



HUMAN RESOURCES MANUAL

A Manual that Documents Policies, Procedures and Guidelines for the Management of Human Resources and Moderating the Behaviour of Employees of Kyambogo University

APPROVED BY THE UNIVERSITY COUNCIL

ON

6TH NOVEMBER 2014

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FOREWORD BY THE CHAIRMAN OF THE UNIVERSITY COUNCIL

The purpose of this Human Resource Manual is to document and communicate the University policies and procedures on human resource management and to encourage fair and consistent treatment of employees at Kyambogo University. It provides written guidelines to be used for management of the university's most valuable asset, that is, the human resources. The policies and guidelines herein are intended to create order and consistency in the day-to-day operations of Kyambogo University. The University Council encourages responsible and productive working relationships and respect for the personal integrity and growth of all staff members. This manual is approved by the Council as an effort towards achieving that goal.

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

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

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

Prof. John Okedi
CHAIRPERSON OF KYAMBOGO UNIVERSITY COUNCIL

INTRODUCTORY REMARKS OF THE VICE CHANCELLOR

This Human Resource Manual has been prepared in pursuance of the vision and mission of Kyambogo University. It represents the best effort of staff, Management and Council to formulate policies and guidelines that underscore and concretize the human resource goals of the University. The level of staff morale and staff productivity depends on human resource policies that are well conceived, clearly stated, and consistently implemented. Kyambogo University aims to achieve fairness in our treatment of all members of the University community. We believe this manual gives us the necessary framework for accomplishing this aim.

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

The manual is the result of the efforts of many stakeholders in the University: the staff associations, Directorate of Human Resources, the Management Team, the Chairperson and Members of the Establishment and Administration Committee of Council, and the Chairperson and Members of the University Council. On behalf of Management, I wish to express my sincere gratitude to all those members of staff and Council for their effort in enabling the production of this manual.

Additionally, we acknowledge the contributions of the various sister universities and other organisations, such as Makerere University, Uganda Management Institute, Mbarara University of Science and Technology, Nkumba University, Uganda Martyrs University and Gulu University, for sharing their experiences and materials with us.

I hope that that all members of Kyambogo University community will use this manual to make their human resources management practices and behaviours compliant with the approved guidelines.

Prof. Eli Katunguka-Rwakishaya
AG. VICE CHANCELLOR

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DEFINITIONS

In this Human Resource Manual, unless the context otherwise requires the following words, phrases or terms will have the meaning shown against them:

Allowances	An allowance is a payment in cash additional to salary payable to a member of staff to facilitate the proper execution of an assignment or duty. The allowance is not assignable from one officer to another, in whole or in part.
Appointment	Means the formal engagement of an employee in the service of Kyambogo University, in accordance with the Council regulations.
Increment	Means the increase in salary granted to an employee on merit until the top of the salary scale is reached.
Industrial Training	Means the attachment of a student to an organisation for purposes of the student gaining hands on experience and knowledge.
Leave	means a period officially granted to a member of staff to be off duty for a specific number of working days.
Misconduct	Means a breach of the terms and conditions of service and/ or the service regulations, professional, ethical or other law in force at the time.
Occupation category	Means a group of jobs within a career path with similar or related tasks varying in degrees of complexity.
University Council	Means the Council set up under section 23 of the Universities and Other Tertiary Institutions Act as the supreme policy making organ of the University.
Vice Chancellor	Means the Vice Chancellor of Kyambogo University who is the Chief Executive Officer of the University as provided for under section 31 of the Act.
Abandonment of Duty	Means abscondment or absence from duty without permission for a continuous period of twenty one (21) working days. Same meaning as abscondment
Abscondment	Means absence from duty without permission for a continuous period of twenty one (21) working days.
Academic Department	Means a unit under a faculty or school or institute which runs its own academic programmes as approved by Council.

Act	Means the Universities and Other Tertiary Institutions Act
Appointments Board	Means the Appointments Board of Kyambogo University as defined under Section 50 of the Act.
Basic Salary	Means the salary exclusive of allowances.
Casual worker	Means a person employed to perform unclassified tasks on a day to day ad-hoc basis.
Appointing Authority	Means the Chancellor or the Appointments Board with the powers to appoint employees of the University as provided for under the Universities and other Tertiary Institutions Act of 2001, as amended, or a body or person to whom these powers have been delegated.
Chancellor	Means the Chancellor as defined under Section 30 in the Universities and Other Tertiary Institutions Act 2001
Child	Means a son or daughter of an officer (including a lawfully adopted child of the officer or his or her spouse) who either:- <ul style="list-style-type: none"> (a) Has not attained his or her 18th birthday and is dependent upon the employee engaged; <li style="text-align: center;">or (b) Is unmarried and in the opinion of the university is dependent upon the employee by reason of physical or mental incapacity. <li style="text-align: center;">or (c) Is unmarried, above 18 years but below 25 years but in the view of the university is still dependant on the employee.
Conflict of Interest	Means a situation where an employee is called upon to make a decision between his or her personal interest and that of public interest.
Consolidated Salary	Means the basic salary plus allowances indicated in the letter of appointment and reflected on the pay slip.
Contract Employment	Means employment in the service of the University for a specific, prescribed period under such terms and conditions as shall be agreed upon and prescribed in a service agreement entered into between an employee and the University.
Contract Gratuity	Means the terminal benefits an employee on contract will receive upon completion of the respective period of service expressed as a percentage of the employee's annual salary.
Dean	Means a person elected and / or appointed and designated by Council as Dean/Director or Head of a Faculty, Institute or School in

	accordance with the procedure prescribed in the Act.
Wage	Payment or remuneration for labour or services to an employee on an hourly, daily or weekly basis.
Employee	Means a person employed by the University under contractual, permanent, temporary, probationary, or casual terms.
Employee on permanent terms	Means an employee who has satisfactorily completed the prescribed probationary period and has been confirmed in service and notified in writing to that effect.
Established Position	Means the approved and declared job position as stipulated in the job categories under Section 2 of this Manual.
Faculty/ School/ Institute	Means an academic unit comprising academic or research departments/units.
Family Member	Means an employee, his or her spouse and the child who is registered with the University
Grievance	Means a complaint concerning an issue arising from an employee's work, workplace and/or work environment within the University.
Gross Misconduct	Means a breach of the terms and conditions of service and/ or the service regulations, professional, ethical or other law in force at the time as determined by the Appointments Board.
Gross neglect of duty	Means neglect of duty to a level construed by the Appointments Board as severe.
Dangerous illness of an employee	Means that condition that may incapacitate or lead to death of an employee or render the employee a threat to himself or herself, the public and the environment or be transmittable to workmates and clients.
Head	Means a person appointed and designated by Appointments Board or Council as being accountable for an administrative or academic unit.
Home	Means a place of origin as stated by the employee on the employee record form at the time of appointment.
Honorarium	Honorarium is an allowance payable to an employee who has done a special piece of work that requires special talent or professional skill or and which involves additional responsibilities.
Human Resource Manual	Means this Manual which is a collection of University human resource policies and guidelines developed to assist the day to day management of human resources.
Over time	Means any additional hours worked in a day that is over and above the normal hours an employee is expected to work.

Plagiarism	Means the unauthorised use or close imitation of the language and thoughts of another author and the representation of them as one's own original work.
Probation	Means a prescribed period for which an employee has to serve prior to being appointed on permanent terms.
Promotion	An appointment to a higher office, accompanied with higher rank, responsibility and salary.
Resignation	Means termination of service with the University at will by an employee after giving due notice as required by this manual.
Retirement	Means permanently leaving service of the University at the age of sixty (60) years or on medical grounds by an employee who has been on permanent terms of employment.
Spouse	Means a husband or wife of an employee.
Staff	Means all persons appointed by the University in the academic, administrative and support categories.
Suspension	Means a situation where an employee is caused to stay off duty temporarily pending investigations into the cause of the suspension.
Teaching	Means lecturing, teaching, drawing course outlines, setting course works and marking, setting and marking examinations, supervision, research, guidance and interaction with students.
Term	Means, in relation to an employee on contract, the period of service with the University as stipulated in his or her contract.
Top Management Committee	Means the informal committee set up by the Vice-Chancellor to advise him/ her on administrative matters.
University	Means Kyambogo University.
University Secretary	Means the Secretary to the University Council (who is also the Accounting Officer).
Volunteer	Means an individual who is authorised to render services to the University without pay.

PREAMBLE

Kyambogo University was established in 2003 by an Act of Parliament as a public University to provide quality higher education. In order to achieve this objective, the University employs a work force whose terms and conditions of services are determined by the provisions of the Kyambogo University Human Resources Manual.

This manual embodies the Terms and Conditions of Service of Kyambogo University and shall apply to all staff of the University except where they are at variance with the laws of Uganda or otherwise provided in this manual.

The University Council reserves the right to amend this Manual or any part thereof as may be deemed necessary.

Any issues arising out of the interpretation or application of this Manual shall be referred to the Vice Chancellor whose decision shall be final.

Mandate of the University

The mandate of Kyambogo University is stated in Section 24(2) of the Universities and Other Tertiary Institutions Act, 2001 (as amended) as:

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

Vision

To be a centre of academic and professional excellence.

Mission

To advance and promote knowledge and development of skills in science, technology and education and in such other fields having regard to quality, equity, progress and transformation of society.

Motto

Knowledge and Skills for Service

Core Values

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

- a) **Quality:** Ensuring high quality of output and service delivery.
- b) **Equity:** ensuring equal opportunity for all in all its programmes.
- c) **Integrity:** promotion of high sense of moral and ethical standards in all its dealings with stakeholders and the public.
- d) **Professionalism:** Professionalism is to be observed in all dealings and execution of the University's mandate.

CHAPTER ONE:

INTRODUCTION

1.1 INTRODUCTION

1.1.1 This Manual will be cited as the Kyambogo University Human Resources Manual as approved by the University Council.

1.1.2 The Human Resources Manual shall constitute the University's Terms and Conditions of Service for all categories of its employees. It shall complement and be read together with the employment contract and other University policies and regulations made thereunder and all relevant laws of Uganda that may be in force at any given time.

1.1.3 In case of a conflict between the Law and this Manual, the Law shall prevail.

1.1.4 For avoidance of doubt the Terms and Conditions of service for members of staff of Kyambogo University of 2005 are hereby repealed.

1.1.5 The manual is subject to the provisions of the Constitution of the republic of Uganda, the Employment Act 2006, Universities and Other Tertiary Institutions Act, and other labour legislation in force in Uganda. In the event where any of these regulations may not be in conformity with the existing legislation of Uganda, the provisions of such National Legislation shall prevail.

1.1.6 This manual summarizes all major human resources policies and procedures which are currently in force in Kyambogo University.

1.2 PURPOSE OF THE MANUAL

1.2.1 The purpose of this Manual is to define the rights and obligations of the University Council as the Employer, the rights and obligations of the employees of Kyambogo University and to serve as a reference framework for the Management of the Human Resources in the University.

1.2.2 The manual is intended to serve as a reference guide to all employees on the human resources policies and procedures of Kyambogo University as well as the rationale and principles of how they should be implemented and enforced.

1.3 HUMAN RESOURCES PHILOSOPHY

1.3.1 Kyambogo University recognizes the contributions of its employees and treats each individual employee fairly in all matters, with a uniform application of the following human resources philosophies:

- (a) Human resources are best allocated to achieve optimum productivity and efficiency.
- (b) Pay and benefits offered are fair, equitable and competitive.
- (c) Employees are always encouraged to equip themselves for the present job and future development of Kyambogo University.
- (d) Rewards are based on merit.
- (e) Two-way communications between employees and the management are promoted as a means of building mutual understanding and trust.
- (f) Workplace safety is given top priority to protect human health and enable employees to deliver their best performance.
- (g) The protection of human rights in employment is supported, as guided by relevant internationally accepted principles such as those in the Universal Declaration of Human Rights and other relevant national and international legislations.
- (h) Employees' freedom of speech and association are respected as long as they are within the legal boundaries.

1.4 HUMAN RESOURCE POLICY

1.4.1 It is the policy of Kyambogo University to recruit the best qualified people and to maintain a pool of human resources according to the human resource plan of the University.

1.4.2 It is also the policy of Kyambogo University to promote competent employees to fill vacancies so that employees are provided with opportunities to widen their exposure and further their career development within Kyambogo University.

- 1.4.3 An employee shall not be denied employment opportunity on the basis age, sex, marital status, pregnancy, family status, disability, race, nationality or religion; all job applicants are treated fairly and equitably.
- 1.4.4 Kyambogo University is an equal opportunity employer and appointment to all positions in the University service is based on the principle of MERIT.
- 1.4.5 Employment is offered only to the best qualified applicants with reference to their merits and abilities to meet the requirements of the jobs irrespective of whether they are referrals or direct applicants.
- 1.4.6 All appointments into the service of Kyambogo University shall be effected by the Director Human Resources with authority of the Appointments Board.
- 1.4.7 The University Council shall approve establishment of all staff positions and shall be responsible for all appointments through the Appointments Board except as provided for otherwise in the Act.

1.5 ACCESSIBILITY OF THE MANUAL

- 1.5.1 The Director of Human Resources shall make the Manual accessible to all employees of the University.
- 1.5.2 A copy of the Manual shall be availed in the office to each Head of Department or Faculty Dean who shall in turn make it accessible to all employees for reference.
- 1.5.3 Copies of the Human Resource manual shall be availed at the reference section of the University Library.
- 1.5.4 A soft copy shall be uploaded on the university intranet for reference by all University employees.
- 1.5.5 The university management shall also provide copies of Human resource manual in a form that can be accessed and used people with visual impairment.

1.6 INTERPRETATION

- 1.6.1 For purposes of enforcing the provisions of this Manual, its interpretation shall be the responsibility of Vice Chancellor with advice from the Director of Human Resources.

1.6.2 Where a dispute arises regarding the interpretation of the Manual, appeals shall be made to the Vice Chancellor in the first instance and in the second instance to the Appointments Board and University Council, and final recourse shall lie with the Staff Tribunal.

1.7 IMPLEMENTATION

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

1.7.2 The role of staff in the implementation process is to observe all the human resource policies and procedures as stipulated hereunder.

1.8 REVISION OF THE MANUAL

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

1.8.2 A member of staff or any organ of the University may communicate in writing the need for revision or addition to any part of the Manual to the Director of Human Resources, who shall communicate the same to Top Management.

1.8.3 Top Management shall submit the recommendations to the Establishment and Administration Committee for consideration, who upon deliberation and consideration shall also make a further recommendation to the University Council.

1.8.4 The University Council upon deliberation and consideration shall pass a resolution to amend the Human Resource Manual accordingly.

1.8.5 The amended Human Resource Manual shall be circulated to members of the staff as provided for under section 1.5. of this manual

1.9 COMMENCEMENT

This Manual shall come into force with effect from **6th November 2014.**

CHAPTER TWO

EMPLOYMENT

2.1 INTRODUCTION

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

2.2 HUMAN RESOURCE PLANNING

2.1.1 The aims of HR planning at Kyambogo University are:

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

2.1.2 A Human Resource Plan is a design that identifies current and future human resource needs of the University to achieve its goals. It serves as a link between human resource management and the overall strategic plan of the University.

2.1.3 The Human Resource Plan sets out the number of posts by level/position and by Division, Department and Faculty as well as the number of positions that are filled or expected to be filled and vacant during the financial year.

2.1.4 Heads of Division/Department and Faculty Deans are required to conduct a thorough review of the operations, structure and staff of their Divisions, Departments and Faculties each year, and furnish recommendations of Human Resource plan for the following financial year to the Directorate of Human Resources.

2.1.5 The Human Resources Directorate is responsible for reviewing the recommendations and compiling an integrated Human Resource plan for the financial year.

2.1.6 The Human Resource Plan shall be within the limits provided by the establishment approved for each department.

- 2.1.7 Posts in the University are created by the University Council on the recommendation of the Establishment and Administration Committee.
- 2.1.8 Appointments and promotions are strictly made in line with the criteria established by Council.
- 2.1.9 The number of established posts in each department shall be reviewed by Management within a period of five years and any change submitted to the University Council for approval.

2.3 HUMAN RESOURCE CONTROL

- 2.1.10 In order to optimize human resources utilization and to maintain cost effectiveness, stringent HR control should be exercised. Recruitment should only be carried out in accordance with operational needs and approved the Human Resource Plan.
- 2.1.11 Whenever an employee leaves the University service, the Head of Department should assess the human resources of his Department to determine whether a replacement is necessary.
- 2.1.12 Where a replacement is required, internal transfer or promotion shall be considered before pursuing external recruitment.

2.4 TERMS OF EMPLOYMENT

Appointment of an employee in the service the University shall be on any of the following terms:

- (a) Permanent terms of employment;
- (b) Contract terms of employment;
- (c) Part-time terms of employment;
- (d) Casual terms of employment;
- (e) Honorary terms of employment;
- (f) Temporary terms of employment;
- (g) Adjunct terms of employment

2.5 PERMANENT TERMS OF EMPLOYMENT

2.5.1 Appointment on permanent terms refers the type of employment where an individual is offered an opportunity to serve the University in a specified position up to the mandatory retirement age of 60 years, subject to other provisions contained in this Manual.

2.5.2 Notwithstanding paragraph 2.5.1, the university may terminate the services of a person employed on permanent terms at any time in accordance with this manual and the laws of Uganda.

2.6 EMPLOYMENT OF RETIRED ADMINISTRATIVE STAFF

2.6.1 It is University policy not to employ retired administrative and support staff but when it is necessary to do so, a retired staff may be employed on contract terms under the following circumstances:-

- (a) The post to be filled requires special skills; and
- (b) The only suitable candidate available for the post is the pensioner.

2.6.2 A retired staff employed on local contract terms will be eligible to receive a gratuity in respect of his or her contract service and in accordance with the terms of appointment.

2.6.3 The salary payable to a retired staff employed on contract terms shall be a salary attached to the post.

2.7 CONTRACT TERMS OF EMPLOYMENT

2.7.1 Appointment on contract terms shall be the type of employment in which a specific period of employment and terminal gratuity is defined in the letter of offer.

2.7.2 Subject to the provisions of this Manual, an employee may change status from permanent terms to contract terms, and vice-versa through application and consideration for approval by the Appointments Board.

2.7.3 All new appointments at the age of fifty five (55) years and above shall be on contract terms.

2.7.4 Non-nationals shall be appointed on contract terms for a period not exceeding two years which may be renewed depending on good performance.

- 2.7.5 The position of Graduate Fellow shall be a training position and such appointments shall be on non-gratuitable contract terms.
- 2.7.6 The Vice Chancellor and the Deputy Vice Chancellors shall be appointed on five year contractual terms and shall be eligible for appointment for one more term upon satisfactory performance, as provided for under Section 31 and 32 of the Universities and Other Tertiary Institutions Act 2001 as amended.
- 2.7.7 All administrative staff in M3 salary scale shall be appointed on five-year contractual terms and may be eligible for appointment for one more term.
- 2.7.8 A member of the Senior Administrative Staff in who possesses special and or rare skills may be offered a two year contract after reaching the mandatory retirement age of 60 years.
- 2.7.9 Upon expiry of the first term of employment, for a staff in paragraphs 2.7.6, 2.7.7, and 2.7.8 such positions shall be advertised.
- 2.7.10 Teaching staff at the rank of Lecturer and above may be employed on contract after retirement if their services are still required in the University.
- 2.7.11 A contract of employment may be renewed by the Appointments Board upon satisfactory performance following a formal performance appraisal.
- 2.7.12 An employee appointed on contract terms shall only be allowed to undertake short term training not exceeding three (3) months duration.

2.8 PART-TIME TERMS OF EMPLOYMENT

- 2.8.1 Appointment on Part-time Terms shall be the type of employment where the working hours of an employee per week are specified.
- 2.8.2 Part time employees shall be paid a wage on the basis of hours worked at rates approved by the Council.
- 2.8.3 All part time staff shall only be entitled to the benefits specified in their appointment letters. Specifically, part time employees shall not be entitled to terminal benefits or gratuity.

2.8.4 Notwithstanding the provisions in paragraph 2.7.3, a part-time employee shall be entitled to the employer's ten percent contribution to NSSF.

2.9 TEMPORARY TERMS OF EMPLOYMENT

2.9.1 Temporary employment refers to a short term administrative contract of employment not exceeding six months.

2.9.2 The Vice Chancellor may, following a request from a line department, authorise temporary administrative appointments for a period not exceeding six months.

2.9.3 A person appointed on temporary terms of employment shall be eligible for one more term not exceeding six months.

2.9.4 Administrative appointments shall be brought to the attention of the appointments Board for ratification in a period not exceeding two months from the date of appointment.

2.10 CASUAL TERMS OF EMPLOYMENT

2.10.1 Casual employment refers to the type of employment where an individual is engaged to perform defined tasks on a day to day basis and whose remuneration is on a piece rate or time rate basis. Casual staff shall be employed to perform defined tasks on an ad-hoc basis and remunerated accordingly.

2.10.2 A Dean or Head of Department/ Section may initiate requests for employment of casual workers depending on the operational needs of the faculty/department/section.

2.10.3 Requests for engagement of casual employees shall be addressed to the Director Human Resources who shall, in consultation with the University Secretary and the Vice Chancellor assess and approve the request.

2.10.4 The responsible head of department shall maintain a record of proof that a casual worker performed the duties for which he or she was engaged.

2.10.5 The wage rate for casual employees shall be determined by the University Council as part of the annual budgeting process.

2.10.6 Wages for casual employees shall be paid on either a daily or weekly basis.

2.10.7 The University shall reserve the right to cancel casual employment with or without notice basing on operational needs of the University.

2.11 HONORARY EMPLOYMENT TERMS

2.11.1 Honorary employment refers to the type of employment which attracts no remuneration from the University and is only extended to persons of academic and professional distinction as determined by Council.

2.11.2 Honorary employees shall not be paid a regular salary, but may be paid allowances and honoraria for specific assignments authorised by the Vice Chancellor in consultation with the University Secretary.

2.12 VISITING SCHOLARS

2.12.1 A visiting scholar is a scholar from another institution who visits Kyambogo University to teach, lecture, or perform research on a topic he or she is valued for.

2.12.2 A visiting scholar seconded by his or her mother institution shall be subject to this Manual but where the provisions of this Manual contradict the Memorandum of Understanding (MoU), the MoU shall take precedence.

2.12.3 A visiting scholar shall be appointed by the Appointments Board for a period not exceeding two years, renewable upon satisfactory performance provided that his or her services are still needed.

2.13 CATEGORIES OF EMPLOYEES

2.13.1 General

2.13.1.1 Employees of the University shall comprise of the following categories as stipulated in the Universities and other Tertiary Institutions Act, 2003, as amended:

- (a) Academic staff
- (b) Administrative staff
- (c) Support staff
- (d) Others as may be determined by the University Council.

2.13.1.2 Unless otherwise stated in the Universities and Other Tertiary Institutions Act, all categories of university employees shall be appointed by the Appointments Board.

2.13.2 **Academic Staff**

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

2.13.2.2 Academic staff shall include the following:

- (a) Professor;
- (b) Associate Professor;
- (c) Senior Lecturer;
- (d) Lecturer;
- (e) Assistant Lecturer;
- (f) Graduate Fellow;
- (g) Research Fellow;
- (h) Senior Research Fellow
- (i) Library staff designated Academic.
- (j) Technicians and Senior Technicians involved in teaching

2.13.2.3 In accordance with the Universities and Other Tertiary Institutions Act, the University Council may designate other staff as academic staff.

2.13.3 **Administrative Staff**

2.13.3.1 Administrative staff refers to University employees in salary scales M1-M7 who render administrative services to fulfil the mission of the University.

2.13.3.2 Administrative staff shall include:

- (a) Heads of Administrative Departments;
- (b) All non-teaching staff in salary scales M1-M7.
- (c) Library staff designated as administrative; and

2.13.4 **Support Staff**

Support staff refers to University employees in salary scale M10-M15 who render support services to the University.

2.14 **SECONDED STAFF**

2.14.1 The University Council may by special arrangement with an organ of government or the private sector or an international institution offer employment to a suitable person on secondment terms from those organs or bodies.

2.14.2 Such terms of service for the seconded member of staff will be subject to negotiations between the two parties and/or a Memorandum of Understanding the signed by the two parties.

2.15 **VOLUNTEERS**

2.15.1 A volunteer is a qualified person who is not a University employee but who is authorised in writing by the Director of Human Resources upon application and approval of the University Secretary or the Vice Chancellor to render services to the University in a specified department or unit for a specific period of time not exceeding one year.

2.15.2 Notwithstanding paragraph 2.15.1 above, the University may enter into a Memorandum of Understanding with another institution or organisation in which the terms of service of a volunteer may vary.

2.15.3 A volunteer shall not receive salary from the University but may be paid an allowance as may be approved by the University Secretary.

2.16 **INDUSTRIAL TRAINEES**

2.16.1 An industrial trainee or intern is a student or trainee authorized in writing by the Director Human Resources with the approval of the University Secretary or the Vice Chancellor to work in the University in order to gain work experience or satisfy requirements for a qualification.

2.16.2 The University may accept a student for attachment to any of its units for training purposes.

- 2.16.3 The period of attachment may not exceed six months.
- 2.16.4 A student seeking opportunity for internship shall apply to the Director of Human Resources through their respective institutions.
- 2.16.5 The application for attachment shall indicate the programme of study, the duration of attachment, and the department or unit where he or she would like to be deployed.
- 2.16.6 Upon acceptance of the application, an intern shall be informed in writing by the Director Human Resources.
- 2.16.7 Each intern shall be allocated mentor who shall oversee and support the intern's learning and performance during the internship period.
- 2.16.8 Industrial trainees or interns are not University employees and as such they shall not be paid a salary but may be paid an allowance.
- 2.16.9 Upon completion of the internship period, an intern shall prepare and submit, to the Director of Human Resources, a report indicating among other things the intern's learning experience, challenges encountered during the internship period and suggestions for improving learning among interns.
- 2.16.10 Management may develop further guidelines for managing internship attachments in the University.

CHAPTER THREE

RECRUITMENT

3.1 PURPOSE OF RECRUITMENT

- 3.1.1 The purpose of recruitment in Kyambogo University is to acquire, in a cost effective manner, the optimum number of high quality employees for the operations and development of the University.
- 3.1.2 In order to appoint the most appropriate persons for the positions, it is crucial that potential candidates are drawn from a wide pool and equal opportunities are ensured for all candidates.
- 3.1.3 The following guidelines seek to ensure transparency and fairness throughout the recruitment process and maximize the diversity of applicants.

3.2 RECRUITMENT CRITERIA

3.2.1 Eligibility for Appointment on Basis of Age

The University shall observe age limits for appointment of employees on permanent terms as follows:

	Category of Staff	Age Limit
(a)	Assistant Lecturer:	Below the age of forty (40) years;
(b)	All other academic staff:	Below the age of fifty five (55) years;
(c)	All administrative staff below the M3 salary scale:	Below the age of fifty five (55) years;
(d)	All support staff:	Below the age of fifty five (55) years.

NB. All Graduate Fellows shall be appointed on contract terms and a person may not be appointed to the position of Graduate Fellow if he or she has attained 35 years of age.

3.2.2 Minimum Qualifications for Administrative Staff

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

3.2.2.2 Minimum qualifications for each post shall be specified in the job description and person specification of the post in question.

3.2.3 Minimum Qualifications for Support Staff

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

3.2.3.2 Minimum qualifications for each post in the support staff category shall be specified in the job description and person specifications of the post in question.

3.2.4 Minimum Qualifications for Academic Staff

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

SN	POST	MINIMUM REQUIREMENTS
1	Graduate Fellow	At least a Second Class Upper Division Bachelor’s Degree in a relevant discipline.
2	Assistant Lecturer	(a) At least a Master’s degree in a relevant Discipline. (b) First Class or Second Class Upper Division Bachelor’s Degree in a relevant discipline.
3	Lecturer	(a) At least a Master’s degree in a relevant Discipline. (b) Second Class Upper Division Bachelor’s Degree in a relevant discipline. (c) Should be registered for PhD in a relevant discipline. (d) Candidates who have already attained a PhD or doctorate need not have a first class or second class bachelor’s degree.
4	Senior Lecturer	(a) Must have a PhD in a relevant Discipline. (b) Must have published at least three articles in peer reviewed journal or at least three book chapters one book with an ISBN Number since last promotion. (c) Three journal articles or book chapters shall be vetted. (d) Should have contributed to community service.
5	Associate Professor	(a) Must have a PhD in a relevant Discipline. (b) Must have published at least three articles in peer

SN	POST	MINIMUM REQUIREMENTS
		<p>reviewed journals, or three book chapters or one book with ISBN Number, since last promotion.</p> <p>(c) Three journal articles or book chapters shall be vetted.</p> <p>(d) Should have supervised at least two graduate students to completion.</p> <p>(e) Should have contributed to community service.</p>
6	Professor	<p>(a) Must have a PhD in a relevant Discipline.</p> <p>(b) Must have published at least ten articles in peer reviewed journals, or ten book chapters (five of which should have been after the last promotion) or two books with ISBN Number.</p> <p>(c) Five journal articles shall be vetted.</p> <p>(d) Should have supervised two graduate students to completion, one of whom should be at PhD level.</p> <p>(e) Should have contributed to community service.</p>

3.2.4.2 In special circumstances the appointments Board may appoint Graduate Fellows and assistant lecturers who do not have a first class or second class honours degree.

3.2.5 Appointment of Teaching Staff after Retirement

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

3.2.5.2 Each employment contract referred to in paragraph (3.2.5.1) above shall not exceed two years.

3.2.5.3 The letter of appointment offering a contract to a retired teaching staff shall specify the performance targets of the person being offered the contract.

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

	Category	Upper Age limit
1	Lecturer	Not above 66 years
2	Senior Lecturers	Not above 68 years
3	Associate Professor	Not above 72 years
4	Professor	Not above 74 years

3.2.6 Age Limits for Appointment of Graduate Fellows

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

3.3 RECRUITMENT PROCEDURE

3.3.1 General

3.3.1.1 The Director of Human Resources shall maintain an up-to-date record of the number of posts, their classification and the scales of pay attached thereto as approved by the University Council.

3.3.1.2 Subject to the provisions of these Manual, the Directorate of Human Resources shall determine by 1st April of every year the actual number of vacancies that will occur during the next financial year and prepare a recruitment plan.

3.3.1.3 Appointment in the University service shall be subject to availability of:-

- (a) A vacancy in the approved staff establishment; and
- (b) Funds in the approved budget estimates.

3.3.1.4 Generally, one or more of the following recruitment approaches may be adopted by the Appointments Board to identify interested and suitable candidates.

3.3.2 Advertising the Post

3.3.2.1 Advertising the post helps communicate clearly and openly to the public the available vacancy, the requirements of the position and the selection criteria which apply.

3.3.2.2 The methods for advertising the post may include:

- (a) Advertising in the local and/or international press;

- (b) Advertising on the University website;
- (c) Advertising on the University Notice Board;
- (d) Other media such as recruitment websites.

3.3.3 Executive Search

3.3.3.1 Recruitment consultants may be used to tap into their specialized skills in testing and identifying potential candidates and reduce the time burden on the Appointments Board.

3.3.3.2 In using executive search, the following points shall be considered:

- (a) Good reputation, extensive recruitment experience and a proven track record;
- (b) The consultant should show a commitment to diversity and equality issues, and demonstrate how such commitment is reflected in its practice and approach;
- (c) Precise job descriptions and person specifications should be agreed between the consultant and the Board.

3.3.4 Referrals

3.3.4.1 Referral is one of the widely used methods for identifying potential candidates in both the public and private sectors.

3.3.4.2 Possible referral sources may include reputable scholars, senior executives of universities, and other persons of high repute in public and private organizations.

3.3.4.3 Candidates identified through referrals shall be subjected to selection process of the Appointments Board.

3.3.5 Internal Candidates

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

3.3.5.2 It shall be a University policy to first internally advertise a vacancy and failure to obtain a qualified candidate, the position shall then be filled through external advertisement.

3.3.5.3 Internal candidates, just like external candidates, shall be evaluated on the basis of merit and shall be subjected to the same criteria of selection.

3.3.6 Initiation of Recruitment Process

3.3.6.1 When a position falls vacant, the Head of Department shall write formally to the Director Human Resources to initiate recruitment.

3.3.6.2 Where the responsible Head of Department is satisfied that there is no qualified candidate from within the department to fill the vacancy, they shall recommend that the vacancy be advertised.

3.3.6.3 The job advertisements must contain sufficient details about the position advertised, the job descriptions, address and method of submission of application, closing date of submission, statement about the conditions of service and any other as may be approved by the Appointments Board.

3.3.7 Job Applications

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

3.3.7.2 All job applications shall be received by the Directorate of Human Resources.

3.3.7.3 In the case of academic departments the applications shall be forwarded to the relevant Department for the department's recommendation on short-listing.

3.3.7.4 In the case of administrative departments, applications shall be processed by the Directorate of Human Resources in consultation with the Head of the user Department.

3.4 SELECTION PROCESS

The selection process of Kyambogo University shall comprise the following steps:

3.4.1 Short-listing

3.4.1.1 The short-listing criteria shall focus on the factual requirements of the person specifications.

3.4.1.2 In short-listing candidates for interview, the following factors shall be considered:

- (a) Academic, professional and technical qualifications;
- (b) Job knowledge and technical competence;
- (c) Relevant work experience;
- (d) Leadership and management experience;

3.4.1.3 Subject to the provisions of this manual, during the short-listing process there shall be no discrimination on the grounds of age, sex, marital status, family status, sexual orientation, disability, race, nationality or religion in any circumstances. All candidates shall be assessed fairly and equally irrespective of the above characteristics.

3.4.1.4 The University may administer written and/or practical tests to determine suitable candidates.

3.4.2 Interviewing

3.4.2.1 A job interview is a process of interaction between the job applicant and the employer in which a job applicant is evaluated by the University to determine whether or not the applicant is suitable for the job position.

3.4.2.2 During the interviews, interviewers shall only ask questions that relate directly to the job requirements. Where it is necessary to assess whether personal circumstances will affect job performance, interviewers should discuss these objectively.

3.4.2.3 Assessment of the candidates and due recommendation of the interviewers shall be properly documented after interviews.

3.4.2.4 All documents containing personal data a job of applicant shall be retained by the Director Human Resources for further handling, irrespective of whether the applicant is appointed or not.

3.4.3 Reference Check

3.4.3.1 The Board may conduct a reference check as the final stage of the selection process and all offers of employment shall only be finalised subject to the receipt of satisfactory references.

3.4.3.2 If a candidate is found to have provided false information or misrepresented any information or not disclosed any material facts in his or her application, it shall be deemed to be sufficient grounds for the University to withdraw the offer or terminate his or her service summarily, as the case may be.

3.4.3.3 When a suitable candidate is identified, the Directorate of Human Resources will determine the entry point of a prospective employee on the approved salary scale basing on the candidate's previous experience.

3.4.3.4 The Appointments Board may delegate some stages of the recruitment process to Management, but in any case all appointments must be approved by the Board.

3.5 EMPLOYMENT FORMALITIES

3.5.1 Due Diligence and Background Check

3.5.1.1 Prior to offer of appointment, the Director Human Resources will ensure that the candidates are lawfully employable in Uganda and hold a valid passport or other valid identity documents that are acceptable.

3.5.1.2 Candidates are required to certify their qualifications and working experience by producing the original copies of their academic and professional credentials, reference letters from previous employers and other relevant documentation.

3.5.1.3 Before assumption of duty candidates shall be required to provide both an original and a certified copy of the birth certificate, passport or any other nationally recognised document.

3.5.1.4 Management and the Board shall conduct due diligence to confirm the validity of all information provided by the candidate prior to and during the job interview.

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

3.5.2 Reporting for Duty

3.5.2.1 On the first day of employment, a new employee shall report to the Directorate Human Resources to complete the engagement formalities and attend a brief induction before they report for duty to the designated Department.

3.5.2.2 Each Head of Department shall arrange for a new employee's job induction once he or she has reported for duty.

3.5.2.3 In addition, a new employee will be invited to attend a Staff Orientation Program conducted by the Human Resources Directorate to help him or her better understand the mission, objectives and organization structure of Kyambogo University, as well as its rules and regulations, and code of conduct.

3.5.2.4 A new employee shall not access the University payroll until he or she has produced written evidence that he or she has officially left the service of the previous employer.

CHAPTER FOUR

DEPARTMENTAL AND FACULTY APPOINTMENTS, PROMOTIONS AND APPRAISAL COMMITTEES

4.1 INTRODUCTION

- 4.1.1 Departmental and Faculty Appointments, Promotions and Appraisal Committees shall be responsible for the appointment, promotions and appraisal of teaching and technical staff in the teaching units.
- 4.1.2 In addition to the joint appraisal of the Departmental or Faculty Appointments, Promotions and Appraisal Committees, the Head of Department and the faculty dean shall provide their independent assessment of each employee under their supervision.

4.2 DEPARTMENTAL COMMITTEE

- 4.2.1 In each teaching Department there shall be a committee known as the Departmental Appointments, Promotions and Appraisal Committee.
- 4.2.2 The Departmental Appointments, Promotions and Appraisal Committee shall consist of at least 5 senior members of staff of the Department, appointed by authority of the Vice Chancellor.
- 4.2.3 The Committee shall consider applications for appointment and promotions as well as appraisal reports for all staff in the department.
- 4.2.4 Where a department is understaffed and lacks quorum, it may co-opt qualified members of staff from a related discipline.
- 4.2.5 Only persons whose ranks are higher or equivalent to the rank of the person being considered for appointment or promotion, shall constitute the Committee.
- 4.2.6 The terms of reference for the Departmental Appointments and Promotions Committee shall be as follows:
 - (a) To receive and consider applications for appointment and promotions to teaching positions in the Department using approved University guidelines;

- (b) To make recommendations to the Faculty Committee on applications for appointment and promotions of staff in the department;
- (c) To receive and consider performance appraisal reports on all members of staff in the Department.
- (d) To advise management on matters of employment and human resource management in the Department.

4.2.7 The quorum for the Departmental Appointments and Promotions Committee shall be three (3) members.

4.2.8 Where the Head of Department is a candidate, or where two or more members of the Departmental Committee are being considered, the Dean shall assume the Chair of the Committee meeting called for that purpose.

4.2.9 Where the Department cannot form a Committee due to lack of eligible staff members, the Committee shall co-opt members from related fields to assess the application.

4.2.10 The task of the Committee shall be to scrutinize all applications for appointment and review employees for promotion.

4.2.11 The Committee shall also evaluate employees annually and submit its recommendations to the Appointments Board through the relevant Dean.

4.2.12 The decisions of the Departmental Appraisal Committee shall be communicated to the Faculty Appraisal Committee with a copy to the Director Human Resources by the Chairperson in form of minutes which should bear the signatures of all members who attend the meeting.

4.3 FACULTY APPOINTMENT, PROMOTION AND APPRAISAL COMMITTEE

4.3.1 In each Faculty, School or Institute there shall be a Committee known as the Faculty Appointments, Promotions and Appraisal Committee which shall be chaired by the Dean/Director.

4.3.2 The Faculty Appointments, Promotions and Appraisal Committee shall be made up of at least one representative from each Departmental Committee.

- 4.3.3 The minimum number of members of the committee shall be five including the heads of Department and the Dean/Director.
- 4.3.4 The Vice Chancellor may appoint a senior member of staff to be a member of the Faculty Appointments, Promotions and Appraisal Committee.
- 4.3.5 Only senior members of staff (Senior Lecturer and above) whose ranks are higher or equivalent to the person being considered for appointment or promotion, shall constitute the Committee.
- 4.3.6 The quorum for the Faculty Appraisal Committee shall be not less than two thirds of the entire membership.
- 4.3.7 The Terms of Reference of the Faculty Appointments, Promotions and Appraisal Committee shall be:
- (a) To receive recommendations from Departmental Appointments, Promotions and Appraisal Committees and make recommendations to Management on issues of appointment, promotions and appraisal of staff in the faculty using approved University guidelines;
 - (b) To advise Management on matters of staffing and human resource management in the Faculty.
 - (c) To handle any other matter in the faculty as may be requested by the Dean or Management.
- 4.3.8 Decisions of the Faculty Committee shall be communicated by the committee chair to the Appointments Board through Management in the form of minutes which shall bear signatures of all the members who shall have attended the meeting.
- 4.3.9 The Director of Human Resources may attend Departmental and Faculty committee meetings to give guidance on University Human Resource policy.
- 4.3.10 Where a Faculty, School or Institute is understaffed and cannot constitute an Appraisal Committee due to lack of eligible staff members, the Committee shall co-opt qualified senior staff from related fields to assess the application.
- 4.3.11 Where a Dean/Director is the candidate, the Committee shall appoint a Chairperson from among the members present to assess the application.

- 4.3.12 In case of controversy within a Department or Faculty or lack of clarity about a recommendation of the Committee, the relevant Dean/Director/Head may be invited to appear before the Appointments Board to assist in resolving the problem.
- 4.3.13 An employee who is not satisfied with the decision of the Appointments Board in respect of his or her appointment or promotion may appeal to the Staff Tribunal.

CHAPTER FIVE

PROBATIONARY APPOINTMENT

5.1 PURPOSE

5.1.1 Probation is a process of testing or observing the character or abilities of a person who is new to a role or job.

5.1.2 The purpose of the probationary period of appointment is to allow time for new employees and the University to ensure their expectations on employment and job performance are met.

5.2 POLICY

5.2.1 Unless otherwise stated in the employment contract, all appointments shall be preceded by a six months probationary period which shall count from the date of assumption of duty.

5.2.2 The Appointments Board may use its discretion to prescribe a shorter period or waive a period of probation in any individual case which shall be exercised only in the following circumstances, when:-

- (a) An employee is properly supervised and has completed more than six months non-permanent service with the University during which there are good staff performance appraisal reports covering the whole period;
- (b) An employee is appointed on transfer from another reputable institution in which he or she is already confirmed in a permanent position.
- (c) Where an employee has proved himself or herself in previous employment that there is no doubt in the mind of the Appointments Board that he or she is suitable for appointment on permanent terms.
- (d) Where a member of staff has already been in the service of the University at a lower grade and he or she is appointed to a higher post which is not within his career path of the lower position, the Appointments Board may waive the probationary period or a part of the probationary period as it may deem fit.

- 5.2.3 A member of staff, appointed on probation shall, during the probationary period, perform the duties of the post for which he or she was appointed and any other relevant duties as may be assigned by the supervisor, in accordance with the terms of the appointment.
- 5.2.4 During the probationary period, an employee of the University shall be:-
- (a) On trial, with a view to learning his or her work and being tested so as to ascertain his or her suitability for retention in the service of the University;
 - (b) Under continuous observation, coaching, counselling and mentoring and helped to improve performance;
 - (c) Given all possible facilities for acquiring experience; and
 - (d) Placed and rotated as far as may be practicable, in such a way that he/she can master the basic elements of the job.
- 5.2.5 Probation must be a reality and it must be used to retain employees that are suitable for a university career and eliminate at an early stage those not suitable for permanent retention. If during the probationary period, an employee exhibits weaknesses in the performance of his or her duties, he or she should be helped to improve. If there is no sign of improvement, the supervisor shall warn the employee in writing.
- 5.2.6 During the probationary period, an employee shall complete Staff Performance Appraisal forms once for assessment of his or her performance by the supervisor who shall submit them to the Director Human Resources.
- 5.2.7 An employee on probation shall not be considered for promotion or assigned duties of a higher office or granted leave without pay.
- 5.2.8 An employee on probation shall not be permitted to proceed on a long term training course unless such training is a direct requirement for the confirmation of the employee in accordance with the schemes of service or addressing a critical skills gap.
- 5.2.9 Where paragraph 6.9 above applies:-
- (a) The employee's probationary period shall be suspended and resumed on return to office; and
 - (b) The salary increment of the employee shall be stopped until he or she resumes office.

5.2.10 An employee on probation shall not be eligible for annual leave.

5.3 EXTENSION OF PROBATIONARY PERIOD

5.3.1 A probationary appointment of a university employee may only be extended for justifiable causes, such as an employee not being able to pass or sit for the relevant examination (where applicable) for reasons beyond his or her control or owing to extended period of ill health.

5.3.2 Where fully justified, a probationary appointment will be extended only once for a period not exceeding six (6) months.

5.3.3 The Director of Human Resources shall make a submission to the Management, which shall in turn make a submission to the Appointments Board requesting for an extension after the expiry of the probationary period.

5.4 TERMINATION OF APPOINTMENT DURING PROBATIONARY PERIOD

5.4.1 A University employee who fails to fulfil the requirements for confirmation (with or without extension of probation) such as failure on the part of the employee to master his or her official duties or responsibilities within the probationary period or failure to sit or pass the examination (where applicable) required for confirmation shall have the appointment terminated by the Appointments Board on the recommendation of the supervisor and Management.

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

5.5 CONFIRMATION

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

5.5.2 An employee who has successfully completed his or her probation may be confirmed in the University service with effect from the date of assumption of duty.

5.5.3 The procedure for confirmation shall be as follows:

- (a) Initiation of action for confirmation of a University employee shall be vested in the supervisor whose responsibility is to make a submission after the probationary period to the Director Human Resources.
- (b) The concerned employee shall, through the Head of Department, submit an application together with an appraisal form to the Director of Human Resources, one month before the expiry of the probationary period.
- (c) On receipt of the supervisor's recommendations, the Director Human resources shall assess the results of performance appraisal and make a submission to Management.
- (d) The Management shall consider the recommendation of the supervisor and the Director Human Resources and make an appropriate recommendation to the Appointments Board.
- (e) In academic units, the Head of Department and the Faculty Dean shall forward to the Director, Human Resources, a recommendation from the Departmental Appraisal Committee that the employee should be confirmed.

5.5.4 Where the Head of Department or the Departmental Appraisal Committee finds the performance of an employee due for confirmation to be unsatisfactory, the Head shall so inform both the Director Human Resources and the employee in writing and indicate clearly the recommended course of action.

5.5.5 Confirmation in all cases must be processed within the probationary period of an employee.

5.5.6 The Director Human Resources shall communicate in writing the decision of the Appointments Board to confirm or not confirm an employee. Where the decision of the Board is not to confirm the employee, the letter shall indicate clearly the recommended course of action.

CHAPTER SIX

DEPLOYMENT AND TRANSFER

6.1 PURPOSE

- 6.1.1 Internal transfer is encouraged by Kyambogo University as it gives employees opportunities to widen their exposure and pursue development in other streams within the University.
- 6.1.2 Transfers also enable the University to deploy employees to areas where they can best contribute to and meet the staffing requirement and changing priorities of the University.

6.2 POLICY

- 6.2.2 It is the policy of the University to consider internal transfer for existing employees whenever a suitable job opportunity arises. Transfers provide internal candidates with opportunities to widen their exposure and further their career development within the University.
- 6.2.3 All employees should have equal opportunities for transfer. It should be non-discriminatory and based on job related factors. Age, sex, marital status, pregnancy, family status, disability, race, nationality or religion should not be considerations for transfer.
- 6.2.4 Employees may be transferred from one Department to another for career development or operational and structural reasons. Requests for transfer may be made either by Heads of Department or by employees.
- 6.2.5 Transfer should not, however, be used as a means to shift undesirable or problem employees to another Department. Neither should it be used for internal staff poaching.
- 6.2.6 As one of the main reasons for transfer is career development, frequent transfer is not encouraged. Ordinarily, employees should remain in their positions for at least one year before any transfer is considered.

CHAPTER SEVEN

REMUNERATION

7.1 PURPOSE

7.1.1 Kyambogo University aims to provide employment which offers fair and equitable remuneration in relation to responsibility and performance. The remuneration policy is designed to attract, motivate and retain a high-calibre workforce.

7.1.2 This chapter sets out the guidelines for salary administration in Kyambogo University. While the University Council formulates the salary policy and oversees the salary administration, it is the responsibility of the Directorate of Human Resources to execute the policy in accordance with employee performance.

7.2 SALARY

7.2.1 General Rules on Payment of Salaries

7.2.1.1 Salary is a monthly payment to an employee during the course of executing his or her official duties while in the employment of the university service. Salary does not include acting allowance or any other allowance whatsoever but shall include salary top-up paid to an employee.

7.2.1.2 An employee who has been properly appointed, deployed and has assumed duty of the post, has a right to receive a salary in return for the services he or she renders to University.

7.2.1.3 Except as may be specifically stated, the salary entry point attached to a post will be the minimum salary point of the salary scale.

7.2.1.4 The effective date of payment of salary is the officer's date of assumption of duty.

7.2.1.5 The salary structure for the University shall be determined in accordance with the pay policy of approved by the University Council.

7.2.1.6 The Salary Structure shall indicate salaries attached to each salary scale in the university and shall be issued by the University Secretary through circulars issued from time to time.

- 7.2.1.7 Salaries shall be fixed at annual rates and paid in twelve (12) equal instalments.
- 7.2.1.8 Salaries shall be paid correctly, promptly and as a lump-sum in accordance with the approved salary structure for the University.
- 7.2.1.9 No increases in salaries may be implemented without the approval of the University Secretary except the prescribed annual increment for which an employee may be eligible in accordance with the provisions of this manual.
- 7.2.1.10 Salaries shall be paid monthly in arrears by the 28th of every month through individual bank accounts.
- 7.2.1.11 On assuming duty, a newly recruited employee shall provide to the Director Human Resources a personal bank account through which he or she wishes to receive his or her salary.
- 7.2.1.12 The Director Human Resources shall do everything possible to ensure that the employee accesses the payroll within reasonable time from the date of assumption of duty.
- 7.2.1.13 All posts in the University shall be classified by title and salary scale in accordance with the duties and responsibilities carried by the post as established by the University.
- 7.2.1.14 Payment of a salary to an employee shall be stopped immediately the employee ceases to render services to the University under whatever circumstances including death.
- 7.2.1.15 For full time employees salary is payable into the employee's salary bank account at the end of every month as per the approved salary scales.
- 7.2.1.16 Part time employees shall be paid an hourly rate as determined by Council from time to time.
- 7.2.1.17 The wage of a part-time employee and the transport refund shall be paid upon submission of a duly filled and signed claim form through the Head of Department.
- 7.2.1.18 When an employee is reduced in rank arising out of disciplinary action, he or she shall receive a salary of the post to which he or she has been demoted.
- 7.2.1.19 When a post has been down-graded by the University Council, an employee occupying the post will have the right to retain his or her previous salary on a personal

to holder basis until the salary level in the grade reaches his or her level. Only new entrants shall start from the new entry point.

7.2.1.20 An employee shall be issued with a pay slip on a monthly basis prior to payment of salary and a copy filed on the officer's personal file and another one retained by the Directorate of Human Resources.

7.2.2 Deductions from an Employee's Salary

7.2.2.1 The Accounting Officer shall authorise the deduction of any monies due to Government and University from an employee's salary by way of: -

- (a) Housing deductions for University houses and water charges, where applicable;
- (b) statutory taxes, e.g. local service tax, Pay As You Earn (PAYE);
- (c) any advances of salary or advances of allowances not properly accounted for;
- (d) contributions to an approved retirement benefit scheme;
- (e) any over-payments or other unauthorised payments from University funds made to the employee;
- (f) the cost or part of the cost of any losses of public funds or property damages attributable to the officer's negligence;
- (g) any other outstanding debts to the University owed by the employee;
- (h) being a judgement debtor.

7.2.2.2 An employee's individual contractual obligations such as hire purchase, loan, and contributions to saving schemes, trade unions and staff associations may be deducted from his or her salary in accordance with the regulations and subject to written authorisation by the employee.

7.2.2.3 Total deductions from an employee's salary shall not exceed 50% of the employee's basic salary in any one month. The statutory deductions, that is to say, Government taxes, shall take precedence.

7.2.2.4 When an employee is indebted in any manner, the University may offset any outstanding debts owing from the employee against any other payments due to him or her from the University source or require the employee to clear such debts direct from his or her own source.

7.2.2.5 The University will not assume any liabilities on behalf of the employee benefiting from a hire purchase or loan scheme but will merely facilitate the hire purchase or loan transaction by remitting monthly payments from the officer's salary.

7.2.3 Salary Advance

7.2.3.1 The University Secretary may authorise payment of salary in advance to a member of staff who is faced with an emergency or serious problem.

7.2.3.2 Salary advance shall not exceed an employee's three (3) months' salary.

7.2.3.3 Salary advance may be recovered once or over a period not exceeding nine (9) equal consecutive months.

7.2.3.4 In cases where the applicant has other on-going or pending deductions to his or her salary, approval for payment shall only be granted on certification by the University Secretary that the total deduction shall not exceed 50% of the employee's basic salary in any one month.

7.2.4 Salary Arrears

7.2.4.1 Salary arrears that accrue to an employee of the University within a financial year shall be paid through the payroll system within the same financial year.

7.2.4.2 The Responsible Officers shall process all residual salary arrears by 30th September.

7.2.4.3 All claims for salary arrears must be authorised by the Accounting Officer in person.

7.2.5 Salary Adjustment

7.2.5.1 Unless it is explicitly stated otherwise in the letter of employment, a full time employee of the University, whether employed on contract, temporary or permanent terms, shall benefit from the annual salary notch increases as well as salary increases announced by Government and the University Council in the annual budget speech and operationalized by circular standing instructions issued by responsible ministries and/or the University Council.

7.2.5.2 The provision in 7.2.5.1 shall not apply where an employee has negotiated a remuneration package which is over and above the established salary structure of the University.

7.2.5.3 When the salary of an employee of the University is to be adjusted, it shall be effected through the payroll using the existing payroll management procedures.

7.2.6 Salary adjustment on promotion

7.2.6.1 When an employee is appointed on promotion, he or she shall receive a salary at the minimum point of the scale of the post to which he or she is promoted.

7.2.6.2 The date of the anniversary of his or her appointment shall be the employee’s future incremental date.

7.2.7 Assessment of salary on attainment of higher qualifications

7.2.7.1 Training lasting for a period of nine months or more and leading to a relevant qualification will attract salary increments as follows:

HIGHER QUALIFICATION	NUMBER OF NOTCHES UPWARDS
PhD	Three Notches
Master’s Degree	Two Notches
Postgraduate Diploma	One Notch
Bachelor’s Degree	One Notch
Ordinary Diploma	One Notch
Certificate	One Notch

7.2.7.2 This provision is not applicable to staff earning fixed salary, officers earning a salary on personal to holder basis and officers who have reached the highest segment of the salary scale. In addition, this provision will not apply to a staff who acquires additional qualifications that are not in line with his/her career path (day to day duties for which they have been appointed.)

7.3 STARTING SALARIES ON FIRST APPOINTMENT

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

7.3.2 The entry points into the service of the University are indicated in the table below:

SN	ENTRY POINTS	SALARY SCALE
1	Entry Point for posts with job specification requiring a Master's degree	M6
2	Entry Point for posts with job specification requiring an honours degree	M7
3	Entry Point for posts with job specification requiring a Higher Diploma or its equivalent	M11
4	Entry Point for posts with job specification requiring an ordinary diploma or its equivalent	M12
5	Entry Point for posts with job specification requiring a professional certificate or its equivalent	M13
6	Entry Point for posts with job specification requiring an A' level certificate or its equivalent	M14
7	Entry Point for posts with job specification requiring an O level (UCE) certificate or its equivalent	M15

7.3.3 Notwithstanding the provision in paragraph 7.3.2, the University Council may set salary scales outside the above entry points for some positions, taking into consideration the scarcity of certain professions.

7.4 ANNUAL SALARY INCREMENTS

7.4.1 General

7.4.1.1 All employees of the University shall receive salary increments authorised by the Government or University Council.

7.4.1.2 An employee of the University who holds a post graded in a salary scale with incremental levels, shall receive annual increments up to the maximum of the salary scale, provided his or her work during the year has been satisfactory.

7.4.1.3 Annual salary increment shall not be more than one notch on the salary scale segment and shall not exceed the maximum salary on the salary scale attached to the post.

7.4.1.4 It will be presumed that an employee who qualifies for increment above has discharged his or her duties diligently, efficiently and completed any obligations he or she may have had, and the facts are well recorded in his or her performance appraisal form and approved by the Responsible Officer.

7.4.1.5 If the Vice Chancellor is fully satisfied that an employee has done his or her work satisfactorily, he or she shall arrange to pay the salary increment at the due date.

- 7.4.1.6 In the case of an employee serving on probation, no increment of salary will be paid to him or her on expiry of his or her prescribed probationary period until he or she has been confirmed in appointment.
- 7.4.1.7 Following the confirmation of an employee, his or her terms of appointment reflected on the payroll shall be adjusted from probation to permanent to facilitate automatic award of annual increments.
- 7.4.1.8 Annual salary increments shall be paid within the financial year of occurrence.

7.4.2 Incremental Date

- 7.4.2.1 The incremental date of an employee is the first day of the month in which he or she assumes duty.
- 7.4.2.2 The incremental date of an employee on promotion shall be the first day of the month during which the anniversary of the officer's promotion falls.
- 7.4.2.3 Subject to the preceding paragraph, where an employee's incremental date falls during his or her annual leave, his or her increment will be paid in the usual way.
- 7.4.2.4 When an employee's incremental date falls during his or her leave pending retirement, or where the officer has been retired in the public interest, no increment will be payable.
- 7.4.2.5 Salary increment due to an employee may be "deferred" by the Appointments Board on the recommendation of the Vice Chancellor. When the increment is eventually granted, the incremental date of the officer shall not change and no arrears of increment shall be paid.

7.4.3 Salary Increments Deferred, Withheld and Stopped

- 7.4.3.1 The increment may be "withheld" which means that the employee has not qualified for an increment on the due date and cannot therefore receive the increment. With effect from the date on which he or she does qualify for the increment he or she shall move to the point on the salary scale he or she would have reached had he or she been qualified on the due date. In this case, no salary arrears of increment will be paid and the employment shall retain his or her previous incremental date.

7.4.3.2 The increment may be “stopped” which means that the employee cannot be considered for an increment until another full incremental earning period of one year has been served. An increment “stopped” is an increment lost. If an increment is granted, which must be at least after another full incremental earning period, the employee will move to the next higher point on the salary scale retaining his or her incremental date.

7.4.3.3 An employee’s increment shall be deferred in case of failure to pass any examination, the passing of which is a prerequisite to the granting of an increment.

7.4.4 Procedure regarding Deferment, Withholding or Stoppage of Increments

7.4.4.1 An employee’s increment cannot be stopped without the approval of the University Secretary in consultation with the Vice Chancellor.

7.4.4.2 Where the immediate supervisor considers that an employee should have his or her next increment stopped, he or she shall inform the employee in writing that he or she proposes to recommend the stoppage of his or her next increment to the appropriate authority.

7.4.4.3 Before the action in 7.4.4.2 is effected, the employee shall be asked to show cause why it should not be done. A similar procedure as above will be followed in the case of withholding or deferring an officer’s increment.

7.4.4.4 Any decision to stop, withhold or defer an increment must be communicated in writing to the employee by the Director Human Resources.

7.4.5 Effect of Leave without Pay on Incremental Dates

7.4.5.1 When an employee on an incremental salary scale is granted a period of leave without pay, his or her incremental date shall be deferred by the period of the leave.

7.4.5.2 Provided that such period of leave without pay is not in complete months, the remaining fraction of a month will be ignored if it amounts to 15 days or less in any one increment earning period but will be deemed to be a month if it amounts to more than 15 days.

7.5 GRADING AND REGRADING OF JOBS

- 7.5.1 The Establishment and Administration Committee, with the approval of the University Council, shall be responsible for the grading and re-grading of posts in the University Service.
- 7.5.2 Re-grading takes place when the salary scale or fixed salary attached to the post is changed on the recommendation of the Establishment and Administration Committee and approval of the University Council.
- 7.5.3 When a post is downgraded and the salary attached to the post is lower, the employee occupying the post shall retain his or her salary on a salary personal-to-holder basis until the salary attached to the post reaches the same level.
- 7.5.4 Where a post has been upgraded, it shall be deemed to be a new post created at the higher salary level. The appropriate University regulations shall apply to fill the upgraded post.
- 7.5.5 Re-designation takes place when the Establishment and Administration Committee, with the approval of Council, changes the title of the post. In this case, the employees shall automatically take on the new post title as from the date it is approved.
- 7.5.6 Where the post title has not changed but the post has been re-graded, employees occupying the posts shall have their salary scales adjusted by the Appointments Board to the new salary scales with effect from the date of re-grading and the posts shall be deemed to be new posts created at the higher salary level.

CHAPTER EIGHT

PROMOTION

8.1 DEFINITION AND PURPOSE

8.1.1 Promotion is an appointment to a higher office and is accompanied with a higher rank, responsibility and salary. After promotion, an officer leaves behind a vacant office previously held.

8.1.2 Kyambogo University aims to provide career advancement opportunities for employees to develop and utilize their potential whenever possible, while at the same time recognizing their outstanding performance.

8.2 POLICY

8.2.1 It is in the interest of both the University and the individual that employees are encouraged to seek and gain advancement within the University. Whilst the Appointments Board reserves the right to appoint the most suitable person to any particular post, it is the University's policy to prioritise promotion of qualified serving officers wherever possible before open advert. This is intended to tap talent and retain good performers.

8.2.2 The basic principles of promotion in the University are equal opportunities, non-discriminatory and the best person for the job. Selection for promotion should be based on merit with due consideration of the following factors:

- (a) job knowledge and technical competence;
- (b) performance and quality of work;
- (c) academic/professional/technical qualifications;
- (d) honesty, integrity and commitment to work;
- (e) working attitude and interpersonal skills; and
- (f) personal attributes and tact.

- 8.2.3 Age, sex, marital status, pregnancy, family status, disability, race, nationality, ethnicity or religion shall not be considerations for promotion.
- 8.2.4 Promotion based on merit provides pathways or potential avenues for employees to aspire for higher grades so as to maintain a clear and stable career development structure enabling the advancement and retention of quality staff.
- 8.2.5 Whenever vacancies arise, the University shall consider the possibility of promoting existing employees from within before recruiting externally. Management shall advertise the position internally and invite suitable candidates who are in service to compete for the position before advertising externally.
- 8.2.6 Under normal circumstances, Heads of Department may recommend promotion for their employees, if they meet the requirements of and are suitable for the vacant positions.
- 8.2.7 Alternatively, employees who fulfil the requirements of and consider themselves suitable for the vacant positions may apply as soon as they meet the requirements for promotion or in for the positions by responding to internal vacancy announcements.
- 8.2.8 To be eligible for promotion to the next higher grade, an employee should have demonstrated potential for further development and possess relevant experience, qualifications and attributes prescribed for the position. As a general rule, an should have served in their present position for a minimum of three (3) years.
- 8.2.9 Normally, employees will be promoted to positions which are one grade higher than their current ones, and their new job titles have to be in line with Kyambogo University titles.
- 8.2.10 On promotion to a higher grade, employees will normally receive the entry pay of the new grade or a promotional increase which is equitable to other employees of the new grade. They will also be eligible for benefits applicable to the new grade.
- 8.2.11 When recommending an employee for promotion, the following shall be considered:-
- (a) Existence of a vacancy; and
 - (b) Eligibility for promotion i.e. existence of eligible serving officers with the required competencies and having served for a minimum of 3 years at the lower grade.

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

8.3 PROMOTION PROCEDURE

8.3.1 For promotion recommendation, the Head of Department shall complete and forward a performance appraisal form with full justification to the Departmental Committee, Faculty Committee and then to Directorate of Human Resources.

8.3.2 The Directorate of Human Resources shall review the recommendation and submit to the Management with justifications. The Management will in turn make a recommendation to the Appointments Board.

- 8.3.3 Upon approval of the promotion by the Appointments Board, the Human Resources Department will prepare a letter indicating all changes in terms and conditions of employment and send the letter to the promoted employees. The employee is required to sign and return a copy of the letter to the Human Resources Department, signifying acceptance of the new terms and conditions.
- 8.3.4 An employee may at any time inquire from his or her Head of Department or the Directorate of Human Resources what his or her promotion prospects are and if need be, may request for a performance appraisal.
- 8.3.5 A Supervisor or Head of Department must not arouse in the mind of any one of his or her staff hope of promotion which does not rest within his or her authority to fulfil. This also applies to enhancement of salary without promotion, or to salary assessment on first appointment or promotion.
- 8.3.6 Unless specifically stated by the Appointments Board, the effective date of promotion of an employee shall be the date of assumption of duty to a higher position which is a future date.
- 8.3.7 The Appointments Board may determine procedures to test suitability in terms of competencies, for the purpose of promotion to all posts in the University as deemed necessary.

8.4 CRITERIA FOR PROMOTION OF ACADEMIC STAFF

8.5 General

- 8.5.1 In addition to the promotion procedure stated above, the appointment and promotion of teaching (or academic) staff shall be based on the following:
- (a) Teaching which involves:
 - (i) preparation and administering lectures and practical's;
 - (ii) setting and marking coursework according to set guidelines;
 - (iii) providing advisory services to students
 - (b) Research and publications with reputable publishers;
 - (c) Participation in administrative functions of the department, faculty and the university e.g. by serving as a Head of Department or dean or membership on committees;
 - (d) Supervision of students research projects.

(e) Service to the community

8.5.2 The minimum requirements for promotion of teaching staff shall be shown in Table 7 below:

TABLE 7: REQUIREMENTS FOR PROMOTION OF ACADEMIC STAFF

Post	Minimum Qualifications	Years of Teaching	Publications	Supervision of Graduate Students	Contribution to Community
Graduate Fellow	1 st Class or 2 nd Class Upper Bachelor's degree in a relevant discipline. Second Class Lower may be accepted in special circumstances. NB. Must not be more than 35 years old.	Not required	Not required	Not required	Involvement as a member of a communal club, society or association
Assistant Lecturer	Master's Degree in a relevant Discipline A First Class or Second Class Upper Bachelor's Degree in relevant.	Not required	Not required	Not required	Involvement as a member of a communal club, society or association
Lecturer	Master's Degree in a relevant discipline. Must have registered for a PhD in a relevant discipline. A First Class or Second Class Upper Bachelor's degree in a relevant discipline (NB. Candidates who have already attained PhD need not have 1 st class or 2 nd class Upper at bachelor's degree)	Not required	Not required	Not required	Involvement as a member of a communal club, society or association
Senior Lecturer	PhD or in a relevant Discipline.	Three years of teaching or research experience in a reputable organisation.	Three recognised publications in the area of specialisation. At least one of the publications should have been produced since appointment or promotion to the rank of Lecturer. The three publications shall be subjected to an	Supervision of at least one graduate Students to completion	Involvement as a member of a communal club, society or association

Post	Minimum Qualifications	Years of Teaching	Publications	Supervision of Graduate Students	Contribution to Community
			assessment to determine their quality, relevance to the discipline and contribution to knowledge.		
Associate Professor	PhD in a relevant Discipline	Eight Years of Teaching experience	Three new journal articles or book chapters or one book in the area of specialisation since promotion to the rank of Senior Lecturer. The three publications shall be subjected to vetting.	At least 2 (two) Graduate Students to completion since last promotion.	Involvement as a member of a communal club, society or association
Professor	PhD in a relevant Discipline	Ten Years of Teaching/research experience in a recognised institution	Five new recognised publications since promotion to the rank of Associate Professor. The five publications shall be subjected to vetting.	At least 2 (two) Graduate Students to completion since last promotion.	Involvement as a member of a communal club, society or association.

8.5.3 For the purpose of appointment/promotion of teaching staff, one book is equivalent to three journals articles.

8.6 Promotion of Academic Librarians

8.6.1 The promotion of library staff designated as academic staff shall be based on the academic/scholarly activities carried out by Librarians.

8.6.2 The requirement of a PhD, as it is the case for teaching academics, shall apply to promotion of Librarians starting from Senior Librarian position.

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

SN	POSITION	Salary	REQUIRED QUALIFICATIONS AND EXPERIENCE
1	Library Assistant	M8	1 st Class or Second Upper Bachelor's degree in Library / Information science
2	Assistant Librarian	M7	<ul style="list-style-type: none"> Master's degree in Library and Information Science

SN	POSITION	Salary	REQUIRED QUALIFICATIONS AND EXPERIENCE
3	Librarian	M6	<ul style="list-style-type: none"> • Master's degree in Library and Information Science • Should be on PhD track
4	Senior Librarian	M5	<ul style="list-style-type: none"> • PhD in Library and Information Science • Three publications
5	Deputy University Librarian	M4	<ul style="list-style-type: none"> • PhD Library and Information Science • Teaching/Library experience of seven years • Six publications
6	University Librarian	M3	<ul style="list-style-type: none"> • PhD in Library and/or information science • Experience of twelve years • Nine publications

CHAPTER NINE

TERMINATION OF SERVICE

9.1 PURPOSE

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

9.2 GENERAL PROVISIONS

9.2.1 Services of an employee shall be terminated under any of the following circumstances:

- (a) Death of an employee
- (b) Incapacity to continue in employment.
- (c) Abscondment or Abandonment of Duty
- (d) Resignation
- (e) Retirement
- (f) Expiry of Contract
- (g) Redundancy
- (h) Persistent Absenteeism from work
- (i) Professional and or ethical misconduct
- (j) Gross negligence of duty
- (k) Gross misconduct
- (l) Upon conviction a criminal case e.g., fraud, murder, rape, corruption, safety, forgery, defilement, malicious damage to property, assault and/or battery, etc.
- (m) Restructuring

- (n) Failure to satisfactorily complete the probation period of service specified in the letter of appointment or any extension granted thereafter.
- (o) Frustration of contract
- (p) Dismissal for offences as provided for in this manual
- (q) On termination of secondment in accordance with the terms of a secondment agreement.

9.3 RESIGNATION

- 9.3.1 An employee may resign from office by giving a duly written and signed resignation notice.
- 9.3.2 Notices of resignations shall be addressed to the Director of Human Resources through their supervisors and forwarded to the Appointments Board for consideration and appropriate decision.
- 9.3.3 Notwithstanding the provision of paragraph 20.4 the Vice Chancellor and the Deputy Vice Chancellors shall address their resignation notices to the Chancellor through the Chairperson of Council.
- 9.3.4 It would be subversive if by resignation the University is deprived of the power to dismiss an employee for any gross misconduct. In such circumstance, resignation must not be accepted if disciplinary proceedings are pending against an employee which might lead to his or her dismissal.
- 9.3.5 The period of notice shall be three (3) months for senior member of staff (M1 to M8) or by paying to the University three (3) months' basic salary in lieu of such notice.
- 9.3.6 For all other categories of employees in salary scale M10- M15, the required notice of resignation shall be two (2) months or payment in lieu of notice.

Table 8: Resignation Notices

SALARY SCALE	NOTICE PERIOD	
	DURING PROBATION	AFTER CONFIRMATION
M1-M8	<ul style="list-style-type: none">• Notice not required in the first month• One month in subsequent months	Three Months
M10-M15	<ul style="list-style-type: none">• No notice required in the first month• 14 days in subsequent weeks	Two months
Temporary Employees	<ul style="list-style-type: none">• No notice required in the first month• 14 days in subsequent weeks	Not Applicable

9.3.7 Acceptance or rejection of resignation shall be communicated to the employee before the expiry of the resignation notice.

9.3.8 In the event that resignation is rejected, the grounds for refusal as well as the consequences shall be clearly stated in the letter to the employee.

9.3.9 Any employee who feels aggrieved by the outcome of paragraph 20.10 may appeal to the University Staff Tribunal

9.3.10 An employee whose resignation has been accepted by the Appointments Board shall be entitled to terminal benefits as provided for in this manual less what may be due to the University and other parties.

9.3.11 An employee whose resignation has been rejected by the Appointments Board for good cause but goes ahead to leave service shall be deemed to have absconded from duty.

9.4 Procedure for Resignation

9.4.1 An employee who wishes to terminate his employment must submit a letter of resignation to the Director Human Resources with a copy to his or her Head of Department. The Head of Department should endorse the letter to signify his acknowledgement of the resignation and send his copy to the Human Resources Department.

9.4.2 Upon receipt of the letter of resignation, the Director Human Resources shall acknowledge receipt of the notice and inform the resigning employee in writing of the implications and procedure for handling the resignation, which includes presentation before the Appointments Board.

9.5 Submission to the Board

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

9.6 Return of University Property

- 9.6.1 Upon leaving the service the university, the employee must handover to his Head of Department or designated officer all property, data, records and documents, whether in paper, tape, diskette or electronic form, related to his job.
- 9.6.2 Kyambogo University reserves the right to deduct from the resigned employee's final payment an amount equivalent to the value of any property which is not returned or is damaged and any other amount due to the University.

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

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

Table 8: Notice periods before termination of an employee by the University

SALARY SCALE	NOTICE PERIOD	
	DURING PROBATION	AFTER CONFIRMATION
M1-M8	4.69.1 Notice not required in the first month 4.69.2 One month in subsequent months	Three Months
M10-M15	(a) No notice required in the first month (b) 14 days in subsequent weeks	Two months
Temporary employees	(c) No notice required in the first month (d) 14 days in subsequent weeks	Not applicable

9.8 DISMISSAL

- 9.8.1 An employee of the University can be dismissed in the most serious cases of misconduct and acting in a way incompatible with his or her status as a Public officer.
- 9.8.2 When an employee is dismissed, he or she forfeits all his or her rights and privileges as an employee, including the claim to a period of notice.
- 9.8.3 While the law recognises an employer's right to terminate the employment of an employee with legitimate reasons, the University must cautiously exercise the right in order to minimize the adverse impact on other employees and on the University.
- 9.8.4 Even in situations where the subject matter is of a very serious nature and it is clear that dismissal or termination of employment is inevitable, the University shall adopt the disciplinary procedures as specified in this manual.
- 9.8.5 The following shall be instances of offences punishable by dismissal from employment:

(a) Abscondment or Abandonment of Duty

Absence from duty by an employee without permission for a continuous period of 21 days shall amount to Abscondment from duty. Such an employee shall be dismissed.

(b) Persistent absenteeism

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

(c) Serious Misconduct

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

(d) Professional and or ethical misconduct

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

(e) Criminal Conviction

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

9.9 PROCEDURE FOR TERMINATING OR DISMISSING AN EMPLOYEE

9.9.1 When in the opinion of the Vice Chancellor, Faculty Dean, Head of Department or other Responsible Officer there is good cause to remove an employee from office as defined above, the Vice Chancellor in consultation with Management shall have the authority to suspend the employee, provided that he or she shall forthwith report to the Chairperson of the Appointments Board the fact of such suspension, together with the grounds for the action and any other statements on the case deemed necessary.

9.9.2 The facts shall then be laid before the Appointments Board which shall give the employee a fair hearing within four weeks from the date of suspension.

9.9.3 No employee shall be removed from office by dismissal or termination unless such employee has been given a reasonable opportunity to be heard by the Appointments Board.

9.10 RETIREMENT

9.10.1 Purpose

Kyambogo University values the contributions made by its employees during their time of service and provides benefits at their retirement.

9.10.2 *Retirement policy*

- 9.10.2.1 It is the policy of the University to ensure succession and continuity through capacity building to avoid lapses after the retirement, termination or appointment of an officer to a higher office.
- 9.10.2.2 Employees on permanent terms who attain the age of 60 years shall be automatically retired.
- 9.10.2.3 In recognition of the contribution of the retiring employee, the University will present him or her with a certificate of service and any other item as University Council may deem appropriate.
- 9.10.2.4 Employees who have retired shall be paid their retirement/terminal benefits as provided for in this manual.

9.10.3 **Notice of mandatory Retirement**

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

9.11 RETIREMENT ON MEDICAL GROUNDS

- 9.11.1 If a member of staff is terminally ill and cannot perform his/her duties for more than twelve continuous months the service of such a member may be retired on medical grounds on recommendation of a Medical Board.
- 9.11.2 If a member of staff is unable to assume duty on medical grounds for a period of one year, the Head of Department shall inform the Director Human Resources to request the Director Health Services to advise of the likelihood of the employee resuming work within six months.
- 9.11.3 If in the opinion of the Director Health Services, the employee is unlikely to resume work in the next six months, he or she shall recommend that a Medical Board be constituted to make a final assessment.
- 9.11.4 On the basis of medical evidence, Appointments Board may allow a member of staff to retire if he or she is incapable by reason of any infirmity of mind or body of discharging the duties of his or her office and such infirmity is likely to be permanent.

9.12 EXPIRY OF CONTRACT

- 9.12.1 On expiry of contract of the employee, the University shall terminate the employment contract or re-engage the employee based on the employees' performance, provisions in the initial contract and the interest of the University.
- 9.12.2 In case an employee on contract does not inform the Appointments Board in writing of intentions to renew the contract, their contract shall be deemed to have lapsed upon its expiry
- 9.12.3 For contracts of two (2) years and above, application for renewal shall be forwarded to the Appointments Board at least six (6) months before the expiry of the contract. For contracts between one and two years, submission of application for renewal shall be at least three (3) months before expiry of the contract. For contracts less than one (1) year, submission of application for renewal shall be at least one (1) month before the expiry of the contract.

9.13 TERMINATION DUE TO REDUNDANCY

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

- 9.13.1 When the University has ceased/intends to cease to carry on the activity for the purposes for which the employee was appointed or has ceased or intends to cease to carry on that activity in the place in which the employee concerned worked.
- 9.13.2 Where the requirements of that activity for the employee to carry out work of a particular kind have ceased/diminished or are expected to cease/diminish.
- 9.13.3 The procedures for termination on account of redundancy shall be as agreed upon with the relevant Workers' Union or as stipulated in the Employment Act in force.

9.14 EXIT INTERVIEW

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

CHAPTER TEN

ALLOWANCES

10.1 GENERAL

- 10.1.1 An allowance is a payment in cash additional to salary payable to an employee to facilitate the proper execution of an assignment or duty. The allowance is not assignable from one employee to another, in whole or in part.
- 10.1.2 An allowance is paid to an employee for two main reasons:-
- (a) To compensate an officer for extra exertion on his or her part arising out of the additional duties or responsibilities he or she may be required to carry out or shoulder over a period of time; and
 - (b) To meet out of pocket expenses that an employee may incur from time to time in the course of official duties in furtherance of interest of the University interest.
- 10.1.3 The rates of allowances or the conditions for which they are claimed shall be determined from time to time by the University Council to take into account pertaining circumstances, and where applicable in consultation with the Ministries responsible for Finance and Public Service.
- 10.1.4 The rates of allowances are expected to cover all personal expenses including, accommodation, meals, hired transport, entertainment, and other incidentals.
- 10.1.5 Should any exceptional circumstances arise when in an individual case, the allowance proves inadequate, representation should be made for reimbursement to the University Secretary with proof.
- 10.1.6 Allowances may be taxed in accordance with the law.
- 10.1.7 Except as may be specifically stated in this Manual, allowances are neither pensionable nor gratuitable.
- 10.1.8 All claims for payment of allowances must be submitted and processed following the laid down procedures and within the approved budget. The University Secretary must ensure that payment of allowances is done in a very transparent, fair and equitable

manner. In case a claim is under query, the individual concerned should be informed of the query by the quickest means of communication possible.

- 10.1.9 The University Secretary should ensure that there is no double payment to an employee in respect of allowances. For example, if transport for a journey is provided, an employee should not claim kilometrage for the same journey. In case of doubt, the University Secretary, may be consulted before a Responsible Officer commits himself or herself to pay the allowance.
- 10.1.10 Allowances for spouses and children shall not be paid when an employee chooses to travel with them on duty unless this Manual makes specific provision or the University Secretary gives written approval in each case.
- 10.1.11 An employee appointed to act in a higher post by the Appointments Board or on trial, shall claim the allowance at the rate appropriate to the office in which he or she is acting or serving on trial.
- 10.1.12 The University Secretary shall maintain a close watch on the travelling undertaken by university employees, to ensure that their duties are being carried out in a proper manner and that a minimum expenditure of public funds is incurred.
- 10.1.13 The expenditure incurred by an employee of the university on any kind of entertainment which would be a proper charge against the University vote for official entertainment (i.e. a cocktail or dinner party) shall be accepted against the entertainment vote, whenever possible, but prior approval of the University secretary should be obtained for such expenditure.
- 10.1.14 Any allowance payable shall be claimed within the financial year of accrual.

10.2 TRAVEL ALLOWANCES

10.2.3 *Night Allowance in Uganda and Away from Officer's Station*

- 10.2.3.1 Night allowance shall be paid to an employee when he or she is necessarily absent from his or her duty station travelling on duty, in Uganda. The rates and conditions shall be determined by Council and communicated to staff in Circular Standing Instructions issued from time to time by the University Secretary. The allowance will be claimed only for the actual nights spent away from the usual place of residence and no receipted account will be required.

- 10.2.3.2 An employee is not permitted to claim Night Allowance in respect of his or her spouse and children even if they accompanied him or her on duty.
- 10.2.3.3 Night allowance may be claimed for the number of nights an officer is absent from his or her station on official duty to a maximum of 21 consecutive nights of stay in one place. Beyond 21 days, the employee shall be regarded as being on official duty at that alternative station and no additional night allowance shall be paid. In exceptional circumstances where the consecutive nights exceed 21 but not more than 30, an employee within this category may claim the extra days but with written permission of their Head of Department and the University Secretary.
- 10.2.3.4 The payment of night allowance per officer shall be restricted to a maximum of 150 nights in any one financial year.
- 10.2.3.5 In addition to payment of night allowance, separate travel arrangements from Uganda to the place where the officer is to carry out his or her duties shall be made in accordance with the relevant section of this manual.
- 10.2.3.6 An employee shall be reimbursed the cost of transport from and to the airport terminals, the cost of transport between places of duty including local transport within the duty area.

10.3 NIGHT ALLOWANCE OUTSIDE UGANDA

- 10.3.1 Night Allowance outside Uganda is an allowance payable when an employee is absent from his or her duty station while on official duty outside Uganda. The allowance shall be claimed for the actual nights spent outside Uganda.
- 10.3.2 An employee may not claim night allowance for his or her spouse unless written permission has been given by the University Secretary for him or her to be accompanied by the spouse on a particular trip. If permitted, the rate of allowance for the spouse will be two thirds of the rate of the employee.
- 10.3.3 Claims for payment of the allowance shall be made following the laid down procedure and certified by the Accounting Officer. Night allowance outside Uganda may be claimed in advance by an officer proceeding on duty from Uganda.
- 10.3.4 When an employee is travelling by air on duty and has to “night stop”, the allowance under this section may be claimed only when:-

- (a) the cost of the night stop is not borne by the airline;
- (b) the night stop is not caused by the failure of the officer to board a connecting flight on which he or she was booked, or other default; or
- (c) the officer did not for personal reasons choose to travel on an air craft which had a scheduled night stop when he or she had a choice for a direct flight; or
- (d) the officer did not make the night stop for any personal reasons.

10.4 SAFARI DAY ALLOWANCE IN UGANDA

- 10.4.1 Day allowance (in Uganda) is an allowance which an employee may claim when he or she is absent from duty station within Uganda for a period of six hours or more in any one day, although he or she may return to the duty station the same day.
- 10.4.2 In order to claim the allowance, an officer must travel a distance of 20 kilometres or more from his or her station by the most direct route.
- 10.4.3 If an employee is absent from his or her station on duty for less than six hours in any one day under circumstances in which he or she must purchase a meal, and the Accounting Officer considers the claim reasonable, the allowance may be paid.
- 10.4.4 The word “station” in this section is deemed to include a hotel or rest house at which an officer may temporarily be staying while on duty, and he or she is required to be absent from the hotel or rest-house for not less than the period and distance stipulated in paragraph (10.4.1) and (10.4.2) above.
- 10.4.5 Claim for payment of the allowance must be made following the laid down procedure and shall not be claimed concurrently (on the same day) with night allowance.

10.5 SAFARI DAY ALLOWANCE OUTSIDE UGANDA

- 10.5.1 Safari Day Allowance outside Uganda is paid when an employee travels on duty for a period of six (6) hours or more in one day and returns to the Country or duty station on the same day.
- 10.5.2 The Safari Day Allowance cannot be claimed concurrently (on the same day) with Night Allowance.

10.5.3 The cost of any train, taxi, bus fares or any other means of transport necessarily incurred may be claimed in addition to the allowance.

10.6 OUT OF POCKET ALLOWANCE

10.6.1 Out of pocket allowance is paid to an employee to cater for incidentals when expenses of meals and accommodation are fully covered by the University or sponsor.

10.6.2 Out of pocket allowance is not paid concurrently with night allowance.

10.7 WARM CLOTHING ALLOWANCE

10.7.1 A warm clothing allowance shall be paid to an employee who proceeds on duty overseas to temperate and cold climates. This allowance will not be paid more than once in any period of three consecutive years for the same employee.

10.7.2 The allowance may be claimed before the departure of the employee for his or her duty trip outside Uganda.

10.8 MILEAGE ALLOWANCE

10.8.1 Mileage allowance shall be paid to a University employee who is authorised to use his or her personal vehicle for home to office running and for official duties within a radius of 20 kilometres from the duty station.

10.8.2 Mileage allowance shall be paid as a consolidated monthly allowance commensurate with the employee's grade and shall be determined by the University Council from time to time.

10.8.3 An employee who is provided with a University motor vehicle, motorcycle or bicycle or other means of transport for official use is not entitled to any mileage allowances in respect of journeys, which were or could have been undertaken on the University vehicle or bicycle.

10.9 TRANSPORT ALLOWANCE

10.9.1 Transport allowance may be paid to part-time employees and full time employees who are required to work outside the normal working hours.

10.9.2 The rate of transport allowance shall be determined by the University Council from time to time.

10.10 LUNCH AND DINNER ALLOWANCE

10.10.1 Lunch and dinner allowance is payable for certain categories of employees who are required to remain in their offices, during lunch or dinner time. Such staff shall be paid an allowance to cater for either lunch or dinner or both.

10.10.2 The University Secretary in consultation with the Head of Department has the discretion to approve the officers who may, from time to time, qualify for lunch or dinner allowance.

10.12 DISTURBANCE ALLOWANCE

10.12.1 Disturbance Allowance is an allowance which an employee may claim to offset additional household expenses incurred under the following circumstances:-

- (a) When he or she is compulsorily transferred from one station or mission to another, whether during a period of work or on return from leave, and as a direct result has to, or is directed to, move his or her living quarters; or
- (b) From Uganda to a mission or vice versa or from one mission to another;
- (c) When the distance between an officer's previous living quarters and his or her new living quarters is not less than 40 kilometres by road by the most direct route;
- (d) When the transfer is caused by the needs of the service and not as a result of a request by an officer to transfer for personal reasons; and
- (e) When the transfer, at the time it is made, is not expected to be for a period of less than two months.

10.12.2 Disturbance allowance is payable to an employee who is transferred from his or her duty station, subject to approval by the University Secretary. The allowance shall be equivalent to one month's basic salary of the officer being transferred.

10.13 SETTLING-IN ALLOWANCE

A settling-in allowance shall be payable to an employee, on first appointment, to offset additional household expenses, consisting of the following:

- (a) A non-accountable sum representing 50% of the officer's basic monthly salary;
and
- (b) An optional advance of up to 50% of the officer's basic monthly.

10.14 EXTRA DUTY ALLOWANCES

10.14.1 HEADSHIP ALLOWANCE

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

10.14.2 CARETAKER ALLOWANCE

10.14.2.1 Caretaker allowance is an allowance payable to a member of staff who takes up full duties of a post of equivalent status in addition to his or her own substantive post.

10.14.2.2 Caretaker allowance shall be paid at 30% of the salary of the member of staff for a period not exceeding six (6) months.

10.14.2.3 Caretaker Allowance shall be applicable to administrative staff and support positions.

10.14.2.4 Full Caretaker Allowance shall be paid to a member of staff who takes up responsibilities for another office in addition to his or her substantive post for at between twenty one (21) and thirty (30) consecutive days.

10.14.2.5 A member of staff who care-takes another equivalent office for a period of fourteen (14) to twenty (20) consecutive days shall be paid 50% of the full month's caretaker allowance.

10.14.2.6 Caretaker allowance shall be authorized by the Accounting Officer or the Vice Chancellor or a person authorised by the Vice Chancellor or Accounting Officer.

10.14.2.7 Caretaker allowance shall be paid only in cases where there is no qualified staff to be appointed in acting capacity.

10.14.3 ACTING ALLOWANCE

10.14.3.1 An Acting Allowance shall be paid to an employee when he or she has been appointed to act in an office higher than his or her substantive office by the Appointments Board

or the delegated University Officer or organ, in accordance with the University regulations. The Acting Officer must be qualified to fill the position in which he or she is acting if such position fell vacant.

10.14.3.2 Where an officer is acting in a higher office, he or she shall be remunerated during his or her acting period as if he or she had been promoted to the higher office.

10.14.3.3 The officer's acting allowance will be the amount arrived at by subtracting his or her substantive current monthly remuneration from the monthly remuneration for the higher office.

10.14.3.4 The computation of acting allowance shall include top-up allowance.

10.14.3.5 Acting allowance commences 48 hours before the substantive or the holder of the post ceases to perform the functions of his or her office and ends 48 hours after another holder of the office, whether acting, on trial or substantive, assumes or resumes duty.

10.14.3.6 Acting allowance is:-

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

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

10.15 DUTY ALLOWANCE

- 10.15.1 Duty allowance is payable to an officer for carrying out responsibilities of a higher office in addition to the duties attached to the substantive appointment.
- 10.15.2 Duty allowance cannot be paid simultaneously with acting allowance.
- 10.15.3 Duty allowance is payable where the post is a pure vacancy or temporarily vacated by its substantive holder.
- 10.15.4 An employee shall not be assigned duties of a higher office when there are more senior officers at a higher level than him or her in the same hierarchy.
- 10.15.5 An employee shall not be assigned duties of a post more than 2 steps above his/ her substantive appointment.
- 10.15.6 Computation of duty allowance shall be based on basic salary and salary top-up of the post.
- 10.15.7 The formula for computation of duty allowance shall be as follows:-
- (a) Where an officer is assigned duties of a post one step above his or her substantive post, he or she shall be paid the full difference between the minimum salary of the higher post and the basic salary of his or her substantive post;
 - (b) In the rare event that an officer is assigned higher responsibilities in a post which is two steps above his or her substantive post, the formula applicable shall be a half (1/2) of the full difference between the minimum salary of the higher post and the basic salary of his or her substantive post; and
 - (c) Where the responsibilities of a higher post are shared by two or more officers the allowance arrived at (a) or (b) above will be divided equally between the officers.
- 10.15.8 Payment of Duty allowance shall be authorised by the University Secretary.
- 10.15.9 Duty allowance shall not be paid where the higher responsibilities for the officer are carried for less than 30 continuous days. After 30 continuous days, the allowance is payable for the whole period for which the additional responsibilities are carried.
- 10.15.10 Duty allowance is not payable for any period in excess of 15 days during which an officer does not carry higher responsibilities for any reason.

- 10.15.11 Duty allowance does not continue indefinitely but lapses after six months' payment.
- 10.15.12 The extension for payment of duty allowance shall be granted only in cases where the substantive holder is still away on authorised leave.
- 10.15.13 Duty allowance is not pensionable and does not attract gratuity for non – pensionable officers whose agreements include a gratuity clause.
- 10.15.14 Duty allowance is not payable where the salary of the officer undertaking the higher duties is already equal to or greater than the fixed salary or the minimum basic salary point of the salary scale on which the post carrying the higher responsibilities is graded.
- 10.15.15 In line with provision of this manual on probationary appointment, an employee on probation shall not be considered for payment of duty allowance.
- 10.15.16 Subject to provisions of this section, duty allowance, like acting allowance, commences 48 hours before the substantive, acting or trial holder ceases to perform the functions of the office; and 48 hours after the substantive, acting or trial holder assumes or resumes the function of the office.

10.16 HONORARIA

- 10.16.1 A University employee is employed on the understanding that the whole of his or her time is at the disposal of the University. Whenever it becomes necessary, an officer may work outside office hours without extra remuneration. There are, however special circumstances in which it is not reasonable to apply this principle strictly and payments may be made as honoraria in accordance with the regulations.
- 10.16.2 Honorarium is an allowance payable when the University wants a particular piece of work to be carried out by an employee within a specified period of time which:-
- (a) Is of exceptional importance to the University;
 - (b) Is outside the normal scope of the officer's official duties;
 - (c) Involve disproportionate amount of his or her official and private time;
 - (d) Involve temporary additional responsibilities; and
 - (e) Requires the direct use of the officer's special talent or professional skill or his or her active participation in the actual work.

10.16.3 The circumstances set out in paragraph 10.16.2 above may be regarded as fulfilled when an officer is required:-

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

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

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

10.16.6 An officer affected by paragraph 10.16.3 above may in addition where applicable be paid subsistence allowance and or transport costs in connection with the execution of his or her assignment.

10.17 SITTING ALLOWANCE

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

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

10.17.3 The University Council shall from time to time determine rates of Sitting Allowance.

10.18 OVERTIME ALLOWANCE

10.18.1 Overtime allowance shall be paid to Support Staff from salary scale (M10-M15) who work over and above the working hours of 10 hours a day. The rate shall be determined by Council from time to time.

10.18.2 Payment of overtime allowance shall be authorized by the Vice Chancellor or the University Secretary or the Director of Human Resources on recommendation of the immediate supervisor.

10.18.3 Overtime allowance may not exceed 30% of the employee's monthly salary.

10.18.4 Overtime which invariably no driver can avoid has been consolidated for drivers so that such drivers shall get a consolidated overtime payment calculated as 30% of their monthly salary. The University Secretary shall in consultation with the Director Human Resources designate drivers who, by the nature of their work schedule, may be paid overtime allowance as stipulated in this paragraph.

10.18.5 The University Secretary may in consultation with the Director Human Resources and the line supervisor, authorize other support staff to be paid overtime allowance at the rate of 30% of their monthly salary.

10.19 EXTRA LOAD ALLOWANCE

10.19.1 Extra load allowance is an allowance payable to teaching staff who are assigned to teach more hours than their normal workload per week.

10.19.2 Senior administrative staff who are required to perform duties beyond the normal working hours shall not be paid extra load allowance; instead they shall be paid honorarium as provided under paragraph 10.16 of this manual.

10.20 ENTERTAINMENT ALLOWANCE

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

10.20.2 The University Council shall determine rate of entertainment allowance from time to time.

10.20.3 Entertainment allowance shall be paid as an imprest to be accounted for by the receiving officer in accordance with the financial management regulations of the University.

10.21 WORKMAN'S COMPENSATION

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

10.22 FUEL ALLOCATION

10.22.1 Fuel shall be allocated to offices and officers who are assigned University vehicles to facilitate University operations.

- (a) Vice Chancellor
- (b) Deputy Vice Chancellor (AA)
- (c) Deputy Vice Chancellor (F&A)
- (d) University Secretary
- (e) Academic Registrar
- (f) University Bursar
- (g) Dean of Students
- (h) University Librarian
- (i) Chief Internal Auditor
- (j) Deans/ Directors
- (k) Heads of Administrative Departments
- (l) Heads of Academic Departments
- (m) Deputy Deans/ Directors
- (n) Deputy Heads of Administrative Departments
- (o) Heads of sections as may be authorised by Council
- (p) Others as may be authorised by Council from time to time.

10.22.2 The rates of fuel allowance shall be determined by Council during the budgeting process and shall be allocated in litres per month using fuel cards.

10.22.3 It shall be the policy of this University that the fuel allocated to the offices is used for the University activities by staff within that office.

10.22.4 The fuel allocation shall be issued on a monthly basis using fuel cards.

10.22.5 Every officer who uses University fuel on official duty must keep a log-book showing the dates, points of departure and arrival, distance travelled and reasons for all journeys.

10.22.6 University employees who are not allocated official vehicles may be paid mileage as provided for under paragraph 10.8 of this manual.

10.22.7 Fuel may be allocated to a designated Senior University employee in his or her personal names and such fuel shall be treated as benefit and shall be taxed according to the laws of Uganda.

10.23 SALARY TOP-UP

10.23.1 Salary Top up may be paid to an employee to supplement salary paid by government based on salary scale as may be determined by University Council from time to time.

10.23.2 Salary Top up shall only accrue to permanent and contract staff employed by the University on fulltime basis, or as may be determined by Council from time to time.

10.24 STAFF BENEFIT ON ADMISSION AND SPONSORSHIP OF BIOLOGICAL CHILDREN

Admission

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

10.24.2 Thus any eligible biological child of a member of staff who obtains not more than four points before the cut-off point for admission to a particular programme of study shall be admitted.

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

10.24.4 Only fulltime members of staff who have been confirmed and have continuously served the University for a period at least **eight** years shall benefit from this scheme.

10.24.5 Only two biological children of a member of staff may benefit from this scheme at any one time.

10.24.6 A biological child of a member of staff of Kyambogo University who qualifies for admission under this scheme shall be on University Sponsorship. However the biological child who gets sponsorship under this scheme shall reside with his or her parents, not in the Halls of residence.

10.24.7 Females who already enjoy the established 1.5 points of affirmative action shall not lose that benefit under this scheme.

Sponsorship

10.24.8 A biological child of a members of staff who has qualified for admission to a programme offered at Kyambogo University on private sponsorship shall be granted a fees waiver.

- 10.24.9 This benefit shall be taxed as provided for under the laws of Uganda.
- 10.24.10 Biological Children admitted under this scheme shall be over and above the admission capacity declared by the Faculty/School/Institute.
- 10.24.11 Any student who gains admission to the University by virtue of being a biological child of a member of staff under this scheme shall lose the benefit of fees waiver and shall become privately sponsored if his or her parent leaves the University service by resignation, termination or dismissal.
- 10.24.12 Any biological child of a member of staff admitted under this scheme whose parent dies while in the University service or attains the mandatory retirement age shall continue to benefit from the scheme until he or she completes his or her programme of study.
- 10.24.13 A member of staff who wishes to benefit from this scheme shall be give up to one month from the release of A' Level results within which to apply for special admission under the biological children admission scheme.
- 10.24.14 The scheme on admission and sponsorship of biological children may be reviewed every two years annually as and when need arises. In any case all proposals for revision of the scheme shall be approved by Senate and Council before being implemented.

CHAPTER ELEVEN

CONDUCT OF UNIVERSITY EMPLOYEES

11.1 PURPOSE

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

11.2 GENERAL CODE OF CONDUCT

- 11.2.1 Employees must comply with all the requirements set out in this Code in addition to the terms and conditions of employment set out in their appointment letters.
- 11.2.2 Employees must devote to their work with high degree of dedication, enthusiasm and professionalism. It's important that employees:-
 - (a) Accomplish and discharge their duties and responsibilities prudently and diligently to the best of their professional knowledge, skills and abilities in order to meet the time, quality and productivity standards of work;

- (b) Engage faithfully only in activities that are consistent with their official responsibilities and authority and which do not damage the business interests of Kyambogo University.
 - (c) Utilize time, supplies, equipment and office facilities with due caution solely for the benefit of Kyambogo University.
 - (d) Behave properly at all times with integrity and courtesy to upkeep the Kyambogo University's public image as a respectable institution; and
 - (e) Cooperate with fellow employees and work as a team for the benefit of Kyambogo University.
- 11.2.3 An employee shall act at all times in a reasonable and responsible manner.
- 11.2.4 An employee shall always comply with the laws of Uganda as well as the University Council prescribed policies rules, standing instructions and procedures.
- 11.2.5 An employee shall at all times be rated and recognized primarily on the basis of integrity, punctuality, diligence, competency, efficiency, effectiveness and personal conduct.
- 11.2.6 An employee shall at all times exercise courtesy towards other persons, civility, self-control and confidentiality.
- 11.2.7 Being drunk at work, abuse of drugs, quarrelling and assault at work, constitute a breach of conduct which shall call for disciplinary action against the employee.
- 11.2.8 Each employee shall be individually held responsible and accountable for observing and maintaining the University's safety and security regulations as may be prescribed from time to time.
- 11.2.9 An employee shall not be engaged in any activity involving conflict of interest between the employee and the University.
- 11.2.10 The University shall have zero tolerance towards corruption, fraud, discrimination, sexual harassment, insubordination and abuse of office.

11.2.11 An employee shall not commit the University unless with express authority of the Vice Chancellor and/or the University Secretary as provided for in the *Universities and other Tertiary Institutions Act, 2001* (as amended.)

11.3 CODE AND PERSONAL APPEARANCE

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

11.4 TREATMENT OF SUBORDINATES

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

11.5 INSUBORDINATION

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

11.6 Representation of Kyambogo University

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

11.16.2 No employee shall officially represent the University without permission from the Vice Chancellor and breach of this rule shall attract disciplinary action against such employee.

11.16.3 An employee appointed to represent the University shall be required to submit a report to the Vice Chancellor on the subject matter of representation.

11.17 PROFESSIONAL CODE OF CONDUCT

11.17.1 An employee who subscribes to a particular professional body shall observe that body's Code of Conduct alongside the code of conduct of the University.

11.17.2 Where an employee is faulted by his or her professional body for having violated the Code of Conduct of that professional body, the University shall likewise treat the case of that employee as a disciplinary matter.

- 11.21.3 The attendance of University employees shall be monitored using a daily attendance register which shall be signed by all administrative and support staff.
- 11.21.4 The register shall be availed for signatures every working day between 8:00 a.m. – 8:30 a.m., after which the register will be withdrawn. The register shall be availed at 4.45 for members of staff to sign out indicating the time of departure.
- 11.21.5 The supervising officer shall be responsible for the proper maintenance of the attendance register which will usually be kept at a convenient place in the office premises.
- 11.21.6 The supervisor shall submit a copy of the attendance register to the Director of Human Resources for analysis on the 30th day of every month.
- 11.21.7 The Director of Human Resources may produce a quarterly report summarizing attendance record of each employee which shall be presented to Management.
- 11.21.8 It is envisaged that in the near future attendance shall be recorded using a biometric access system.
- 11.21.9 An employee of the University shall attend to visitors and clients promptly. In his or her absence, the job holder shall delegate his or her responsibilities to another officer.
- 11.21.10 Employees who report early for duty should be recognised and commended and those who report late should be disciplined.
- 11.21.11 The University reserves the right to take disciplinary action against an employee including making deductions from his or her pay for any period during which he or she is absent from work without permission.

11.22 MISCONDUCT AND DISCIPLINARY PROCEDURE

- 11.22.1 The following behaviours when committed shall constitute misconduct which attracts disciplinary action:
- (a) Being drunk while on duty;
 - (b) Consumption of illegal drugs;
 - (c) Wilful insubordination or disobedience and refusal to take lawful orders;

- (d) Refusal, negligence or omitting to perform one's official duties and/or discharge official responsibilities duly assigned;
- (e) Incompetence or inefficiency in the performance of prescribed duties;
- (f) Persistent late coming and/ or absence from duty without permission;
- (g) Use of abusive or insulting language or behaviour or assault;
- (h) 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;
- (i) Misuse of or damage to University property;
- (j) Slander;
- (k) Tendencies of discrimination;
- (l) Forgery, falsifying or presenting false documents and/or records for the purposes of disseminating wrong information, obtaining money or reward or favour;
- (m) Abscondment from duty;
- (n) Breaching or contravening the University's prescribed operating rules, regulations and procedures likely to cause financial loss or damage of University property;
- (o) Persistent failure or negligence of a Head to enforce discipline or follow prescribed University rules, procedures and standing instruction;
- (p) Theft, fraud, or embezzlement of University's funds and property;
- (q) Unauthorized access or removal, alteration, mutilation or destruction of University documents, records, or information;
- (r) Acts likely to endanger the safety or life of or which may result in injury to another person, including gross negligence or misconduct, violence or fighting;
- (s) Soliciting or accepting bribes;

- (t) Plagiarism;
- (u) Unauthorized disclosure of official information;
- (v) Acts involving turpitude e.g. tribalism and nepotism
- (w) Perjury;
- (x) Financial embarrassment;
- (y) Inside Trading;
- (z) Unauthorised use and possession of University Property or facilities;
- (aa) Intimidation;
- (bb) Assault;
- (cc) Sexual harassment;
- (dd) Using abusive language;
- (ee) Holding more than one fulltime employment concurrently;
- (ff) Absence from duty without permission;
- (gg) Lateness for duty;
- (hh) Refusal to comply with a posting instruction or order;
- (ii) Falsification of records or documents;
- (jj) Making false statements; and
- (kk) Driving an Official vehicle under the influence of intoxicating liquor or stupefying drug.

11.23 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.

11.24 DISCIPLINARY PROCEDURE

- 11.24.1 Discipline in Kyambogo University entails the observance and execution of one's roles and obligations in accordance with the provisions of this manual, one's job description and other rules and regulations established by the University Council from time to time.
- 11.24.2 The power to exercise disciplinary control is vested in the University Council through the Appointments Board as stipulated in the Universities and Other Tertiary Institutions Act. While exercising these powers, the University Council shall abide by the Constitution and other labour laws.
- 11.24.3 Proper disciplinary procedure shall be followed in all cases involving disciplining University employees.
- 11.24.4 The disciplinary procedure for minor offences shall take a progressive approach involving but not limited to the following steps:-
- (a) Oral or verbal warning by the supervisor.
 - (b) A formal written warning will thereafter be given stating the nature of the offence and likely consequences; and
 - (c) A final written warning under the signature of the Supervisor or Head of Department, or Director Human Resources or other responsible officer of the University should, when given, be valid for a period of twelve (12) months.
 - (d) Recurrence of the offence should lead to suspension and interdiction or other disciplinary measures.
- 11.24.5 The written warning shall specify the following:
- (a) The deficiencies or inadequacies of the employee
 - (b) The improvements required;
 - (c) Any recommendations to assist the employee reform
 - (d) The period within which an employee must show improvement beyond which subsequent disciplinary action shall be taken.

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

- (a) Where the member of staff's misconduct is so grave or gross or serious, that it does not warrant a verbal or written warning, he or she will be required through a written communication from the Responsible Officer to appear before the Appointments Board for disciplinary proceedings.
- (b) The above step outlined in 13.6 shall be preceded by a written communication from the staff's Head of Department or direct supervisor or a senior officer of the University (Vice Chancellor, University Secretary or Director Human Resources) stating the offence committed and recommending the appropriate disciplinary action.

11.24.7 An employee of the University who abandons duty for 21 calendar days shall be regarded as having removed himself or herself from office

11.25 NATURAL JUSTICE

11.25.1 The rules of natural justice must apply in all disciplinary cases of whatever description. No University employee shall be subjected to any punishment without first being informed, in writing, what he or she has done and being given an opportunity to defend himself or herself in writing.

11.25.2 Those handling disciplinary cases must be impartial and both sides in the case must be heard.

11.25.3 It is essential that when disciplinary proceedings are instituted against an employee of the University, they are brought to a speedy conclusion.

11.25.4 The Director Human Resources, in consultation with the University Secretary, must ensure that the submissions are complete and factual, that events which led to disciplinary action are isolated as to place and time, and that supporting written documents are properly annotated and cross-referenced so as to facilitate speedy handling by the Appointments Board.

11.25.5 Up-to-date Staff Performance Appraisal Reports on the employee affected in the disciplinary case must accompany the submission sent under the personal signature of the Responsible Officer.

11.25.6 If the offence recurs more than twice within the same year, it should lead to suspension and interdiction or other disciplinary measures.

11.25.7 Removal of an employee of the University from office is not effective until the decision of removal is taken and communicated and cannot therefore be backdated.

11.26 STAFF ON CRIMINAL PROCEEDINGS

11.26.1 If the University Management considers that an employee should be removed from office for criminal conviction then action must immediately be taken in accordance with the appropriate provisions of this manual.

11.26.2 The laws of Uganda apply to University employees as they do to a member of the public. This means that the law as it relates to him or her as an employee must not be ignored.

11.26.3 If a University employee is arrested and charged under the Penal Code on an allegation of having committed a felony, he or she must be immediately interdicted /suspended under the appropriate legal provision provided for in this manual.

11.26.4 Management in consultation with the Legal Office shall raise the charges to the employee. In such situations an employee shall be given a duration of fourteen (14) working days in which the employee must respond.

11.26.5 The Constitution and labour laws of Uganda protect University employees against unfair disciplinary action.

11.27 INTERDICTION OR SUSPENSION

11.27.1 Interdiction or suspension is the temporary removal of an employee from exercising his or her duties while an investigation over a particular misconduct is being carried out.

11.27.2 Suspension or interdiction shall be effected by the University Secretary or by a Senior Officer of the University to whom the University Secretary has delegated that function.

11.27.3 Where an officer is interdicted/suspended, the University Secretary in conjunction with the Director Human Resources shall ensure that investigations are done expeditiously as prescribed in the Employment Act.

- 11.27.4 After investigations, the Director Human Resources, in consultation with Management, shall refer the case to the Appointments Board with recommendations of the action to be taken, and relevant documents to justify or support the recommendations should be attached.
- 11.27.5 The case of an employee interdicted from exercising the powers and functions of his or her office shall be submitted to Appointments Board within one month from the date of suspension.
- 11.27.6 Where an employee is interdicted, he or she shall be informed of the reasons for such an interdiction.
- 11.27.7 An employee interdicted shall receive half of his or her basic salary, subject to a refund of the other half, in case the interdiction is lifted and the charges are dropped;
- 11.27.8 The employee under interdiction or suspension shall not leave the country without written permission from the University Secretary.

11.28 APPEALS PROCEDURE

- 11.28.1 The Universities and Other Tertiary Institutions Act provides for an appeal mechanism, in form of the Staff Tribunal.
- 11.28.2 If an employee subjected to disciplinary action has reasonable ground to believe that the due process of the law and the principles of natural justice have not been followed, he or she may appeal to the Staff Tribunal.
- 11.28.3 The University Secretary shall provide Secretariat of the University Staff Tribunal.
- 11.28.4 Section 56 (5) of the Universities and Other Tertiary Institutions Act provides that the University staff Tribunal and Appointments Board shall complete their work within a period of six months from the date from which the suspension of a member of staff takes effect.
- 11.28.5 The procedure for handling appeals to the staff tribunal as laid out under section 56 and 57 shall be observed.

11.29 DISCIPLINARY ACTIONS

Depending on the gravity of the matter, the following disciplinary actions may be taken in the various disciplinary cases.

11.29.1 Removal from Office

11.29.1.1 Removal from office of a University employee either by retirement in public interest or dismissal is the exclusive responsibility of the Appointments Board.

11.29.1.2 When communicating the decision of the Appointments Board on the removal of an employee, the Director Human Resources shall make reference to the minute of the Board, the relevant section of this Manual and other relevant laws.

11.29.2 Retirement in Public Interest

11.29.2.1 When an employee is retired in public interest, he or she shall be entitled to a period of notice, any authorized earned leave and transport back to his or her place of domicile.

11.29.2.2 Where applicable, terminal benefits will be paid to person retired in public interest, in accordance with the law.

11.29.3 Dismissal

11.29.3.1 An employee of the university is dismissed only in the most serious or gross or grave cases of misconduct and acting in a way incompatible with his or her status as a University employee.

11.29.3.2 When an employee is dismissed, he or she forfeits all his or her rights and privileges as a University employee, including the claim to a period of notice.

11.29.4 Termination

11.29.4.1 The Appointments Board may terminate the services of an employee on account of incompetence or in cases where the services of the employee are no longer needed by the university on account of unethical or gross misconduct where the circumstances may not allow the university to prove beyond any reasonable doubt that an employee has committed an offence that would ordinarily result in dismissal.

An employee whose employment is terminated under this provision shall be given notice or be paid the appropriate number of month's salary in lieu of notice as provided for under this manual. In addition, the employee shall be paid his or her terminal benefits:

Required Notice Period in Case of Termination by the Employer

SALARY SCALE	NOTICE PERIOD	
	DURING PROBATION	AFTER CONFIRMATION
M1-M8	<ul style="list-style-type: none"> • Notice not required in the first month • One month in subsequent months 	Three Months or pay equivalent salary in lieu of notice
M10-M15	<ul style="list-style-type: none"> • No notice required in the first month • 14 days in subsequent weeks 	Two months or pay equivalent salary in lieu of notice
Temporary Employees	<ul style="list-style-type: none"> • No notice required in the first month • 14 days in subsequent weeks 	Not Applicable

11.29.5 OTHER FORMS OF DISCIPLINARY ACTION

11.29.5.1 An employee of the University may be found by the Appointments Board guilty of misconduct not justifying dismissal or any other form of removal from office. The following may constitute disciplinary measures to be taken against such a University employee:-

- (a) Warning or reprimand;
- (b) Suspension of increment;
- (c) Withholding increment or deferment of increment;
- (d) Stoppage of increment;
- (e) Surcharge or refund;
- (f) Making good of the loss or damage of public property/assets; and
- (g) Reduction in rank.

11.29.5.2 Without prejudice to the foregoing provisions:-

- (a) A Responsible Officer, acting on his or her own volition, may issue a reprimand to an officer in his or her Department.
- (b) A Responsible Officer may require an employee in his or her Department to make good of the loss of University funds, the cost or part of the cost of any loss or damage of University property caused by the employee's default or negligence;

- (c) A Responsible Officer may stop the pay of an employee who has been absent from duty without permission (after giving the employee where practicable an opportunity to be heard) an amount of salary equivalent to the number of days/months of absence.

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

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

11.30 RIGHT OF APPEAL

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

11.30.2 In any appeal, the Staff Tribunal may confirm, vary, amend or set aside the decision appealed against or give such decision as, in the view of the Tribunal, the case may require.

11.30.3 Where an employee has been removed from employment by the Appointments Board he or 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.

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

11.31 FACING CRIMINAL CHARGES

11.31.1 Where criminal charges are instituted against an employee in any court of law, on the same set of facts or offences, for which disciplinary proceedings have been instituted or there is an intention to institute disciplinary action against the same employee, it shall not act as a bar against the Appointments Board or Management to hear or bring or conclude the proceedings.

11.31.2 Nothing in this section shall be construed as prohibiting or restricting the Appointments Board or its delegate, the power to suspend such an employee.

- 11.31.3 Upon suspension, an employee shall be on half salary until acquitted. Suspension of an employee on half salary shall not extend later than the acquittal unless another charge is still pending.
- 11.31.4 Where an employee is acquitted of criminal charges before the conclusion of the disciplinary proceedings, the University shall refund the employee any salary lost during the suspension if court orders for his or her reinstatement.
- 11.31.5 Any employee convicted of a criminal offence shall be deemed to have been summarily dismissed.

CHAPTER TWELVE

LEAVE

12.1 GENERAL RULES ABOUT LEAVE

- 12.1.1 The main purpose of leave is diversion, recreation, relaxation and recuperation with a view to restoration or improvement of a public officer's efficiency, effectiveness and output except as may be explicitly stated in this Manual in respect to a particular type of leave.
- 12.1.2 Annual leave is a right only applicable to a member of staff employed on full time basis and when due, it shall be obligatory. While the wishes of an individual employee to take leave at a particular time may be taken into account, the approval of such leave is subject to the exigencies of the University and, unless otherwise stated in these Terms, will be at the discretion of the a Vice Chancellor or his or her authorised officer.
- 12.1.3 An employee shall cultivate an interest in what happens to their leave and where necessary should enquire from their Responsible Officers about their position in this regard.
- 12.1.4 Special leave of absence, study leave and leave without pay are a privilege granted to a public officer depending on circumstances spelt out in this Manual.
- 12.1.5 Maternity leave is a right for all female officers regardless of status or grade for every pregnancy.
- 12.1.6 Sick leave is a right, provided it is on the recommendation of a University Medical officer.
- 12.1.7 Any period taken on leave of whatever description, with the exception of special leave of absence, is not leave-earning.
- 12.1.8 Any period of leave taken shall include Saturdays, Sundays and public holidays which may fall therein except for maternity and paternity leave.
- 12.1.9 An employee of the University must return to duty from leave on the due date and failure to do so may render the officer liable to disciplinary action as may be decided after consideration of the circumstances of the case.

- 12.1.10 The Director Human Resources shall ensure that Leave Records Register is maintained so that every employee has got a folio where particulars of any type of leave taken are recorded from year to year.
- 12.1.11 A Leave Records Register will be kept up-to-date and be made available for inspection by the Auditor General and other statutory inspectors on request.
- 12.1.12 The Vice Chancellor may delegate his or her authority to approve leave provided:
- (a) It is in writing;
 - (b) That no officer shall have authority to approve his or her own leave;
 - (c) That no officer shall have authority to approve leave for an officer senior to himself or herself;
 - (d) That delegation shall not be made to an officer below salary scale M5.
- 12.1.13 An employee who works in a teaching department or faculty, which as part of their annual programme go into holiday recess, shall take any annual entitlement of leave to his or her credit during the recess within the calendar year. The officer employee shall be regarded as being on duty for the days of the recess when he or she is not on leave. Such leave shall not exceed the officer's annual entitlement of leave.
- 12.1.14 Leave for an employee intending to contest for any political office shall be taken in accordance with the provisions of the Election Law. If an employee is already on approved leave and decides to contest for any political office, the provisions of the Elections Law shall apply and the entitlement of leave, thereof, ceases.
- 12.1.15 Leave shall not be commuted into cash except in the following circumstances:
- (a) When an employee passes away with approved earned leave and a death certificate from a Government Medical Officer or a police report has been availed;
 - (b) When an employee's services are terminated, other than by dismissal, with approved earned leave to his or her credit.
- 12.1.16 In either case, paragraph 16.14 (a) and (b) above, the University Secretary shall pay cash in lieu of any leave due to the employee at the rate of 1/30th of the employees' last monthly salary multiplied by the number of days' leave. Any

outstanding debts owed to the Government by the employee shall be deducted from the sum due to the officer under this paragraph before actual payment is made.

12.1.17 An employee before proceeding on any leave provided for in these regulations shall be required to hand over his or her office and any University property under his or her care.

12.1.18 Where an employee is undertaking an approved part-time training course and has to sit for examinations, he or she shall be required to reserve his or her leave for this purpose.

12.2 TYPES OF LEAVE

12.2.1 Under the university service, leave may be take the following types:

- (a) annual leave,
- (b) study leave,
- (c) leave of absence,
- (d) maternity leave,
- (e) paternity leave,
- (f) sick leave,
- (g) sabbatical leave
- (h) compassionate leave;
- (i) leave without pay;
- (j) public holidays.

12.3 ANNUAL LEAVE

12.3.1 Annual entitlement of leave is leave which all members of staff (temporary, contract and permanent) are entitled to with the exception of members of staff who are not employed on full time basis.

12.3.2 Members of staff in salary scales M1-M7 shall have thirty (30) calendar days leave annually, equivalent to two and a half days per month.

12.3.3 Members of staff in salary scales M8-M15 shall have twenty four (24) calendar days leave annually, equivalent to two (2) days per month.

Table 9: Computation of Annual Leave

Salary Scale	Annual Entitlement	Monthly Entitlement
M1-M7	30 days	2.5 days
M8-M15	28 days	2 days

- 12.3.4 A member of staff on annual leave shall be paid full salary and allowances.
- 12.3.5 Annual leave for staff in (M4-M15) shall be approved by their respective Heads of Department and Director Human Resources in accordance with annual leave roster.
- 12.3.6 The Vice Chancellor shall approve annual leave for the Deputy Vice Chancellor, University Secretary, Academic Registrar and University Librarian, University Bursar, Dean of Students, Director of Human Resource, Director Planning and Development, and the Chief Internal Auditor.
- 12.3.7 The Deputy Vice Chancellor Academic Affairs shall approve annual leave for the Deans of Faculties and Directors of Schools Institutes and Head of Departments.
- 12.3.8 The Chairperson of the University Council shall approve the annual leave for the Vice Chancellor.
- 12.3.9 A member of staff shall not, except with written authority of the Director Human Resources or Vice Chancellor, or Deputy Vice Chancellor, carry forward annual leave to another year. A member of staff who does not request for annual leave in any calendar year shall forfeit it.
- 12.3.10 The Director Human Resource may, in consultation with the Head of Department, request a member of staff to take leave at a later time, where there is urgent matter that requires immediate attention by the member of staff.
- 12.3.11 A staff member who has taken his or her annual leave and is actually on leave may be called on duty and the balance of days outstanding be taken on a later date.
- 12.3.12 The leave year shall commence on the date of first appointment and thereafter on the anniversary of the date of first appointment. Such accumulated leave shall be

taken after completion of at least eight (8) months service either from the date of assuming duty or from the date of resuming duty. It shall be taken at such time as shall be convenient to and authorized by the University.

12.3.13 When an employee is not or it is anticipated he or she will not be in the pay of the University for a full calendar year, the employee's leave entitlement will be assessed on the basis of completed months of service multiplied by the appropriate monthly leave entitlement rate shown in Table 9.

12.3.14 All necessary arrangements for taking leave shall be subject to exigencies of the service, which may require the member of staff to or not to take leave during a certain period to be determined by the Director Human Resources in consultation with the Head of Department.

12.3.15 Annual leave of any member of staff shall commence on the day following the day he/she ceases duty, and end the day proceeding that day he or she resumes duty.

12.4 APPROVAL OF ANNUAL LEAVE

12.4.1 The Vice Chancellor, the University Secretary, and the Director of Human Resources, in consultation with the Head of Department shall have the right to authorize the leave but personal circumstances and preference of individual may as much as possible be taken into consideration.

12.4.2 In the case of the Vice Chancellor, the Chairman of the University Council shall approve his or her leave.

12.5 RECALLING AN EMPLOYEE FROM LEAVE

12.5.1 The Vice Chancellor, the University Secretary, the Director of Human Resource or any other officer in M1 –M3 may recall an employee from leave if it is deemed necessary.

12.5.2 Where an employee is recalled from annual leave as in paragraph 12.5.1, the remaining leave days shall be carried forward.

12.6 LEAVE ROSTER

12.6.1 The Heads of Department and supervisors shall ensure that a leave roster is prepared indicating the period when each of the employees in their unit intends to

take annual leave. Copies of departmental leave roster shall be submitted to the Director Human Resources by the 31st day of December each year.

12.6.2 Director Human Resources shall maintain a record of pending leave and leave taken each staff in University.

12.6.3 A copy of the approved leave roster shall be kept at the Directorate of Human Resources for record purposes whilst a copy of the same will be exhibited on the Notice Boards of the respective Departments for all staff to take note of.

12.6.4 The Heads of Department shall ensure that all staff under their supervision take leave when due in accordance with the approved leave roster. Failure to take the leave within a calendar year on the part of the individual officer will result in automatic forfeiture.

12.6.5 An employee who intends to take leave shall fill a standard leave form and submit it to his or her head of department or supervisor for endorsement. On receipt of the completed leave application form, the Head of Department shall process and forward the application form to the Director Human Resource.

12.6.6 Due to the exigency of University duties, the Head of Department may advise the member of staff to defer or forward his or her leave at a later date.

12.6.7 The approving officer, on receipt of the recommendation from the Head of Department, will promptly consider the matter and approve all the leave as scheduled in the approved leave roster or approve part of the leave or defer all or part of the leave to a later specific date either within the current calendar year or thereafter.

12.6.8 The Head of Department shall inform the employee of the decision in paragraph 12.6.7 above immediately so that the necessary preparations including proper temporary handing over of duties of the office is done.

12.7 APPROVAL FOR CARRYING LEAVE FORWARD

12.7.1 When it is necessary due to the exigency of university duties to defer or carry forward leave to the next calendar year, authority shall be sought and approval granted as follows:-

- (a) In respect of the Vice Chancellor, from the Chairperson of the University Council
- (b) In respect of Deputy Vice Chancellors, from the Vice Chancellor
- (c) In respect of Heads of Administrative Departments in salary scale M3, from the Vice Chancellor
- (d) In respect of Faculty Deans and Heads of Academic Departments from the Deputy Vice Chancellor, AA.
- (e) In respect of any other employees, from the Director Human Resources, through their respective Heads of Department.

12.7.2 A request to carry forward annual leave must be submitted to the relevant offices for approval by 15th December.

12.7.3 It is ordinarily expected that an employee will fill leave forms and submit them to his supervisor who may advise the employee to take his or leave at a later date.

12.7.4 Leave cannot be accumulated from one calendar year to another unless authority is sought for and is obtained as provided for under paragraph 17.24 above.

12.7.5 An employee retiring or about to retire from the service, 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.

12.8 SICKNESS DURING ANNUAL LEAVE

12.8.1 When a member of staff falls sick to the extent of being admitted to a recognized hospital during his or her annual leave, such a member of staff may be allowed to extend his or her leave by the number of days during which he or she was hospitalized.

12.8.2 The extension should be subject to the approval of the Director Human Resources or the University Secretary or the Vice Chancellor on the basis of production of medical documents from a recognized medical practitioner or the hospital in which the employee was hospitalized or admitted for treatment.

12.9 LEAVE ENTITLEMENT FOR EMPLOYEES WHO ARE ON INTERDICTION OR SUSPENSION OR REMAIN UN-DEPLOYED PENDING ASSIGNMENT OF OTHER DUTIES

12.9.1 An employee on interdiction or suspension or who remains un-deployed whilst awaiting assignment of other duties, shall be regarded as being on leave.

12.9.2 It also follows that the period during which such an officer remains on interdiction, suspension or otherwise un-deployed is not leave earning.

12.9.3 An employee affected by paragraph 17.30 above is liable to recall at any time at the discretion of the University authorities.

12.10 COMPASSIONATE LEAVE

12.10.1 The Vice Chancellor or another officer authorized by the Vice Chancellor may grant a member of staff compassionate leave not exceeding five (5) days of the week on any particular occasion.

12.10.2 Compassionate leave may be granted to a member of staff who has suffered a personal catastrophe or tragic loss, such as death of lost a close relative e.g. a parent, a spouse, or a child, or a sibling.

12.10.3 Compassionate leave shall be leave with pay.

12.11 SPECIAL LEAVE OF ABSENCE

12.11.1 Special leave of absence is leave, other than annual entitlement, study leave, sick leave and maternity leave, or compassionate leave granted for a specific purpose subject to the discretionary approval of a Responsible Officer under the following circumstances:

- (a) Where an employee is to participate or otherwise be involved in an activity or event through which the public interest or national prestige will directly or indirectly, be served or enhanced; or
- (b) Where an employee is proceeding to another part of Uganda, in order to collect his or her children from school for the holidays or return them to school at the end of the holidays; or
- (c) When public officer is attending to a sick member of his or her family.

12.11.2 Approval of special leave of absence will be at the discretion of the Vice Chancellor or a person delegated by the Vice Chancellor. Permission must be sought in writing before the officer leaves his or her official duties to attend the event in question.

12.11.3 For avoidance of doubt, if the Vice Chancellor deems it unnecessary to grant compassionate leave or special leave of absence under this section, the officer may, if the exigencies of the university service permit, be allowed to be absent provided the period in question is to be off-set against his or her earned annual entitlement of leave.

12.11.4 Compassionate leave and Special leave of absence will be granted for a period not exceeding 10 days in any calendar year and such leave will be on full pay and will not count against annual leave entitlement. In the event where an officer has exceeded the 10 days limit, the excess days shall be offset from the officer's annual leave entitlement, if permitted to proceed for the activity in question.

12.12 LEAVE WITHOUT PAY

12.12.1 Leave without pay is leave granted for to an employee to attend to an important assignment and that period does not attract other privileges and benefits.

12.12.2 Leave without pay shall be granted in public interest on the recommendation of the Head of Department.

12.12.3 An employee shall only proceed on leave without pay after obtaining approval from the Vice Chancellor and he or she shall be required to hand over all University property under his or her possession before proceeding on the leave. Leave without pay is not leave earning.

12.12.4 Unpaid leave may not exceed two (2) years (twenty-four consecutive months).

12.12.5 Any earned leave outstanding to an employee on the date on which he or she ceases to exercise the functions of his or her public office, will start to run from the date following that on which the employee ceases to exercise the functions of his or her office, and the employee will receive his or her monthly salary until his or her leave expires.

12.12.6 Applications and recommendations for leave without pay must be submitted, giving justification and duration before commencement of the assignment.

12.12.7 An employee shall re-join the University on the grade applicable at the time his or her leave without pay was granted. In all cases where leave without pay is granted to an employee on an incremental salary scale, the salary increments must be deferred by the period of leave without pay.

12.12.8 Leave without pay shall not be granted to officers on probation or contract terms.

12.13 STUDY LEAVE

12.13.1 Study leave shall be granted to enable a member of staff to pursue studies and the course content must be relevant to both the performance needs of the university and the career progression of the officer.

12.13.2 Once an employee has been identified for a full time training course, the employee may be granted study leave by the Vice Chancellor on recommendation of the Staff Development Committee.

12.13.3 The study leave may be granted annually for a maximum of three years to a member of staff who is pursuing a master's degree and four years for a doctorate degree subject to satisfactory academic progress.

12.13.4 The member of staff shall be bonded for a period equivalent to the study leave before he or she can leave the service of the University.

12.13.5 Study leave may be granted with or without pay.

12.13.6 Extension of study leave may be granted on request of the member of staff, subject to satisfactory Academic progress reports.

12.13.7 Members of staff on temporary terms of appointment shall not be eligible for study leave.

12.13.8 An employee shall apply for study leave through a departmental and/or Faculty Staff Development Committee.

12.13.9 Any employee who proceeds for full time studies without authority shall be regarded as having abandoned duty in accordance with the provisions of this Manual

12.13.10 A member of staff on study leave shall not be considered promotion during that period.

12.13.11 The period of study leave is not leave earning.

12.14 SABBATICAL LEAVE

- 12.14.1 Sabbatical leave shall be granted to an employee to join and work for another organisation or for the purpose of study, tour or research for a limited period.
- 12.14.2 Sabbatical leave may be granted to an employee who is confirmed in appointment and has served the University for a continuous period of five (5) years.
- 12.14.3 Sabbatical leave may be granted to academic staff at the rank of Senior Lecturer and above.
- 12.14.4 Sabbatical leave may be granted for a maximum of 12 months with pay in every five years of service.
- 12.14.5 It shall be granted by the Vice Chancellor on recommendation of the Staff Development Committee.
- 12.14.6 There must be evidence that the leave will benefit both the member of staff and the University.
- 12.14.7 The receiving organisation shall take care of duty facilitating allowances.
- 12.14.8 Members of staff on probation terms shall not be granted sabbatical leave
- 12.14.9 Sabbatical leave shall be leave with pay.

12.15 CONSULTANCY LEAVE

- 12.15.1 Consultancy leave may be granted by the Vice Chancellor. In the case of the Vice Chancellor consultancy leave may be granted by the Chancellor on the advice of the Council.
- 12.15.2 Consultancy leave shall be leave with pay and shall be for a period not exceeding twelve months.
- 12.15.3 Consultancy leave may be granted on the basis of submission of a work plan. When granting consultancy leave the Vice Chancellor shall take into consideration its benefits to the University and the country.

- 12.15.4 A member of staff shall disclose with evidence the fees payable to her or him for the Consultancy.
- 12.15.5 A member of staff granted consultancy leave shall remit 25% of the net consultancy fee to the University for using the University time.
- 12.15.6 A member of staff shall not overstay the period of consultancy leave granted without the permission of the Vice Chancellor. A member of staff who over-stays on consultancy leave without permission shall be deemed to have abandoned duty.
- 12.15.7 Employees on probationary terms shall not be eligible for consultancy leave.

12.16 SICK LEAVE

- 12.16.1 Any period during which an employee is absent from duty because of illness or convalescence shall be considered as sick leave. Any employee who cannot attend work because of illness should report the matter to his or her immediate supervisor.
- 12.16.2 An employee who is unable to attend work because of sickness for a period exceeding two (2) working days shall be required to be examined by a University Medical Officer or a certified medical practitioner for purposes of obtaining a medical report.
- 12.16.3 On the recommendation of a University Medical Officer, an employee may be granted sick leave on full pay by the Vice Chancellor or the Director of Human Resources up to 90 days in any period of twelve months. This period may be extended to 180 days on full pay in any period of 12 months if a University medical officer is satisfied that the officer will be fit to resume duty within a reasonable time.
- 12.16.4 If there is doubt about the officer's being able to resume duty within a reasonable period of time because of sickness, the University Medical Officer may recommend for the constitution of a Medical Board, to consider the case
- 12.16.5 It is recognised that sick leave may have to be approved in retrospect because when an employee falls sick, his or her Medical Officer cannot at that stage be sure when the employee will be fit to resume duty. This is in order, provided the employee is under the care of an authorized Medical Officer.

12.16.6 If an employee falls sick while on annual leave, the period of sickness shall be taken as part of annual leave.

12.16.7 An employee who is taken ill while outside Uganda on duty shall, for the purpose of being granted sick leave, be treated in accordance with the appropriate rules as if he or she had been in Uganda, when he or she became ill.

12.17 MATERNITY LEAVE

12.17.1 A female employee regardless of status and terms of service is entitled to 60 working days of maternity leave on full pay.

12.17.2 A female officer should be allowed to go on maternity leave, when she is between 36 and 38 weeks pregnant as determined by the University Medical Officer.

12.17.3 When a Head of Department or other responsible officer notices deterioration in the female employee's output, attributable to advanced pregnancy and after obtaining the opinion of a University Medical Officer, the Head of Department may recommend to her for maternity leave before the stipulated time.

12.17.4 For avoidance of doubt, under no circumstance will maternity leave be considered as sick leave.

12.17.5 If a female employee requires, for maternity purposes, an additional period of absence from duty over and above the 60 days of maternity leave stated in paragraph 1 above, she shall apply for additional number of days which shall be offset against her earned leave.

12.17.6 Subject to paragraph 5 above, absence from duty beyond the limits laid down in this section shall be treated as absenteeism without permission and may lead to disciplinary action against the employee.

12.18 PATERNITY LEAVE

12.18.1 After a wife of a male employee has had a delivery or miscarriage, the male employee shall immediately be entitled to 4 working days of paternity leave.

12.18.2 Paternity leave shall be leave with full pay.

12.19 FORCED LEAVE

- 12.19.1 A member of staff under investigation for various reasons may be sent on forced leave.
- 12.19.2 The Vice Chancellor may at his discretion or under directive of the University Council may send a member of staff who is under investigation on forced leave.
- 12.19.3 When the Vice Chancellor sends an employee on forced leave, the matter shall be brought to the attention of the Appointments Board immediately.
- 12.19.4 Forced leave should normally not exceed six (6) months.
- 12.19.5 Forced leave shall be leave on full pay.
- 12.19.6 The Chancellor may send the Vice Chancellor on forced leave on advice of the University Council.
- 12.19.7 A person sent on forced leave by the Vice Chancellor may appeal to the Appointments Board.

12.20 PUBLIC HOLIDAYS

- 12.20.1 The observance of Public Holidays by Kyambogo University is governed by the public holidays Act, 1965 (Section 3) by which the University is bound as declared from time to time under Statutory Instruments, which at the time of the commencement of this Manual provided for the following public holidays:

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

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

- 12.20.2 University offices will be closed on any public holidays.
- 12.20.3 University employees will enjoy public holidays on full pay.
- 12.20.4 If due to the exigencies of the university service, the Accounting Officer retains an employee on duty on a Public Holiday, he or she shall make arrangements for the employee to take another day off on full pay.
- 12.20.5 Alternatively, an employee who is required to work on a public holiday may be compensated in monetary terms in accordance with the prevailing policy approved by the University Council.

CHAPTER THIRTEEN

COMMUNICATION

13.1 PURPOSE

Kyambogo University encourages open and candid two-way communications between employees at all levels. It believes that effective communication helps build mutual understanding and trust, and contributes to a constructive and cheerful working environment, high performance and organizational success.

13.2 POLICY

- 13.2.1 All employees are required to support the communication initiatives implemented by Kyambogo University.
- 13.2.2 All employees have rights and obligations to express their views to their superiors about Kyambogo University activities and vice versa.
- 13.2.3 Views raised by employees shall be respected, listened and considered carefully.
- 13.2.4 Questions raised by employees shall be attended to by the management in an effective and efficient manner and be treated in strict confidence.
- 13.2.5 There shall not be any prejudice against individuals due to differences in opinions.
- 13.2.6 Employees shall be well informed of the development and major events of Kyambogo University, in particular those that may have an impact on their jobs and/or welfare.
- 13.2.7 Suggestions regarding improvement of communication and staff relations in Kyambogo University are most welcome.

13.3 ROLE OF MANAGEMENT IN COMMUNICATION

- 13.3.1 The management (employees at managerial level and above) of all divisions/departments are responsible for understanding their staff's concerns at work, sharing information and encouraging suggestions.
- 13.3.2 The management shall treat communication as equally important to other business priority.
- 13.3.3 The management shall treat matters raised by employees in a balanced and fair manner and in strict confidence.
- 13.3.4 Management shall facilitate publication of a quarterly newsletter about key events in the University.
- 13.3.5 Management shall operate a suggestion box to encourage employees to express their views about the management of the university and give suggestion for improving operations.

13.4 COMMUNICATION ON BEHALF OF THE UNIVERSITY

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

13.5 ROLE OF EMPLOYEES IN COMMUNICATION

- 13.5.1 Employees are encouraged to discuss their views of Kyambogo University with their immediate supervisors, Heads of Division/Department, the Human Resources Department and/or the Vice Chancellor.
- 13.5.2 Employees are responsible to clarify with the management about the issues of which the hearsay may hamper the employee relations and de-motivate the staff morale.

- 13.5.3 Employee should actively communicate their views, express their opinions, and raise their concerns verbally or in writing through the following communication channels as appropriate:
- (a) staff briefing sessions;
 - (b) private interviews with superiors or Human Resources personnel;
 - (c) Kyambogo University publication or newsletter;
 - (d) training and development activities;
 - (e) suggestion boxes; and
 - (f) during lunches, dinners or other company social functions.
- 13.5.4 Official communication from an employee shall be channelled through his or her immediate supervisor.

13.6 DISPATCH AND RECEIPT OF CORRESPONDENCE

- 13.6.1 The Accounting Officer and officers in charge of Departments/Units, must appoint specific officers whom they authorise to open official mail. A definite process must be established for the handling of mail from the time of opening it to the time it reaches the officer who will deal with it.
- 13.6.2 The attention of employees who open official mail is drawn to Treasury Accounting Instruction No. 796 which lays down the procedure to be followed when money remittances are received by post and the existing Registry procedures.
- 13.6.3 Delivery books shall be used to transfer correspondence from one organisation to another and from one office to another within the University.
- 13.6.4 When a communication is routed through one or more offices or Departments before it reaches its final destination, it must be routed through those offices which it has to pass.
- 13.6.5 When a communication is routed “thru” an office or Department, a copy of the communication should be attached for each office or Department, through which it has to pass. Where the final addressee of the communication is likely to consult another Department or officer concerning the subject matter of the communication, a copy may be forwarded to such Department or officer.

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

13.7 UNIVERSITY ANNUAL REPORT

- 13.7.1 Kyambogo University Annual Report shall be compiled by the Office of the Vice Chancellor. It is intended to primarily explain in a concise form to stakeholders both locally and abroad, the performance of the University, during the past financial year, in virtually all spheres of the University.
- 13.7.2 Although the office of the Vice Chancellor edits the Report, it is compiled from contributions received from each academic and administrative unit.

- 13.7.3 Contributions from Faculties and Departments must be comprehensive and factual. Any information presented in the form of figures should be set out as simply as possible and special attention should be paid to their accuracy.
- 13.7.4 If figures are not available at the time of going to Press estimates should be provided clearly indicating that they are estimates. Long tables of statistics should be avoided summarising data or aggregating averages e.g. into five year or ten year averages.
- 13.7.5 The Office of the Vice Chancellor shall compile, print and present the Annual Report to the University Council by 31st December of the following Financial Year for approval.
- 13.7.6 The approved Annual Report shall be disseminated to stakeholders.

CHAPTER FOURTEEN

RECORDS MANAGEMENT

14.1 MEANING

- 14.1.1 The term Records means recorded information regardless of form or medium, created received and maintained by any institution or individual under its legal obligations, or in transaction of its business and providing evidence of the performance of those obligations or that business.
- 14.1.2 The term “Archives” means records of enduring value selected for permanent preservation.

14.2 RECORDS MANAGEMENT PROCEDURES

- 14.2.1 Kyambogo University shall establish registries and records centres for management of current and semi current records respectively. These records shall be managed according to existing regulations and standard of records management the university.
- 14.2.2 All documents which affect the official record on a university employee must be kept properly regardless of the source. This will include as applicable:
- 14.2.2.1 Confidential records include but are not limited to:
- (a) Submissions to and minutes of Appointments Board,
 - (b) cases related to discipline, medical records, security related matters,
 - (c) letters of appointment and confirmation,
 - (d) performance appraisal reports,
 - (e) application forms/letters duly completed and
 - (f) interview scores
 - (g) other relevant forms.

14.2.2.2 Open records include but are not limited to;

- (a) extracts of minutes of the Appointments Board,
- (b) letters of appointment,
- (c) acceptance of offer of appointment,
- (d) confirmation in appointment,
- (e) adjusting salaries,
- (f) changes in incremental dates,
- (g) changes in names,
- (h) transfer and posting letters,
- (i) approved leave forms,
- (j) employee record forms
- (k) copies of academic and professional certificates,
- (l) passport size photograph,
- (m) performance appraisal reports
- (n) official Oath of Secrecy, Oath of allegiance, where applicable, and
- (o) any other official records on an employee.

14.2.3 An employee's personal records must be complete and up-to-date at any given time.

14.2.4 Files will be opened and maintained by the following departments:

14.2.4.1 The Central Registry shall open and maintain personal files for all categories of employees appointed into the service of the university. For each employee the Central Registry shall have:

- (a) A confidential personal file;
- (b) An open personal file;

(c) A computerised personal and payroll record

14.2.4.2 A Faculty /Departmental Registry shall open and maintain an open personal file for each of employee in that faculty/department.

14.3 ACCESS TO PERSONAL RECORDS

14.3.1 An employee shall have:

- (a) free access to his or her open personal file in his or her Faculty/Department
- (b) no access to his or her confidential file.

14.3.2 Notwithstanding paragraph 14.3.1 (a), an employee shall not remove any document from his or her personal file.

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

14.4 TRANSFER OF PERSONAL RECORDS

14.4.1 For employee who have retired or died or left the University after expiry of their contracts, all their records should be transferred to the Archives Centre after processing of their terminal benefits/gratuity.

14.4.2 Such records may be retrieved according to existing regulations and procedures whenever required.

14.5 PRESERVATION AND DISPOSAL OF RECORDS

14.5.1 It is important to preserve reliable information regarding the history of the University.

14.5.2 At regular intervals, University records shall be appraised according to existing Retention and Disposal Schedules to determine their administrative, historical, research or informational values, which will warrant their transfer for permanent preservation in the University Archives, where they will be managed according to existing archives procedures.

- 14.5.3 Records of enduring value such as diaries, memoranda manuscripts, maps and other records will become of increasing importance as time passes and it is essential that all records of enduring value shall be carefully preserved.
- 14.5.4 No records shall be destroyed without a prior written consent of the Accounting Officer so that the Officer in charge of University Records can arrange to transfer the records to the University Archives. Where officers have important records in records centre under their care, a routine must be introduced for inspection of the records, and to fumigate records against vermin.
- 14.5.5 All records shall be preserved and any destruction of such records must be within the existing Regulations and in case of doubt advice should be sought from the Ministry responsible for National Records and Archives.
- 14.5.6 Disposal action should not take place without the assurance that the record is no longer required, that no outstanding litigation or investigation is current or pending which would involve relying on the records as evidence.
- 14.5.7 An employee is not permitted to take official documents away from the office unless if such documents are required for the execution of an assignment outside office.

14.6 TRANSFER OF CUSTODY OR OWNERSHIP OF RECORDS

- 14.6.1 Records can be required as evidence of activity for periods which exceed the life of the organ of the University or committee which created them.
- 14.6.2 In certain circumstances, it may be necessary to transfer records out of the custody or ownership of the unit or office which created them. For example, from the restructuring of the unit, where it ceases to exist or where business activities are out sourced.
- 14.6.3 Where this occurs, the records requiring transfer shall be identified, removed from physically transferred to relevant department or to the University Archives.

CHAPTER FIFTEEN

PERFORMANCE MANAGEMENT

15.1 PURPOSE

15.1.1 Performance Management is a systematic process of managing the organization and its human resources to achieve a high and steady rate of performance.

15.1.2 Kyambogo University has developed a performance management process which aims at:

- (a) driving Kyambogo University to become a high performance institution centre of focusing on academic and professional excellence
- (b) aligning individual objectives with university objectives and core values
- (c) encouraging employees to think about and communicate their performance objectives and targets
- (d) focusing on performance improvement
- (e) helping staff to continue self-improvement and competence development
- (f) tracking and rewarding high performers

15.2 PERFORMANCE MANAGEMENT POLICY

15.2.1 Performance management in Kyambogo University shall be Results-based.

15.2.2 It is the responsibility of all heads of Department/Unit to manage the performance of their unit, to ensure that performance of organisations and individuals directly contribute to improved service delivery and the attainment of university objectives.

15.3 PROCEDURE

15.3.1 Each Department/Unit shall establish a results framework that shall:

- (a) specify the mission/purpose for which it exists;

- (b) indicate the institutional outcomes that the department/unit contributes
- (c) outline the objectives that it aims to achieve;
- (d) specify the key outputs and outcomes;
- (e) specify the activities to be carried out to achieve the objectives;
- (f) define the performance indicators that will be used to measure how well the Department/Unit is performing and delivering the expected outputs; and
- (g) state specific performance targets.

15.3.2 The results framework shall be subject to periodic reviews in line with changes in the national and institutional development priorities.

15.3.3 Each Departments/Unit shall develop annual performance Plans at the beginning of every financial year. The performance plans shall be in line with the priorities in the national development plan, the sector plan, and the strategic plan of the University.

15.3.4 Departmental performance plans shall form the basis for the individual performance plans.

15.3.5 The Vice Chancellor shall ensure that performance review meetings with Heads of Department/Units are regularly held, at least on a quarterly basis, to review the performance of the University against the agreed performance plan.

15.3.6 The Director Planning shall coordinate quarterly performance review meetings where departments and faculties shall report their actual performance against planned targets.

15.3.7 Performance review at individual level must also be carried out on a continuous basis to keep track of performance.

15.4 STAFF PERFORMANCE APPRAISAL

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

15.4.2 The staff performance appraisal system in the University shall be guided by the following principles:

- (a) Objectivity;
- (b) Transparency;
- (c) Fairness;
- (d) Openness; and
- (e) Participation.

15.4.3 The performance appraisal system shall involve the following processes:

- (a) Performance planning;
- (b) Continuous performance monitoring;
- (c) Performance assessment/evaluation; and
- (d) Performance improvement.

15.4.4 In conducting the performance appraisal, an employee shall follow guidelines issued by the University Council, from time to time.

15.4.5 A staff performance appraisal report form shall be completed for each employee and a copy submitted to the Vice Chancellor as follows:

- (a) For a confirmed employees and those on contract terms by 31st of July of every financial year;
- (b) For an officer on probation every FIVE months with effect from the date of assumption of duty.

15.4.6 A special staff performance appraisal report on an employee may be made or requested for, at any time, by the University Secretary, the Vice Chancellor, or the University Council if it is considered that circumstances justify such a report being made or requested for.

15.4.7 Heads of Department shall be held personally responsible for any failure or irregular completion of staff performance appraisal reports of their staff.

15.4.8 The Director Human Resources shall ensure that all employees are trained to acquire performance appraisal skills.

15.4.9 An Officer on study leave, prolonged sick leave and leave without pay may not be required to fill the appraisal forms until his or her return. The Director Human Resources must ensure that the period of absence is duly authorized and clearly documented.

15.5 RECOGNIZING AND REWARDING PERFORMANCE

15.5.1 As part of the performance management system, there shall be a reward and recognition scheme for individuals, teams and departments. Under this scheme, public officers will be recognized and rewarded individually or as teams or as departments for their contribution to the attainment of University goals/objectives.

15.5.2 The scheme shall centre on the human need for achievement, recognition, responsibility, influence and personal growth.

15.5.3 The scheme shall support a working environment that values employees and facilitates a workplace that motivates, excites, encourages, stimulates and rewards.

15.5.4 There shall be an Employee Awards Committee constituted by the Vice Chancellor to receive, evaluate the nominations and approve the awards.

15.5.5 Recognition and rewarding of exemplary performance shall be used to support the development and enhancement of a productive work culture, commitment, attraction and retention of outstanding staff in the University.

15.6 MANAGING POOR PERFORMANCE

15.6.1 An employee who fails to meet their performance standards and targets, due to factors outside their control, shall be helped to improve through training, mentoring, coaching, and attachment to other better performing officers, among others.

15.6.2 An employee who fails to improve his or her performance after measures prescribed in paragraph 15 above may be presented to the appointing authority for termination of employment.

15.6.3 An employee whose performance falls short of the expected standards, as a result of culpable behaviours, shall be sanctioned in accordance with the law. The sanctions to be applied are provided for in the section on Discipline.

15.7 ***PERFORMANCE CONTRACTS FOR TOP MANAGERS***

15.7.1 **General**

15.7.1.1 In order to enhance service delivery and enhance transparency and accountability in a results oriented framework, Senior Managers will be required to performance contracts.

15.7.1.2 The duration of the performance contract shall be five years in the case of the following

- (a) Vice Chancellor,
- (b) Deputy Vice Chancellors
- (c) Heads of administrative Departments in salary scale M3.
- (d) Deputy Heads of Administrative Departments
- (e) Estates Officer
- (f) Head of Procurement and Disposal Unit
- (g) Farm Manager
- (h) Director Health Services
- (i) Any other officer as Council may decide

15.7.1.3 The duration of the performance contract shall be FOUR years in the case of Faculty Deans and Heads of academic Departments.

15.7.1.4 The objective of the performance contract is to provide full accountability and demonstration of commitment to the achievement of the University's strategic goals as spelt out in the strategic plan.

15.7.1.5 The performance agreements shall:

- (a) Provide a mechanism for Senior Managers to align the organisational strategies, budgets, outputs and targets with the University the strategic plan;

- (b) Institutionalise a transparent and accountable process for assessing the achievement of agreed outputs and targets for which the Senior Managers are accountable.
 - (c) Provide a formal process to document the level of achievement of key outputs and targets across the University.
 - (d) Enable the University recognise and reward excellent performance by utilising consistent criteria for assessing performance.
 - (e) Form a basis for renewal or non-renewal of contract appointments and retention of Senior Managers
- 15.7.1.6 The duration of the performance contract shall be FIVE years in the case of the Vice Chancellor, Deputy Vice Chancellors and Heads of Administrative Departments in salary scale M3.
- 15.7.1.7 The duration of the performance contract shall be FOUR years in the case of Faculty Deans and Heads of academic Departments.

15.7.2 Procedure

- 15.7.2.1 Performance contracts will be signed by the end the third month from the date of assumption of duty. (For officers already in the service of the university, performance contracts shall be signed by the 31st July 2015, covering the remaining period of their employment contract.)
- 15.7.2.2 The Vice Chancellor will sign a performance contract with the Chairman of the University Council.
- 15.7.2.3 A Deputy Vice Chancellor will sign a performance agreement with the Vice Chancellor.
- 15.7.2.4 Faculty Deans and Heads of Academic and Administrative Departments/Units shall sign performance contracts with their immediate supervisors.
- 15.7.2.5 The Vice Chancellor shall review and approve the contents of the performance contract before it is signed.

- 15.7.2.6 An Officer and his/her supervisor will sign the performance contract in the presence of the supervisors' supervisor.
- 15.7.2.7 In the case of the Deputy Vice Chancellors, signing of the performance contract shall be witnessed by the Chairman of the University Council.
- 15.7.2.8 In the case of the Vice Chancellor, signing of the performance contract will be witnessed by the Chancellor
- 15.7.2.9 Copies will be signed and distributed as follows:
- (a) One copy for the Senior Officer
 - (b) One copy for the immediate supervisor
 - (c) One copy for the Vice Chancellor
 - (d) One copy for the Chairperson of the University Council
 - (e) One copy to the senior officer's open personal file
 - (f) One copy to the senior officer's confidential personal file.
 - (g) In the case of the Vice Chancellor, a copy to the Chancellor.

15.7.3 Key Outputs and Targets

When preparing the performance agreement, the key outputs and targets should be determined with a specific aim of achieving the university's strategic goals and objective as stated in the strategic plan.

15.7.4 Performance Monitoring

- 15.7.4.1 Each financial year, the Senior Manager shall sign an annual performance agreement with annual performance outputs and targets.
- 15.7.4.2 The Senior Officers performance will be monitored through quarterly reports and annual performance reports submitted in the prescribed format to the University monitoring and evaluation meetings, Ministry of Education and Sports, Ministry of Finance planning and Economic Development and Ministry of Public Service.

15.7.5 Annual Performance Assessment

- 15.7.5.1 The immediate supervisor of each Senior Officer will be responsible for determining the extent to which the performance targets have been achieved.
- 15.7.5.2 At the review meeting, the Senior Officer will be required to discuss the Performance Report with his or her supervisor before it is signed by both parties.
- 15.7.5.3 The performance assessment should be concluded by the 31st July every year.
- 15.7.5.4 The completed Performance Report should be signed by all parties and submitted to the relevant offices by 15th August every year

15.7.6 Filling the Performance Report

A Senior Officer of the University will be required to:

- (a) Copy the outputs and targets from the agreement/contract into the Performance Report.
- (b) For each section, the results achieved and the supporting evidence (such as a survey report) should be indicated in the results column.
- (c) In cases where targets were not met, the reasons should be provided including any mitigating measures taken.

15.7.7 ASSESSMENT CRITERIA FOR ALL UNIVERSITY EMPLOYEES

The following Assessment Criteria will be used:

5= Excellent:	Has exceeded the agreed targets and has consistently produced results of excellent quality and demonstrated a high level of productivity and timeliness. The Officer is a model of excellence in terms of the results achieved and the means
24 = Very good	Has achieved all the agreed outputs in line with the agreed targets and has consistently met the expectations for the outputs achieved and the means by which they were achieved.
25 = Good	Has achieved most, but not all the agreed outputs in line with the agreed targets, and there is no supporting rationale for not meeting the other commitments.
2 = Fair	Has achieved minimal outputs in line with the agreed targets and without a supporting rationale for inability to meet the

commitments.

1 = Poor

Has not achieved most of the agreed targets and without supporting rationale for not achieving them.

Overall assessment

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

15.7.8 Format of Performance Contract /Agreement

Name of Appraisee:

Position:

Department

Name of Appraiser

Position

Key Result Area/Strategic Objective	Key Outputs	Performance Indicators	Targets

15.7.9 COMMITMENTS

15.7.9.1 The University shall commit to provide financial and human resources to facilitate the officer to meet its service delivery needs; to ensure timely release of funds as per annual work plans and the budget approved by Council; and to reward or discipline the officer in accordance with the Rewards and Sanctions Framework for the University.

15.7.9.2 The officer shall commit to provide an enabling environment that foster effective service delivery; to monitor the performance of staff; to submit timely performance reports and work plans in the prescribed format to Stakeholders; and to reward or

discipline the staff in under his supervision in accordance with the Rewards and Sanctions Framework for the University.

15.7.10 Reporting Format

Output	Target	Actual Achievement	Score	Remarks
TOTAL SCORE				
OVERALL PERFORMANCE RATING				

15.7.11 REWARDS AND SANCTIONS

15.7.11.1 Where appropriate, the supervisor/appraiser, after signing off the performance assessment, will recommend the Senior Manager to the Vice Chancellor or University Council for a reward or sanction.

15.7.11.2 Where the employee serving on contract terms has applied for renewal of contract, the results of the performance appraisals shall be submitted to the appointing authority for the purpose of determining the person’s suitability for reappointment.

15.7.11.3 Where an employee serving on permanent terms has applied for promotion or appointment to a different position in the university service, the results of the performance appraisals shall be submitted to the appointing authority for the purpose of determining the person’s suitability for promotion or appointment.

CHAPTER SIXTEEN

STAFF TRAINING AND DEVELOPMENT

16.1 PURPOSE

- 16.1.1 Staff training and development refers to all activities undertaken to equip University employees with competences (knowledge, skills and the right attitudes) to enable them to diligently perform their duties and responsibilities and to prepare them for future/higher responsibilities.
- 16.1.2 The main objective of staff training and development in Kyambogo University is to help develop key competencies which enable individuals to perform current or future jobs successfully.
- 16.1.3 All training and development programs organized by the University will be geared towards the following objectives:
- (a) strengthening the job skills/knowledge of employees;
 - (b) improving operational efficiency and productivity; and or
 - (c) developing the potential of employees for maximizing mutual benefit to individuals and Kyambogo University.

16.2 POLICY

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

- 16.2.4 Staff training and development for University employees is a continuous process, which shall be needs-based, planned, carried out and reviewed in accordance with a Faculty/Department or Section mission and strategic objectives.
- 16.2.5 The University shall support staff training and development of employees as a way of maintaining a competent workforce. The aim of staff training and development is to make the workforce an effective, efficient and capable of initiating and executing appropriate programmes and activities for efficient delivery of the University's mandate.
- 16.2.6 The University shall ensure that:-
- (a) staff training and development is provided in a systematic manner for all levels of staff through training programmes based on identified current or projected training needs;
 - (b) necessary research is carried out to enable the University monitor staff development activities with a view to ensuring continuous improvement to staff training and development programmes; and
 - (c) training and development programmes are adequately funded including tuition, upkeep and transport.
- 16.2.7 Staff Development activities shall include training, attachments, mentoring, coaching, delegation, assignment of duties to university employees; and other activities that support learning and development for purposes of unlocking university employees' potentials.
- 16.2.8 Departmental and Faculty Staff Development and Training Committees shall identify training needs and recommend eligible staff to the Staff Development and Training Committee.
- 16.2.9 An employee of the University shall avail himself or herself for training whenever called upon by the Responsible Officer.
- 16.2.10 The Director Human Resources, in conjunction with Heads of line departments shall ensure that all job categories have training milestones for career development identified for them and there is effective utilisation of all methods of staff training and development.

16.3 STAFF DEVELOPMENT COMMITTEE

16.3.1 There shall be a Committee of Senate known as the Staff Development Committee which shall be responsible for managing the training and development function of the University.

16.3.2 The Directorate of Human Resources, in conjunction with line managers, shall develop annual staff training and development plan in accordance with the University Training Policy, and present it to the Staff Development Committee and Management for approval.

16.3.3 The Deputy Vice Chancellor Finance and Administration shall be the Chairperson of the Staff Development Committee.

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

- | | |
|---|-------------|
| (a) Deputy Vice Chancellor (Finance and Administration) | Chairperson |
| (b) Deputy Vice Chancellor (Academic Affairs) | Member |
| (c) University Secretary | Member |
| (d) University Bursar | Member |
| (e) University Librarian | Member |
| (f) Academic Registrar | Member |
| (g) Dean of Faculty/School/Institute | Member |
| (h) The Dean of the Graduate School | Member |
| (i) One representative of each staff associations and the Union | Member |
| (j) Director Human Resources | Secretary |

16.3.5 The Vice Chancellor shall be an ex-officio member of the Staff Development Committee.

- 16.3.6 The Directorate of Human Resources shall provide Secretariat to the Staff Development Committee.
- 16.3.7 The Staff Development Committee shall receive, consider and approve all requests for training sponsorship and study leave.
- 16.3.8 In considering requests for training opportunities, the Staff Development Committee shall:
- (a) consider the human resource needs of the University and the individual employee.
 - (b) select candidates on merit and academic suitability; and
 - (c) give equal opportunity to all University employees and where necessary apply affirmative action.
 - (d) consider age of the applicant and his or her ability to continue to serve the university after training.
 - (e) Relevance of the training to the applicant's job requirements.

16.4 APPLICATION PROCEDURE

- 16.4.1 An employee who wishes to be sponsored shall route their application through the Departmental and Faculty Staff Development Committee to the Director Human Resources.
- 16.4.2 On receipt of the recommendations of the Department and Faculty staff Development Committees, the Director Human Resources shall present the application to the Staff Development Committee at its next meeting.
- 16.4.3 In emergency cases, the Vice Chancellor or Deputy Vice Chancellor Finance and Administration may approve requests for training sponsorship or study leave on behalf of the Staff Development Committee.
- 16.4.4 Where the Vice Chancellor or the Deputy Vice Chancellor (Finance and Administration) approves a request on behalf of the Staff Development Committee, such requests shall be presented at the next meeting of the Committee for ratification.

16.4.5 While approving requests on behalf of the Committee, the Chairman or Vice chancellor shall ensure that the University training policy guidelines are not breached.

16.4.6 Employees are encouraged to submit their applications for sponsorship and or study leave at least two months before the commencement.

16.5 TYPES OF TRAINING AND DEVELOPMENT ACTIVITIES

16.5.1 General

16.5.1.1 Staff training and development activities can be employer- or employee-initiated. In either case, it has to be approved by the Departmental Staff Development Committee, Faculty Staff Development Committee and with additional endorsement from the University Staff Development Committee or the Vice Chancellor.

16.5.1.2 Employee-initiated training and development activities may include external programs that are organized by external training institutes or by Kyambogo University.

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

16.5.1.4 Depending on the nature of needs and operational requirements, training and development programs may also be implemented as job induction, job rotation, on-the-job coaching, counselling, individual or group projects, and secondment.

16.5.2 Long-term Staff Development Leading to an Award

16.5.2.1 The University may sponsor or nominate an employee for long term training leading to an award which is relevant to the employee's job requirements and the organisations future human resource needs.

16.5.2.2 An academic staff shall prepare and submit to the Directorate of Human Resources through his or her supervisor his or her career growth plan indicating his or her timelines for acquiring higher qualifications up to PhD level.

16.5.2.3 The Directorate of Human Resources shall compile a comprehensive staff development plan indicating proposed timelines for each employee's acquisition of higher qualifications up to PhD level, where applicable.

16.5.3 Induction Training Programmes

16.5.3.1 Induction training is intended to integrate newly recruited officers into the service.

16.5.3.2 Induction training is compulsory for each grade of employee and shall be conducted within the first three months of entry into the University service.

16.5.4 Job-related Training

16.5.4.1 Job-related or skills-building training will be encouraged within the University and should be conducted by immediate supervisors guided by staff development officers.

16.5.4.2 Where necessary, the programme should be delivered on a part time basis, for example once or twice a week over a period of time until the employee has acquired the necessary attitudes, behaviour, skills and knowledge relevant to his or her career.

16.5.5 Management Development Programmes

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

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

16.6 ELIGIBILITY FOR SPONSORSHIP

16.6.1 Training courses sponsored by the University shall be open only to University employees who are citizen of Ugandan.

16.6.2 An employee who is not a citizen of Uganda may be permitted to attend short training courses locally in the public interest when it is necessary for him or her to do so.

16.6.3 The age limit for sponsorship to attend training programmes shall be as follows:

- (a) Short term programmes: not exceeding three (3) months – No age limit
- (b) Medium term programmes: not exceeding six (6) months – below 57 years
- (c) Long term programmes: over nine (9) months – below 55 years

- 16.6.4 An employee may be granted study leave in accordance with the provisions of this manual.
- 16.6.5 An employee may be allowed to undertake part-time training as long as it does not interfere with the fulfilment of his or her official obligations. In situations where training requirements conflict with job obligations, the latter shall take precedence.
- 16.6.6 An employee sponsored by the university to undertake training shall get his or her salary in full and will earn his or her normal increments as they may fall due during the period of his or her training.
- 16.6.7 When the University undertakes to meet the costs of an employee's training, the University shall pay the following fees directly to the institution conducting the training:-
- (a) Tuition fees;
 - (b) Registration fees;
 - (c) Examination fees;
 - (d) Library fees
 - (e) Graduation fees, and
 - (f) Approved subscriptions.
- 16.6.8 The University may provide the employee an allowance for purchase of scholastic materials including stationary and essential books, as prescribed by the training institution.
- 16.6.9 An employee on probation shall not be permitted to undertake a training programme lasting more than three weeks unless that training is a condition for his or her confirmation.
- 16.6.10 The period of absence from duty while on approved study leave shall not affect the computation of terminal benefits or gratuity.

16.7 BONDING OF UNIVERSITY EMPLOYEES

16.7.1 An employee on medium or long term training shall be bonded to serve the University for a period corresponding to the duration of the training programme after completion of the training.

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

16.7.3 In case of breach of the bonding agreement, the University Secretary shall recover training costs and salary paid during study leave.

16.7.4 An employee who is supported by the University either by way of sponsorship or study leave, shall deposit a copy of each of the following documents with the relevant University office:

- (a) A copy of the dissertation, thesis or other publications to the University Library.
- (b) A certified copy of the academic transcript or certificate with the Directorate of Human Resources for filing on his or her personal file.

16.8 PROMOTION AFTER TRAINING

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

16.8.2 An employee who acquires higher qualifications may be eligible for appointment to a higher grade when a vacancy exists and he or she shall compete with other eligible candidates.

16.9 EMPLOYEES TAKING UP FULL-TIME TRAINING WITHOUT UNIVERSITY SPONSORSHIP

16.9.1 An employee, who is not sponsored by the University but has been granted study leave, shall be required to sign a bonding agreement with the University.

16.9.2 The University will recover from the employee the cost of salary and any other training related costs that might have been paid by the University in case of breach of the bonding agreement.

16.10 RULES ON STAFF DEVELOPMENT

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

- (a) proceed to the venue of the programme immediately or at such a time as may be required.
- (b) diligently attend to his or her studies until completion of the programme unless prevented from doing so by sickness or other circumstances beyond control;
- (c) follow any activity which may be given by the authorities of the training institution as part of the study programme;
- (d) devote maximum attention to the programme;
- (e) abide by the rules and regulations of the training institution.

16.10.2 Disciplinary action shall be taken against a member of staff who fails to abide by the rules stipulated in paragraph 30.53.

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

16.10.4 An employee who fails to complete sponsored training programme or a programme for which he or she was granted study leave shall be liable for disciplinary action and shall be required to refund the money spent on his or her training. The appointments Board may terminate the services of such an employee.

16.10.5 An employee on a staff development programme shall submit to the Director Human Resources an annual progress report duly signed by an authorized officer of the Training Institution.

16.10.6 The Director Human Resources shall keep an up-to-date record of every employee on a staff development programme, showing:

- (a) Programme of study;

- (b) Date of commencement;
- (c) Expected date of completion;
- (d) Progress as extracted from annual progress reports;
- (e) Source of sponsorship;
- (f) Amount of funding disbursed;
- (g) Start date of study leave;
- (h) end date of study leave granted; and
- (i) any other relevant information.

16.10.7 The Director Human Resources shall compile and submit an annual report to the Staff Development Committee indicating progress made by each employee on a staff development programme.

16.11 LIVING ALLOWANCE FOR EMPLOYEES ON STAFF DEVELOPMENT

16.11.1 The University shall pay a monthly subsistence (for study programs lasting more than 30 days) or living allowance (for study programs lasting less than 30 days) to employees sponsored for staff development outside Uganda.

16.11.2 The amount of living allowance shall be determined by the University Council from time to time.

CHAPTER SEVENTEEN

INTERNSHIP

- 17.1 Kyambogo University shall work with Training Institutions, Colleges and other Universities to promote training programs requiring students to gain practical skills in the world of work in order to enhance their technical and professional capabilities in preparation for entry into the labour market. Such programmes shall include, but not limited to:
- (a) Field attachments;
 - (b) Industrial training;
 - (c) Apprenticeship;
 - (d) Academic research; and
 - (e) Management training.
- 17.2 With the approval of Management, the Directorate of Human Resources may periodically issue guidelines on the management of the placements for interns.
- 17.3 During the period of attachment/industrial training/internship/apprenticeship, the Head of Department where the student is attached shall ensure that the student:-
- (a) adheres to and abides by the rules and regulations governing the University.
 - (b) refrains from using existing records and University information as his or her own ideas;
 - (c) is restricted to the area of study or attachment; and
 - (d) deposits a copy of his or her internship report to Directorate of Human Resources and a copy to the department where the student was attached.
- 17.4 The duration of the training may not exceed the time spelt out in the introduction letter from training institution unless otherwise authorised.

17.5 Ordinarily, a student trainee is not entitled to any form of payment from the University. However, in the event that he or she is asked to perform tasks for which an allowance is payable, he or she shall be considered for such payment at the existing rates paid to employees with equivalent qualifications.

CHAPTER EIGHTEEN

MEDICAL CARE

18.1 MEDICAL TREATMENT IN UGANDA

- 18.1.1 The University may provide medical treatment at the University Medical Centre in accordance with the prevailing Council policy.
- 18.1.2 Council may, from time to time designate hospitals where, members of staff and their spouses and children, registered with the University, can receive medical care in accordance with prevailing University Health and Safety Policy.
- 18.1.3 Members of staff and their spouses/children in (b) above can receive Medical Care from government and religious referral hospitals and other designated private hospitals.
- 18.1.4 Council may from time to time designate private health providers from which staff members may receive medical care in a situation where such a service cannot be provided at government or mission referral hospitals.
- 18.1.5 Where possible a staff member shall first seek medical attention from the University Medical Centre before he/she is referred to designated private health facilities for further medical service.
- 18.1.6 Subsidized medical treatment at the University Medical Centre and Council designated hospitals shall be provided to: members of staff, one spouse and up to four (4) children who are registered with the University, upon production of marriage and/or birth certificates, respectively.
- 18.1.7 The University may, subject to prevailing Council regulations, refund medical expenses incurred by a member of staff according to Council prescribed medical refund ceiling. This includes: medical, dental and ophthalmic treatment for self, one spouse and up to four children provided they attend Council designated hospitals and are registered with the University.

18.1.8 The University shall compensate employees who may sustain injury or die in the course of his/her official duty according to the provisions of Workers' Compensation Act

18.2 MEDICAL TREATMENT ABROAD

18.2.1 This section applies to a University employee or a member of his or her family who is eligible for subsidized treatment, who contracts a disease in Uganda and adequate treatment is not available in Uganda.

18.2.2 On recommendation of the Director of Health Services and in consultation with a medical doctor from a referral hospital where a member of staff has been hospitalized, treatment outside the country may be considered by the Council or in emergency case the Chairman of Council or Vice Chancellor.

18.2.3 In each case a Medical Board must be convened by the Professional Head of Medical Services and the Medical Board must sign a certificate that the patient is so seriously ill that there is danger on his or her life unless he or she receives medical treatment, which is not available in Uganda.

18.2.4 The Head of Medical Services should then pass the recommendation in general terms, to the University Secretary, with his or her recommendation of the country in which the treatment may best be undertaken.

18.2.5 If the University Secretary approves the recommendation, the Professional Head of Medical Services will then make the necessary arrangements with the Medical practitioners in the country, in which the treatment is to be undergone, for the medical history of the patient to be sent to the appropriate specialist in the country.

18.2.6 The patient will be eligible for a free air return passage in the appropriate class to the country in which he or she is to undergo treatment. If the patient must, for medical reasons, or for reasons of humanity as in the case of the young child of an employee, be accompanied, the special circumstances of the case must be explained in detail to the Accounting Officer and recommended by the Head of Medical Services.

18.2.7 In the event of an employee or a member of his or her family dying in a country in which he or she has been sent for medical treatment, the deceased may, on the request of his or her family be buried or cremated at the expense of the University in that

country. Alternatively, the body or ashes may be flown back to Uganda at the University's expense for burial.

18.3 MEDICAL INSURANCE

The University may subscribe to a suitable Medical insurance Scheme or any other scheme as approved by Council.

18.4 HIV / AIDS

18.4.1 HIV/AIDS shall be treated like any other chronic disabling or life threatening condition and no special conditions or burden shall be placed on employees living with HIV. The University shall not discriminate against persons with HIV/AIDS and shall grant equal opportunities as it does to persons with any other chronic illness or disability

18.4.2 The University shall not deny potential staff employment or entry to the University service respectively on the grounds that they test positive for HIV. Job applicants shall therefore not be subjected to HIV test prior to employment or during employment, as a condition for a job offer or continued employment.

18.4.3 An employee shall not be barred from performing the duties of his or her job, living in a university residence, being on campus or participating in any university activity on account of their HIV status.

18.4.4 An employee living with HIV/AIDS who is no longer able to work shall enjoy benefits of the prevailing policy on ill health.

18.4.5 The University shall not place any special burden on employees with chronic illness. The University shall, where possible, make every reasonable effort to provide alternative, non-strenuous work, so as to enable the employee living with HIV/AIDS to continue to serve.

18.4.6 The University shall ensure that all relevant information concerning staff infected with HIV/AIDS shall be kept in confidence.

18.4.7 An employee living with HIV/AIDS shall ensure that he or she behaves in a way that does not pose a threat of infection to any other person.

18.4.8 Awareness and education programmes shall be conducted to inform staff about HIV/AIDS and help them to protect themselves and others against HIV/AIDS.

- 18.4.9 Health promotional Resource Corner shall be established in all libraries at campus where employees can access information on HIV/AIDS, drug and substance abuse, cancer, asthma, diabetes, epilepsy, mental illness, and other health issues.
- 18.4.10 The University health providers shall be trained in comprehensive management of HIV/AIDS and HIV related services such as VCT, ART integrated in the existing health services.
- 18.4.11 The University shall avail free treatment for opportunistic infections, TB prophylactic, Ante-Retroviral (ARVs) and prevention of mother-to-child transmission of HIV to all those infected with HIV/AIDS.
- 18.4.12 In case of palliative care and support, all efforts shall be made to refer the individual to an appropriate centre.
- 18.4.13 For accidental exposure to HIV at work e.g. in the medical centre, the University will avail prophylactic treatment as required under the National HIV/AIDS Needle Stick policy.

18.5 TRAVEL INSURANCE

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

18.6 RISKS AND HAZARDS INSURANCE

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

CHAPTER NINETEEN

STAFF HOUSINGPOLICY

19.1 Introduction

- 19.1.1 Salaries of all employees are consolidated and include a component for housing. Thus, an employee who stays in a university house shall pay a monthly house rent.
- 19.1.2 A University house refers to any house, flat, hostel, cottage or other quarter, which are available to the University, whether owned or rented by the University, for occupation by university employees.
- 19.1.3 An employee occupying a University house shall pay monthly rent and all utilities at the prevailing rates for the period that he or she uses the house.
- 19.1.4 An employee on study leave may be permitted to retain the University house for a period of one year of his or her study leave. The employee may request for permission from the Vice Chancellor to leave such house under a caretaker in his or her absence.
- 19.1.5 An employee occupying a University house shall not sublet or assign it or any part of it or use it for any other purposes other than as a residential house.
- 19.1.6 A member of staff occupying a University house shall maintain the compound and its surroundings in good condition. Where a member of staff fails to observe this, he or she shall pay for the cost of restoration of the house and its compound to its original accepted standard and the University shall have power to deduct the cost from the employee's salary or other emoluments.
- 19.1.7 An employee occupying a University house shall not keep animals except a reasonable number of pets like a dog and a cat. Pets must be kept well under control in cages or confined to his or her compound.
- 19.1.8 An employee occupying a University house shall report to the Estates Officer all necessary minor and major malfunctions which may lead to deterioration of the condition of the house and any other condition of the house or its surroundings which if not rectified, may result in an abnormal rate of depreciation and consequential major repairs.

- 19.1.9 Where a house or decorations therein and fixtures therein or part or parts thereof is/are damaged by the member of staff occupying it, her/his family, caretaker, or agent, through negligence or carelessness or recklessness, such member of staff shall incur all expenses of repair of the damage and all damage naturally and reasonably arising from such damage, or re-imbrues all the money that the University may spend on such repairs.
- 19.1.10 The University shall settle the expenses against the salary/dues of such member of staff if he or she fails to meet the expenses. Natural calamities such as storm, earth quake, are excluded.
- 19.1.11 The Estates Officer shall, in the presence of the occupant, periodically inspect University houses to determine repairs required provided reasonable notice shall be given to the occupants before such inspection.
- 19.1.12 If the University Secretary is satisfied that a member of staff has breached any condition of occupation of a University house as herein outlined and/or any other conditions made by Council or any other committee/body empowered by Council, the University shall give the member of staff (3) months' notice to vacate the house.
- 19.1.13 If an employee occupying a university house wishes to voluntarily vacate residential accommodation, he or she shall give three (3) months' notice to the University Secretary.
- 19.1.14 On receipt of such notice, the University Secretary shall cause the Estates Officer to visit the premises, inspect them and make an inventory of the furniture and other fixtures and make a report.
- 19.1.15 The Tenant shall on the expiry of the notice hand over the keys to the property to the Estates Officer who shall carryout final inspection of the premises, furniture and other fixtures and make a report of the vacancy of the said property to the University Secretary.
- 19.1.16 The Estates Officer shall make a report of the state of repair and inventory of property in the house including all deficiencies or damages which are not attributable to natural wear and tear of the premises/property both at the time that the member of staff enters and on leaving the house.

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

19.2 ALLOCATION OF UNIVERSITY HOUSES

- 19.2.1 The responsibility for allocation of University houses rests with the Housing Allocation Committee.
- 19.2.2 The Vice Chancellor shall appoint House Allocation Committee to handle the task of allocating houses and shall draw terms of reference, rules and procedures to be followed.
- 19.2.3 In allocating houses, the committee shall take the following into account:
- (a) Nature of the employee's duties;
 - (b) Seniority;
 - (c) Size of officer's family; and
 - (d) Distance from residence to the workplace.
- 19.2.4 Once a house is allocated, it is the duty of the Secretary of the House Allocation Committee to notify the employee to whom the house is allocated through his or Head of Department. Copies should be provided to the Estates Officer, the University Bursar and University Secretary for purposes of rent deductions.
- 19.2.5 If a house is not taken over within one month of being allocated, it shall be the duty of the Estates Officer to raise the matter directly with the Secretary of the House Allocation Committee and the employees Head of Department to find out why the house has not been taken over and to pursue the matter to a conclusion.
- 19.2.6 Before an employee occupies a University House, a Tenancy Agreement should be signed between the public officer, (tenant) and Institution (Land lord).
- 19.2.7 Occupancy of any university house shall be governed by a tenancy agreement between the two parties detailing the terms and conditions of the tenancy. The tenancy

agreement shall be drawn in consultation with the Government Valuer and the University Legal Officer.

- 19.2.8 When an employee vacates a University House he or she shall handover the house keys to the Estates Officer.
- 19.2.9 The Estates Officer shall immediately inform the Director Human Resources in writing that the house has fallen vacant.
- 19.2.10 The Director Human Resources shall advertise the University house to all University employees and request interested and qualifying employees to submit applications for house allocation.
- 19.2.11 The notice inviting applications shall remain valid for a minimum of 14 working days.
- 19.2.12 At the end of the notice period the director Human Resources shall present all applications to the House Allocation Committee for consideration.
- 19.2.13 The most qualifying candidate shall be allocated the vacant house.
- 19.2.14 The Housing allocation committee shall with the Approval of Top Management develop criteria for house allocation.

19.3 CONVERTING UNIVERSITY HOUSES INTO OFFICE SPACE

- 19.3.1 The University may convert university residential houses into office or other working space by giving the occupant a notice of six months.
- 19.3.2 On expiry of the notice the tenant shall vacate the house and hand it over to the Estates Officer.

CHAPTER TWENTY

FINANCIAL SERVICES AND COOPERATIVE SERVICES

20.1 SALARY LOANS

20.1.1 The University may assist employees to access salary loans from financial institutions on terms and conditions as agreed upon between the University and the Financial Institutions.

20.1.2 The University may recommend employees to obtain loans against their salary from financial institutions on terms and conditions mutually agreed upon between those institutions and in line with other University regulations.

20.1.3 An employee who is a student on study leave shall not be eligible for a salary loan since it would amount to a double loan.

20.1.4 The University shall only recommend and not act as a guarantor for salary loans.

20.1.5 The authority to recommend an employee is vested in the University Secretary in consultation with the Director Human Resources.

20.2 EMPLOYEES' COOPERATIVE SAVING SCHEMES

20.2.1 The University may support the establishment of saving schemes which employees may voluntarily join where they can save and borrow money.

20.2.2 The university shall ensure that as much as possible the employees cooperative and savings fund is managed in an efficient and transparent manner for the benefit of the contributing members and in accordance with the law governing such schemes.

CHAPTER TWENTY ONE

RECREATIONAL FACILITIES

- 21.1 The University recognises that the health of its employees is very critical in their efficient and effective delivery of services.
- 21.2 Various recreational facilities such as clubs, playgrounds, canteens are available and employees are encouraged to use them.
- 21.3 There shall be two Staff Social Clubs:
- (a) A Senior Staff Social Club for Academic Staff and Senior Administrative Staff
 - (b) A Staff Social Club for Support Staff
- 21.4 The objectives of the Staff Social Clubs are:
- (a) To build and maintain harmonious relationships and to strengthen communication and understanding among employees of different units/departments.
 - (b) To cultivate a sense of belonging; and
 - (c) To enhance the morale of employees.
- 21.5 The staff associations shall be responsible for the smooth running of the Staff Social Clubs under the overall supervision of the Human Resource Directorate
- 21.6 Each Staff Social Club shall be governed by a Committee nominated by the Associations or Union drawing representatives from the different faculties and departments of the University.
- 21.7 The Staff Social Club Committee will achieve its objectives by:
- (a) Proposing, planning and organizing staff social activities for staff members.
 - (b) Promoting the staff social activities for wider participation.
 - (c) Contributing to University events for the wellbeing of staff members.

- 21.8 All full-time employees will become members of their respective Staff Social Club automatically upon joining Kyambogo University.
- 21.9 The Staff Social Clubs shall organise social and recreational activities for employees throughout the year.

CHAPTER TWENTY TWO

COUNSELING AND SPIRITUAL SERVICES

22.1 COUNSELING SERVICES

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

22.1.2 Employees, their spouses and registered children under 18-years may also access counselling services at the University Counselling Centre in the Department of Students Welfare.

22.2 SPIRITUAL SERVICES

22.2.1 The University shall recognise and respect freedom of worship.

22.2.2 On the university campus there are three Christian Chapels

(a) St. Kakumba Chapel for Church of Uganda, Anglicans;

(b) Uganda Martyrs Chapel for the Roman Catholic Church;

(c) Seventh Day Adventist Chapel

22.2.3 On the university campus there are is one Mosque for the Islamic faith.

22.2.4 Members of staff and their families are free to exercise their faith by attending the abovementioned facilities or any other religious facility outside the university campus.

CHAPTER TWENTY THREE

BENEFITS AND GRATUITY

23.1 NATIONAL SOCIAL SECURITY FUND (NSSF)

23.1.1 All University employees shall contribute to the National Social Security Fund (NSSF) where their retirement benefits are secured.

23.1.2 The University shall contribute ten (10) per cent while the employee shall contribute five (5) per cent of his or her consolidated gross monthly salary and allowances.

23.1.3 Notwithstanding paragraph 23.1.1 and 23.1.2, the University may choose to subscribe to an alternative retirement benefit scheme in accordance with the laws of Uganda.

23.2 IN-HOUSE TERMINAL BENEFITS SCHEME

23.2.1 An employee on permanent terms of employment shall be paid terminal benefits on resignation or retirement or termination at a rate of **8.3 percent of the monthly consolidated salary** times the total number of months worked by the end of employment.

23.2.2 An employee who leaves the service of the University by dismissal or while he or she is still on probation shall not be paid terminal benefits.

23.3 GRATUITY FOR CONTRACT EMPLOYEES

23.3.1 A contract employee in salary scale M1 to M3 shall be paid gratuity at the rate of thirty (30) percent of monthly consolidated salary multiplied by number of months worked by the end of the contract.

23.3.2 Consolidated salary here refers to the total monthly pay arrived at by adding basic salary, salary top-up and headship allowance.

23.3.3 Other employees on contract (e.g. retired teaching staff) shall be paid gratuity at twenty five (25) per cent of their monthly salary times the number of months worked.

23.3.4 Graduate Fellows shall not be eligible for gratuity or terminal benefits.

23.4 ELIGIBILITY FOR GRATUITY OR TERMINAL BENEFITS

23.4.1 A member of staff who is dismissed, on probation, temporary or on part time terms of employment shall not be paid terminal benefits or gratuity.

23.4.2 Terminal benefits and gratuity shall be taxed as provided for under the laws of Uganda.

CHAPTER TWENTY FOUR

SPECIAL ENTITLEMENTS TO SOME UNIVERSITY EMPLOYEES

24.1 The University shall provide Security Guards for the Vice Chancellor and Deputy Vice Chancellors as follows:

- (a) Vice Chancellor:
 - One Body Guard
 - Two Security Guards for his or her residence
- (b) Deputy Vice Chancellor: Two Security Guards for the residence.
- (c) University Secretary: Two Security Guards for the residence.

24.2 The University shall provide each member of the Top Management with a monetised allowance for domestic servants as follows:

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

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

CHAPTER TWENTY FIVE

EMPLOYEE SAFETY

25.1 POLICY

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

25.2 OBLIGATIONS OF THE UNIVERSITY

- 25.2.1 Management shall assign responsible persons to attend risk assessment training, identify any actual and potential hazards and risks to each individual and work towards a safe and hygienic work environment for employees by reducing, eliminating and controlling hazards at workplace.
- 25.2.2 Management shall monitor and review the safety management system and perform regular audit on safety and health performance.
- 25.2.3 Management shall maintain a complete set of emergency procedures and see to it that the procedures are being tested, drilled and updated systematically as required by law.
- 25.2.4 The Human Resources Directorate will, from time to time, organize safety and health programs to equip employees with the knowledge and skills to perform their duties in a safe manner.
- 25.2.5 Management will provide protective wear to employees who work in areas that are exposed to potentially unsafe working conditions.

25.3 OBLIGATIONS OF THE EMPLOYEE

- 25.3.1 Employees shall comply with the safety and health measures instituted by Kyambogo University and cooperate in all safety-related tests, drills and auditing.
- 25.3.2 Employees shall be fully aware of their personal responsibilities regarding occupational safety and health. They must be constantly alert to potential risks and hazards related to

their activities, and should avoid improper behaviour or operation that may lead to accidents or occupational diseases or injury.

- 25.3.3 Employees liaising with external contractors should ensure that those contractors will meet the same safety standards and requirements as Kyambogo University.
- 25.3.4 Employees shall cooperate with management in complying with health and safety legal requirements and Carry out lawful orders and obey all health and safety rules.
- 25.3.5 Report unsafe situations and incidents that may have resulted in injury to the Supervisor or Head of Department.

25.4 SMOKE-FREE WORKPLACE

- 25.4.1 Kyambogo University is committed to providing a healthy workplace for its employees. In view of the harmful effects that are caused by smoking as well as second hand smoke, it is considered necessary to have a smoke-free workplace policy.
- 25.4.2 Smoking is prohibited in the entire office premises covering enclosed offices, open office areas, conference/board rooms, pantries, toilets and lobbies.
- 25.4.3 Employees should take the initiative to advise their guests and visitors about Kyambogo University smoke-free policy, where appropriate.
- 25.4.4 Non-compliance to the policy may result in disciplinary action.

25.5 COMPENSATION

- 25.5.1 The University shall abide by the provisions of the Workers Compensation Act, currently in force whose salient features for purposes of this manual are:
- 25.5.2 If the personal injury by accident arises out of and in the course of a worker's employment, the injured worker's employer shall be liable to pay compensation in accordance with this Act.
- 25.5.3 The employer shall not be liable in respect of an injury which does not either:
 - (a) Result in permanent incapacity; or
 - (b) Incapacitate the worker for at least three consecutive days from earning full wages at the work at which he or she was employed.

- 25.5.4 An act shall be deemed to be done out of and in course of employment when a worker acts to protect any person on the employer's premises whom the worker believes to be injured or imperilled, or when a worker acts to protect property on the employer's premises.
- 25.5.5 Any personal injury by accident arising while the employee is travelling directly to or from his or her place of work for the purpose of employment shall be deemed to be an accident arising out of and in the course of his or her employment.
- 25.5.6 For the purposes of this section, it shall be for the employee who suffers injury by accident arising while travelling to or from his or her place of work to show that such travel was direct.
- 25.5.7 Compensation shall be payable under this section whether or not the incapacity or death of the worker was due to the recklessness or negligence of the worker or otherwise.
- 25.5.8 Any accident arising in the course of employment shall, unless the contrary is proved, be presumed to arise out of employment.
- 25.5.9 Compensation in cases of permanent incapacity or death shall, in principle, be paid in the form of periodic payments; otherwise, they may be awarded in lump sums as provided under this Act.

CHAPTER TWENTY SIX

EMPLOYEE RELATIONS

26.1 GENERAL

The University shall recognize and work with staff associations and the union as provided for under the Universities and Other Tertiary Institutions Act.

26.2 THE NATIONAL UNION OF EDUCATIONAL INSTITUTIONS (NUEI)

NUEI is a registered union affiliated to the National Organization of Trade Unions. Kyambogo University recognises NUEI as the legitimate union representing support staff.

26.3 KYAMBOGO UNIVERSITY ACADEMIC STAFF ASSOCIATION (KYUASA)

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

26.4 KYAMBOGO UNIVERSITY SENIOR ADMINISTRATIVE STAFF ASSOCIATION (KYUSASA)

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

26.5 DISPUTE RESOLUTION

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

26.6 STAFF GRIEVANCES COMMITTEE

26.6.1 There shall be a Staff Grievances Committee composed of seven (07) members:

- (a) Two (02) members appointed by the Academic Staff Association;
- (b) Two (02) members appointed by the National Union of Educational Institutions (Kyambogo University Branch);

- (c) Two (02) members appointed by the Kyambogo University Administrative Staff Association.
- (d) Three members appointed by the Vice Chancellor;
- (e) The Director Human Resources who shall be the Chairperson of the Committee.

26.6.2 Members of the Staff Grievances Committee shall be of impeccable character.

26.6.3 The role of the Staff Grievances Committee shall be:

- (a) to conciliate members of staff and their fellow members of staff;
- (b) to conciliate members of staff and their supervisors or the employer.

26.6.4 In cases where the grievance is against the Director Human Resources, University Secretary shall chair the Staff Grievances Committee.

26.6.5 Member of staff who is aggrieved by his or her superior may complain to the Staff Grievances Committee.

26.6.6 Where the circumstances of the case warrant, the Director Human Resources, in consultation with Top Management, may nevertheless:

- (a) Issue a warning/reprimand to the member of staff or his or her superior or both.
- (b) Institute disciplinary proceedings against the member of staff or is/her superior or both.

26.6.7 When the Staff Grievances Committee receives a complaint from a member of staff, it shall:

- (a) Carry out due inquiry, compile a written report and as far as possible conciliate a member of staff with his or her superior (s).
- (b) Submit to the Vice Chancellor a report containing among other things, the statement of the complaint, deliberations, procedure followed, findings and action taken by the Committee.

- 26.6.8 The Chairman of the Committee shall have a casting vote, in case of a tie of votes.
- 26.6.9 The Committee shall observe the principles of natural justice, fairness and confidentiality.

CHAPTER TWENTY SEVEN

APPEALS TO THE STAFF TRIBUNAL

- 27.1 The University desires to resolve all staff disputes without going to Court.
- 27.2 An aggrieved member of staff or the University shall first exhaust the internal dispute resolution mechanism before going to Courts of Law.
- 27.3 The University has a Staff Tribunal constituted as stipulated in Section 56 of the University and Other Tertiary Institutions Act 2001 (as amended).
- 27.4 As stated in the act the composition of the staff tribunal is as follows:
- (a) a person who is or is qualified to be a High Court Judge, appointed by the Chancellor, who shall be the Chairperson;
 - (b) a person representing the University Council elected from among themselves;
 - (c) a person representing the Senate elected from among themselves;
 - (d) a person nominated by the Ministry of Public Service and appointed by the Vice-Chancellor;
 - (e) two persons nominated by the Academic Staff Association of the University one of whom shall be a woman;
 - (f) two persons from the senior members of the administrative staff elected from among them.
- 27.5 The term of office of a member of the University Staff Tribunal shall be four years and he or she shall be eligible for re-appointment.
- 27.6 The Staff Tribunal may require any senior member of staff of the University to assist it in the assessment of any particular case.
- 27.7 The University Secretary shall provide the secretariat to the University Staff Tribunal.
- 27.8 The University Staff Tribunal and Appointments Board shall complete their work within a period of six months from the date from which the suspension of a member of staff takes effect.

- 27.9 A member of staff who is dissatisfied with the decision of the Appointments Board may appeal to the University Staff Tribunal within fourteen (14) days after being notified of the decision.
- 27.10 In any appeal under subsection 27.7 above, the Tribunal shall within forty five days confirm, vary, amend or set aside the decision appealed against or give such decision as it thinks appropriate.
- 27.11 A member of staff may be represented by his or her legal counsel before the University Staff Tribunal.
- 27.12 A member of staff aggrieved by the decision of the Tribunal may within thirty days from the date he or she is notified of the Tribunal's decision apply to the High Court for judicial review.
- 27.13 On an application to the High Court under this section, the High Court may make such orders as it may consider just.
- 27.14 Where a member of staff has been removed from office or employment by the Appointments Board he or she shall be deemed to be suspended 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 court determines the appeal.

END