized publications in the area of specialisation since promotion to rank of Senior Lecturer.
- b) Should be first author of at least two publications.
- c) An internationally recognized scholarly award (from an Academic Body), shall be equated to three (3) journal publications.
- d) A patent shall be equated to 3 (3) journal publications
- e) A published book shall be equivalent to three (3) journal publications.
- f) A chapter in a published book shall be equivalent to one (1) journal publication. Where an applicant is an author of a chapter in a published book for which he or she is an editor, the applicant must provide evidence that his or her chapter was independently peer reviewed by another editor.
- a) There should be evidence of resource mobilization to Makerere University since promotion to the rank of Senior Lecturer

iii. Professor

- a) Five (5) new recognized publications in the area of specialisation since promotion to rank of Associate Professor.
- b) Should be first author of at least three (3) publications.
- c) An internationally recognized scholarly award (from an Academic Body, shall be equated to three (3) journal publications.
- e) A patent shall be equated to three (3) journal publications
- f) A published book shall be equivalent to three (3) journal publications.
- g) A chapter in a published book shall be equivalent to one (1) journal publication. Where an applicant is an author of a chapter in a published book for which he or she is an editor, the applicant must provide evidence that his or her chapter was independently peer reviewed by another editor.
- h) There should be evidence of resource mobilization to Makerere University since promotion to the rank of Associate Professor.

Note:

Recognised Journal Article

A recognised journal article shall be one which meets established quality criteria that guarantees unbiased peer-review based on scientific merit and has not been published in a predatory journal or predatory publishing house.

Peer-reviewed (refereed or scholarly) journals are articles written by experts and are reviewed by several other experts in the field before the article is published in the journal in order to ensure the article's quality.

Working papers and conference proceedings shall not be considered journal articles as they are still work in progress.

Table 2: ORDINARY TRACK PROMOTION

Post	Minimum Academic Qualification	Years of Teaching	Publications	Supervision of Graduate Students	Contribution to Community
Assistant Lecturer	Bachelor's degree with a First Class or Second Class Upper (CGPA 4.0 and above) and a Master's degree	Not required	Not required	Not required	Not required
Lecturer	PhD Degree	Not required	Not required	Not required	Required
Senior Lecturer	PhD Degree	Five (5) years of actual teaching experience. Three (3) years of Actual Teaching Experience since promotion to the rank of Lecturer	Three (3) recognized publications in the area of specialisation since the last promotion to the rank of Lecturer. Should be the first author of at least one (1) publications.	Supervision of at least three (3) Graduate Students to completion since the last promotion to the rank of Lecturer.	Required
Associate Professor	PhD degree	Eight (8) years of actual teaching experience. Three (3) years of actual teaching experience since the last promotion to the rank of Senior Lecturer	Four (4) new recognized publications in the area of specialisation since promotion to rank of Senior Lecturer. Should be first author of at least two publications. There should be evidence of resource mobilization to Makerere University since promotion to the rank of Senior Lecturer.	Supervision of at least four (4) Graduate Students to completion, one (1) of whom should be a PhD student since promotion to the rank of Senior Lecturer. Applicants who have not supervised a PhD student shall be required to have supervised five (5) Masters students. Supervising at least two (2) Masters and one (1) PhD student at the time of application.	Required

Professor	PhD degree	Ten (10) years of actual teaching experience. Three (3) years of actual teaching experience since the last promotion to the rank of Associate Professor	Five (5) new recognized publications in the area of specialisation since promotion to rank of Associate Professor. Should be first author of at least three (3) publications. There should be evidence of resource mobilization to Makerere University since promotion to the rank of Associate Professor.	Supervision of at least eight (8) Graduate Students to completion, one (1) of whom should be a PhD student since promotion to the rank of Associate Professor. In exceptional circumstances where units have no PhD students, applicants who have not supervised PhD students shall be required to have supervised nine (9) Masters students. Supervising at least two (2) Masters and one (1) PhD student at the time of application.	Required
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4.1 REQUIREMENTS FOR FAST TRACK PROMOTION

a. Fast track promotion provision

The Fast Track promotion shall be retained because it caters for prolific research writers and exhibitors. In order to address the issue of academic maturity and the need to ensure that teaching is highly regarded, the teaching experience has been reviewed as follows:

4.1.1 Lecturer

In order to be promoted to the position of Lecturer, the candidate should have a PhD qualification

4.1.2 Senior Lecturer

In order to be promoted to the position of Senior Lecturer, the candidate should have:

- a) PhD in a relevant discipline
- b) Three (3) years of actual teaching experience
- c) Supervision of at least two (2) graduate students up to completion since promotion to the rank of Lecturer
- d) Two (2) years of actual teaching experience since promotion to rank of Lecturer.

4.1.3 Associate Professor

In order to be promoted to the position of Associate Professor the candidate should have:

- a) PhD in a relevant discipline
- b) Five (5) years of actual teaching experience
- c) Supervision of at least four (4) graduate students to completion, one of whom should be PhD student since promotion to the rank of Senior Lecturer.
- d) Applicants who have not supervised a PhD student shall be required to have supervised five (5) Masters Students.
- e) Supervision of at least four (4) Masters and two (2) PhD students at the time of application.
- c) Two (2) years of actual teaching experience since promotion to the rank of Senior Lecturer

4.1.4 Professor

In order to be promoted to the position of Professor the candidate should have:

- a) PhD in relevant discipline
- b) Seven (7) years of actual teaching experience
- c) Supervision of at least six (6) graduate students to completion one of whom should be PhD students since promotion to the rank of Associate Professor.
- d) In exceptional circumstances where units have no PhD students, applicants who have not supervised PhD students shall be required to have supervised seven (7) Masters Students.
- e) Supervision of at least three (3) Masters and one (1) PhD student at the time of application.
- e) Two (2) years of actual teaching experience since promotion to the rank of Associate Professor.

NOTE:

- i) Where an applicant is not involved in active teaching and is on study leave/secondment or sabbatical, that period shall not count for teaching experience.
- ii) Actual teaching experience shall be cumulative with effect from appointment to the rank of Assistant Lecturer Position for all academic staff

4.2 Publications on Fast Track

4.2.1 Senior Lecturer

- a) Six (6) recognized publications in the area of specialisation since promotion to the rank of Lecturer
- b) Should be the first author of at least three (3) publications.
- c) A published book shall be equivalent to three (3) journal publications.
- d) A chapter in a published book shall be equivalent to one (1) journal publication. Where an applicant is an author of a chapter in a published book for which he or she is an editor, the applicant must provide evidence that his or her chapter was independently peer reviewed by another editor.
- e) An internationally recognized scholarly award (from an Academic Body) shall be equated to three (3) journal publications
- f) A patent shall be equated to three (3) journal publications

4.2.2 Associate Professor

- a) Eight (8) new recognized publications in the area of specialisation since promotion to rank of Senior Lecturer.
- b) Should be first author of at least four (4) publications.
- c) An internationally recognized scholarly award (from an Academic Body, shall be equated to three (3) journal publications.
- d) A patent shall be equated to three (3) journal publications
- e) A published book shall be equivalent to three (3) journal publications.
- f) A chapter in a published book shall be equivalent to one (1) journal publication. Where an applicant is an author of a chapter in a published book for which he or she is an editor, the applicant must provide evidence that his or her chapter was independently peer reviewed by another editor.
- g) There should be evidence of resource mobilization to Makerere University since promotion to the rank of Senior Lecturer

4.2.3 Professor

- a) Ten (10) new recognized publications in the area of specialisation since promotion to rank of Associate Professor.
- b) Should be first author of at least five (5) publications.
- d) An internationally recognized scholarly award (from an Academic Body, shall be equated to three (3) journal publications.
- c) A patent shall be equated to three (3) journal publications
- f) A published book shall be equivalent to three (4) journal publications.
- g) A chapter in a published book shall be equivalent to one (1) journal publication. Where an applicant is an author of a chapter in a published book for which he or she is an editor, the applicant must provide evidence that his or her chapter was independently peer reviewed by another editor.
- h) There should be evidence of resource mobilization to Makerere University since promotion to the rank of Associate Professor

Note:

i) Recognised Journal Article

A recognised journal article shall be one which meets established quality criteria that guarantees unbiased peer-review based on scientific merit and has not been published in a predatory journal or predatory publishing house.

Peer-reviewed (refereed or scholarly) journals are articles written by experts and are reviewed by several other experts in the field before the article is published in the journal in order to ensure the article's quality.

Working papers and conference proceedings shall not be considered journal articles as they are still work in progress.

TABLE 3.0 REQUIREMENTS FOR FAST TRACK PROMOTION

Post	Minimum Academic Qualification	Years of Teaching	Publications	Supervision of Graduate Students	Contribution to Community
Assistant Lecturer	Bachelor's degree with a First Class or Second Class Upper (CGPA 4.0 and above) and a Master's degree	Not required	Not required	Not required	Not required
Lecturer	PhD Degree	Not required	Not required	Not required	Not required
Senior Lecturer	PhD Degree	Three (3) years of actual teaching experience. Two (2) years of Actual Teaching Experience since promotion to the rank of Lecturer	Six (6) recognized publications in the area of specialisation since promotion to the rank of Lecturer. Should be the first author of at least three (3) publications.	Supervision of at least two (2) Graduate Students to completion since promotion to the rank of Lecturer.	Required
Associate Professor	PhD degree	Five (5) years of actual teaching experience. Two (2) years of actual teaching experience since the last promotion to the rank of Senior Lecturer	Eight (8) new recognized publications in the area of specialisation since promotion to rank of Senior Lecturer. Should be first author of at least four (4) publications. There should be evidence of resource mobilization to Makerere University since promotion to the rank of Senior Lecturer.	Supervision of at least four (4) Graduate Students to completion, one (1) of whom should be a PhD student since promotion to the rank of Senior Lecturer. Applicants who have not supervised a PhD student shall be required to have supervised five (5) Masters students. Supervising at least four (4) Masters and two (2) PhD students at the time of application.	
Professor	PhD degree	Seven (7) years of actual teaching experience. Two (2) years of actual teaching experience since the last	Ten (10) new recognized publications in the area of specialisation since promotion to rank of Associate Professor. Should be first author of at least five (5) publications.	Supervision of at least six (6) Graduate Students to completion, one (1) of whom should be a PhD student since promotion to the rank of Associate Professor. In exceptional circumstances where units have no PhD students, applicants who	Required

		promotion to the rank of Associate Professor	There should be evidence of resource mobilization to Makerere University since promotion to the rank of Associate Professor.	have not supervised PhD students shall be required to have supervised seven (7) Masters students. Supervising at least three (3) Masters and one (1) PhD student at the time of application.	
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APPENDIX 12

MAKERERE UNIVERSITY DIRECTORATE OF HUMAN RESOURCES

APPLICATION FOR FURTHER STUDY/ SABBATICAL LEAVE AND/ OR SPONSORSHIP

SECTION A TO BE COMPLETED BY APPLICANT¹

1. Surname:..... Other names.....
2. Payroll No. 3. Personal File No.
..... ☐
4. Gender: Male Female 5. Age:
6. Contacts: (a) Cell Phone: (b) E-mail address
7. Academic Department/ Administrative Unit:
8. Present Position:
9. Terms of service: 10. Start date.....
10. Programme of study and area of specialization (c.g. M.A in)/ Summary of sabbatical activities
11. Duration of the study programme/ sabbatical (in yrs): FromTo
12. Institution:
13. Country.....State/City/Town/Province.....
14. Admission/ Invitation has been obtained (Attach copy of admission/ invitation letter)
15. Mode of study (please tick) i) Full time ☐ ii) Sandwich ☐ iii) Distance ☐
iv) Research ☐ v) Other (please specify)
16. What will you require? a) Study leave ☐ b) Sabbatical leave ☐
c) From..... To

¹ Attach copies of relevant documents especially in support of admission and sources of funding; and, use separate sheets to provide additional information where the form space is not sufficient.

17. Briefly indicate how the training programme/ sabbatical will benefit:

a) You, the individual employee
.....
.....
.....
.....

b) The University through the academic Department/ Administrative Unit where you serve:
.....
.....
.....

19. What is the mode of financial support for the training/sabbatical activities? (Please tick)

i. Full University support in cash

☐

ii. Partial University support in cash

☐☐

iii. Partial University support through waiver of tuition fees

iv. Full/ Partial support from a specific source

☐

Please name the source

☐

20. Please indicate in the table attached to this application the financial requirements and the proposed sources of financial support for the training/ sabbatical activities.

I have read, understood and promise to fully abide with the Human Resources Development Policy of the University as espoused in the Human Resource Manual.

Signature of applicant Date

SECTION B: HEAD OF ACADEMIC DEPARTMENT/ ADMINISTRATIVE DIVISION/ SECTION/ UNIT

1. Relevance and timing of this person's training/ sabbatical leave (area of specialty) to the strategic Departmental needs:

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

2. How will his/her workload be covered?

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

4. The applicant is recommended/ not recommended for the training programme/ sabbatical leave.

5. If recommended, state the projected cost to the University to have his/her workload covered during the training /sabbatical leave²

.....

Name of the Head of Department

Signature Date

SECTION C: THE PRINCIPAL/ DEAN/ DIRECTOR/ HEAD OF ADMINISTRATIVE DEPARTMENT

1. Training/ Sabbatical leave recommended ☐ Not recommended ☐
2. Any other comment you wish the Human Resources Development Committee to note ☐
-

Name of the Principal/ Dean/ Director/ Head of Administrative Department

Signature Date & Stamp

SECTION D: DIRECTORATE OF HUMAN RESOURCES

1. Training Recommended ☐ Not recommended ☐
- Director Date & Stamp

2. Reason(s) for non-recommendation
-
-

SECTION E: VICE-CHANCELLOR

Permission has been granted/ not granted for the applicant to study.

Signature Date & Stamp

Details of financial requirements and expected sources of funding.

YEAR	ITEM	SOURCES OF FUNDING			TOTAL	COMMENT
		MAKERERE UNIVERSITY	APPLICANT			

² The projected cost should include all money to be paid to the staff on training as well as the replacement (if any) during the training.

		CASH	WAIVE R		DEV'T PARTNE R		
YEAR I	Tuition						
	International student levy						
	Study permit						
	Medical Insurance						
	Stipend						
	Books & Stationery						
	Supervision fee						
	Examination fee						
	Students union fee						
	Registration fee						
	Administratio n fee						
	Library fee						
	Air ticket/ Travel						
	Research/ Publication						
	Other (please specify)						
	Sub-Total						
YEAR II	Tuition						
	International student levy						
	Study permit						
	Medical Insurance						
	Stipend						
	Books & Stationery						

	Supervision fee						
	Examination fee						
	Students union fee						
	Registration fee						
	Administratio n fee						
	Library fee						
	Air ticket/ Travel						
	Research/ Publication						
	Other (please specify)						
	Sub-Total						
YEAR III	Tuition						
	International student levy						
	Study permit						
	Medical Insurance						
	Stipend						
	Books & Stationery						
	Supervision fee						
	Examination fee						
	Students union fee						
	Registration fee						
	Administratio n fee						
	Library fee						
	Air ticket/ Travel						

	Research/ Publication						
	Other (please specify)						
	Sub-Total						
YEAR IV	Tuition						
	International student levy						
	Study permit						
	Medical Insurance						
	Stipend						
	Books & Stationery						
	Supervision fee						
	Examination fee						
	Students union fee						
	Registration fee						
	Administratio n fee						
	Library fee						
	Air ticket/ Travel						
	Research/ Publication						
	Other (please specify)						
	Sub-Total						
GRAND TOTAL							

APPENDIX 13

MAKERERE UNIVERSITY CONFLICT OF INTEREST

Annual Disclosure Statement

CONFIDENTIAL

1. I have read and understood the Makerere University conflict of interest Policy. To the best of my knowledge, my activities are consistent with this policy.
2. I understand that I must disclose any conflicts of interest involving myself, family members, or associates as those terms are defined in the Makerere University conflict of interest policy. During this past year, I have not been involved in any undisclosed conflict of interest.
3. At the time, I am disclosing the following conflicts of interest, which to the best of my knowledge, need not have been previously disclosed. (Attach additional information if necessary).
.....
.....
.....
4. I understand that this annual disclosure statement is valid for as long as am in the employment of the University.

.....
Signature

.....
Name

.....
Title or University Relationship

.....
Date

APPENDIX 14

MAKERERE UNIVERSITY MAKERERE UNIVERSITY HUMAN RESOURCES MANUAL

Policy: PERFORMANCE REVIEWS

Scope:

Staff Responsible Department:

Approved By:

Director, Human Resources, Directorate of Human Resources

A. POLICY

All Makerere University staff members shall participate in review of their performance at the end of the probation period and then annually. A member of staff who transfers and/or is promoted to a new position will be reviewed three months he/she begins his/her new position. As with new staff, if expectations are not met during this period the staff may be terminated or demoted.

Review periods may be extended at the discretion of the supervisor in consultation with the Office of the Human Resources.

Performance reviews shall be maintained in the staff's personnel file located in the Office of the Directorate of Human Resources, Records and Information Division.

APPENDIX 15

MAKERERE UNIVERSITY APPLICATION FOR ANNUAL LEAVE

(Form for Staff not in Colleges)

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 within 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

From to inclusive.

Address while on leave

Accompanied by (i) By Spouse

(ii) Children:

Name 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 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

Leave is approved/not approved, as amended above (*delete as appropriate*).

The leave taken is up to

APPENDIX 16

MAKERERE UNIVERSITY APPLICATION FOR ANNUAL LEAVE

(Form for Staff in Colleges Only)

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 NameDepartment
DesignationPresent 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..... BalanceDays
Present annual leave entitlementDays
Leave now requiredDays
Fromto..... inclusive.
Address while on leave
Accompanied by (i) By Spouse
(ii) Children: NameAge
.....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
TotalDays
Leave now applied forBalanceDays
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.....

SignatureDate

SECTION IV: TO BE COMPLETED BY THE PRINCIPAL (For Senior Staff)
& THE HUMAN RESOURCES OFFICER (For Support Staff)

(a) Leave is approved/not approved, as amended above (*delete as appropriate*).

(ii) The leave taken is up to
.....

PRINCIPAL

DATE

DIRECTOR – HUMAN RESOURCES

DATE