



**NKUMBA UNIVERSITY**

**HUMAN RESOURCE MANUAL**

**APPROVED BY THE UNIVERSITY COUNCIL**

**ON**

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## ACRONYMS

A level	Advanced Level
ACCA	Association of Certified Chartered Accountants
APF	Appointment Policy Form
AR	Academic registrar
BOT	Board of Trustees
CAD	Computer Aided Design
CIPS	Chartered Institute of Purchasing and Supplies
CPA	Certified Public Accountants
DVC	Deputy Vice Chancellor
e.g.	exempli gratia
etc.	et cetera
HRD	Human Resource Director
HRDP	Human Resource Development Policy
ICT	Information Communication Technology
ID	Identity Card
IT	Information Technology
LC	Local Council
NCHE	National Council for Higher Education
NSSF	National Social Security Fund
NU	Nkumba University
O level	Ordinary Level
PhD	Philosophiae Doctor
REP	Remuneration Policy
RPF	Recruitment Policy Form
SAWC	Staff Appointment and Welfare Committee
SCIAD	School of Commercial, Industrial Art and Design
UC	University Council
UCE	Uganda Certificate of Education
US	University Secretary
VC	Vice Chancellor

HOD	Head of Department
NUSA	Nkumba University Staff Association
LPF	Leave policy form
HIV	Human Immunodeficiency virus
AIDS	Acquired Immunodeficiency Syndrome
ARIMS	Academic Records Information Management System

## **FOREWORD**

Nkumba University has had a humble beginning. The number of staff has risen from 58 in 1994 to 389 in 2012. Over the years, the University has undertaken major initiatives aimed at transforming operations by integrating and realigning systems, processes and controls required to improve efficiency and competitiveness. It became imperative to review and update the existing Staff terms and conditions of service to reflect the current situation at the University and in the Country.

This Human Resource policy together with the instruction and rules, and the employees' contracts of service form the fundamental terms and conditions of service and the basic rights, duties and obligations of Nkumba University employees.

A Human Resource policy is important because of the following reasons:

- (1) The policy enables University Managers and Supervisors to clarify issues and decisions.
- (2) Managers are easily understood and supported in their decisions and actions which are based on policies.
- (3) Policies empower managers with a basis for their managerial decisions and actions.
- (4) Policies enable all staff and other stakeholders to know the position of the University on all aspects of the employment.
- (5) Policies adjure compliance with national labour laws.
- (6) Policies spell out the ethical issues to be observed by the staff of the University.

This Human Resource Manual is a testament to the fact that the University has an unflinching commitment to quality human resource management. This Manual shall come into force on the date it is approved by the University Council. Following the approval of the Human Resource Manual, the Nkumba University Staff Terms and Conditions of Service 2008 shall cease to operate.

The Manual provides the key human resource policies and procedures of the University.

The Manual is the Human resource policy on the general terms and conditions of service for all staff employed by the University. This Manual is therefore a handy tool for the Line Managers and Supervisors who supervise staff.

The Human Resource Manual will go a long way in reassuring staff about the University's dedication to provision of the best terms and conditions of service.

The University Council is grateful to the Committee that reviewed the University's Human Resource Policies and Procedures. The Committee comprised;

1. Prof. Wilson Muyinda Mande,
2. \*Assoc. Prof. Grace Muwanguzi Kyeyune.
3. Mrs. Martha Luyirika
4. Ms. Oliva Majara Kakatura,
5. Mr. Andrew Mugalu Kawenyera,
6. Ms. Violet Nakaweesa,
7. Mr. Benon Wycliff Kalema,
8. Mr. Abdul Kabagambe,
9. Mr. Yekonia Balondemu

\*Assoc. Prof. Grace Muwanguzi Kyeyune left the University service before the task of developing the Human Resource Manual was completed.

The University Council is also indebted to all Universities, Institutions and persons that assisted the Committee members during the development of this Human Resource Manual.



## DEFINITIONS

The following words and expressions used in the Human Resource Manual shall have the meanings hereby assigned to them and as in the University Charter.

- a) **“Abscondment”** means absence from duty without permission for a continuous period exceeding twenty working days
- b) **“Academic Staff”** means persons appropriately qualified and appointed primarily for purposes of teaching, research, setting and marking examinations, and activities connected thereof for most of their time
- c) **“Administrative Staff”** means qualified persons appointed (in scales NU 1 – NU 9) primarily to carry out administrative and technical services for the operation and development of the University.
- d) **“Appointing Authority”** means the Board of Trustees, the University Council, the Staff Appointments and Welfare Committee of Council, or the delegated agent thereof.
- e) **“Appointment”** means conferment of an office, post of whatever description with emoluments or honorary terms in the service of Nkumba University.
- f) **“Board of Trustees”** means the Board of Trustees, established under the Constitution of the Registered Trustees of Nkumba Educational Trust.
- g) **“Calendar Month”** means any of the twelve months of the year (January to December).
- h) **“Child”** means a person who:
  - (i) Is a son/daughter of an employee of the University or legally adopted by the employee, and;
  - (ii) Is aged 18 years or below;
  - (iii) Is unmarried; and
  - (iv) Is not gainfully occupied and therefore dependent on the employee.
- i) **“Compassionate Leave”** means such leave not forming part of the accrued annual leave, maternity leave, sick leave, study leave or unpaid leave.

- j) **“Contract Terms”** means the terms and conditions of service of a University employee as prescribed in the letter of appointment, Human Resources Manual and the University internal policies.
- k) **“Day”** means a period of twenty – four hours.
- l) **“Dean or Director”** means Dean or Director as under Section 55 of the Charter.
- m) **“Dismissal”** means the discharge from employment of a university employee at the initiative of the University prior to the expected expiration date of the tenure specified in the letter of appointment when the said member of staff has committed verifiable misconduct.
- n) **“Established position”** means the approved and declared position as stipulated in the job categories under section 2 of this Manual.
- o) **“Full time appointment”** means appointment in which a member of staff works a full 40 hours per week.
- p) **“Gratuity”** means the benefits a member of staff on a contract receives upon completion of the respective period of service and specified in the letter of appointment.
- q) **“Gross misconduct”** means serious misconduct that warrants summary dismissal.
- r) **“Head of Department”** means Head of Department as provided under Section 44 of the Charter.
- s) **“Manual”** means this Human Resource Manual.
- t) **“Labour officer”** means
- u) **“Leave”** means a period officially granted to member of staff to be off duty for a specific number of days.
- v) **“Unpaid leave”** means time taken off work without salary pay.
- w) **“Management”** means the informal committee set up by the Vice Chancellor to advise him or her on administrative matters.

- x) **“Medical Practitioner”** means qualified medical doctor, duly registered and approved according to the written law.
- y) **“Member of Staff”** means a person appointed by the Appointing Authority under this Manual.
- z) **“Misconduct”** means breach of the terms and conditions of service, professional ethics or other law in force at the time.
- aa) **“Promotion”** means the conferment upon a member of staff, of an office or post to which is attached a higher salary scale or status or privilege than that attached to the office or post to which he was last substantively appointed in the University.
- bb) **“Qualification”** means a qualification obtained by examination by a recognized examining body or institution.
- cc) **“Senate”** – means the University Senate as provided for under Section 36 of the Charter, 2006.
- dd) **“Senior Officer”** means a member of staff in salary scale NU 1-NU 4.
- ee) **“Succession planning”** means the process of identifying and developing staff with the potential to fill key positions in the University.
- ff) **“Summary dismissal”** means dismissal without notice.
- gg) **“Supervisor”** – means the immediate head to whom a member of staff is responsible and reports to in the course of performing his or her assignments.
- hh) **“Tenure”** – means the period earned or specified in the letter of appointment for a member of staff to be an employee of the University.
- ii) **“Termination of employment”** means the discharge of a member of staff from employment for justifiable reasons other than misconduct.
- jj) **“University Charter”** means the Nkumba University Charter 2006.
- kk) **“University Council”** – is the governing body of Nkumba University, as provided for under Section 14 of the Charter.
- ll) **“University”** means Nkumba University.

- mm) **“User department”** means the department using the facility or requesting the service.
- nn) **“Support Staff”** means persons appointed (in scales NU 11–NU 10) primarily to carry out support services in the operation and development of the University.
- oo) **“Working days”** means any day other than Sunday or gazetted public holiday on which members of staff are expected to work.

## INTRODUCTION

### 1.1. Background

Nkumba University was established in 1994 and has undergone many changes. The infrastructure has expanded and the number and level of academic programmes have tripled. Consequently the number of staff has risen to about 400 in 2012.

With such developments the University developed policies and procedures to guide the operations of the University at that time. The policies and procedures that had been developed over time in the University were reviewed and compiled to form the Staff Terms and Conditions of services in 2008. Since 2008 further developments have taken place necessitating changes in the way the University operates. As a result there was need to review the Staff Terms and Conditions of services in cognizance of the changes. The Staff Terms and Conditions of services 2008 have been reviewed and developed into the Human Resource Manual of the University 2012.

### 1.2. Vision

To be a centre for Academic and Professional Excellence. It is a place of choice when it comes to choosing a recognized institution of higher learning nationally and internationally reputed for excellence and value for money.

### 1.3. Mission

To provide an environment that enables the cultivation of **competence**, **confidence**, **creativity** and **character** in the academic, profession and social interactions.

#### **1.4. Core values**

The University upholds the following values:

- a) Excellence
- b) Team work and cooperation
- c) Innovativeness
- d) Integrity and transparency
- e) Time management

#### **1.5. Governance**

The establishment, control, governance and administration of Nkumba University and all related purposes, are provided for in the **Nkumba University Charter 2006**. Related Statutes, Handbooks of various Rules and Regulations and Policies made from time to time by Council derive their authority from the University Charter.

In accordance with the Nkumba University Charter, the governance of the University is vested in the following organs:

- a) The University Chancellor;
- b) The University Board of Trustees of the Registered Trustees of Nkumba Educational Trust;
- c) The University Council and
- d) The Senate

#### **1.6. Objectives and Functions of the University**

- a) To promote quality education in Business, Art, Social Sciences, technical, communication and cultural field through the provision of instruction to those admitted to the University, and to stimulate a spirit of enterprise and entrepreneurship;
- b) To offer courses leading to the award of Degrees, Diploma, Certificates and others;

- c) To set and conduct examinations for and grant Degree, Diplomas and Certificates of the University;
- d) To award the Degree of Doctor Honoris Causa which the University may wish to confer upon a person who has rendered distinguished service in the achievement of any branch of learning or who has otherwise rendered oneself worthy of such an award;
- e) To award other honorary titles to persons who have excelled in any sector of life or made outstanding contributions to the development of the University.
- f) To determine who may teach, what may be taught and how it may be taught in the University.
- g) To promote and undertake the development and sustenance of research and publication in the business, art, social sciences, sciences, technical, cultural, communications, environmental education and other related areas;
- h) To assist the disadvantaged and/or worthy persons, through donations either to individuals or to charitable organizations and
- i) To render community service.

#### **1.7. Purpose of the Manual**

- a) Consolidate and streamline all human resource policies and procedures in one document to facilitate ease of reference.
- b) To define the obligations and rights of the stakeholders
- c) To serve as reference framework for management of human resources in the University

#### **1.8. Objectives of the Manual**

The objectives of the Human Resource Manual are:

- a) To provide general guidelines on University Human Resource Policies, Procedures and Practices;
- b) To streamline University Human Resource Policies, Procedures and Practices ;

- c) To create awareness of the University Human Resource Policies, Procedures and Practices;
- d) To ensure that all staff are aware of their rights and obligations;
- e) To enhance staff commitment to the University.

#### **1.9. Accessibility of the Manual**

The Human Resource Department shall make the manual accessible to all staff of the University.

#### **1.10. Revision of the Manual**

- a) The Manual shall be reviewed from time to time as need arises.
- b) A member of staff or organ of the University may communicate in writing the need for revision or addition to any part of the manual. Such recommendation shall be submitted to the Human Resource Department which in turn shall communicate to Management.
- c) Management shall submit the recommendation to the Establishment and Administration Committee for consideration.
- d) The amended policies and procedures will be withdrawn from the Human Resource Manual but copies will be kept for future reference.
- e) The amended Human Resource Policies and Procedures will be circulated to the members of staff after the approval of the University Council.

#### **1.11. Interpretation**

The interpretation and enforcement of this Manual shall vest in the University Council whose interpretation shall be final in as far as it does not conflict with the National laws.



## **1.12. Provisions**

- a) The policies derive mandate from and are made in exercise of the powers conferred on the Council by the University Charter 2006, Section 17(e) and (n).
- b) The Manual shall be cited as Nkumba University Human Resource Manual 2013 as approved by the University Council on 21<sup>st</sup> March 2013.
- c) The HR Manual shall constitute the University's terms and conditions of service for all categories of staff. It shall complement and be read together with;
  - i) the employment contract (appointment letter);
  - ii) University Charter 2006
  - iii) other University policies and regulations made here under and
  - iv) all relevant laws of Uganda that may be in force at any given time.
- d) Powers to waive or vary any Section of these policies that provide better terms than what is provided for by the labour laws is vested in the University Council.
- e) Where a conflict between these policies and any administrative instructions arises, these policies will take precedence. In case of conflict between the provisions of the National Laws and any provision of this Manual, the National Laws shall prevail.
- f) For any omission in the Manual, the matter shall be brought to the attention of the University Council through the Establishment and Administration Committee for consideration and inclusion in the subsequent editions of the manual.
- g) Issues not covered by the Manual but articulated in other University policies approved by the University Council shall be equally binding to the University staff.

### **1.13. Scope of the Human Resource Policies**

- a) The Human Resource Policies apply to all categories of staff appointed under the provisions of the Nkumba University Charter save where exceptions are expressly made in specific cases by resolution of the University Council, and in a letter of appointment.
- b) Any member of staff appointed under these Human Resource Policies, shall in no circumstance claim ignorance of any particular provision as an excuse for a breach or violation of that provision in the Human Resource Manual.

### **1.14. Implementation**

#### **a) Responsibility**

Overall implementation of this Manual is vested in the Human Resource Department in conjunction with the Line Managers and Supervisors at all levels.

#### **b) Commencement**

This manual shall come into force with effect from the date it is approved by the University Council.

#### **c) Role of Management**

To develop a conducive and enabling work environment that will encourage the staff to give their best at all time while in the service of Nkumba University without any discrimination.

#### **d) Role of Staff**

To observe all the human resource policies and procedures and to conduct themselves in a manner that reflects the positive image of the University

## 1.0 RECRUITMENT POLICY

### 1.1 Scope

The policy covers the guidelines for the recruitment of Administrative Staff, Academic Staff, Support staff and Temporary Staff.

### 1.2 Objectives

- 1.2.1 To make the available vacancies known internally and externally.
- 1.2.2 To solicit applications from the best qualified individuals.
- 1.2.3 To select the right person for the right job.
- 1.2.4 To make selection for positions solely on the basis of merit and potential to fulfil responsibilities defined for specific positions.
- 1.2.5 To optimise staff recruitment.
- 1.2.6 To have in place and to maintain a core of well qualified staff, who are knowledgeable, skilled, disciplined, and committed with team spirit to carry out the activities of Nkumba University most efficiently and effectively.

### 1.3 Key Policy Statements

- 1.3.1 Nkumba University is an equal opportunity employer and therefore people are recruited on the basis of merit.
- 1.3.2 All vacancies are advertised either internally, externally or both against the established University Structure.
- 1.3.3 All applications shall be received within the period specified in the advertisements.
- 1.3.4 All applicants shall fill **form1, NU-RPF-01**. Additional documents, if needed, shall be stated in the advertisement.
- 1.3.5 The Board of Trustees shall on the recommendation of the University Council be responsible for the recruitment of the following staff as provided for by the University Charter:
  - I. Vice Chancellor
  - II. Deputy Vice Chancellor
  - III. University Secretary

#### IV. Academic Registrar

- 1.3.6 The University Council shall be responsible for the recruitment of all staff as provided for in the University Charter.
- 1.3.7 Management shall be responsible for recruitment of the requisite Temporary Staff to address an immediate need.
- 1.3.8 Eligible candidates shall be selected through a process determined by the Staff Appointments and Welfare Committee from time to time, as specified in the Human Resource Manual.
- 1.3.9 Nkumba University authority reserves the right to hire, promote and transfer staff.

### 1.4 Strategies and Processes of Implementing the Recruitment Policy

#### 1.4.1 Strategies

- a) Advertisement
- b) Search
- c) Promotion
- d) Secondment

#### 1.4.2 Processes

- 1.4.2.1 The recruitment of academic staff shall follow the specified process as provided in – **Table1: NU-RPF**
- 1.4.2.2 The position shall be deemed to be vacant as a result of:
  - a) End of Contract
  - b) Retirement
  - c) Resignation
  - d) Termination
  - e) Dismissal

- f) Death
- g) Restructuring
- h) Establishment
- i) Decline of appointment offered by the successful candidate
- j) Abscondment

#### **1.4.2.3 Identification of Vacancies**

In consultation with the Human Resource Director, the identification of a vacant post shall be carried out by the following

- a) Head of Unit,
- b) Head of Department,
- c) Dean of School,
- d) Director of Institute
- e) Any other Committee empowered to do so.

#### **1.4.2.4 Establishment of new positions**

- a) A new position may be established under the following Circumstances;
  - i. As part of the Strategic Plan priorities. In such a case, Management shall be responsible for initiating the establishment of the position.
  - ii. A review of the establishment. In such a case, Management shall submit proposals to the Establishment and Administration Committee for consideration and thereafter make recommendations to Council.
  - iii. Restructuring of a department/unit or school. In this case the HOD / Unit or Dean shall initiate the proposal for establishing the new position and make recommendation

to Management.

- iv. New approved projects. In such cases the positions shall last as long as the life of the projects.
- b) Duties and qualifications shall be submitted by the user department to the Human Resource department to develop the job descriptions and specifications.
- c) All new positions shall be reviewed by the Establishment and Administration Committee for the consideration and approval of the Council.

#### **1.4.2.5 Ways of filling vacancies**

Vacancies shall be filled through the following ways

- a) Appointment
- b) Promotion
- c) Secondment
- d) Re-appointment
- e) Search
- f) Succession Planning
- g) Re-deployment

#### **1.4.2.6 Initiating recruitment process**

- a) The HOD/Unit shall be responsible for initiating the recruitment of staff for their departments/units.
- b) As part of routine the HOD shall include the Human resource needs of the department in the annual budget submission.
- c) In case of an urgent need to fill a vacant position the Supervisor shall bring the request to the Human Resource Director in writing justifying the need.

#### **1.4.2.7 Advertisement of jobs**

- a) Advertisements shall run for a specified period.
- b) The job advertisement shall provide the following information:

- (i) Job title or position
  - (ii) Job description
  - (iii) Person specification
  - (iv) Address and method of submission of application
  - (v) Closing date for submission
  - (vi) Statement about remuneration
  - (vii) Conditions of service
  - (viii) Duty Station
- c) All job advertisements will be posted on Nkumba University website.
  - d) Job advertisements will be made in print and electronic media deemed appropriate for the job being advertised.

#### **1.4.2.8 Application**

- (a) All persons seeking employment with the University shall do so through written application addressed to the University Secretary and with a duly filled job application form (**Form1 NU-RPF-01**).
- (b) All persons seeking part time academic appointment shall, in addition to the written application, fill the relevant form (**Form 2 NU-RPF-02**).

#### **1.4.2.9 Search**

- a) The appointing authority (BOT, SAWC, Management Committee and any other mandated party) shall be responsible for setting up a Search Committee.
- b) The appointing authority shall formulate the terms of reference for the Search Committee.
- c) The Search Committee shall be given a specified period of time within which to carry out the search. In any case the search should

be concluded within four (4) months.

#### **1.4.2.10 Secondment**

The University Management may initiate the secondment process as a way of filling vacant positions.

#### **1.4.2.11 Succession Planning**

- a) In some cases succession planning shall be used to fill vacancies.
- b) The Staff Appointments and Welfare Committee shall be responsible for initiating succession planning.
- c) The appointing authority shall be responsible for carrying out a review or assessment of all staff on succession planning for purposes of recruitment for a vacant position.

#### **1.4.2.12 Selection**

- a) On receipt of the applications, the Human Resource Director shall sort and arrange the applications according to the advertisement specifications.
- b) Only those who comply with the job advertisement requirements shall be short-listed.
- c) The list of the applicants who fail to meet the requirements of the advertisement will be recorded in the Minutes of the Committee handling the selection.
- d) For positions in NU1-NU3 (Except Professors), the short-listing and selection shall be done by the Council and a recommendation made to the Board of Trustees.
- e) For positions in NU4-NU7, the short-listing and selection shall be done by the Staff Appointments and Welfare Committee of Council.



- f) For the positions in NU8-NU11, the short-listing and selection shall be handled by the Sub-Committee of Staff Appointments and Welfare Committee.
- g) The short-listed candidates shall be invited for interviews.
- h) The Human Resource Director shall solicit references from referees after short listing.
- i) The Human Resource Director may contact the referees for information about the applicant.
- j) The Human Resource Director shall do a background check with the former employer to confirm the status of the person before any appointment.

#### **1.4.2.13 Interviews**

Appointments in the University service shall, unless otherwise waived in specific circumstances, be made following an interview.

The interview panel shall conduct the selection and recommend the best candidate for appointment to a post. In such cases, the following conditions shall apply:

- (a) The interviewing panel shall conduct the business in accordance with rules and procedures approved by the Appointing Authority and with strict confidentiality and transparency.
- (b) Due notice shall be given to the candidates specifying the place, time and what documents to present at the interview.
- (c) A specific interview time will be allotted to each candidate who shall register on arrival.
- (d) The Human Resource Department shall prepare an interview guide to enable the panel to assess the candidates uniformly.

- (e) The SAWC may invite a technical person to assist in the selection process.
- (f) In special circumstances technical persons or consultants may be engaged to carry out selection of specialised staff.
- (g) Each member of the interview panel shall in the course of the interview, complete a score sheet given to him/her. The results will be tallied and the candidates ranked according to the aggregated scores.
- (h) After the interview a summary score sheet shall be signed by all members of the panel including the technical person that may have been invited.
- (i) The interview report shall indicate the following:
  - i. The composition of the interview panel and the interview process for the orals and or any practical skills tested.
  - ii. The list of candidates interviewed for the post and the marks scored by each candidate.
  - iii. The list of candidates invited for the interview and who did not turn up.
  - iv. The list of candidates who were, for specific reasons disqualified and were not scored.
  - v. The name of the candidate(s) recommended for filling the vacancies and any waivers and terms specified by SAWC.
  - vi. Basis of the recommendation.
  - vii. Confirmation of the verification of the original certificates presented by candidates.
  - viii. The list of any members of the panel who declared conflict of interest and left the selection meeting.

ix. Any other relevant remarks.

- (j) The panel shall categorically state whether the second and third best candidate(s) could be appointed in the event that the first and second candidate declined the offer.
- (k) The report of the panel shall be the basis for the University Secretary to implement the decisions made. If the panel is constituted by members other than the members of the Staff Appointments and Welfare Committee, the report shall be submitted to the SAWC for ratification.
- (l) The University Secretary shall communicate to all the interviewees their results within a period of two weeks from the date of the interview.



# Nkumba University

CHARTERED SINCE 2006 BY THE GOVERNMENT OF UGANDA

## OFFICE OF THE UNIVERSITY SECRETARY

The mission of the University is to provide an environment that enables the cultivation of Competence, Confidence, Creativity, and Character, in the academic, professional and social interactions.

### FORM 1: JOB APPLICATION NU-RPF-01

#### A. PERSONAL DATA

1. Name of the applicant: \_\_\_\_\_
2. Gender : \_\_\_\_\_
3. Date of Birth : \_\_\_\_\_
4. Nationality: \_\_\_\_\_
5. Marital status: \_\_\_\_\_
6. Addresses
  - a) Postal: \_\_\_\_\_
  - b) Physical: \_\_\_\_\_
  - c) Telephone: \_\_\_\_\_
  - d) E-mail: \_\_\_\_\_
7. Position applied for: \_\_\_\_\_
8. Current employer: \_\_\_\_\_
9. Current position: \_\_\_\_\_
10. Current salary: \_\_\_\_\_
11. Expected salary: \_\_\_\_\_

#### B. EDUCATION QUALIFICATIONS (start with the highest qualification attained)

No	Qualification (s)	Institution	Year of Completion

### C. EMPLOYMENT RECORD

Period	Employer	Position	Key Roles

### D. Professional qualifications attained.

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### E. Any other relevant training attained.

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### F. check list of documents to be attached

- 1 Cover letter ☐
- 2 Photocopies of Academic certificates
  - PhD ☐
  - Masters ☐
  - Degree ☐
  - Diploma ☐
  - Professional certificate ☐
  - A Level ☐
  - O level ☐
- 3 Curriculum Vitae (include names and addresses of the referees) ☐



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### FORM 2: PART TIME APPLICATION AND RECOMMENDATION NU-RPF-02

#### PART I: TO BE FILLED BY THE APPLICANT

*(First time applicants should attach academic papers and curriculum vitae)*

Date of Application .....

Name in full .....

Address

Physical ..... postal ..... Email .....

Tel No. .... Fax No .....

Highest Academic Qualification .....

Current Employer and address .....

Have you ever held a part time appointment with Nkumba University?

☐

Yes

☐

No

#### PART II: TO BE COMPLETED BY THE HEAD OF DEPARTMENT

*Subject (s) to be taught (not more than three subjects per semester)*

No.	Subject	Level (PhD, Masters, Bachelors, and Diploma etc.)	Hours per week	Total hours per semester

Semester for which appointment is required .....

Justification for appointment of the part time staff

.....

Name of Head of Department .....

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

**PART III: TO BE COMPLETED BY THE DEAN OF SCHOOL**

*(The Dean should forward the form to the Academic Registrar on completion)*

No. of Lecturers in the School	No. of full time Lecturers	No. of Part time Lecturers	No. of Lecturers needed in current semester

Comments:

-----

Recommendation for appointment:

-----

Signature -----

Date -----

**PART IV: Decision of the Committee**

-----

Signature -----

date -----

**Table 1: NU-RPF- Procedure for recruitment for Academic Staff**

<b>Post</b>	<b>Originator of Job Analysis</b>	<b>Application Process</b>	<b>Selection</b>	<b>Consideration of Staffing need and Applications</b>	<b>Appointment</b>
Teaching Assistant	a) HOD b) Confirmation by Dean	a) Application dossier submitted to HRD. b) HRD prepares a summary and submits to management committee.	a) Management committee interviews the applicant. b) Applicant makes a brief presentation in the teaching area	a) Management considers and submits recommendations for appointment	a) VC appoints for a period not exceeding 6 months b) SAWC makes appointment exceeding 6 months
Part time lecturer	a) HOD b) Confirmation by Dean	a) Application dossier submitted to HRD. b) HRD prepares resume and submits to management committee.	a) Management committee interviews the applicant. b) Applicant makes a brief presentation in the teaching area	a) Management considers and submits recommendations for appointment	a) VC appoints for a period not exceeding 6 months b) SAWC makes appointment exceeding 6 months
Lecturer to Professor	a) HOD b) Confirmation by Dean	a) Dean submits the job requirements to HRD b) HRD advertises c) HRD receives applications	a) HRD sorts applications b) Selection follows procedure as provided in this manual (Section 1.4.2.6) c) Interviews follows procedure as provided in this manual (Section 1.4.2.7)	N/A	SAWC makes the appointment



## **2.0 APPOINTMENT POLICY**

### **2.1 Scope**

The policy covers the guidelines for the appointment of Administrative Staff, Academic Staff and Support Staff.

### **2.2 Objectives**

- 2.2.1 To spell out the type of appointment made by the appointing authority.
- 2.2.2 To clarify the terms and conditions of service of the appointment.
- 2.2.3 To fulfill the legal requirement on employment.
- 2.2.4 To align the job holder to the job specifications for effective performance.

### **2.3 Key Policy Statements**

- 2.3.1 The appointed person must receive an appointment letter from the appointing authority (Board of Trustees, Staff Appointments and Welfare Committee of the University Council and Vice Chancellor).
- 2.3.2 The appointment letter should contain the following information:
  - a) Name and address of the appointee
  - b) The authority of the appointment
  - c) The effective date of appointment
  - d) The post and designation appointed to
  - e) The School/Department duty station
  - f) Remuneration and benefits applicable
  - g) The salary scale and job description **Table: 2 NU-AP.**
  - h) The duration of the appointment and probationary period where applicable

- i) Type of appointment
- j) Reporting lines
- k) The period of notice to be given by either party in case of termination of or withdrawal from the appointment.
- l) The officers to whom enquiries on terms of service or duties to be performed may be addressed.
- m) The date by which the appointee must take up duties or the offer to lapse when not taken up without the knowledge and consent of the University.
- n) Any other conditions or relevant information related to the appointment and other special requirements to be fulfilled e.g. medical examinations, personal data form and passport size photographs, etc.
- o) The acceptance form for the appointment to be completed.
- p) The signature of the Chairperson of Board of Trustee, Vice Chancellor and University Secretary.

### 2.3.3 Letter of Appointment

- a) The letter of appointments shall where applicable, be copied to the Chairperson of the University Council, Vice Chancellor, University Secretary, Dean of School/ Head of Department, immediate Supervisor, HRD and the University Bursar.
- b) The appointment letter shall be accompanied with a copy of the Human Resource Manual.
- c) A member of staff shall acknowledge receipt and sign the acceptance of the terms and conditions of service indicated in the Human Resource Manual.

#### 2.3.4 Types of appointment

The Staff shall be appointed to one of the following categories:

##### 2.3.4.1 Permanent

This is the appointment made where the period of service is up to the mandatory retirement age of 65 years subject to other provisions contained in the Manual

##### 2.3.4.2 Contract status (full time)

This is an appointment made on a specified period of time between 1-5 years.

##### 2.3.4.3 Part-time

- a) This is an appointment made for a specific period of time and a given number of hours on the basis of which his/her remuneration shall be paid.
- b) Part time academic staff shall be expected to teach, conduct practical classes and demonstrations, set, supervise and mark course-works and examinations. They are required to attend meetings in their schools and departments.
- c) Part time Administrative and Support staff shall be expected to perform their duties as specified in their Appointment letters.
- d) Members of staff on full time employment in the University may engage in part time work in another department of the University if there is need of his/her services. He/she will be remunerated at the approved rates. The part time work should not interfere with his/her work for which he/she is substantively appointed. This arrangement should be communicated to the supervisor for approval.

- e) All part time staff shall receive a letter of appointment from the University Secretary before commencing their duties.
- f) Part-time members of staff are only entitled to the benefits specified in their Appointment letters.

#### 2.3.4.4 Temporary

- a) Means appointment made on stopgap basis for a period not exceeding six months.
- b) A temporary appointment to an established post or one that is not established, shall, by delegated authority of the SAWC be made by the Vice Chancellor.
- c) The appointment shall be reported to the earliest meeting of the Staff Appointments and Welfare Committee.
- d) This appointment may be renewed once by the relevant authority upon receipt of justification.

#### 2.3.4.5 Casual Employee Appointment

- a) Casual employee means a person appointed on a day to day basis and is paid a daily wage to handle work whose volume and nature do not justify full time workload.
- b) The engagement and duration shall be authorized by the University Secretary but shall not exceed a period of six months.

#### 2.3.4.6 Acting Appointments

- a) Acting Appointment means a temporary appointment with varying periods as specified below, in a higher or similar graded and funded position in the University establishment, which appointment is necessitated by a temporary absence of a substantive job holder. In this

case, the person acting assumes both full responsibility for his/her current position and the post in which she/he is acting.

- b) The responsibilities of the Accounting Officer cannot be delegated.
- c) Acting Appointments are made under the following circumstances:
  - i. Acting where the substantive officer is on annual leave or other assignment;
  - ii. Where a staff is appointed to a position but in acting capacity of a vacant post;
  - iii. Where the substantive officer is on study leave.
  - iv. Where the substantive officer is on sick leave and is incapacitated to perform his/her normal duties.
- d) In such cases (ii and iii), the Vice Chancellor shall select and appoint on a stop gap basis, a suitable member of staff to fill the vacancy in an acting capacity and will report the appointment with full details to the Staff Appointments and Welfare Committee at its next meeting for appropriate action.
- e) The following conditions will be observed when making an acting appointment:
  - i. All acting appointments shall be authorized in writing;
  - ii. All acting appointments shall be remunerated as specified in the Human Resource Manual;
  - iii. The member of staff to be appointed to act must have been confirmed in his/her appointment except in special circumstances;
  - iv. Acting appointments shall not be made to a position more than one hierarchical level or grade,

- rank, above or below the appointee's normal position;
- v. The member of staff appointed to an acting status shall unless otherwise constrained in specific cases, carry the full duties of the substantive post;
  - vi. A member of staff shall not hold more than one acting post at the same time.
- f) The duration for acting appointments shall be as follows:
- i. A period not exceeding six months for a person appointed to act in a position where there is substantive job holder;
  - ii. A period not exceeding six months for a person appointed to act in a position where there is no substantive job holder;
  - iii. A period equivalent to a study leave;
  - iv. A period equivalent to annual leave and special assignment.
- g) A vacant position shall be filled with a substantive appointment within a period of six months.
- h) A member of staff shall be entitled to an acting allowance after having acted for a period of not less than two weeks.
- i) Where the substantive member of staff is absent, his/her deputy or Assistant shall assume the responsibilities of that office apart from those that are required by Law.
- j) Where the substantive member of staff is absent and has no deputy or Assistant, the supervisor shall select a person to act in that position.

#### 2.3.4.7 Pro-Tempore Appointment

- a) Pro-Tempore Appointment refers to a situation where a senior member of staff (with no Deputy/ Assistant) is unable to perform his/her duties temporarily and duties have to be assigned to another person for a specified short period of time. The senior member of staff include the following:
  - i. Dean of School
  - ii. Head of Department/Unit
- b) The Vice chancellor shall be responsible for making pro-tempore appointment.
- c) The decision to make the pro-tempore appointment shall be based on staff performance evaluation and other relevant reports.
- d) The Vice-Chancellor shall report such appointment matter to the Staff Appointments and Welfare Committee for further action at its earliest next meeting.
- e) The payment of all responsibility allowance due to the substituted Deans, or Heads of Department or Section or Unit shall cease. The appointed substitute, will receive an acting allowance or responsibility allowance which shall be withdrawn from the one substituted.

#### 2.3.4.8 Emeritus Professor

- a) The University shall confer the title “Emeritus Professor” as a means of recognizing the continued membership in the University Community of a distinguished Professor after he/she has left the service and is unlikely to take on fresh appointment or chair.
- b) The appointment as “Emeritus Professor” shall be initiated by the department through the School Board,

considered by the Senate and approved by the University Council.

- c) The appointment shall be made before the date the Professor to be appointed leaves the service.
- d) A roll of “Emeritus Professors” of the University will be maintained by the University Secretary and printed in the University Calendar and other relevant publications.

#### 2.3.4.9 Distinguished Professors

- a) A distinguished Professor is one who has international recognition, academic distinction, a record of distinguished performance in research or creative work and outstanding service to the profession.
- b) He/she is expected to contribute greatly to the promotion of Academic Research, fundraising, scholarship, infrastructure and programmes.
- c) The University Council shall appoint a Professor to a position of distinguished professor. His/her appointment shall be for a period of five years renewable.
- d) A distinguished professor shall be remunerated as specified by the appointing authority.



#### 2.3.4.10 Seconded Staff

The University Council may, by special arrangement with an organ of Government or the Private Sector, offer employment to a suitable person on secondment terms from those organs. The terms of service for a seconded member of staff will be subject to negotiations between the two parties: the University and the seconding organ.

#### 2.3.4.11 Visiting Staff

When there is need or request from the respective schools, the Vice-Chancellor shall appoint visiting staff in the following categories:

- a) Visiting Professor
- b) Visiting Fellow
- c) Visiting Researcher
- d) Visiting Scholar
- e) Visiting Lecturer
- f) Staff on Sabbatical
- g) Honorary Fellow

The terms and conditions of Visiting Staff shall be determined by the appointing authority on the basis of person to holder.

#### 2.3.5 Appointment according to Staff Establishment

- a) Appointments shall be made against established posts, included in the approved annual budgets.
- b) Notwithstanding the above, Council may make supernumerary or other types of appointments by such description and or title

as it may deem fit over and above the staff establishment to cater for special needs and interest to promote efficiency, excellence or service to the community.

#### 2.3.6 Staff personal data form

- a) Newly appointed staff shall fill the staff personal data form **(Form 3 NU-APF-01)** and attach a recent passport size photograph.
- b) The staff personal form contains information required by the University for establishing the staff data base
- c) The individual staff has the responsibility to update the personal data form in consultation with the Human Resource Department.

#### 2.3.7 Mandate to Teach or Work at Nkumba University

- a) The mandate to teach or to work in any position at Nkumba University shall be derived from the appointment made by an authorized organ of the University and a formal letter of appointment issued by the appointing authority.
- b) Commencement to teach or work in any section of the University without a formal letter of appointment is not advisable.
- c) No claim for payment or any other right pre-dating an appointment, and a letter thereof, shall be entertained by the University.

#### 2.3.8 Mandatory Engagement and Retirement Age

- a) The appointment of all persons under the age of 18 years shall be only in accordance with the relevant provisions of the labour laws.

- b) The mandatory retirement age shall be the 65th birthday of the member of staff or such other age as fixed by Council from time to time.
- c) Staff above the age of 65 years may continue to be employed or newly employed on fixed term contract terms. The specific contract terms shall be determined by the University Council from time to time.
- d) The age requirement applies to Academic, Administrative and Support Staff.

#### 2.3.9 Tenure of appointment

- a) The University employs staff on a different categories of tenure categorized as follows;
  - i. Permanent staff shall be appointed to serve the University until the attainment of the mandatory retirement age. The permanent staff shall include the following; Professors, Associate Professors, Senior Lecturers, Lecturers, Administrative and Support Staff.
  - ii. Staff appointed by BOT, Senior Officers, Part Time staff, Assistant Lecturers and all staff who are not on full time engagement shall not be on permanent arrangement as stated in (i) above.
  - iii. Staff appointed by Board of Trustees shall be appointed on a four year contract as specified in the University Charter
  - iv. Trainees shall be appointed on a one year contract
  - v. Temporary staff shall be appointed for six months period
  - vi. Casual employees shall be appointed for a period not exceeding six months.
  - vii. Part time staff shall be appointed on semester basis

#### 2.3.10 Medical Examinations

- a) At the time of appointment a new appointee in the Catering Department and the Office Attendants shall produce a medical report from a properly qualified and registered medical practitioner recognised and approved by the University Administration.
- b) The purpose of the medical report is to establish that the appointee is medically fit for the job.
- c) The specified staff shall undergo periodic and regular medical check-up.

#### 2.3.11 Appointee's Acceptance of a job Offer

- a) When an Appointee receives the Appointment letter, he/she is required to indicate whether he/she has accepted or declined the Appointment within a period of fourteen days.
- b) Acceptance or decline of appointment offered shall be communicated in writing to the University Secretary or by signing the acceptance of offer form which shall be attached to the Appointment letter.
- c) The response to the Appointment shall carry the following information:
  - i. Date of commencement of duty
  - ii. The completed personal data form
  - iii. One pass port size photographs
  - iv. The medical report (where applicable).
  - v. The signed confidentiality form
- d) The signed acknowledgement of receipt and acceptance of the Human Resource Policies and Procedures.
- e) Any other personal information the appointee may wish to submit for his/her file to be kept with his/her original application and academic documents.

#### 2.3.12 Provision of Information on the Commencement of Duties

- a) The University shall inform the Appointee when he/she is expected to report for work.
- b) The date on which an appointee is expected to take up duties shall be a matter for arrangement between the University and the Appointee. New appointees shall be expected to take up duties within two months from the date of offer. However, shorter or longer periods may be specified in the letter of appointment.
- c) Appointments not taken up within the period specified in the letter of offer and without the consent of the University shall be considered.
- d) New appointees in the category of Academic Staff shall be required to report to duty before the beginning of the Quarter/Semester.
- e) Reporting shall be made to the University Secretary in the first instance to register the commencement of duty, to introduce the new appointee to his/her Supervisors and to arrange for orientation.

#### 2.3.13 Orientation of Member of Staff

- a) The University Secretary responsible for arranging orientation of all members of staff.
- b) The orientation sessions will provide the members of Staff with information on the University, the policies, procedures, code of conduct, the terms and conditions of service, rights and obligations, work station, reporting relationships, etc.
- c) The employee's immediate supervisor shall be required to take part in the orientation of the new employees. The orientation at the Unit, Section, Department, and School shall emphasize the following: Policy, Staffing, Procedures,

the Working Environment and the Associated Duties, Responsibilities and Performance requirements, etc.

- d) The orientation exercise shall be formal and an entry recorded in the file of the new employees.

#### 2.3.14 Identification Card System

The staff identification card system shall be managed by the Human Resource Department including issuing and replacement.

- a) The University has an Identification Card System purposefully to aid the identification of staff of the University. The possession of a Staff Identity Card issued by the University Secretary assists individual members of staff to be identified and accorded the requisite services.
- b) The identification card shall indicate the individual staff identification number, full names, job title, validity date and signatures of the member of staff and the University Secretary.
- c) The identification card shall be renewed in accordance with the type of appointment.
- d) Identification cards are not issued to Visitors or persons conducting official business on temporary basis. However Temporary Visitors' Card may be issued to visitors at the entrance to the University by the Security Department and surrendered back when exiting the Campus.
- e) The Identity card is a property of the University.
- f) A member of staff shall be required to surrender the Identity Card to the Human Resource Director when he/she is leaving the University service.

### 2.3.15 Probationary Period of Service for newly Appointed Staff

- a) On appointment, all staff including Board of Trustees' appointees shall be subject to a probationary period of six months. This shall however, not apply to staff appointed at the rank of Associate Professor and professor, temporary staff, casual employees, visiting appointees, seconded staff and part- time lecturers.
- b) The Appointing Authority may, in some cases of new appointees and existing staff who have proven record of service and have been confirmed in similar positions in comparable institutions, waive or shorten the probationary period.
- c) A member of staff on probation shall not be considered for the following (except where the University Management deems otherwise):
  - i. Promotion to a higher post
  - ii. Sponsorship under the Human Resource Development Programme unless such training is specified and it is a requirement for confirmation in service of the member of staff
  - iii. Acting Appointment
  - iv. Study Leave
  - v. Leave without pay
- d) The applicable evaluation form (**Form 7 NU-PMPF-01/ Form 8 NU-PMPF-02/ Form 9 NU-PMPF-03 and Form 10 NU-PMPF-04 for Academic Staff**) shall be completed by the member of staff and the immediate Supervisor. The evaluation report shall be the basis of confirmation in service in the University.

#### 2.3.16 Extension of Probationary Appointment

The probationary appointment may, where fully justified, be extended once for a maximum period of six months with the consent of the employee which consent is given upon acceptance of the appointment. Where there has been an extension of the probation period, the effective date of extension shall be the day following the end of the initial probation period. The extension of probation may be granted on the following grounds:

- a) Reasons beyond the control of the member of staff e.g. extended period of ill health which lead to absence from duty or impede performance.
- b) Where a member of staff on probation requires more time to improve on his/her skills for effective performance.

#### 2.3.17 Termination of Probationary Appointment

- a) During the probationary period, both the University and the employee have the right to terminate the contract by giving not less than fourteen day's notice of termination or by payment of the University to the employee seven days' wages in lieu of notice.
- b) For avoidance of doubt, the University need not furnish the employee with reasons for terminating a probationary contract. .

#### 2.3.18 Confirmation in University Service

- a) A member of staff who has successfully completed the probation period is eligible for confirmation in the University Service.
- b) The procedure for confirmation shall be as follows:
  - i. A member of staff serving a probation period or extension thereof shall be required to apply in writing through his/her Supervisor to the University Secretary



for confirmation in service one month before the expiry of the probation.

- ii. A member of staff shall be required to fill in the relevant evaluation form (Form 7 NU-PMPF-01/ Form 8 NU-PMPF-02/ Form 9 NU-PMPF-03 and Form 10 NU-PMPF-04 for Academic Staff). The supervisor shall provide his/her comments about the staff on the same form.
- iii. The evaluation shall be discussed by a Departmental/School Committee established for that purpose. The recommendation of the Committee shall be submitted to Management for appropriate action. The Human Resource Director or any other staff delegated to do so shall attend the Committee meetings when staff are being evaluated at Departmental/School Levels.
- iv. The Human Resource Director shall initiate consultations on the matter and compilation of an evaluation report on a form designed for the purpose and issued by his/her office.
- v. The Management Committee shall receive the evaluation report and make recommendations to the Staff Appointments and Welfare Committee for consideration.
- vi. The Staff Appointments and Welfare Committee shall receive the evaluation report and make the appropriate decision.
- vii. Confirmation in appointment shall be effective from the date of expiry of the probationary period.
- viii. A letter of confirmation shall be given to the member of staff concerned, and copies shall be availed to the

Vice Chancellor, the Supervisor and the Bursar. Where confirmation is not granted, the appointment will automatically cease and the member of staff informed in writing.

#### 2.3.19 Effect of Confirmation

When a member of staff is confirmed in the University service, he/she shall enjoy the following privileges:

- a) Be eligible for promotion where applicable
- b) Sponsorship under Human Resource Development Programme
- c) Be eligible for Acting Appointment where applicable
- d) Be eligible for competition for University Research Grant where applicable
- e) Be eligible for additional roles and responsibilities where applicable



# Nkumba University

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## OFFICE OF THE UNIVERSITY SECRETARY

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### FORM 3: STAFF DATA

NU-APF-01

#### A) PERSONAL INFORMATION

Surname: \_\_\_\_\_ First name: \_\_\_\_\_

Other names: \_\_\_\_\_

Date of birth: \_\_\_\_\_ Sex: \_\_\_\_\_

ID no: \_\_\_\_\_ Driving License no: \_\_\_\_\_

Passport no: \_\_\_\_\_

Nationality: \_\_\_\_\_

Home District \_\_\_\_\_ County: \_\_\_\_\_ Sub County: \_\_\_\_\_

Parish: \_\_\_\_\_ Village: \_\_\_\_\_

Place of birth: \_\_\_\_\_

Current Residential Physical L.C. Village: \_\_\_\_\_

Parish: \_\_\_\_\_ Permanent Address: \_\_\_\_\_

## Referees

**Name (s)**

**Contact Address & Telephone No.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Father's Name: \_\_\_\_\_

Mother's Name: \_\_\_\_\_

(Please indicate if deceased)

## Next of Kin

**Name (s)**

**Relationship**

**Contact Address &  
Telephone No**

1. \_\_\_\_\_
2. \_\_\_\_\_

Marital Status: \_\_\_\_\_ Name of Spouse: \_\_\_\_\_

## **Children's Names**

**Date of Birth**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

## **B) HEALTH**

1. Do you regularly suffer from any medical condition? Yes/No:  
\_\_\_\_\_ If yes please explain.

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**C) ACADEMIC AND PROFESSIONAL QUALIFICATIONS**

Period	Qualification	Institution
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>

**D) Other Skills Training received**

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Workshop, seminar/short	Date and Duration course
<hr/>	<hr/>
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**E) Specific skills gained**

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**F) SECURITY**

Have you ever been convicted of any offence? Yes/No \_\_\_\_\_

If yes, state the nature and cause of offence.

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**G) EMPLOYMENT DETAILS**

TIN No. \_\_\_\_\_ NSSF No. \_\_\_\_\_

Group Medical Scheme No. \_\_\_\_\_

**Previous Employer**

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Tel. No.: \_\_\_\_\_

Position: \_\_\_\_\_

**H) NKUMBA UNIVERSITY EMPLOYMENT**

Date of Appointment: \_\_\_\_\_

Position: \_\_\_\_\_

**Confirmation**

I \_\_\_\_\_ confirm that the information given on this form is correct to the best of my knowledge.

**Employee Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Table 2: NU-AP- Salary Scales, Roles and Accountabilities**

<b>Salary Scale</b>	<b>Post</b>	<b>Minimum Entry Qualifications</b>	<b>Key Accountabilities</b>	<b>Reporting lines</b>
NU1	Vice-Chancellor	<ol style="list-style-type: none"> <li>1. PhD</li> <li>2. Academic &amp; Senior Administrative Managerial Experience of at least seven years</li> <li>3. Integrity &amp; Leadership skills</li> <li>4. Creativity &amp; Innovativeness</li> <li>5. ICT Skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Strategic Planning</li> <li>2. Resource Mobilization</li> <li>3. Provide Academic &amp; Administrative Leadership</li> <li>4. Liaise with other organizations nationally and internationally</li> <li>5. Public Relations</li> <li>6. Lead in innovative and Creative endeavours of the University</li> <li>7. Presiding over Major University ceremonies in the absence of the Chancellor</li> <li>8. Chair major University meetings</li> <li>9. Promotion of Research in the University</li> <li>10. Promotion and coordination of linkages with other Academic Institutions/professional/ skills development/ world of work</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to University Council</li> <li>2. Submits written reports</li> <li>3. Reports annually and at every council meeting</li> </ol>
NU2	Deputy Vice-Chancellor	<ol style="list-style-type: none"> <li>1. PhD</li> <li>2. Academic &amp; Senior Administrative and Managerial Experience of at least seven years</li> <li>3. Integrity &amp; Leadership skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Resource Mobilization</li> <li>2. Strategic Planning</li> <li>3. Chair Committee Meetings</li> <li>4. Assisting the Vice-Chancellor</li> <li>5. Promotion and coordination of linkages with other Academic Institutions /professional/skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to Vice Chancellor</li> <li>2. Submits written reports</li> <li>3. Reports annually and when required</li> </ol>

		4. Creativity & Innovativeness 5. ICT Skills	development/world of work 6. Inspection of University Physical facilities	
NU3	University Secretary	1. Masters Degree 2. Administrative and managerial experience of at least 8 years in Higher Education Institutions  3. Financial Management Skills 4. Integrity & Leadership skills 5. Communication & Interpersonal skills 6. ICT Skills 7. Planning and development skills	1. Planning for the University 2. Accountability and management of Financial, Human and Physical Resources 3. Records Management 4. Management of Council meetings 5. Implementation of Policies & Decisions of Council 6. Handling Legal issues 7. Maintenance and storage of University Assets	1. Reports to Vice Chancellor 2. Submits written reports 3. Reports every quarter and when required
	Academic Registrar	1. Masters Degree 2. Academic & Senior Administrative Managerial Experience of at least five years 3. Integrity & Leadership skills 4. Creativity & Innovativeness 5. Planning 6. Financial knowledge and	1. Accountability and Management of Student's Academic Records 2. Manage Admissions 3. Managing Examinations 4. Handling NCHE Matters/Correspondences 5. Planning and Coordination of Academic Ceremonies e.g. Graduation, Inaugural lectures, public lectures	1. Reports to Vice Chancellor 2. Submits written reports to Vice Chancellor on academic related to matters 3. Submits written reports to the University Senate



		skills 7. Communication & Interpersonal skills 8. ICT Skills	6. Coordination of Research Activities 7. Promotion and sustainability of Academic programme 8. Coordination of matters of Affiliated Institutions 9. Coordination of Curriculum Development 10. Ensuring that students pay their 11. tuition fees and other dues 12. Coordination of linkages with other Academic Institutions 13. Coordination of Alumni relations 14. Development and Implementation of Academic Policies 15. Developing Academic Calendar 16. Coordinating Senate Activities and implementing Senate Decisions 17. Budgeting for the Department	4. Reports annually and when required
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	Professors	<ol style="list-style-type: none"> <li>1. PhD</li> <li>2. Eight years of teaching experience</li> <li>3. Ten publications in area of specialisation</li> <li>4. Academic / Administrative Experience</li> <li>5. Project Proposal Writing</li> <li>6. Publications in Peer Reviewed Journals</li> <li>7. ICT Skills</li> <li>8. Integrity &amp; Leadership skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Supervise Postgraduate Research for students</li> <li>2. Conduct Research</li> <li>3. Deliver scheduled and special lectures</li> <li>4. Write Proposals for funding Research Projects</li> <li>5. Manage special Academic Assignments</li> <li>6. Initiation and promotion of innovations in ones area of specialization</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to Dean of school</li> <li>2. Submits specified written reports whenever they are due</li> </ol>
NU4	Associate Professor	<ol style="list-style-type: none"> <li>1. PhD</li> <li>2. Six years of teaching experience</li> <li>3. Academic Administrative Experience</li> <li>4. Project Proposal Writing</li> <li>5. Publications in Peer Reviewed Journals</li> <li>6. ICT Skills</li> <li>7. Integrity &amp; Leadership skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Supervise Postgraduate Research for students</li> <li>2. Conduct Research</li> <li>3. Deliver scheduled and special lectures</li> <li>4. Write Proposals for funding Research Projects</li> <li>5. Manage special Academic Assignments</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to Dean of school</li> <li>2. Submits specified written reports whenever they are due</li> </ol>

	Director Post Graduate Studies and Research	<ol style="list-style-type: none"> <li>1. Should be at the rank of Professor or Associate Professor.</li> <li>2. Should have PhD from a recognized Institution</li> <li>3. Minimum University teaching experience of 10years</li> <li>4. At least five years experience in research</li> <li>5. Should have held administrative responsibilities at senior level.</li> <li>6. Proven research and publication experience as principle researcher for three projects</li> <li>7. 3 – 5 recent publications of not less than five years.</li> <li>8. Ability and experience to mobilize funds.</li> <li>9. Competence in computer and information technology</li> <li>10. Skill in research data analysis packages.</li> <li>11. Proven ability to administer grants for the Directorate.</li> </ol>	<ol style="list-style-type: none"> <li>1. Providing professional and academic guidance and advice to staff.</li> <li>2. Preparing of annual budgets for the school in consultation with the heads of department and ensuring it is incorporated in the university general budget.</li> <li>3. Coordinated and administer all matters related to post graduate studies and Research.</li> <li>4. Provide a central channel of communication from and to post graduate studies students and their supervisors.</li> <li>5. Develop and ensure the implementation of research policy at University level.</li> <li>6. Streamline, review and develop regulations, procedures and practices of post graduate studies at Nkumba University.</li> <li>7. Coordinate and manage research and publications at Nkumba University.</li> <li>8. Establish linkages which support research and post graduate training.</li> <li>9. Soliciting funds for training in research.</li> <li>10. Soliciting externally funded research projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Vice Chancellor</li> <li>2. Submits specified written reports whenever they are due.</li> </ol>
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			11. Maintenance of up to date inventory of all equipment and assets within the Directorate. 12. Undertaking any other activity that is pertinent to the post graduate studies and Research Directorate and to the University as may be assigned from time to time.	
	University Librarian	1. PhD 2. Senior administrative managerial experience of at least five years 3. Integrity & Leadership skills 4. Creativity & Innovativeness 5. Planning skills 6. Financial knowledge and skills 7. Communication & Interpersonal skills 8. Computer knowledge	1. Management of the library facilities 2. Management of Human Resources in the Library 3. Budgeting for the Library Programmes 4. Developing and Coordinating Training programmes for library users 5. Initiate and Implement Library Policies 6. Management of library finances and accounts 7. Coordination of inter-library programmes/activities 8. Management of archives and related materials 9. Coordination of sub-libraries of the University	1. Reports to the Vice Chancellor 2. Submits written reports monthly 3. submits a written report to the library committee whenever it meets
	University Bursar	1. Masters Degree in finance and accounting	1. Coordination of the drawing up and managing the University	1. Reports to the University

		<ol style="list-style-type: none"> <li>2. Full Professional Qualifications in Accounting and Finance</li> <li>3. ICT Skills</li> <li>4. Senior administrative managerial experience of at least five years</li> <li>5. Integrity &amp; Leadership skills</li> <li>6. Creativity &amp; Innovativeness</li> <li>7. Planning</li> <li>8. Financial knowledge and skills</li> <li>9. Communication &amp; Interpersonal skills</li> </ol>	<p>Budget</p> <ol style="list-style-type: none"> <li>2. Maintain and Present books of Accounts for Auditing</li> <li>3. Submit regular financial reports</li> <li>4. Supervision of Staff in the Finance Department</li> <li>5. Coordination of the Implementation and Development of Financial and operational management systems</li> <li>6. Coordinate and Implement Financial policies</li> <li>7. Maintaining and updating the University's Asset Register</li> <li>8. Computing the value of the University's Physical Assets</li> </ol>	<p>Secretary</p> <ol style="list-style-type: none"> <li>2. Submits written reports monthly and when required</li> <li>3. Submits written reports to the finance committee meetings</li> <li>4. Reports to all council committees on financial matters</li> </ol>
	Deputy University Secretary	<ol style="list-style-type: none"> <li>1. Masters Degree</li> <li>2. Administrative and Managerial Experience of at least 4 years in reputable Institution</li> <li>3. Financial Management Skills</li> <li>4. Integrity &amp; Leadership skills</li> <li>5. Communication &amp; Interpersonal skills</li> <li>6. ICT Skills</li> <li>7. Planning</li> </ol>	<p>Assisting the University Secretary in the following functions:</p> <ol style="list-style-type: none"> <li>1. Planning for the University</li> <li>2. Accountability and management of Financial, Human and Physical Resources</li> <li>3. Records Management</li> <li>4. Management of Council meetings</li> <li>5. Implementation of Policies &amp; Decisions of Council</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the University Secretary</li> <li>2. Submits written reports monthly and when required</li> </ol>
	Deputy	1. Masters Degree	Assisting the Academic Registrar in	1. Reports to the

	Academic Registrar	<ol style="list-style-type: none"> <li>2. Academic &amp; senior administrative managerial experience of at least 4 years</li> <li>3. Integrity &amp; Leadership skills</li> <li>4. Creativity &amp; Innovativeness</li> <li>5. Planning</li> <li>6. Financial knowledge and skills</li> <li>7. Communication &amp; Interpersonal skills</li> <li>8. ICT Skills</li> </ol>	<p>the following functions:</p> <ol style="list-style-type: none"> <li>1. Manage Admissions</li> <li>2. Managing Examinations</li> <li>3. Handling NCHE Matters/Correspondences</li> <li>4. Planning and Coordination of Academic Ceremonies e.g. Graduation, Inaugural lectures, public lectures</li> <li>5. Coordination of Research Activities</li> <li>6. Promotion and sustainability of Academic programme</li> <li>7. Coordination of matters of Affiliated Institutions</li> <li>8. Coordination of Curriculum Development</li> <li>9. Ensuring that students pay their tuition fees and other dues</li> <li>10. Handle applications for change of course and programmes</li> <li>11. Handle applications for Dead Semesters and Dead years</li> <li>12. Coordination of linkages with other Academic /professional /world pf work Institutions</li> <li>13. Coordination of Alumni relations</li> <li>14. Development and Implementation of Academic Policies</li> <li>15. Developing Academic Calendar</li> <li>16. Coordinating Senate Activities and implementing Senate Decisions</li> </ol>	<ol style="list-style-type: none"> <li>academic registrar</li> <li>2. Submits written reports monthly and when required</li> </ol>
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			17. Budgeting for the Department	
	Dean of Students	<ol style="list-style-type: none"> <li>1. Masters Degree</li> <li>2. Administrative and Managerial Experience of at least 5 years in Higher Education Institutions</li> <li>3. Integrity &amp; Leadership skills</li> <li>4. Creativity &amp; Innovativeness</li> <li>5. Planning</li> <li>6. Financial knowledge and skills</li> <li>7. Communication &amp; Interpersonal skills</li> <li>8. ICT Skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordination of Student's Affairs including students Guild and occasional ceremonies and functions</li> <li>2. Supervise Catering Department</li> <li>3. Supervise University Clinic</li> <li>4. Supervise Wardens and Custodians in the Halls of Residence</li> <li>5. Coordinating sports and co-curricula activities.</li> <li>6. Guidance counselling and general disciplines of students</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Vice Chancellor</li> <li>2. Submits written reports monthly and when required</li> <li>3. submits a written report regularly to the student affairs committee meetings</li> </ol>
	Human Resource Director	<ol style="list-style-type: none"> <li>1. Masters Degree in a field related to human resource management</li> <li>2. Administrative and Managerial Experience of at least 5 years in reputable Institutions</li> <li>3. Integrity &amp; Leadership skills</li> <li>4. Creativity &amp; Innovativeness</li> <li>5. Planning</li> <li>6. Financial knowledge and skills</li> <li>7. Communication &amp; Interpersonal skills</li> <li>8. ICT Skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Human Resource Planning for the University</li> <li>2. Accountability and management of Human Resource</li> <li>3. Management of Human Resource Records</li> <li>4. Management of Staff meetings</li> <li>5. Coordination and Implementation of Human Resource Policies &amp; Procedures</li> <li>6. Management of the Payroll</li> <li>7. Coordination of Staff Welfare activities</li> <li>8. Coordination of Development and Review Human Resource Policies and Procedures</li> <li>9. Coordination and Management of</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the University Secretary</li> <li>2. Submits written reports monthly and when required</li> <li>3. submits a written report to the staff appointments and welfare committee, staff development committee, establishment and administration</li> </ol>

			Staff Development Programmes	committee meetings
	University Internal Auditor	<ol style="list-style-type: none"> <li>1. Masters Degree in finance and accounting</li> <li>2. Full Professional Qualifications in Accounting and Finance</li> <li>3. ICT Skills</li> <li>4. Senior Administrative Managerial Experience of at least five years</li> <li>5. Integrity &amp; Leadership skills</li> <li>6. Creativity &amp; Innovativeness</li> <li>7. Planning</li> <li>8. Financial knowledge and skills</li> <li>9. Communication &amp; Interpersonal skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Planning the Auditing of University Departments and Systems</li> <li>2. Ensuring compliance with University Policies and National Laws</li> <li>3. Drawing up annual Audit reports</li> <li>4. Provide secretarial support to the Audit Committees</li> <li>5. Ensuring existence of Internal Controls</li> <li>6. Provide advice to Departments on issues of compliance.</li> <li>7. Liaise with External Auditors</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Vice Chancellor and Audit Committee</li> <li>2. Submits written reports monthly and when required</li> <li>3. Submits written reports to the Audit Committee meetings</li> </ol>
	University Engineer	<ol style="list-style-type: none"> <li>1. Masters Degree in Engineering</li> <li>2. Membership to Professional Engineering Body</li> <li>3. ICT Skills e.g. CAD software</li> <li>4. Supervisory and Administrative Experience of at least five years</li> <li>5. Integrity &amp; Leadership skills</li> <li>6. Quality Control</li> <li>7. creativity &amp; Innovativeness</li> <li>8. Planning</li> <li>9. Financial knowledge and skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Supervision of Maintenance works</li> <li>2. Provide technical advice on Construction</li> <li>3. Coordination and Supervision of physical development of the University</li> <li>4. Carry out the construction of minor works</li> <li>5. Provide technical advice in planning and development of physical infrastructure</li> <li>6. Monitor the efficient functioning of Utilities</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the University Secretary</li> <li>2. Submits written reports monthly and when required</li> <li>3. submits written reports to the estates and works committee meetings</li> </ol>



		10. Communication & Interpersonal skills	7. Manage the University vehicles 8. To develop and implement the university vehicle management policy 9. Maintenance of the University Estate 10. Ensuring the security and safety of the University physical facilities 11. To manage contracts for works	
	Director Quality Assurance	1. PhD 2. Specialized training quality assurance or education evaluation 3. Knowledge and competence in development of quality assurance policies and instruments 4. ICT Skills 5. Supervisory and Administrative Experience of at least five years 6. Integrity & Leadership skills 7. Quality Control 8. creativity & Innovativeness 9. Planning 10. Financial Management knowledge and skills 11. Communication & Interpersonal skills	1. To provide leadership for quality assurance and good practice in the university 2. To set performance standards for every functional unit in the university 3. To lead the development and oversee the implementation of university-wide quality assurance initiatives 4. To contribute to the identification, development and promotion of the university's quality assurance protocols and mechanisms 5. To write proposals for resource mobilization for the quality assurance directorate 6. To serve as a link between the university and other national and international agencies engaged in quality assurance initiatives 7. To formulate and implement quality assurance policies	1. Reports to the Vice Chancellor 2. Submits written reports monthly and when required 3. Submits written report to the Quality Assurance Committee meetings

			<ul style="list-style-type: none"> <li>8. To supervise the staff in the quality assurance directorate</li> <li>9. To coordinate the preparation of quality assurance committee meetings</li> <li>10. To liaise with all departments in generating quality programmes and activities</li> <li>11. To spearhead the training of university staff in quality assurance issues</li> </ul>	
	Director Planning	<ul style="list-style-type: none"> <li>1. Masters Degree</li> <li>2. Specialised training in strategic planning</li> <li>3. ICT Skills</li> <li>4. Supervisory and Administrative Experience of at least 5 years</li> <li>5. Integrity &amp; Leadership skills</li> <li>6. Quality Control</li> <li>7. creativity&amp; Innovativeness</li> <li>8. Planning</li> <li>9. Financial knowledge and skills</li> <li>10. Communication &amp; Interpersonal skills</li> </ul>	<ul style="list-style-type: none"> <li>1. Coordinates planning and development initiatives in the University.</li> <li>2. Overseeing and Monitoring the Implementation of the University Strategic Plan</li> <li>3. Initiation and development of University's Planning systems and mechanisms</li> <li>4. Coordinating the annual planning, identification of priorities and the budgeting process</li> <li>5. Provide technical support to the planning and development Committee, Estates and Works Committees</li> <li>6. Assist the DVC in Resource Mobilization, planning and Project Proposal development</li> </ul>	<ul style="list-style-type: none"> <li>1. Reports to the Deputy Vice Chancellor</li> <li>2. Submits written reports monthly and when required</li> <li>3. submits written reports to the planning and development and establishment and administration committee meetings</li> </ul>
NU5	Senior Lecturer	1. PhD or Masters for Fine Art	1. Deliver lectures	1. Reports to Dean

		discipline 2. Teaching Experience of five years 3. Supervision of Students' Research at Undergraduate and Postgraduate levels 4. ICT Skills 5. Communication & Interpersonal Skills 6. Research Skills 7. Assessment Skills 8. Integrity & Leadership skills	2. Prepare course outlines 3. Marking students' examinations and course-work 4. Arranging seminars, workshops and conferences 5. Provide counselling to students 6. Participate in Departmental meetings and other activities 7. Supervise and advise students doing Research 8. Participation in Research 9. Participation in Consultancy services 10. Contribution to University and Community Development 11. Publishing in Peer Reviewed Journals 12. Developing study modules 13. Participate in Academic ceremonies and functions of the University.	of School 2. Submits specified written reports whenever they are due
	Senior Assistant Secretary	1. Masters Degree 2. ICT Skills 3. Administrative experience of at least 3 years 4. Integrity & Leadership skills 5. Innovative & creativity 6. Financial management knowledge and skills 7. Office Management Skills 8. Communication & Interpersonal skills	Assisting the University Secretary in any or all of the following functions:  1. Planning for the University 2. Accountability and management of Financial, Human and Physical Resources 3. Records Management 4. Management of Council meetings	1. Reports to University Secretary 2. Submits specified written reports monthly and whenever required

		9. Customer Care	5. Implementation of Policies & Decisions of Council	
	Deputy University Bursar	<ol style="list-style-type: none"> <li>1. Masters Degree</li> <li>2. Full Professional Qualifications in Accounting and Finance</li> <li>3. ICT Skills</li> <li>4. Senior Administrative Managerial Experience of at least five years</li> <li>5. Integrity &amp; Leadership skills</li> <li>6. Creativity &amp; Innovativeness</li> <li>7. Planning</li> <li>8. Financial management knowledge and skills</li> <li>9. Communication &amp; Interpersonal skills</li> </ol>	<p>Assisting the University Bursar in the following functions</p> <ol style="list-style-type: none"> <li>1. Coordination of the drawing up and managing the University Budget</li> <li>2. Maintain and Present books of Accounts for Auditing</li> <li>3. Give regular financial reports</li> <li>4. Supervision of Staff in the Finance Department</li> <li>5. Coordination of the Implementation and Development of Financial and operational management systems</li> <li>6. Coordinate and Implement Financial policies</li> <li>7. Maintaining and updating the University's Asset Register</li> <li>8. Computing the value of the University's Physical Assets</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the University Bursar</li> <li>2. Submits written reports monthly and when required</li> </ol>
	Senior Assistant Registrar	<ol style="list-style-type: none"> <li>1. Masters Degree</li> <li>2. Academic &amp; Senior Administrative Managerial Experience of at least 3 years</li> <li>3. Integrity &amp; Leadership skills</li> <li>4. Creativity &amp; Innovativeness</li> <li>5. Planning</li> <li>6. Financial management knowledge and skills</li> </ol>	<p>Assisting the Academic Registrar in the following functions:</p> <ol style="list-style-type: none"> <li>1. Manage Admissions</li> <li>2. Managing Examinations</li> <li>3. Planning and Coordination of Academic Ceremonies e.g. Graduation, Inaugural lectures, public lectures</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Academic Registrar</li> <li>2. Submits written reports monthly and when required</li> </ol>

		<p>7. Communication &amp; Interpersonal skills</p> <p>8. ICT Skills</p>	<p>4. Coordination of Research Activities</p> <p>5. Promotion and sustainability of Academic programme</p> <p>6. Coordination of Curriculum Development</p> <p>7. Ensuring that students pay their tuition fees and other dues</p> <p>8. Development and Implementation of Academic Policies</p> <p>9. Developing Academic Calendar</p> <p>10. Coordinating Senate Activities and implementing Senate Decisions</p> <p>11. Budgeting for the Department</p> <p>12. Sign and Issue Examination Cards</p> <p>13. Promote Academic Programmes in Secondary Schools</p> <p>14. Coordination of matters of Affiliated Institutions</p> <p>15. Handle external examining</p> <p>16. Arrange Academic exhibitions and events outside the University</p> <p>17. Supervise Alumni functions</p> <p>18. Liaise with External Bodies like UNEB, NCHE, MoES, District Education Office, British Council, Association of African Universities, Inter-University Council of East Africa, etc.</p> <p>19. Liaise with other Universities and other Educational Institutions</p>	
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			20. Liaise with other organizations 21. Coordination of Curriculum Development 22. Liaise with the University Staff studying in other institutions in the country and abroad 23. Coordinate with sponsoring agencies matters. 24. Coordinate academic and funding issues of international students. 25. Provide the information about the University for Purposes of ranking it.	
	Senior Administrative Assistant	1. Masters Degree or Bachelors Degree 2. ICT Skills 3. Work Experience of at least 5 years 4. Integrity & Leadership skills 5. Quality Control 6. Innovative & creativity 7. Financial knowledge and skills 8. Office Management Skills 9. Communication & Interpersonal skills 10. Flexibility 11. Customer Care	Assisting the Supervisor in any or all of the following functions: 1. Planning for the department 2. Accountability and management of financial, human and physical resources 3. Records Management 4. Organising meetings 5. Implementation of Policies & Decisions of Council 6. Assisting in Developing School/Department/Unit budgets 7. Where applicable handling registration, examination, and other academic related matters	1. Reports to the immediate supervisor as indicated in the letter of appointment 2. Submits written reports monthly and when required
	Deputy Director Quality Assurance	1. PhD 2. Specialized training quality assurance or education evaluation	1. To assist in the provision of leadership for quality assurance and good practice in the university 2. To participate in the setting of	1. Reports to the Director Quality Assurance 2. Submits written

		3. Knowledge and competence in development of quality assurance policies and instruments 4. ICT Skills 5. Supervisory and Administrative 6. Experience of at least three years 7. Integrity & Leadership skills 8. Quality Control 9. creativity & Innovativeness 10. Planning 11. Financial management knowledge and skills 12. Communication & Interpersonal skills	standards for every functional unit in the university 3. To assist in the implementation of quality assurance policies and instruments in the university 4. To advise on quality assurance matters in all academic and non academic programmes and activities 5. To assist in the preparation of proposals for resource mobilization for the quality assurance directorate 6. To liaise with all schools, centres, institutes and departments so as to guide the research agenda in the desired direction 7. To provide information for uploading on the university web site 8. To assist in the preparation of quality assurance committee meetings 9. To assist in liaising with all departments in generating quality programmes and activities 10. To participate in the training of university staff in quality assurance issues	reports monthly and when required
	University Doctor	1. MB ChB 2. Practising License	1. Manage the University Clinic 2. Supervise the Clinic staff	1. Reports to the University

		3. Experience of two years of practicing medicine after internship 4. Integrity 5. Quality Control 6. creativity & Innovativeness 7. communication interpersonal skills 8. Customer Care 9. Integrity & Leadership skills	3. Make referral to bigger medical facilities 4. Provide information to students and staff relating to health 5. Keep medical records of students and staff 6. Prepare budgets and requisition of medicines and requirements for the Clinic 7. Participation in induction programmes	Secretary 2. Submits written reports monthly and when required 3. Submits report to the Students' Affairs Committee on student health issues
	Deputy University Librarian	1. Masters in Information Science 2. ICT Skills 3. Senior Administrative Managerial Experience of at least three years 4. Integrity & Leadership skills 5. Creativity & Innovativeness 6. Planning 7. Financial management knowledge and skills 8. Communication & Interpersonal skills	Assist the University Librarian in the following functions: 1. Management of the library facilities 2. Management of Human Resources in the Library 3. Budgeting for the Library Programmes 4. Developing and Coordinating Training programmes for library users 5. Initiate and Implement Library Policies 6. Management of library budget 7. Coordination of inter-library programmes/activities 8. Management of archives and related materials 9. Coordination of sub-libraries of the University	1. Reports to the University Librarian 2. Submits written reports monthly and when required
	Procurement	1. Masters	1. Initiate, develop and Implement	1. Reports to the



	Officer	<ul style="list-style-type: none"> <li>2. Professional Qualification</li> <li>3. ICT Skills</li> <li>4. Administrative Managerial Experience of at least three years</li> <li>5. Interpersonal skills</li> <li>6. Negotiation Skills</li> <li>7. Planning skills</li> <li>8. Integrity &amp; Leadership skills</li> <li>9. Creativity &amp; Innovativeness</li> <li>10. Financial management knowledge and skills</li> <li>11. Communication &amp; Interpersonal skills</li> </ul>	<p>the Procurement Policies and Procedures</p> <ul style="list-style-type: none"> <li>2. Develop and Implement annual Procurement Plan</li> <li>3. Prepare the budget for the procurement function</li> <li>4. Prepare periodical procurement reports</li> <li>5. Monitor and ensure compliance with the Procurement Policies and Regulations</li> <li>6. Provide technical advice to the Tender/Procurement Committee</li> <li>7. Advise University in Procurement of Capital items</li> <li>8. Management of Human Resources in the Procurement Unit</li> <li>9. Develop and update service providers database</li> <li>10. To liaise with suppliers and stakeholders and ensure timely delivery of procured goods and services</li> <li>11. To liaise with finance to ensure availability of procurement funds and timely payment to suppliers</li> <li>12. To attend to inquiries from bidders and suppliers</li> </ul>	<p>University Secretary</p> <ul style="list-style-type: none"> <li>2. Submits written reports monthly and when required</li> <li>3. submits reports to the Tender and Contracts Committee</li> </ul>
	Public Relations	<ul style="list-style-type: none"> <li>1. Masters</li> <li>2. ICT Skills</li> </ul>	<ul style="list-style-type: none"> <li>1. Liaise with the Public on behalf of the University</li> </ul>	<ul style="list-style-type: none"> <li>1. Reports to the Vice</li> </ul>

	Officer	<ul style="list-style-type: none"> <li>3. Experience of at least three years in Public Relations in a reputable organization</li> <li>4. Interpersonal skills</li> <li>5. Counselling skills</li> <li>6. Planning and organization skills</li> <li>7. Integrity &amp; Leadership skills</li> <li>8. Creativity &amp; Innovativeness</li> <li>9. Ability to work with media</li> <li>10. Communication &amp; Interpersonal skills</li> <li>11. Management of Public Relations Records, reports etc.</li> </ul>	<ul style="list-style-type: none"> <li>2. Projecting and Promoting the University Image to the public</li> <li>3. Develop and Implement public relation activities</li> <li>4. Organising Public Relations events</li> <li>5. University Spokesperson</li> <li>6. Draft speeches and communication documents</li> <li>7. Coordinates the Publications and News letters</li> <li>8. Secretary to Management Committee Meetings</li> <li>9. Attending to public complaints about the University activities</li> <li>10. Providing feedback to Management on the opinion of the public of the University</li> <li>11. Regularly provide information for the University Website</li> <li>12. Prepare and process the publication of University advertisements</li> <li>13. Participate in marketing University programmes and other activities</li> <li>14. Assist the Vice-Chancellor in receiving and entertaining visitors of the University</li> </ul>	<ul style="list-style-type: none"> <li>Chancellor</li> <li>2. Submits written reports monthly and when required</li> </ul>
	Senior Planning	<ul style="list-style-type: none"> <li>1. Masters in management, economics, educational</li> </ul>	<ul style="list-style-type: none"> <li>1. Guide schools and departments in the formulation, implementation</li> </ul>	<ul style="list-style-type: none"> <li>1. Reports to the Director Planning</li> </ul>

	Officer	<ul style="list-style-type: none"> <li>planning and administration or any other relevant discipline</li> <li>2. specialized training in strategic planning</li> <li>3. ICT Skills</li> <li>4. Experience of at least five years in a similar position or senior management position in a higher education institution or organization</li> <li>5. Interpersonal skills</li> <li>6. Planning and organization skills</li> <li>7. Integrity &amp; Leadership skills</li> <li>8. Creativity &amp; Innovativeness</li> <li>9. Communication &amp; Interpersonal skills</li> </ul>	<ul style="list-style-type: none"> <li>and monitoring of strategic plans</li> <li>2. Develop and maintain strategic planning reports and development plans</li> <li>3. To supervise the day to day activities of the planning department</li> <li>4. To participate in the preparation of project proposals</li> <li>5. To oversee the preparation, coordination and management of the departmental budget and resources</li> <li>6. To assist the director within and outside the department</li> <li>7. To assist in the coordination and supervision of all departmental activities</li> <li>8. To facilitate at the training of university staff issues</li> </ul>	<ul style="list-style-type: none"> <li>2. Submits written reports monthly and when required</li> </ul>
NU6	Lecturer	<ul style="list-style-type: none"> <li>1. Masters Degree</li> <li>2. Bachelors degree with first class or upper second class</li> <li>3. ICT Skills</li> <li>4. Teaching Experience of at least two years</li> <li>5. Communication and Interpersonal skills</li> <li>6. Assessment skills</li> <li>7. Ability to supervise students research and practical work</li> </ul>	<ul style="list-style-type: none"> <li>1. Deliver lectures</li> <li>2. Prepare course outlines</li> <li>3. Marking students' examinations and course-work</li> <li>4. Arranging seminars and conferences</li> <li>5. Provide counselling to students</li> <li>6. Participate in Departmental meetings and other activities</li> <li>7. Supervise and advise students doing Research</li> </ul>	<ul style="list-style-type: none"> <li>1. Reports to Dean of School</li> <li>2. Submits specified written reports whenever they are due</li> </ul>

		<ul style="list-style-type: none"> <li>8. Research skills</li> <li>9. Integrity &amp; Leadership skills</li> </ul>	<ul style="list-style-type: none"> <li>8. Participation in Research</li> <li>9. Participation in Consultancy services</li> <li>10. Contribution to University and Community Development</li> <li>11. Develops study modules</li> <li>12. Participate in Academic ceremonies and functions of the University</li> </ul>	
	Assistant Registrar 01	<ul style="list-style-type: none"> <li>1. Masters Degree</li> <li>2. Academic &amp; Senior Administrative of at least 2 years</li> <li>3. Integrity &amp; Leadership skills</li> <li>4. Creativity &amp; Innovativeness</li> <li>5. Planning skills</li> <li>6. Financial knowledge and skills</li> <li>7. Communication &amp; Interpersonal skills</li> <li>8. ICT Skills</li> </ul>	<p>Assisting the Senior Assistant Registrar in the following functions:</p> <ul style="list-style-type: none"> <li>1. Manage Admissions</li> <li>2. Organise orientation programmes for First year students.</li> <li>3. Registration of new and continuing students</li> <li>4. Process and issue Authority cards</li> <li>5. Prepare lists of applicants for admissions committee considerations</li> <li>6. Verifying the authenticity of applicants' academic documents during admission and before graduation</li> <li>7. Prepare admission letters and submit to the AR</li> <li>8. Handle students requests for extension of study period and withdrawals from the University</li> <li>9. Keep an updated register of all students admitted in the</li> </ul>	<ul style="list-style-type: none"> <li>1. Reports to the Senior Assistant Registrar</li> <li>2. Submits written reports monthly and when required</li> </ul>

			University 10. Receive application forms and forward them to schools for advice before they are presented to the admissions committee 11. Implement Admission Policies	
	Assistant Registrar 02	1. Masters Degree 2. Administrative Managerial Experience of at least 2 years  3. Integrity & Leadership skills 4. Creativity & Innovativeness 5. Planning skills 6. Financial knowledge and skills 7. Communication & Interpersonal skills 8. ICT Skills	Assisting the Senior Assistant Registrar in the following functions: 1. Prepare time-table for University Examinations 2. Liaise with School Deans on the preparation of Examinations 3. Prepare the duty roster for invigilators and other staff concerned with examinations 4. To submit requisitions for Examination requirements and invigilators' fees 5. Planning and booking for examination space 6. Training and supervising invigilators 7. Monitoring the conduct of students and Invigilators during examinations. 8. Process information regarding examination malpractice for Senate's Consideration. 9. Implement examination policies 10. Ensure that the students' examination scripts are handed over to the Deans for distribution	1. Reports to the Senior Assistant Registrar 2. Submits written reports monthly and when required

			<p>to the respective lecturers</p> <p>11. Provide a report to the AR about the examination</p> <p>12. Proof reading and coordinating the typing, and photocopying of examination questions.</p> <p>13. Ensure safe storage of examination scripts and questions</p>	
	Assistant Registrar 03	<ol style="list-style-type: none"> <li>1. Masters Degree</li> <li>2. Administrative Managerial Experience of at least 2 years</li> <li>3. Integrity &amp; Leadership skills</li> <li>4. Creativity &amp; Innovativeness</li> <li>5. Planning skills</li> <li>6. Financial knowledge and skills</li> <li>7. Communication &amp; Interpersonal skills</li> <li>8. ICT Skills</li> </ol>	<p>Assisting the Senior Assistant Registrar in the following functions:</p> <ol style="list-style-type: none"> <li>1. Planning, Budgeting and Coordination of all the Academic Ceremonies e.g. Graduation, Inaugural lectures, public lectures</li> <li>2. Record minutes of ceremonies committee meetings</li> <li>3. Handle booking of items and facilities for academic ceremonies</li> <li>4. Submit requests for ceremonies requirements and facilitation</li> <li>5. Liaise with PRO to draft speeches where necessary for officials officiating at the ceremonies</li> <li>6. Receive and verify names of graduating students from schools and their results</li> <li>7. Verify Certificates and Transcripts</li> <li>8. Handling logistics for the ceremony</li> <li>9. Coordinate the drawing up of programme for the ceremonies</li> <li>10. Develop annual plans for the</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Senior Assistant Registrar</li> <li>2. Submits written reports monthly and when required</li> </ol>

			ceremonies and functions 11. Provide a report and accountability about the function 12. Provide support to external functions like Vice-Chancellors Forum, Friends of Nkumba University annual function 13. Provide support to the examination Section during the examination session	
	Assistant Registrar 04	1. Masters Degree 2. Administrative Managerial Experience of at least 2 years 3. Integrity & Leadership skills 4. Creativity & Innovativeness 5. Planning skills 6. Financial knowledge and skills 7. Communication & Interpersonal skills 8. ICT Skills	Assisting the Senior Assistant Registrar in the following functions: 1. Plan and organize senate meetings 2. Record minutes of senate meetings 3. Archive all senate business materials 4. Prepare University Annual Almanac 5. Follow up on the implementation of resolutions made by Senate 6. Prepare Business from University Senate for AR to present to Council 7. Handle Alumni matters 8. Compile the quarterly Alumni News letter 9. Prepare fundraising activities for	1. Reports to the Senior Assistant Registrar 2. Submits written reports monthly and when required

			<p>the University Alumni</p> <ol style="list-style-type: none"> <li>10. Provide reports on the Alumni issues every semester</li> <li>11. Prepare and update Alumni databases</li> <li>12. Liaise with the Alumni Association</li> <li>13. Assist the Senior Assistant Registrar-(External) in executing duties</li> </ol>	
	Assistant Secretary (Legal)	<ol style="list-style-type: none"> <li>1. Law degree (LLB)</li> <li>2. Diploma in Legal Practice</li> <li>3. Enrolled advocate of the High Court</li> <li>4. ICT skills</li> <li>5. Integrity &amp; Leadership skills</li> <li>6. Creativity &amp; Innovativeness</li> <li>7. Communication &amp; Interpersonal skills</li> <li>8. Experience of at least two years of working with a reputable organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Advise the university on legal issues</li> <li>2. Drafting legal documents for the university</li> <li>3. Advise staff on legal issues related to university</li> <li>4. Represent university at meetings which involve negotiation</li> <li>5. Act as a liaison officer between the university and external lawyers</li> <li>6. Participate in the development and implementation of policies governing the university</li> <li>7. Advise University on compliance with governing policies and procedures.</li> <li>8. Represent the university in courts of law.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the University Secretary</li> <li>2. Submits written reports monthly and when required</li> </ol>
	Senior Librarian	<ol style="list-style-type: none"> <li>1. Masters in Library Information Science</li> </ol>	<ol style="list-style-type: none"> <li>1. Management of the library facilities</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Deputy Librarian</li> </ol>



		<ol style="list-style-type: none"> <li>2. ICT Skills</li> <li>3. Administrative Library work Experience of at least two years</li> <li>4. Integrity &amp; Leadership skills</li> <li>5. Creativity &amp; Innovativeness</li> <li>6. Planning</li> <li>7. Reading and Subject area skills</li> <li>8. Communication &amp; Interpersonal skills</li> </ol>	<ol style="list-style-type: none"> <li>2. Advise Library Users on issues related to library procedures and subject matters</li> <li>3. Assist in the development and Coordinating Training programmes for library users</li> <li>4. Implement Library Policies and regulations</li> <li>5. Manage selective dissemination of information and current awareness services to the users</li> <li>6. Coordination of inter-library programmes/activities</li> <li>7. Advise on the selection and acquisition of library materials</li> <li>8. Management of archives and related materials</li> <li>9. Coordination of sub-libraries of the University</li> <li>10. Coordinate the order, cleanliness and security in the Library</li> </ol>	<ol style="list-style-type: none"> <li>2. Submits written reports monthly and when required</li> </ol>
	Assistant Internal Auditor	<p>Bachelors Degree Full Professional Qualifications in Accounting and Finance ICT Skills Auditing Experience of at least three years Integrity &amp; Leadership skills Creativity &amp; Innovativeness Planning Financial management knowledge and skills</p>	<p>Assist the Internal Auditor in the following functions:</p> <ol style="list-style-type: none"> <li>1. Planning the Auditing of University Departments and Systems</li> <li>2. Ensuring compliance with University Policies and National Laws</li> <li>3. Drawing up periodic work plans and Audit reports</li> <li>4. Ensuring existence and</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the University Internal Auditor</li> <li>2. Submits written reports monthly and when required</li> </ol>

		Communication & Interpersonal skills	functioning of Internal Controls 5. Provide advice to Departments on issues of compliance. 6. Liaise with External Auditors 7. Conducting <i>ad hoc</i> and special internal audit of the University systems	
	Systems Librarian	1. Masters in Library Information Science 2. ICT Skills 3. Administrative Library work Experience of at least three years 4. Integrity & Leadership skills 5. Creativity & Innovativeness 6. Planning 7. Reading and Subject area skills 8. Communication & Interpersonal skills	1. Management of the library systems including library catalogues, electronic research and website of the Library 2. To upgrade the Library systems and respond to issues within 3. Support the staff and students with the use of the Library systems 4. Coordinate training procedures 5. Create on-line services for specific purposes including guides, periodical search, online tutorials and online books 6. .Attend to queries from staff and students 7. Obtain and evaluate statistics on books in the library, use, subscription and obsolete books 8. Implement Library Policies and regulations.	1. Reports to the University Librarian 2. Submits written reports monthly and when required
	Counsellor	1. Bachelors Degree in counselling or related field	1. Handle all the counselling needs of staff and students	1. Reports to the Dean of

		<ol style="list-style-type: none"> <li>2. Counselling Experience of at least 2 years</li> <li>3. Integrity &amp; Leadership skills</li> <li>4. Creativity &amp; Innovativeness</li> <li>5. Planning Skills</li> <li>6. Counselling skills</li> <li>7. Communication &amp; Interpersonal skills</li> <li>8. ICT Skills</li> </ol>	<ol style="list-style-type: none"> <li>2. Liaise with other organizations for referral</li> <li>3. Organize and coordinate sensitization workshops for staff and students</li> <li>4. Provide career guidance and counselling to staff and students</li> <li>5. Participate in training peer counsellors at the University</li> <li>6. Liaise with the project coordinator to implement the HIV/AIDS work place policy</li> <li>7. Plan and report on activities done</li> <li>8. Participate in the orientation programmes of new staff and students</li> </ol>	<p>Students</p> <ol style="list-style-type: none"> <li>2. Submits written reports monthly and when required</li> </ol>
	Quality Assurance Officer(Academic )	<ol style="list-style-type: none"> <li>1. Masters degree</li> <li>2. Specialized training in quality assurance and or educational evaluation</li> <li>3. integrity &amp; Leadership skills</li> <li>4. Creativity &amp; Innovativeness</li> <li>5. Planning Skills</li> <li>6. Communication &amp; Interpersonal skills</li> <li>7. ICT Skills</li> <li>8. Skill in formulation of quality assurance policies and monitoring skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To work with schools in the preparation of new academic programs</li> <li>2. To guide in the review of academic programmes before they are submitted to National Council for Higher Education</li> <li>3. To develop and administer tools for assessment of the quality of academic programmes and activities</li> <li>4. To monitor the quality of teaching, practical work and industrial training</li> <li>5. To take minutes of quality assurance committee meetings</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Director Quality Assurance</li> <li>2. Submits written reports monthly and when required</li> </ol>

			<ol style="list-style-type: none"> <li>6. To participate in the formulation and implementation of quality assurance policies</li> <li>7. To prepare quality assurance reports as required</li> <li>8. To assist in the preparation of the training of university staff in quality assurance issues</li> <li>9. To participate in any activity that promotes the university's quality assurance mechanism.</li> </ol>	
	Quality Assurance Officer( <i>facilities and support services</i> )	<ol style="list-style-type: none"> <li>1. Masters degree in Higher Education in Management, Education Planning and Management, Project Planning and Management, Economic Policy and Planning, Quantitative Economics or Statistics.</li> <li>2. Post graduate in Monitoring and Evaluation.</li> <li>3. 3 years relevant experience in a similar position in a higher education institution or organization.</li> <li>4. Effective oral and written communication and presentation skills</li> <li>5. Planning skills</li> <li>6. Integrity, Creativity &amp; Innovative.</li> <li>7. Skills in formulation and</li> </ol>	<ol style="list-style-type: none"> <li>1. To liaise with all departments in the preparation of quality assurance programmes</li> <li>2. To assist in the formulation of standards for all departments in the University.</li> <li>3. To guide departments and units in the implementation of quality assurance policies.</li> <li>4. To develop and administer tools for assessment of the quality of non-academic activities</li> <li>5. To monitor the quality of facilities and services in the University.</li> <li>6. To take minutes of services quality assurance committee meetings</li> <li>7. To participate in the formulation and implementation of quality assurance policies</li> <li>8. To prepare reports on quality</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Director Quality Assurance</li> <li>2. Submits written reports monthly and when required</li> </ol>

		<p>monitoring of Quality Assurance policies.</p> <p>8. Computer knowledge and skills particularly Microsoft Office software packages.</p> <p>9. Ability to organize and coordinate strategic planning activities.</p> <p>10. Possession of professional report writing skills.</p>	<p>assurance on all facilities and services.</p> <p>9. To assist in the preparation of the training of University staff in quality assurance issues</p> <p>10. To monitor the quality of facilities and services in the University.</p> <p>11. To participate in any activity that promotes the University's quality assurance mechanism.</p>	
	Human Resource Assistant	<p>1. Bachelors Degree</p> <p>2. Administrative Experience of at least 2 years in reputable Institutions</p> <p>3. Integrity &amp; Leadership skills</p> <p>4. Creativity &amp; Innovativeness</p> <p>5. Planning Skills</p> <p>6. Financial management knowledge and skills</p> <p>7. Communication &amp; Interpersonal skills</p> <p>8. ICT Skills</p> <p>9. Records Management</p>	<p>Assisting the Human Resource Director in the following functions:</p> <p>1. Human Resource Planning for the University</p> <p>2. Accountability and management of Human Resource</p> <p>3. Management of Human Resource Records</p> <p>4. Management of Staff meetings</p> <p>5. Coordination and Implementation of Human Resource Policies &amp; Procedures</p> <p>6. Management of the Payroll</p> <p>7. Coordination of Staff Welfare activities</p> <p>8. Coordination of Development and Review Human Resource Policies and Procedures</p> <p>9. Coordination and Management of Staff Development Programmes.</p>	<p>1. Reports to the Human Resource Director</p> <p>2. Submits written reports monthly and when required</p>
	Management Accountant	<p>1. Bachelors Degree</p> <p>2. Full Professional</p>	Assisting the University Bursar in the following functions	1. Reports to the University Bursar

		<p>Qualifications in Accounting and Finance</p> <ol style="list-style-type: none"> <li>3. ICT Skills</li> <li>4. Senior Administrative Managerial Experience of at least five years</li> <li>5. Integrity &amp; Leadership skills</li> <li>6. Creativity &amp; Innovativeness</li> <li>7. Planning</li> <li>8. Financial management knowledge and skills</li> <li>9. Communication &amp; Interpersonal skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Supervision of Stores Reconciliation of Inventory Accounts</li> <li>2. Participation in the Production of Annual Budget</li> <li>3. Production of Periodic Budget performance reports</li> <li>4. Preparing feasibility studies on proposed courses of action</li> <li>5. Evaluating returns on the University Investments and Projects and making recommendations for improvements</li> <li>6. Ensuring all expenditure is within the University's approved limits and budget lines</li> <li>7. Continuous evaluation of the Accounting System to ensure compliance with the University's Financial regulations and Policies</li> </ol>	<ol style="list-style-type: none"> <li>2. Submits written reports monthly and when required</li> </ol>
	Financial Accountant	<ol style="list-style-type: none"> <li>1. Bachelors Degree</li> <li>2. Professional Qualifications in Accounting and Finance</li> <li>3. ICT Skills</li> <li>4. Senior Administrative Managerial Experience of at least five years</li> <li>5. Integrity &amp; Leadership skills</li> <li>6. Creativity &amp; Innovativeness</li> <li>7. Planning</li> </ol>	<p>Assisting the University Bursar in the following functions</p> <ol style="list-style-type: none"> <li>1. Continuous checking of the book keeping and accounts postings to the General Ledger.</li> <li>2. Participation in the Preparation in the University's Financial reports</li> <li>3. Provide Accounting Information for Auditing purposes</li> <li>4. Ensuring that all accounting</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the University Bursar</li> <li>2. Reports monthly and when required</li> </ol>

		8. Financial management knowledge and skills 9. Communication & Interpersonal skills	reports are adequately supported by relevant documentation 5. Ensuring that all accountability documents are adequately secured and logically stored. 6. Ensure that Proper internal controls are in place. 7. To ensure that the University's Asset Register is updated and maintained	
	Management Information Officer (Academic)	1. Masters Degree 2. ICT Skills 3. Administrative Managerial Experience of at least 2 years 4. Integrity & Leadership skills 5. Creativity & Innovativeness 6. Planning skills 7. Communication & Interpersonal skills 8. Records Management	1. Assembling admission statistics 2. Monitoring attrition 3. Generate timely statistics about students in the University 4. To be in-charge of ARIMS in the AR's Department 5. Provide computerized data regarding admissions, graduation and etc. 6. Compile statistics for schools and affiliated institutions 7. Manage the day-to-day communication regarding academic records in Schools and Departments 8. Compile and computerize students' records at the time of registration 9. Manage the Archives of computerized records of students 10. Synchronize students payment data from the bursars department	1. Reports to the Deputy Academic Registrar 2. Submits written reports monthly and when required

			11. Synchronize students data in Schools and AR's Department	
	Planning Officer(Budget)	<ol style="list-style-type: none"> <li>1. Bachelor's degree in economics, statistics, education planning and administration</li> <li>2. Oral and written communication and presentation skills</li> <li>3. Knowledge and competence in planning and development activities</li> <li>4. Computer knowledge</li> <li>5. Ability to organize and coordinate</li> <li>6. Strategic planning and organization skills</li> <li>7. Report writing skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitor implementation of the strategic plan in all departments and units</li> <li>2. Participate in the formulation of the annual operational plan of the university</li> <li>3. Assist in the integration of university's strategic priorities in the budget</li> <li>4. Prepare required planning and development reports for internal and external use</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Director Planning</li> <li>2. Submits written reports monthly and when required</li> </ol>
	Planning Officer (Data Analysis)	<ol style="list-style-type: none"> <li>1. Bachelor's degree in economics, statistics, education planning and administration</li> <li>2. Oral and written communication and presentation skills</li> <li>3. Knowledge and competence in planning and development activities</li> <li>4. Computer knowledge</li> <li>5. Ability to organize and coordinate</li> </ol>	<ol style="list-style-type: none"> <li>1. To collect, compile and analyze data required for planning process</li> <li>2. To prepare required planning and development reports with the necessary statistical data for internal and external use</li> <li>3. To assist in the preparation of project proposals</li> <li>4. To maintain a comprehensive data base of university resources, staff, students and facilities</li> <li>5. To produce reports for use by various university organs</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Director Planning</li> <li>2. Submits written reports monthly and when required</li> </ol>



		6. Strategic planning and organization skills 7. Report writing skills		
	Estates officer (Civil)	1. Bachelor's degree in civil engineering 2. Registration with the Uganda Institute of Professional Engineers 3. competence in planning and development activities 4. Computer skills 5. Ability to organize and coordinate 6. Budgeting and analytical skills 7. Report writing skills 8. Interpersonal skills 9. Ability to write and interpret architectural plans 10. Experience of two years in estates maintenance/management and at least one year in a supervisory position 11. Integrity & Leadership skills	1. To prepare bills of quantities and specifications for new works projects and maintenance 2. To develop a maintenance implementation plan for the university estates 3. To coordinate works on projects which are handled by external contractors 4. To prepare the department's operational budget 5. To attend site meetings for different works 6. To supervise junior staff in the estates department 7. To liaise with procurement office for procurement of materials for works 8. To ensure that plumbing systems are well laid and functional in all university facilities 9. To assist the engineer in managing contracts for works 10. To monitor consumption of water regularly and advise management accordingly	1. Reports to the University Engineer 2. Submits written reports monthly and when required

	Estates Officer (Electrical)	<ol style="list-style-type: none"> <li>1. Bachelor's degree in electrical engineering</li> <li>2. Registration with the Uganda Institute of Professional Engineers</li> <li>3. competence in planning and development activities</li> <li>4. Computer skills</li> <li>5. Ability to organize and coordinate</li> <li>6. Budgeting and analytical skills</li> <li>7. Report writing skills</li> <li>8. Interpersonal skills</li> <li>9. Ability to write and interpret architectural plans</li> <li>10. Experience of two years in estates maintenance/management and at least one year in a supervisory position</li> <li>11. Integrity &amp; Leadership skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To prepare bills of quantities for university electrical requirements</li> <li>2. To monitor electrical installations in the university</li> <li>3. To liaise with procurement office for procurement of electrical materials</li> <li>4. To supervise the electrical installation on new constructions</li> <li>5. To develop proposals for meeting the university's electricity and related requirements</li> <li>6. To be responsible for correction of electrical faults</li> <li>7. Ensure that university vehicles are well maintained and properly deployed</li> <li>8. To supervise the university drivers</li> <li>9. To liaise with electricity distributors e.g. UMEME over power supply to the university</li> <li>10. To supervise junior staff in the estates department</li> <li>11. To assist the engineer in managing of contracts</li> <li>11. To monitor consumption of electricity regularly and advise management accordingly</li> <li>12. To oversee the use and maintenance of the generator(s)</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the University Engineer</li> <li>2. Submits written reports monthly and when required</li> </ol>
	Web Master	<ol style="list-style-type: none"> <li>1. Bachelor's degree in computer science or</li> </ol>	<ol style="list-style-type: none"> <li>1. Creating and Maintaining Nkumba University Mail addresses and</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Head NUICTS</li> </ol>

		<p>information technology.</p> <ol style="list-style-type: none"> <li>2. At least 2years working experience</li> <li>3. Must have expertise in HTML and a number of the following technologies: CSS, PHP, MySQL, JavaScript, ASP, DHTML, XHTML and XML.</li> <li>4. Strong database skills as well as knowledge of Adobe Photoshop or other graphics application.</li> <li>5. Must know how to configure web servers such as Apache and IIS.</li> <li>6. Integrity &amp; Leadership skills</li> <li>7. Communication skills</li> </ol>	<p>Mailing lists.</p> <ol style="list-style-type: none"> <li>2. Planning for expansion of the Nkumba university website to include staff profiles, publications and creation of sub domains for websites of the different academic, administration and other stakeholder units.</li> <li>3. Creation of an intranet for purposes of internal communication of important regulations, information, events, and reports which are necessary for the smooth running of the university.</li> <li>4. Periodical updating of the main University website and other associated websites, like those of the units, to depict the current affairs at Nkumba.</li> <li>5. Manage and implement website redesign to keep it at the forefront of web technological changes.</li> <li>6. Carry out surveys from the various website audiences and study the web statistics to ascertain the effectiveness of the website.</li> <li>7. Monitor university web ometrics</li> </ol>	<ol style="list-style-type: none"> <li>2. Submits written reports monthly and when required</li> </ol>
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			<p>with the intention of improving the standing of Nkumba university</p> <p>8. Analyzing and optimizing the website speed.</p> <p>9. Sourcing for avenues to promote the university web site and generate revenue from the site.</p> <p>10. Implementing and managing an E-learning platform to support long distance learning and students self study.</p>	
	Net Work Administrator	<p>1. Bachelor's degree in computer science or information technology.</p> <p>2. At least 2years working experience</p> <p>3. Must be able to think logically</p> <p>4. Good communication skills;</p> <p>5. The ability to concentrate and pay close attention to detail is also important.</p> <p>8. Integrity &amp; Leadership skills</p>	<p>1. Installation, configuration, and maintenance of hardware and software components.</p> <p>2. Implementation of ICT policies like system authentication, security policy, network access policy</p> <p>3. Carry out periodical system audits; example reviewing system logs for unusual or unauthorized access (or attempted access).</p> <p>4. Create and maintain user accounts as required.</p> <p>5. Ensuring data is backed up of important information (e.g. Mail, Accounts, Academic records etc.) on a regular basis. This will include development of data backup and restoration plans and procedures, in order to preserve</p>	<p>3. Reports to the Head NUICTS</p> <p>4. Submits written reports monthly and when required</p>

			<p>the data which he/she is responsible for.</p> <ol style="list-style-type: none"> <li>6. Recording and Reporting findings of inappropriate use and incidents.</li> <li>7. Network monitoring and optimization.</li> <li>8. General Network capacity planning.</li> <li>9. Implement network access controls to ensure authorized users alone access University Computer Resources</li> <li>10. May be called upon to act as technical support for client application users or development teams in order to fix their problems, advise them, or help them carry out complicated queries</li> </ol>	
NU7	Assistant Lecturer	<ol style="list-style-type: none"> <li>1. Masters degree</li> <li>2. Bachelor's Degree(first class or upper second)</li> <li>3. ICT Skills</li> <li>4. Communication and Interpersonal skills</li> <li>5. Assessment skills</li> <li>6. Ability to supervise students practical work</li> <li>7. Integrity &amp; Leadership skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Deliver lectures</li> <li>2. Prepare course outlines</li> <li>3. Marking student's examinations and course-works</li> <li>4. Provide counselling to students</li> <li>5. Participate in Departmental meetings and other activities</li> <li>6. Supervise and advise students on practical work</li> <li>7. Offer tutorials to students</li> <li>8. Contribution to University and</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Head of Department</li> <li>2. Submits written reports every semester</li> <li>3. Submits documents on students' performance every time they</li> </ol>

			Community Development 9. Participate in Academic ceremonies and functions of the University	are required.
	Administrative Assistant (Postgraduate, Higher Degrees and Research)	<ol style="list-style-type: none"> <li>1. Masters Degree</li> <li>2. Administrative Managerial Experience of at least 2 years</li> <li>3. Integrity &amp; Leadership skills</li> <li>4. Creativity &amp; Innovativeness</li> <li>5. Planning skills</li> <li>6. Financial management knowledge and skills</li> <li>7. Communication &amp; Interpersonal skills</li> <li>8. ICT Skills</li> <li>9. Research Skills</li> </ol>	<p>Assisting the Director Post-graduate Studies in the following functions:</p> <ol style="list-style-type: none"> <li>1. Plan and organize Higher Degrees committee meetings</li> <li>2. Co-ordinate, monitor and ensure implementation of Postgraduate programmes</li> <li>3. Co-ordinate the Archiving of all Higher Degree dissertations and thesis</li> <li>4. Monitor and prepare reports on on-going research programmes and publications</li> <li>5. Arrange students viva voce presentations</li> <li>6. Co-ordination of the Supervision of research books of the students</li> <li>7. Handle all Postgraduate matters</li> <li>8. Computerise students' data</li> <li>9. Prepare proposals for Research funding</li> <li>10. Liaise with other institutions on matters relating to Postgraduate studies and research</li> <li>11. Organising PhD proposals vetting and Research seminars</li> <li>12. Assist the Director Postgraduate</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Director Post Graduate Studies and Research</li> <li>2. Submits written reports monthly and when required</li> </ol>

			Studies and Research in executing duties	
	Assistant Librarian	<ol style="list-style-type: none"> <li>1. Masters Degree in Library and Information Science <b>with</b></li> <li>2. Bachelor's Degree (first class or upper second ) in Library and Information Science</li> <li>3. Four years' experience in Library work.</li> <li>4. Computer knowledge</li> <li>5. Customer care</li> <li>6. Communication skills</li> <li>7. Information management</li> <li>8. Integrity &amp; Leadership skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To process the cataloguing, classification, accessing, spine labeling and stamping of library books</li> <li>2. Entering information in the library system (KOHA)</li> <li>3. Supervise work in the technical section of the library</li> <li>4. Make notices of newly acquired books</li> <li>5. Prepare a monthly report and submit it to the University Librarian</li> <li>6. Maintain statistics and security to library books</li> <li>7. Update information regarding staff users and borrowers</li> <li>8. To keep surveillance in order to minimise the mutilation of books</li> <li>9. Undertake various day to day activities within the department as and when directed.</li> <li>10. To participate in library meetings</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Senior Librarian</li> <li>2. Submits written reports monthly and when required</li> </ol>
	Administrative Secretary	<ol style="list-style-type: none"> <li>1. Bachelors degree in secretarial studies</li> <li>2. Computer skills</li> <li>3. Communication skills</li> <li>4. Customer care</li> <li>5. Interpersonal skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To maintain and organise the office in an orderly manner</li> <li>2. To perform secretarial and administrative duties</li> <li>3. To develop, manage and maintain an up-to-date and effective filing</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the supervisor as indicated in the appointment letter</li> <li>2. Submits written</li> </ol>

		6. Information management skills 7. Initiative and reliability 8. Two years experience in secretarial work 9. Integrity & Leadership skills	system 4. To receive and screen communications received in the office 5. To supervise departmental office support staff 6. To manage departmental or office petty cash 7. To organise departmental meetings 8. Minute Secretary to department meetings 9. To maintain the itinerary for the head of department	reports monthly and when required
	Store Keeper	1. Degree in procurement, supplies and logistics management or related field 2. Two years experience in stores management 3. Professional qualification (CIPS) 4. Computer skills 5. Communication skills 6. Customer care 7. Interpersonal skills 8. Integrity & Leadership skills	1. Receiving goods and equipment and inspecting them to ascertain quality and quantity 2. To supervise support staff in stores 3. To issue materials requisitioned by user departments and ascertaining the appropriateness of requisitions made by user departments 4. Receiving inventories, 5. Verification of inventory and matching inventory with goods ordered documentation 6. Labelling inventories received and assigning location 7. Filing consignment documentation for issue of inventory	1. Reports to the Management Accountant 2. Submits written reports monthly and when required



			<ul style="list-style-type: none"> <li>8. Participating in stock taking</li> <li>9. Handling and ensuring safe custody of all the materials in the university stores</li> <li>10. To advise the Management Accountant on the re-stocking of items and goods</li> <li>11. To prepare the stores report to the Management Accountant</li> </ul>	
	Administrative Assistant (Schools)	<ul style="list-style-type: none"> <li>1. Bachelors Degree</li> <li>2. Administrative Experience of at least 2 years</li> <li>3. Integrity &amp; Leadership skills</li> <li>4. Creativity &amp; Innovativeness</li> <li>5. Planning skills</li> <li>6. Financial knowledge and skills</li> <li>7. Communication &amp; Interpersonal skills</li> <li>8. ICT Skills</li> </ul>	<ul style="list-style-type: none"> <li>1. To register students in schools</li> <li>2. To prepare school board meetings</li> <li>3. To be the Minute secretary in the school board meeting</li> <li>4. To Maintain records for the school activities and records for staff and students in the schools</li> <li>5. To make the school timetable</li> <li>6. To receive and record examinations and coursework results</li> <li>7. To guide and advise students on academic issues in a school</li> <li>8. To allocate venues for lectures in accordance with the decision of the time table committee</li> <li>9. To prepare records for graduating students</li> <li>10. To participate in the graduation activities</li> </ul>	<ul style="list-style-type: none"> <li>1. Reports to the Dean of the School</li> <li>2. Submits written reports monthly and when required</li> </ul>

	Administrative Assistant (Quality Assurance)	<ol style="list-style-type: none"> <li>1. Bachelors Degree</li> <li>2. specialised training in quality assurance or education evaluation</li> <li>3. Administrative Experience of at least 2 years</li> <li>4. Integrity &amp; Leadership skills</li> <li>5. Creativity &amp; Innovativeness</li> <li>6. Planning skills</li> <li>7. Financial knowledge and skills</li> <li>8. Communication &amp; Interpersonal skills</li> <li>9. ICT Skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To manage records of the quality assurance Directorate</li> <li>2. To collate data on quality assurance activities</li> <li>3. To monitor quality assurance activities in schools and departments</li> <li>4. To draft quality assurance reports</li> <li>5. To organise quality assurance assessments/evaluation</li> <li>6. To organise meetings of the senate quality assurance committee</li> <li>7. To manage petty cash and other resources of the Directorate</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Director Quality Assurance</li> <li>2. Submits written reports monthly and when required</li> </ol>
	Administrative Assistant (Finance, AR's Office)	<ol style="list-style-type: none"> <li>1. Bachelors Degree(Accounting option)</li> <li>2. Administrative Experience of at least two years</li> <li>3. Integrity &amp; Leadership skills</li> <li>4. Creativity &amp; Innovativeness</li> <li>5. Planning skills</li> <li>6. Financial knowledge and skills</li> <li>7. Communication &amp; Interpersonal skills</li> <li>8. ICT Skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To invoice students</li> <li>2. To advise both prospective and continuing students on the structure</li> <li>3. To monitor fees payment on day, evening and weekend programmes</li> <li>4. To handle financial queries in AR's department</li> <li>5. To collate budgets for the AR's department</li> <li>6. To follow up requisitions made by AR's department</li> <li>7. To issue applications and finance related forms to students</li> <li>8. To compute financial charges for students and clients approved by</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to Academic Registrar</li> <li>2. Submits written reports as required</li> </ol>

			<p>council</p> <p>9. To liaise with the finance department on financial matters</p> <p>10. To handle the sale of literature e.g. journals, graduation booklets, prospectus e.t.c</p> <p>11. To generate inventory of needed replacements and daily purchases</p>	
	Administrative Assistant (general)	<p>1. Bachelors Degree</p> <p>2. Administrative Experience of at least 2 years</p> <p>3. Integrity &amp; Leadership skills</p> <p>4. Creativity &amp; Innovativeness</p> <p>5. Planning skills</p> <p>6. Financial knowledge and skills</p> <p>7. Communication &amp; Interpersonal skills</p> <p>8. ICT Skills</p>	<p>To assist the supervisor in the following duties;</p> <p>1. To prepare communication and other documents</p> <p>2. To process mail and other papers</p> <p>3. To prepare presentations especially power point presentations</p> <p>4. To manage office/departmental internet communication</p> <p>5. To arrange departmental meetings</p> <p>6. To liaise with other university departments</p> <p>7. To manage departmental staff records</p> <p>8. To handle external correspondences</p> <p>9. To manage confidential records in the department/ office</p> <p>10. To provide information/ data for decision making</p> <p>11. To receive visitors in the office/department</p>	<p>1. Reports to the supervisor</p> <p>2. Submits written reports quarterly and when required</p>

			12. To carry out any other responsibility assigned by the supervisor.	
	Sports Officer	<ol style="list-style-type: none"> <li>1. Bachelors degree in a sports related field</li> <li>2. Experience in sports training</li> <li>3. Interpersonal skills</li> <li>4. Ability to train and coach sports disciplines</li> <li>5. Ability to plan for sports activities at the university</li> <li>6. Communication and organisation skills</li> <li>7. ICT skills</li> <li>8. Guidance and counselling skills</li> <li>9. Integrity &amp; Leadership skills</li> <li>10. Administrative and managerial skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To supervise the games and sports section and maintain all sports facilities.</li> <li>2. Responsible for promoting students participation in national and international sports in the University.</li> <li>3. To initiate, control and execute sports programmes for the university</li> <li>4. To budget for the sports section</li> <li>5. To advise the University on the procurement of games and sports equipment</li> <li>6. To organise and coordinate the sports activities of the university</li> <li>7. To handle the welfare of the university sports teams</li> <li>8. To generate regular reports on sports activities in the university</li> <li>9. Designing the annual sports calendar/ activity work plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Dean of Students</li> <li>2. Submits written reports monthly and when required</li> <li>3. Submits a written report with accountability after each sports event</li> </ol>
	Welfare Officer	<ol style="list-style-type: none"> <li>1. Bachelors Degree</li> <li>2. Experience of at least two years in related field</li> <li>3. Integrity &amp; Leadership skills</li> <li>4. Creativity &amp; Innovativeness</li> <li>5. Planning skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To coordinate welfare matters in the university</li> <li>2. To receive information and news from staff on matters related to staff welfare</li> <li>3. To handle all social functions</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to Human Resource Director</li> <li>2. Submits written reports quarterly</li> </ol>

		6. Financial knowledge and skills 7. Communication & Interpersonal skills 8. ICT Skills	including staff parties and other entertainment 4. To handle matters related to death of staff and their close relatives according to the university welfare policy 5. To keep and maintain records of sick staff and make reports to the Human Resource Director 6. To monitor the situation of staff on sick leave 7. To investigate and inform management on reported cases of harassment, bullying, intimidation, discrimination, violence and other unacceptable behaviour meted against staff 8. To liaise with estates department on the hygiene, health and safety issues in all workplace areas.	and when required
	Warden	1. Bachelors Degree 2. Experience of at least two years in related field 3. Integrity & Leadership skills 4. Creativity & Innovativeness 5. Counselling skills 6. Communication & Interpersonal skills 7. ICT Skills	1. To receive admitted students and allocate them to hostels 2. To issue and enforce university accommodation rules and regulations to students 3. To maintain an updated record of all students in the hostels 4. To provide guidance and counselling to students 5. To maintain first aid box /kit in the hostels 6. To monitor the security of the	1. Reports to Dean of Students 2. Submits written reports every semester and when required

			hostel 7. To supervise custodians 8. To ensure safe custody of all university property in the hostel 9. To maintain an inventory of all university property in the hostel 10. To report emergencies to the Dean of students 11. To handle matters related to sickness and death of students in the hostel 12. To guide parents and sponsors on access to their children in the hostel.	
	Assistant Estates Officer(Civil)	1. Bachelor's degree in civil engineering 2. Registration with the Uganda Institute of Professional Engineers 3. Competence in planning and development activities 4. Computer skills 5. Ability to organize and coordinate 6. Budgeting and analytical skills 7. Report writing skills 8. Interpersonal skills 9. Ability to write and interpret architectural plans 10. Experience of one year in estates maintenance/management	1. Assist in supervision of contractors 2. To assist the estates officer in ensuring that plumbing systems are well laid and functional in all university facilities 3. To keep and maintain plumbing records 4. To monitor efficient usage of water 5. To keep water records and follow up water bills 6. To draw up specifications for chemicals for plants and pest control 7. To be in-charge of plant nursery and landscaping on the campus grounds	1. Reports to the Estates Officer(civil) 2. Submits written reports monthly and when required

			<ol style="list-style-type: none"> <li>8. To supervise the departmental store and ensure correct records are kept in conjunction with the central store</li> <li>9. To be responsible for deployment/coordinating works of carpenters, painters, glass work and masonry.</li> </ol>	
	Assistant Estates Officer (Electrical)	<ol style="list-style-type: none"> <li>1. Bachelor's degree in electrical engineering</li> <li>2. Registration with the Uganda Institute of Professional Engineers</li> <li>3. competence in planning and development activities</li> <li>4. Computer skills</li> <li>5. Ability to organize and coordinate</li> <li>6. Budgeting and analytical skills</li> <li>7. Report writing skills</li> <li>8. Interpersonal skills</li> <li>9. Ability to write and interpret architectural plans</li> <li>10. Experience of one year in estates maintenance/management</li> </ol>	<ol style="list-style-type: none"> <li>1. To monitor electrical supply and distribution in the university and ascertain that there is a balanced load</li> <li>2. To report any electric faults and correct them accordingly</li> <li>3. To record electricity consumption from the meters for comparison with the bills from the supplier</li> <li>4. To ensure that the main transformer is functioning</li> <li>5. To inspect electrical systems, equipment and components, to identify hazards, defects, and the need for adjustment and repair and to ensure compliance with codes</li> <li>6. To ensure that the electrical system equipment and component are in compliance with electrical codes, standards and regulations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Estates Officer(electrical)</li> <li>2. Submits written reports monthly and when required</li> </ol>

	Assistant Accountant	<ol style="list-style-type: none"> <li>1. Bachelors Degree in Finance and accounting</li> <li>2. Professional qualification e.g. CPA, ACCA,</li> <li>3. Knowledge in computerised accounting</li> <li>4. Experience in accounting of 3 years</li> <li>5. Planning skills</li> <li>6. Budgeting skills</li> <li>7. Report writing skills</li> </ol>	<p>Assisting the financial accountant in the following functions</p> <ol style="list-style-type: none"> <li>1. To carry out reconciliation of books of accounts regularly</li> <li>2. Continuous checking of the bookkeeping</li> <li>3. To check accounts postings to the General Ledger.</li> <li>4. To participate in the preparation of Financial reports</li> <li>5. To check that all accounting reports are adequately supported by relevant documentation</li> <li>6. To monitor the filing of all accounting documents</li> <li>7. To maintain and update the University's Asset Register.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Financial Accountant / Management Accountant</li> <li>2. Submits written reports monthly or according to the schedules of work</li> </ol>
NU 8	Secretary	<ol style="list-style-type: none"> <li>1. Bachelors degree in secretarial studies</li> <li>2. Computer skills</li> <li>3. Communication skills</li> <li>4. Customer care</li> <li>5. Interpersonal skills</li> <li>6. Information management skills</li> <li>7. Initiative and reliability</li> <li>8. One year's experience in secretarial work</li> </ol>	<ol style="list-style-type: none"> <li>1. To maintain and organise the office in an orderly manner</li> <li>2. To perform secretarial and administrative duties</li> <li>3. To develop, manage and maintain an up-to-date and effective filing system</li> <li>4. To receive and screen communications received in the office</li> <li>5. To manage departmental /office petty cash</li> <li>6. To prepare logistics for departmental meetings</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the immediate supervisor as specified in the appointment letter</li> <li>2. Submits written reports monthly and when required</li> </ol>



			<ul style="list-style-type: none"> <li>7. Minute Secretary to department meetings</li> <li>8. To maintain the itinerary for the head of department</li> </ul>	
	Catering Officer	<ul style="list-style-type: none"> <li>1. Degree</li> <li>2. Diploma in Catering</li> <li>3. Computer skills</li> <li>4. Planning and supervisory skills</li> <li>5. Customer care</li> <li>6. Counselling skills</li> <li>7. Experience of three years in managing institutional catering</li> </ul>	<ul style="list-style-type: none"> <li>1. To plan for the catering department</li> <li>2. To supervise the staff in the catering department</li> <li>3. To prepare the menus for the students and for special occasions</li> <li>4. To prepare the monthly food schedules in liaison with the store keeper</li> <li>5. To make requisitions for departmental needs</li> <li>6. To prepare duty roster for staff in catering department</li> <li>7. To account for kitchen petty cash</li> <li>8. To prepare inventories of catering equipment and facilities</li> <li>9. To prepare reports on the catering department</li> <li>10. To prepare departmental budget</li> <li>11. To advise the Dean of Students on catering needs.</li> </ul>	<ul style="list-style-type: none"> <li>1. Reports to the Dean of Students</li> <li>2. Submits written reports every semester and when required</li> <li>3. Submits written plans and requisitions at the beginning of every semester</li> <li>4. Prepares and submits an annual departmental budget</li> </ul>
	Security Officer	<ul style="list-style-type: none"> <li>1. Degree</li> <li>2. Specialised Training in security matters</li> <li>3. Computer skills</li> <li>4. Communication skills</li> </ul>	<ul style="list-style-type: none"> <li>1. To supervise the security officers in the university</li> <li>2. To monitor security matters</li> <li>3. To participate in the planning of special functions like graduation,</li> </ul>	<ul style="list-style-type: none"> <li>1. Reports to the University Secretary</li> <li>2. Submits written reports to the</li> </ul>

		5. Experience of three years in managing security issues in a large organisation	examinations 4. To liaise with the state security organs especially the police 5. To plan for the management of offences committed within the university 6. To advise management on security and related matters 7. To develop safety plans and guide stakeholders accordingly 8. To make daily routine supervision and make reports about security operations 9. To investigate reported cases of insecurity and criminal nature.	university secretary 3. Reports monthly and when required
	Audit Assistant	1. Degree in Accounting and Finance 2. Computer skills 3. Basic Auditing skills 4. To	1. To participate in the verification and examination of deliveries made at the stores and other areas as may be stated on the local purchase orders 2. To check on petty cash books in the university departments 3. To take part in the annual and interim physical stock taking exercises in the various sections of the university 4. To assist in the verification of collected revenues 5. To participate in the verification of payment vouchers as may be assigned 6. To assist in the verification of	1. Reports to the Assistant Internal Auditor 2. Submits reports in the form specified by the Assistant Internal Auditor

			accountabilities	
	Assistant Procurement Officer	<ol style="list-style-type: none"> <li>1. Bachelors Degree in procurement and logistics</li> <li>2. Experience in procurement work for two years</li> <li>3. Interpersonal skills</li> <li>4. Computer skills</li> <li>5. Report writing</li> </ol>	<ol style="list-style-type: none"> <li>1. To liaise with user departments and compiling all procurement requirements for the university</li> <li>2. To prepare bid document</li> <li>3. To prepare the Local Purchasing Order</li> <li>4. To keep and maintain procurement records</li> <li>5. To distribute tender/bid documents</li> <li>6. To receive and register bids.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the procurement officer</li> <li>2. Submits reports monthly and when required</li> </ol>
	Tutorial/ Teaching Assistant	<ol style="list-style-type: none"> <li>1. Bachelors degree(first class or upper second)</li> <li>2. Communication skills</li> <li>3. Ability to train</li> <li>4. Customer care</li> <li>5. Computer skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To provide detailed explanation to students on specific topics</li> <li>2. To take students through practical work</li> <li>3. To demonstrate to students the appropriate ways of handling study materials like mixing chemicals, using particular machines etc</li> <li>4. To assist lecturers in managing and marking course works and exams</li> <li>5. To assist lecturers with organising students' educational trips</li> <li>6. To invigilate examinations</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Head of Department</li> <li>2. Reports in writing every semester and when required</li> </ol>
	Computer technician	<ol style="list-style-type: none"> <li>1. Bachelors degree in computer science or IT</li> <li>2. Proficiency in hardware and</li> </ol>	<ol style="list-style-type: none"> <li>1. To trouble shoot hard ware, soft ware and network operating systems</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the head of NUICTS</li> <li>2. Submits written</li> </ol>

		software systems 3. Analytical skills 4. Integrity & Leadership skills 5. Creativity & Innovativeness 6. Communication & Interpersonal skills	2. To gather information on all types of hardware and soft ware 3. To gather and use information on network operating system 4. To provide orientation to new users of existing technology 5. To train staff in the use of ICT 6. To handle requests for individual training and support in ICT 7. To maintain an inventory of all ICTs 8. To make recommendations on accessing ICTs and support 9. To maintain a list of required repairs and maintenance 10. To make recommendations regarding the purchase of ICTs 11. To monitor access and use of ICTs 12. To provide network accounts and passwords 13. To monitor security of all ICTs 14. To input and maintain IP addresses 15. To identify, prepare and advise on the dispose of the hardware.	reports every semester and when required
	Technician (Civil)	1. Higher diploma in Civil Engineering 2. Experience of two years 3. Plumbing skills 4. Supervisory skills 5. Computer skills	1. To give technical advice on civil works 2. To carry out maintenance work 3. To supervise artisans and carpenters 4. To ensure that standards are	1. Reports to assistant Estates Officer – Civil 2. Submits written reports

			<p>maintained in civil works including repairs and maintenance</p> <ol style="list-style-type: none"> <li>To troubleshoot faults</li> <li>Responsible for arranging site visits.</li> </ol>	
	Technician (Electrical)	<ol style="list-style-type: none"> <li>Higher diploma in Electrical Engineering</li> <li>Experience of two years in electrical installation work</li> <li>Supervisory skills</li> <li>Computer skills</li> </ol>	<ol style="list-style-type: none"> <li>To carry out electrical installations in the university</li> <li>To carry out repairs on all electrical appliances</li> <li>To maintain proper working of motors, generators, circuits and other appliances</li> <li>To advise users on the proper handling of electrical gadgets</li> <li>To respond to reported cases of electrical malfunction.</li> </ol>	<ol style="list-style-type: none"> <li>Reports to assistant estates officer electrical</li> <li>Submits written reports on the work done</li> <li>Submits report monthly and whenever required</li> </ol>
	Assistant Store Keeper (estates)	<ol style="list-style-type: none"> <li>Diploma in procurement, supplies and logistics management or related field</li> <li>One year's experience in stores management</li> <li>Relevant Computer package</li> <li>Communication skills</li> <li>Customer care</li> <li>Interpersonal skills</li> </ol>	<ol style="list-style-type: none"> <li>To ensure proper custody of materials</li> <li>To keep and maintain proper records</li> <li>To issue materials, work orders, requisitions, signatories, gate passes, completed work orders</li> <li>Preparing monthly reports on all materials in stock and their condition</li> <li>Coordinating with the university main store.</li> </ol>	<ol style="list-style-type: none"> <li>Reports to Assistant Estates Officer – civil</li> <li>Submits written reports</li> </ol>
	Assistant store	1. Diploma in Procurement,	1. To ensure proper custody of	1. Reports to store

	keeper (general)	<p>Supplies and Logistics Management or related field</p> <ol style="list-style-type: none"> <li>2. One year's experience in stores management</li> <li>3. Relevant Computer package</li> <li>4. Communication skills</li> <li>5. Customer care</li> <li>6. Interpersonal skills</li> </ol>	<p>materials</p> <ol style="list-style-type: none"> <li>2. To keep and maintain proper records</li> <li>3. To issue materials required by various departments</li> <li>4. Preparing monthly reports on all materials in stock and their condition</li> <li>5. Coordinating with the university main store.</li> </ol>	<p>keeper</p> <ol style="list-style-type: none"> <li>2. Submits written reports</li> </ol>
	Accounts Assistant	<ol style="list-style-type: none"> <li>1. Bachelors Degree (Accounting option)</li> <li>2. Accounting experience of at least two years</li> <li>3. Integrity &amp; Leadership skills</li> <li>4. Creativity &amp; Innovativeness</li> <li>5. Customer care skills</li> <li>6. Financial knowledge and skills</li> <li>7. Communication &amp; Interpersonal skills</li> <li>8. ICT Skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To prepare vouchers for general payments</li> <li>2. To deposit cheques for staff salaries in respective banks</li> <li>3. To handle staff accountabilities</li> <li>4. To post all entries in the ledgers</li> <li>5. To post and file supplier invoices</li> <li>6. To handle students queries on financial matters</li> <li>7. To handle petty cash for the university activities</li> <li>8. To handle all the filing of departmental documents.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to Financial Accountant</li> <li>2. Submits written reports when required</li> </ol>

	University receptionist	<ol style="list-style-type: none"> <li>1. Bachelors degree</li> <li>2. Work experience of two year related to the front desk</li> <li>3. Customer care</li> <li>4. Interpersonal skills</li> <li>5. Communication skills</li> <li>6. ICT skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To receive visitors into the university</li> <li>2. To handle inquiries</li> <li>3. To provide information to both internal and external visitors</li> <li>4. To receive and sort mail and dispatch them to the relevant offices</li> <li>5. To maintain an updated record of incoming and outgoing mail</li> <li>6. To keep the reception area tidy.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Deputy University Secretary</li> <li>2. Submits written reports every month and when required</li> </ol>
	Cashier	<ol style="list-style-type: none"> <li>1. Bachelors Degree (Accounting option)</li> <li>2. Integrity</li> <li>3. Time management</li> <li>4. Excellent Customer care skills</li> <li>5. Financial knowledge and skills</li> <li>6. Communication &amp; Interpersonal skills</li> <li>7. Knowledge of computerised accounting</li> </ol>	<ol style="list-style-type: none"> <li>1. To receive all funds as appropriate</li> <li>2. To prepare acknowledgment receipts for all funds received</li> <li>3. To hand over received funds to the supervisor for banking</li> <li>4. To file all receipts and other documents in their custody</li> <li>5. To be responsible for the safety of the workstation</li> <li>6. To make petty cash payments for the university activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to financial Accountant</li> <li>2. Submits daily cash summaries on receipts and payments</li> </ol>
	Library Assistant	<ol style="list-style-type: none"> <li>1. Bachelors Degree in Library and Information Science (first class or upper second)</li> <li>2. one year's experience in library work</li> <li>3. Computer knowledge</li> <li>4. Customer care</li> </ol>	<ol style="list-style-type: none"> <li>1. To assist in ordering and processing of new materials</li> <li>2. To process and maintain periodical files</li> <li>3. To record new books and materials using computerised cataloguing system</li> </ol>	<ol style="list-style-type: none"> <li>1. Report to the university librarian</li> <li>2. Submits written reports every semester and when required</li> </ol>

		5. Communication skills 6. Information management	4. To mend damaged books and prepare books for bindery 5. To participate in book stock taking 6. To assist in maintaining the appearance of the library 7. To compile data and prepare summary activity reports including new acquisitions, donations, withdrawn books, lost books etc 8. To observe opening and closing procedure of the library 9. To assist library users in any possible way.	
NU9	Assistant Catering officer	1. Diploma in Catering 2. Computer skills 3. Planning and supervisory skills 4. Customer care 5. Counselling skills 6. Experience of three years in managing institutional catering	1. To prepare the daily activities in the department 2. To provide guidance to the staff in the catering department 3. To provide information to the catering officer 4. To guide the staff follow the set menus for each day 5. To keep an inventory of the cutlery and other equipment used in the catering and serving of food 6. To follow up the requisitions made by the catering officer for departmental needs 7. To monitor the performance of cooks and servers.	1. Reports to the catering officer 2. Submits written reports weekly and when required



	Computing Assistant	<ol style="list-style-type: none"> <li>1. Degree in Computer Science or Information Technology</li> <li>2. Communication skills</li> <li>3. Hands on experience</li> <li>4. Integrity and innovative skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To offer assistance to computer lab users</li> <li>2. To maintain computer rooms and hardware in the required standard</li> <li>3. To attend to queries raised by users in the computer labs</li> <li>4. To enforce computer lab policies</li> <li>5. To maintain the inventory of computers and accessories in the laboratory</li> <li>6. To report faults in the computer laboratory.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to head of department(NUI CTS)</li> <li>2. Submits written reports monthly and when required</li> </ol>
	Plumber	<ol style="list-style-type: none"> <li>1. Certificate in plumbing from a recognized Institution</li> <li>2. Experience in plumbing work for two years</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitoring and regulating water flow in all areas of the University and ensure availability of water.</li> <li>2. Inspecting all water and sanitary appliances to ensure efficiency in performance.</li> <li>3. Handles new installations and ensures compliance with the relevant statutes in force.</li> <li>4. Inspect periodically all water disposals on the line and sewer lines and advises the Assistant Estates Officer on regular servicing.</li> <li>5. Handles all relevant preventive and curative maintenance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to assistant estates officer(civil)</li> <li>2. Submits written reports monthly and when required</li> </ol>
	Draughtsman	<ol style="list-style-type: none"> <li>1. Diploma in Draughtsmanship from a recognized Institution.</li> <li>2. Registered with the Institute</li> </ol>	<ol style="list-style-type: none"> <li>1. Draws plans of approved or proposed projects.</li> <li>2. Advise the Estates Officer on</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to Estates Officer(civil)</li> </ol>

		of Engineers of Uganda.	matters related to drawings and plans.	2. Submits written reports monthly and when required.
	Carpenter	1. Certificate in Carpentry from a recognized Institution	<ol style="list-style-type: none"> <li>1. Undertakes the manufacture of furniture in accordance with approved designs.</li> <li>2. Attends to repairs of furniture, fixtures and fittings</li> <li>3. Keeps record of work in progress as well as absolute furniture and fittings retrieved from work places.</li> <li>4. Trims all dangerous trees and clears site.</li> <li>5. Makes periodic checks on all fixtures and fittings on University buildings.</li> <li>6. Participates in maintaining permanent and temporary structures as well as arches on the University.</li> <li>7. Fits glass and louvers on buildings and ensures compliance with the status and regulations in force.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to Estates Officer(civil)</li> <li>2. Submits written reports monthly and when required</li> </ol>
	Nurse	<ol style="list-style-type: none"> <li>1. Certificate in Nursing</li> <li>2. Two years working experience</li> <li>3. Interpersonal and communication skills</li> <li>4. Computer skill</li> <li>5. Counselling skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To administer prescribed medicine</li> <li>2. To provide advice to stakeholders on how to manage the treatment</li> <li>3. To keep records of all the treatment made and medicine dispensed</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the University Doctor on technical and professional matters</li> <li>2. Reports to the Dean of</li> </ol>

			<ol style="list-style-type: none"> <li>4. To safely dispose of clinical waste</li> <li>5. To draft budgets for the university clinic</li> <li>6. To make requisition for drug and other facilities</li> <li>7. To advise on treatment obtainable from elsewhere outside the university</li> <li>8. To participate in sensitising the university community on public health issues</li> <li>9. To counsel and provide information to staff and students</li> <li>10. To assist staff and students with special health needs to access services.</li> </ol>	Students on administrative matter relating to students and to the University Secretary on matters relating to staff
	Security supervisor	<ol style="list-style-type: none"> <li>1. A' Level</li> <li>2. Specialised training in security matters</li> <li>3. Communication skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To supervise all private security operations</li> <li>2. To handle students' cases and help them to write statements for further investigations by security officer</li> <li>3. To ensure that all university keys are issued out to the right and respective offices and returned safely</li> <li>4. To report all disciplinary cases to the security officer</li> <li>5. To report all security information received for quick attention to the security officer</li> <li>6. To host the flags at 6:00am and</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the security officer</li> <li>2. Submits written reports when required</li> </ol>

			remove them at 6:00pm and to ensure they are clean.	
Nu10	Gallery Attendant	<ol style="list-style-type: none"> <li>1. Diploma in CIAD or other related fields</li> <li>2. One year's experience</li> <li>3. Communication skills</li> <li>4. Integrity</li> </ol>	<ol style="list-style-type: none"> <li>1. To plan gallery activities</li> <li>2. To guide students in the use of the gallery resources</li> <li>3. To market or sell products received in the gallery</li> <li>4. To attend to queries of gallery users</li> <li>5. To maintain an inventory of all resources in the gallery.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Dean, SCIAD</li> <li>2. Submits written reports monthly and when required</li> </ol>
	Head cook	<ol style="list-style-type: none"> <li>1. Diploma in catering</li> <li>2. Communication skills</li> <li>3. Supervisory skills</li> <li>4. Planning skills</li> <li>5. Integrity and innovative skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To plan the rations of food</li> <li>2. To supervise cooks and waiters</li> <li>3. To prepare satisfactory serving arrangement.</li> </ol>	
	Hall Custodian	<ol style="list-style-type: none"> <li>1. Diploma</li> <li>2. Working experience of two years</li> <li>3. Communication skills</li> <li>4. Computer skills</li> <li>5. Customer care</li> <li>6. Counselling skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To handle students issues in the halls of residence</li> <li>2. To report maintenance and repair requirements in the halls</li> <li>3. To handle emergency cases</li> <li>4. To enforce code of conduct for students</li> <li>5. To ensure welfare of students in the halls</li> <li>6. To provide counselling to students</li> <li>7. To liaise with parents, guardians, sponsors and other benefactors</li> <li>8. To ensure safety of students and university property in the halls</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the warden</li> <li>2. Submits a monthly report to the warden and when required</li> </ol>

			9. To coordinate various student activities in the halls.	
	Library attendant	<ol style="list-style-type: none"> <li>1. O'Level certificate</li> <li>2. Communication skills</li> <li>3. Integrity</li> </ol>	<ol style="list-style-type: none"> <li>1. To clean the library and ensure it is tidy at all times</li> <li>2. To take part in stock taking</li> <li>3. To prepare and serve tea in the respective offices and ensure that the utensils are clean</li> <li>4. To dispatch documents to various offices</li> <li>5. To collect requisitioned items from the store</li> <li>6. To run errands</li> <li>7. To clean the exterior of the library</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the assistant librarian</li> <li>2. Reports daily</li> </ol>
	Farm Supervisor	<ol style="list-style-type: none"> <li>1. Certificate related to agriculture</li> <li>2. O' Level certificate</li> <li>3. Working experience of two years in farm management</li> <li>4. Supervisory skills</li> <li>5. Communication skills</li> </ol>	<ol style="list-style-type: none"> <li>1. To be in charge of all farm activities as designated by the estates officer (civil)</li> <li>2. To supervise the casual workers in the farm</li> <li>3. To plan and coordinate farm activities</li> <li>4. To ensure safety of the farm.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to Estates Officer (civil)</li> <li>2. Submits monthly reports and when required</li> </ol>
	Driver	<ol style="list-style-type: none"> <li>1. Valid Driving license</li> <li>2. U.C.E or its equivalent</li> <li>3. Communication skills</li> <li>4. Integrity</li> <li>5. Ability to drive long distances and also to carry out minor repairs on the vehicle</li> </ol>	<ol style="list-style-type: none"> <li>1. To drive University vehicles on instruction by a relevant Officer</li> <li>2. To keep vehicles clean and in good state</li> <li>3. To record the movement of the vehicles in log books</li> <li>4. To be responsible for the safety of vehicles while on duty</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the officer on daily activities</li> <li>2. Reports to the estates officer(electrical) on all mechanical</li> </ol>

			5. To make routine inspection of vehicles and report any fault.	matters 3. Reports regularly or as scheduled.
NU11	Waiter	1. O' Level certificate 2. Communication skills	1. To serve the food to students and university guests 2. To clean the utensils 3. To help in the preparation of meals 4. To clean the kitchen premises and keep the dining premises tidy	1. Reports to the Head Cook 2. Reports daily and when required
	Cook	1. O' Level certificate 2. Communication skills	1. To prepare the meals for students and university guests 2. To clean the utensils 3. To help in the serving of meals	1. Reports to the Head Cook 2. Reports daily and when required.
	Office attendant	1. O' Level certificate 2. Communication skills 3. Integrity	1. To clean the offices and ensure they are tidy all the time 2. To prepare and serve tea in the respective offices and ensure that the utensils are clean 3. To dispatch documents to various offices 4. To requisition for petty cash for the offices 5. To purchase consumables for the offices 6. To collect requisitioned items from the store	3. Reports to the estates officer (civil) 4. Reports weekly

	Turn boy	<ol style="list-style-type: none"> <li>1. O' Level certificate</li> <li>2. Have a valid driving permit for the assigned vehicle</li> </ol>	<ol style="list-style-type: none"> <li>1. Assisting the drivers in ensuring the safety of the vehicles accessories and safety in steering.</li> <li>2. Keeping guard of the vehicles outside the University.</li> <li>3. Reporting minor faults.</li> <li>4. Assisting drivers in changing of tyres and topping up operations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the driver</li> <li>2. Reports daily</li> </ol>
<b>ADDED RESPONSIBILITIES</b>				
Dean of School/ Director of Institute	Appointed by the University Council to a four year contract renewable once	<ol style="list-style-type: none"> <li>1. At the level of lecturer in the school</li> <li>2. Three years of full time teaching experience in the same School or three years of continuous teaching in a University setting.</li> <li>3. Should have leadership, management and administration skills</li> <li>4. Integrity</li> <li>5. Team building skills</li> <li>6. ICT Skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Promotion and maintenance of efficient and effective teaching, research and community service in the school.</li> <li>2. Providing professional, academic guidance and advice to academic staff within the School.</li> <li>3. Supervising academic staff to ensure effective, timely and proper teaching of the curriculum as specified in the School timetable.</li> <li>4. Initiating linkages between the School and Institutes/Institutions of higher learning within and outside Uganda to enhance collaboration and cooperation in the promotion of knowledge.</li> <li>5. Preparing annual budget for the School in consultation with heads of department.</li> <li>6. Coordinating and supervising</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Vice Chancellor</li> </ol>

			<p>research programmes for the undergraduate and postgraduate students.</p> <ol style="list-style-type: none"> <li>7. Soliciting for funds for academic programmes of the School.</li> <li>8. Participating in the recruitment, selection, promotion and disciplining of academic and non-Teaching staff in the School.</li> <li>9. Assessing training needs of staff within the School and recommending appropriate action.</li> <li>10. Appraising the performance of staff annually and submitting recommendations to Management for appropriate actions.</li> <li>11. Ensuring proper and efficient maintenance of records of all past and present students and staff of the School.</li> <li>12. Ensuring maintenance of up-to-date inventory of all equipment and assets, movable and immovable of the School.</li> <li>13. Chairing School Board meetings.</li> </ol>	
HOD	Appointed by the Staff Appointments and Welfare Committee of Council to a four year contract	<ol style="list-style-type: none"> <li>1. At the level of Lecturer in the School and the relevant department</li> <li>2. Three years of full time teaching experience in the same School or three years of continuous teaching in a University setting.</li> </ol>	<ol style="list-style-type: none"> <li>1. Planning, managing and coordinating all academic and administrative functions of the department.</li> <li>2. Assigning and allocating specific duties and responsibilities to the academic and administrative staff within the department.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to the Dean of School</li> <li>2. Submits reports as and when required</li> </ol>



	renewable once	<ul style="list-style-type: none"> <li>3. Should have leadership, management and administration skills</li> <li>4. Integrity</li> <li>5. Team building skills</li> <li>6. ICT Skills</li> </ul>	<ul style="list-style-type: none"> <li>3. Preparing annual budget estimates of the department and ensuring effective and proper utilization of all resources.</li> <li>4. Initiating the review of the departmental curricula to ensure that it is in line with the School and departmental objectives.</li> <li>5. Ensuring that all academic Staff adhere to the approved timetable in conducting lectures, tutorials, researches and examinations.</li> <li>6. Ensuring that all course work given to students is marked and graded in accordance with School/departmental regulations.</li> <li>7. Assessing training needs of the academic staff within the department and recommending appropriate actions.</li> <li>8. Ensuring that the department is adequately staffed by assessing human resource needs and submitting it to the Dean.</li> <li>9. Ensuring effective supervision of researches undertaken by students and soliciting for research funds to promote research in the department.</li> <li>10. Participating in the recruitment, selection, promotion and discipline of staff in accordance with the established procedures of</li> </ul>	
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			<p>the University.</p> <p>11. Appraising the performance of academic staff in the department and recommending appropriate actions.</p> <p>12. Ensuring up-to-date maintenance of inventory of all assets of the department.</p>	
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### **3.0 ATTENDANCE TO DUTY AND WORKING HOURS POLICY**

#### **3.1 Scope**

This policy covers the guidelines for working hours for Academic, Administrative and Support Staff.

#### **3.2 Objectives**

- 3.2.1 To provide guidelines for the regulation and management of normal working hours.
- 3.2.2 To specify flexible work hours for some categories of staff.
- 3.2.3 To harmonize working hours with personal commitments.
- 3.2.4 To regulate the duration/working hours of off-station work

#### **3.3 Key Policy Statements**

- 3.3.1 A member of staff shall be required to work all the hours specified in his/her letter of appointment or in the assignment given.
- 3.3.2 A member of staff may not be absent from duty without the permission of the immediate supervisor.
- 3.3.3 Absence from duty for a short period of time not exceeding three consecutive days requires permission from the immediate supervisor. Any other absence from work beyond three consecutive days shall be deducted from annual leave.
- 3.3.4 Absence from University work and involving private travel outside Uganda shall require the prior permission to the Vice Chancellor.
- 3.3.5 Academic member of staff on full time appointment shall carry out a normal teaching load of not less than eight hours and up to sixteen hours a week.

- 3.3.6 Teaching hours shall conform to National Council of Higher Education standards.
- 3.3.7 In situations where the academic staff has an added responsibility he/she may teach less than the normal teaching load. This special teaching load shall be approved by the Academic Registrar.
- 3.3.8 Extra teaching load of not more than eight contact hours a week may be allowed beyond fifteen hours with the prior scrutiny and authority of the Head of Department, the Dean of School, the Academic Registrar and the University Secretary.
- 3.3.9 Hours taught during evening and weekend programmes shall be in compliance with the Evening and Weekend Programme Policy.
- 3.3.10 When determining the extra-load hours, due consideration shall be given to the scheduled hours on a Teaching Time-table, and the distribution of the total teaching load among the available staff in the Department.
- 3.3.11 In the event that the Academic Staff is unable to report for a lecture, he/she shall be required to inform the Head of Department and the Administrative Assistant within a period of 30 minutes prior to the starting of the lecture. The Dean shall be duly informed.
- 3.3.12 In the event that the Academic members of staff are unable to communicate within the 30minutes prior to the starting of the lecture, he/she shall be required to report as soon as is practicable.
- 3.3.13 Academic Staff shall ensure that he or she fulfils the duties and responsibilities as specified in the letter of appointment including the following:
- a) Regularly keeps lecture time-tables and keep time at all lectures.

- b) Responsibility for class preparation and issuance of course outline and bibliography should be given to students before the course commences, teaching, setting and making course-work, examinations, participation where necessary in field work practice and supervision.
- c) Keep and maintain an up to date register of all students attending the course at any one time for reference purposes.
- d) Timely submission of examination questions set, and after marking, the examination and course work results to the Head of Department
- e) Participate in examination invigilation as may be required by the Head of Department and the Academic Registrar.
- f) Be present at University functions and participate where required in relevant academic and administrative meetings, committee.
- g) Work and hold such office as may be dully charged.
- h) Actively pursue scholarly interest through supervision of post-graduate studies, research and publications and speaking or public lecture engagements, relevant conferences, seminars, workshops within and outside the University.
- i) Research, compare and bring up for consideration with colleagues for necessary action on any changes, amendments, courses, facilities, and modalities of work aimed at enhancing the quality of what is being taught, the methods of delivery and the end results.
- j) Maintain a high standard personal conduct, commitment, transparency, accountability and spirit of collegiality.

3.3.14 The normal working hours for Administrative and Support staff shall except where otherwise specified in the letters of Appointment be as follows:

- a) Monday –Friday; from 8:00a.m to 5:00p.m which is inclusive of a one hour break from 1:00pm to 2:00p.m.
- b) Staff on shift work arrangement shall be required to work 40 hours per week. Shift work arrangement shall be made by the Head of Department every week to ensure that all staff alternate in the various shifts.
- c) Staff working on shift basis like the security personnel, library staff, University Clinic Staff, etc. are expected not to leave the station before handing over to the next staff taking over the station.
- d) All Staff at all levels of work shall be required to sign a daily Attendance Register on reporting and on checking out from work.
- e) The Attendance Register shall be kept by the immediate Supervisor/Head of Department to monitor attendance and take action as may be necessary.
- f) In the event the Academic Staff is unable to report for a lecture, he/she shall be required to inform the Head of Department and the Administrative Assistant within a period of 30 minutes prior to the starting of the lecture. The Dean shall be duly informed.

3.3.15 Evening and Weekend program for Administrative and Support Staff shall except where otherwise specified in the letters of Appointment be as follows:

- a) Evening: 5.01 pm. to 9.00 pm.
- b) Weekend: 8.00 am to 5.00 pm which is inclusive of a one hour break from 1:00pm to 2:00p.m.

3.3.16 Flexible Working Arrangement

- a) Supervisors may within the expected daily working hours arrange for and grant their non-shift employees, flexible working hours when there is justification.
- b) Members of staff who believe they have need for a flexible working arrangement shall discuss their circumstances with their Head of Department/Unit in order to establish their needs and eligibility.
- c) The approval of a flexible work arrangement will take into account the operational needs of the university, the flexibility of the working environment and the needs of the member of staff requesting a flexible work arrangement.
- d) The employee in consultative with the supervisor must select the appropriate flexible work arrangement.
- e) The Supervisor granting such dispensation will be required to inform in writing the University Secretary.

#### 3.3.17 Involvement of University Staff in Work Out-side the University

It is possible for University staff to be involved in work outside the University subsequent to obtaining the requisite approvals below and under the following guidelines:

- a) Work must be closely related to the member's academic field and without conflicting with scheduled time-tabled work or other duties at the University.
- b) No directorship with companies doing business with the University is permitted.
- c) Advisory or consultancy services related to the member's field and at a high level for the proper and respectable use of time and qualifications are permitted.
- d) Engagement in teaching, training or research with other organization under approved staff exchange arrangements or Linkages of the University with a particular institution is permitted.

- e) When a member of staff is on approved leave or leave of absence from duty.
- f) All requests to engage in outside work shall be submitted through the immediate Supervisor with comment for consideration, by the Vice Chancellor.

### 3.3.18 Staff Conducting paid programmes at the University

The University departments are free to conduct, at the University, special programmes which are beneficial to staff and community. The special programmes may include Short courses, special language lessons, special computer lessons and orientation classes for foreigners.

- a) The Department or staff involved in such programmes should seek permission from the University secretary to use University facilities and /or resources. The request for permission should be accompanied by detailed plan and budget for the activity. The names of staff to be involved and the facilitation shall be submitted at the same time.
- b) The University shall be paid 30% of the proceeds from such programmes. The remaining 70% will be used by the departments/staff to pay for overhead costs and allowances.
- c) Special programmes shall be conducted at such times as not to interfere with the normal University programmes.
- d) The finance department shall be responsible for handling the finances related to the programmes.
- e) When the programme involves issuing of certificates of participation, the organizing department/school shall be responsible for the printing and signing of the certificates. Such certificates shall not carry the University seal.
- f) The Vice-Chancellor shall be informed prior to the beginning of the programme that may involve National and International dignitaries.



## **4.0 REMUNERATION POLICY**

### **4.1 Scope**

The policy covers the guidelines for payment of staff salaries, wages, allowances, supplementary benefits, increments, claims and appeals, salary advance deductions and statutory deductions.

### **4.2 Objective**

- 4.2.1 To guide the University in making fair, timely and competitive salaries and wages for its staff.
- 4.2.2 To provide the structure for allowances and other benefits for work performed.
- 4.2.3 To provide a comprehensive and coherent well graded, unified and non-discriminatory reward system.
- 4.2.4 To be a basis for determining individual salaries and salary increment and other special compensation.
- 4.2.5 To provide the guidelines for remuneration of staff in special categories.
- 4.2.6 To lay down a compensation system that ensures comparability with the compensation offered in sister Universities.

### **4.3 Key Policy Statements**

- 4.3.1 All staff shall receive their salaries/wages in accordance with the approved salary structure of the University **Table 3: NU-WP**
- 4.3.2 All staff shall receive remuneration as specified in the letters of appointment or any other related communication.

- 4.3.3 A member of staff has the responsibility to claim his/her dues/allowance at the end of either the period of service or assignment.
- 4.3.4 All claims for remuneration shall be made to the University Secretary through the relevant supervisors.
- 4.3.5 Staff whose positions are not against the established University Structure shall have their remuneration mutually agreed with University.
- 4.3.6 Payment of salaries
- a) All staff, except those under special arrangement, shall be paid a monthly salary, through their banks. The salary payment shall be effected by the 28th day of the month.
  - b) In the event that salary payment cannot be made by the 28<sup>th</sup> day of the month, a formal communication shall be made to all staff by the University Secretary by the 25<sup>th</sup> day of the month.
  - c) A member of staff who does not receive his/her salary shall inquire from the Human Resource Director within seven days after salaries have been paid to all other staff.
  - d) Payment of salary/wage to a member of staff shall be computed from the date of commencement of duty with a formal letter of appointment. The newly appointed staff shall, within seven days from the reporting date, provide his/her Bank Account details, NSSF number and other relevant financial details to the Human Resource Department for the purpose of processing payment.
  - e) Payment of salary shall cease on the date of separation from employment subject to any allowance that may be made for expiry of notice, leave on retirement, etc.

#### 4.3.7 Salary deductions

- a) Salaries and wages will be subject to statutory and non statutory deductions such as PAYE, NSSF and Salary Advances respectively at source.
- b) All non statutory deductions shall be effected upon receipt of written authorization in the Human Resource Office.

4.3.8 All staff shall receive monthly pay-slips from the Human Resource Office within seven days after the end of the month.

#### 4.3.9 Advance Application

- a) An employee on full time appointment may apply for an advance of his/her salary and may be granted such advance on terms and conditions specified in the University Financial and Accounting Regulations.
- b) The salary advance shall be recovered from the staff member's salary within a period of 3 months.
- c) There shall be no top up on salary advances.
- d) All salary advances shall be recovered within a particular financial year. This means that no salary advance shall cross over to the next financial year.
- e) A formal application of an advance shall be made on a Form obtained from the Human Resource Office. (Form 4 NU-WP-01).

#### 4.3.10 Staff Loans

The University does not offer loans to staff. It may however recommend staff for loans depending on the following;

- a) Duration of employment contract
- b) Monthly salary
- c) Existing salary advance

#### 4.3.11 Claims for payments

- a) Claims for payment or requests for salary/wage or allowance re-assessment or appeals of any nature, from a member of staff appointed under these Regulations, shall be addressed to the University Secretary.
- b) A member of staff who is not satisfied with the explanation and decision of the University Secretary may appeal to the Staff Appointments and Welfare Committee of Council.

4.3.12 Allowances shall not be included in the computation of any terminal benefits or gratuity. For avoidance of doubt any outstanding allowances at the date of separation from employment shall be included as part of an employee's terminal benefits.

4.3.13 The following are the types of allowances under this policy:

##### a) Responsibility Allowance

A responsibility allowance at a rate fixed by Council from time to time specified in **Table 6: NU-WP** shall be payable to members of staff holding the following positions.

- i. Dean of School
- ii. Director of Institute
- iii. Head of Academic Department

Responsibility allowance shall be paid at the end of the month.

##### b) Acting Allowance

A full time and confirmed member of staff appointed to act for a continuous period of time as specified in this policy shall be paid an acting allowance as specified in **Table 6: NU-WP**. The rates may be determined and reviewed by the Council from time to time. All acting

allowances shall be authorized by the University Secretary.

A member of staff may be appointed to act under the following circumstances:

- i. Acting where the substantive officer is on annual leave or on other assignment
- ii. Where a staff is appointed to a position but in acting capacity of a vacant post;
- iii. Where the substantive officer is on study leave

Acting allowance shall be paid at the end of the month.

c) Leave Allowance

Annual leave allowance payable to all eligible staff shall be at a rate of 30% of the basic monthly salary.

Leave allowance shall be paid at the end of the month.

d) Overtime Allowance

- i. Overtime at a specific rate or percentage of the wage scale of the member of staff, and approved by the Council will with prior authorization of the University Secretary, be paid to a staff member who works beyond the prescribed working hours and is within the wage scales **NU8-NU11**.
- ii. A member of staff who receives Evening and Weekend Allowance shall not be entitled to overtime payment.
- iii. Over time allowance shall be paid at the end of the month.

e) Evening and Weekend Allowance

Academic and certain Administrative and Support Staff required to carry out duties specifically related to and in support of the **EVENING AND WEEKEND PROGRAMMES IN SCHOOLS**, or Academic Departments will be entitled to remuneration for their services. The respective rates of remuneration shall be

fixed by the Council and as specified in the Evening and Weekend Policy.

Evening and Weekend Allowance for Administrative and Support staff shall be paid at the end of the month.

f) Honorarium

- i. A fulltime member of staff who writes a researched paper in a field of knowledge or phenomena and presents it at a Public Lecture, Seminar or Workshop, shall be eligible for payment of an Honorarium. The rate of Honorarium shall be fixed from time to time by the Council at the recommendation of the University Senate and the Finance Committee.
- ii. The Honorarium principle shall also apply to external examiners, visiting speakers, and facilitators, appointed by the University.
- iii. Honorarium shall be paid at the end of the assignment

g) Kilometrage Allowance

Staff travelling on official University duty off Campus shall be facilitated with Kilometrage allowance. Where a member of staff uses a personal car, motor cycle or bicycle, authority to do so shall be given by the University Secretary using approved Kilometrage rates as shown in **Table 7: NU-WP**.

h) Off Station Allowance

This is a day's allowance fixed and reviewed by the Council as specified in **Table 7: NU-WP** payable to a member of staff when authorized to travel on duty within Uganda away from the Campus for a period of six hours or more on any one day. Where an allowance is paid to a member of staff for attending a conference within

Uganda, the **Off Station Allowance** shall not be applicable.

Off station allowance shall be paid as and when it is appropriate.

i) Per Diem Allowance

A member of staff, who is assigned by the University, an official duty and has to stay overnight away from his or her home, will be entitled to a per diem or night allowance at rates specified in **Table 4: NU-WP**.

- i. The per diem shall cover items such as breakfast, lunch, dinner, accommodation rates as may be fixed by the Council from time to time.
- ii. A member of staff returning to the station earlier than expected shall refund to the University the per diem or Night allowance that is not utilized. Failure to do so, shall lead to a direct recovery of the amount due from his/her salary. In the event that a member of staff is officially being required to extend his/her stay off station, he/she will claim the money incurred for the extra days by submitting a claim to the University Secretary.
- iii. Where official travel or assignment is fully sponsored, the staff member shall be paid off station allowance only.
- iv. In case of official travel outside Uganda a member of staff shall be advanced an amount of money equivalent to the cost of a return ticket for emergency cases such as; political unrest, loss of travel documents, sudden illness, and accidents. If the concerned member of staff does not get the misfortune and uses that money he/she shall refund the money immediately upon return. If the

member of staff uses the money he/she shall provide accountability upon return.

j) Travel outside Uganda

Rates for approved travel outside Uganda shall be fixed by the University Council from time to time as specified in

**Table 4: NU-WP.**

- i. The University shall not pay for a member of staff who is fully sponsored by an external body.
- ii. A Member of staff who is partially sponsored shall be facilitated by the University to complete the required payment provided that the purpose for which the member of staff is sponsored is to facilitate his or her work with the University.
- iii. The facilitation shall be as follows:
  1. Travel appropriate fares and airport charges where applicable.
  2. Per Diem or subsistence allowance
  3. Incidental expenses as may be specified and certified
  4. Insurance cover as may be required.
- iv. In calculating the required allowances or Per Diem, the day of arrival back shall be excluded.
- v. The permission of the Vice Chancellor shall be required for a member of staff to travel on behalf of the University, outside Uganda.
- vi. Class of Travel:

When travelling by air on official duty, members of staff shall travel by Economy Class.

k) Allowances related to Students' Academic Work

These shall include:

- i. Supervision of PhD Research
- ii. Supervision of Masters Research
- iii. Supervision of Undergraduate Research



- iv. Undergraduate Practical Work/internship
- v. External Examination
- vi. Internal Examination
- vii. Invigilation of Examinations
- viii. Marking Examinations
- ix. Extra responsibilities related to Admission, Graduation and Examination in **Table 10: .NU-WP.**

l) Meetings' Allowances

A member of staff attending the following meetings shall be facilitated with a sitting allowance as indicated in **Table 12: .NU-WP**

- i. Senate
- ii. Management
- iii. School Boards
- iv. Special/Ad-hoc Committees

m) Retrospective Payments or Claims for an Allowance

A member of staff who may have been entitled to receiving certain allowances under this policy, shall have no right to claim such allowances retrospectively, unless a written claim had been lodged within two months of the date when the payment would have been due. Submission of a claim for payment is subject to a time Bar of two months.

#### 4.4 Strategies and Processes of Implementing

4.4.1 The Human Resource Director shall be responsible for computing salaries, wages, allowances and other payments due to staff on a monthly basis.

4.4.2 The Statutory Deductions shall be effected as prescribed by Income Tax Act, NSSF Act and Local Tax. The non-Statutory Deductions shall be made as agreed.

4.4.3 All remunerations shall be budgeted for each financial year. This shall be the responsibility of the Human Resource Department.

##### 4.4.4 Salary Scale

- a) On first appointment, the entry point where applicable on a given salary/wage scale shall be step one on the scale or the bottom notch.
- b) In exceptional cases, however, factors such as a candidate's outstanding qualifications and proven long experience in the relevant field may make him/her eligible to an appropriate entry point higher than the bottom notch on his/her scale.
- c) Each salary/wage scale has a bottom or starting notch and a top maximum notch. On reaching the top notch through annual increments on the salary scale range specified in the letter of appointment, the member of staff affected shall remain at that notch unless special dispensation is granted to him to cross over to next and higher salary/wage scale as personal-to-holder by the Appointing Authority, etc.
- d) Salary/wage scales shall not overlap.

4.4.5 Salary negotiations for positions which are not established shall be made by the potential member of staff and the Vice-Chancellor in consultation with the University Secretary. The outcome shall be reported to the Establishment and Administration Committee at its next meeting.

4.4.6 Salary Increment

- a) Salary increment means an annual increase of a specified amount of money on the ladder of a given Salary/Wage scale.
- b) Unless otherwise prescribed by the Council, salary increment of 5% -10% shall be granted at the beginning of every University Financial Year. The percentage shall be determined by the University Council from time to time.
- c) The payment of salary increment shall cease upon a member of staff reaching the maximum notch on salary scale unless a salary review has been carried out.
- d) Increment due may however be withheld or stopped due to poor performance against a member of staff who will be appropriately notified by the University Secretary.
- e) Nkumba University operates a salary system of eleven scales and ten notches in each scale. This means that staff get annual increment for ten years and reach the bar, beyond which, there is no more increment.
- f) The salary scales and notches shall be reviewed at the end of every three years effective on the date of adoption of this policy.
- g) All salaries under these Regulations will be paid in Uganda Shillings save when specific provision is made in the letter of appointment for another currency to be used.

**Table 3: NU-WP Salary Structure**

No.	Post	Salary Scale	FY 2012/2013
1	Vice Chancellor**	NU1	
2	Deputy Vice Chancellor**	NU2	
3	University Secretary** Academic Registrar**	NU3	
	Professor	NU3	5,278,599.52
			4,798,726.84
			4,362,478.95
			3,965,889.95
			3,605,354.50
			3,277,593.00
			2,979,630.50
			2,708,755.50
			2,462,504.00
			2,238,640.25
4	Associate Professor University Librarian University Bursar Dean of Students Deputy Secretary Deputy Academic Registrar Human Resource Director Planning Director University Engineer University Internal Auditor Quality Assurance Director	NU4	
			4,416,543.67
			4,015,039.70
			3,650,036.09
			3,318,214.63
			3,016,558.88
			2,742,326.13
			2,493,023.50
			2,290,424.13
			2,266,386.38
			2,060,350.88
5	Senior Planning Officer Deputy Director Quality Assurance Senior Lecturer	NU5	
			3,688,750.96
			3,353,409.96

	Senior Assistant Secretary		3,048,554.51
	Senior Assistant Registrar-I (Internal Academic Affairs)		2,771,413.19
	Senior Assistant Registrar-II (External Academic Affairs)		2,519,466.54
	Deputy University Bursar		2,290,424.13
	University Doctor		2,082,203.75
	Deputy University Librarian		1,892,913.00
	Procurement Officer		1,720,830.38
	Public Relations Officer		1,422,173.50
6	Lecturer Assistant Registrar- ( <i>Postgraduate, Higher Degrees and Research</i> ) Assistant Registrar- ( <i>Senate and Alumni Affairs</i> ) Assistant Registrar- ( <i>Academic Ceremonies</i> ) Assistant Registrar- <i>Examinations</i> Assistant Registrar- <i>Admissions</i>	NU6	
	Assistant Secretary (Legal) Senior Librarian Assistant Internal Auditor Systems Librarian Counsellor Quality Assurance Officer(Academic ) Quality Assurance Officer( <i>facilities and support services</i> ) Human Resource Assistant Management Accountant Financial Accountant Management Information Officer (Academic) Planning Officer(Budget) Planning Officer (Data		2,928,938
			2,662,671
			2,420,610
			2,200,554
			2,000,504
			1,818,641
			1,653,310
			1,503,010
			1,366,372

	Analysis) Estates officer (Civil) Estates Officer (Electrical)		1,242,156
7	Assistant Lecturer Assistant Librarian Administrative Secretary Store Keeper Administrative Assistant (Schools) Administrative Assistant (Quality Assurance) Administrative Assistant (Finance, AR's Office) Administrative Assistant (general) Sports Officer Welfare Officer Warden Assistant Estates Officer(Civil) Assistant Estates Officer (Electrical) Assistant Accountant	NU7	2,215,246.44 2,013,860.40 1,830,782.18 1,664,347.44 1,513,043.13 1,388,415.88 1,273,498.88 1,168,347.13 1,071,878.50 983,375.25
8	Secretary Catering Officer Security Officer Audit Assistant Assistant Procurement Officer Tutorial Assistant Computer technician Technician (Civil) Technician (Electrical) Assistant Store Keeper (estates) Assistant store keeper (general) Accounts Assistant University receptionist Cashier Library Assistant	NU8	1,926,945.02 1,751,768.20 1,592,516.54 1,447,742.31 1,316,129.38 1,207,455 1,107,756 1,016,291 932,377 855,392
9		NU 9	1,530,967

			1,391,788
			1,265,262
			1,150,238
			1,045,671
	Assistant Catering officer		959,332
	Computing Assistant		880,121
	Plumber		807,450
	Draughtsman		740,779
	Carpenter		
	Nurse		679,614
	Security supervisor		
		NU10	671,251
			610,228
			554,752
			504,320
			458,473
	Gallery Attendant		409,351
	Head cook		365,493
	Hall Custodian		326,333
	Library attendant		291,380
	Farm Supervisor		260,150
	Driver		
		NU11	579,026.66
			526,387.87
			478,534.43
			435,031.30
			395,483
			343,899
			299,042
	Waiter		260,037
	Cook		226,119
	Office attendant		196,625
	Turn boy		

\*\* The salaries for the position save for Professor in NU 1 – NU3 shall be determined by the University Council.



# Nkumba University

CHARTERED SINCE 2006 BY THE GOVERNMENT OF UGANDA

## OFFICE OF THE UNIVERSITY SECRETARY

The mission of the University is to provide an environment that enables the cultivation of Competence, Confidence, Creativity, and Character, in the academic, professional and social interactions.

### FORM 4: APPLICATION FOR SALARY ADVANCE NU-WP-01

#### Instructions

1. To be completed by the applicant and submitted to the University Bursar fourteen days ahead of time.
2. The amount of advance requested should not be more than one month's salary and is paid on a discretionary basis. Any amount in excess shall not be authorized.
3. Any outstanding advance shall be deducted and the applicant will be paid the net balance.
4. Staff with bank loans shall be considered provided there is an adequate amount to cover the monthly bank recoveries.

#### PART 1

1. Name of Applicant: .....
2. School/Department:.....
3. Designation: .....
4. Date of appointment in the University Service:.....
5. Gross monthly Salary Package Shs: .....
6. Net monthly Salary package Shs. ....
7. Amount of advance required: .....
8. Purpose of the advance: .....
9. Previous Advance: .....Amount: .....  
Date when received: .....  
Amount outstanding if any, Shs: .....
  
- Signature of Applicant: ..... Date .....

#### PART II



## HEAD OF DEPARTMENT COMMENTS

Recommendation by the Head of Department: .....

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

## PART III

### BURSAR'S COMMENTS

1. Applicant has an outstanding balance of Shs

.....

#### 2. RECOMMENDATION

- a) Advance recommended

Shs.....

- b) Monthly instalments to be recovered

.....

- c) Recovery in the month of

.....

3. Bursar's signature.....Date:

.....

## PART IV

### UNIVERSITY SECRETARY'S DECISION

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Advance of Shs: .....Approved/Not approved

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

**Table 4: NU-WP Per Diem Allowance Inside and Outside Uganda**

Per Diem Allowance Inside and Outside Uganda	Salary Scale	Current Inside Uganda UGX	Proposed inside Uganda UGX	Outside Uganda USD	Proposed outside Uganda USD
	NU1	180,000	200,000	220	250
	NU2	160,000	180,000	200	220
	NU3	150,000	160,000	150	200
	NU4	150,000	150,000	150	180
	NU5	150,000	150,000	150	160
	NU6	150,000	150,000	150	160
	NU7	140,000	140,000	100	140
	NU8	130,000	130,000	50	100
	NU9	120,000	120,000	\$50	100
	NU10	100,000	110,000	\$50	80
	NU11	80,000	100,000	\$50	70

**Table 5: NU-WP Salary Increment**

Item	No	Sub item	Rate , Notches & Scales
<b>Salary Increment</b>	a)	Annual salary increment	5%- 10% Increase
	b)	Salary scale Notches	10 notches
	c)	Salary structure scales	11 scales

**Table 6: NU-WP Responsibility and Acting Allowance**

No	Type of Allowance	Entitled Staff	Rate
1.	Responsibility allowance (academic)	Dean of School	600,000
		Head of Department	400,000
			<b>Rate Per Day</b>
2.	Acting Allowance	NU 1	10000
		NU 2	9,000
		NU 3 – NU 6	7,000
		NU 7 – NU 11	5,000

**Table 7: NU-WP Travel Allowances**

No.	Allowance	Entitled staff	Rate
a)	Off station Allowance	NU1	70,000
		NU2	60,000
		NU3 – NU6	50,000
		NU7 – NU11	20,000
b)	Fuel Allocation for Specific Administrators	NU1	1,029,600
		NU2	864,600
		NU3	754,600
		NU4	644,600
		NU5	440,000
c)	Fuel Allocation for Academic Administrators	Dean of School	644,600
		Head of Department	440,000
d)	Mileage Using Personal Vehicle		1,000 per Kilometre
e)	Transport per trip to Part –	School of Law	15,000

	Time Lecturers	Other Schools	5,000
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**Table 8:      NU-WP      Extra Load and Part Time Payment for Academic Staff**

Category of payment	Category of staff	Rate per Hour
Extra load	Academic Staff	15,000
Part Time Payment	School of Law	35,000
	Other Schools	20,000

**Table 9: NU-WP Extra Load Allowance during Admission Period (August Intake)**

No.	Salary Scale	Amount UGX
1	NU1-NU3	350,000
2	NU4	300,000
3	NU5	250,000
4	NU6-NU7	200,000
5	NU8	150,000
6	NU9-NU11	100,000

**Table 10 NU-WP Extra Load Allowance during Examinations Period**

No.	Activity	Amount in Shillings
1.	Invigilation	15,000 per session
2	Typing of examination scripts	750 per page
3	Operating the photocopier for examinations	15 per page
4	Supervision of examinations	15,000 per session
5	Air time for supervisors	30,000 for examination period
6	Setting and moderation of exams (for affiliated institutions)	15,000 per exam
7	Marking examinations	500 per script
8	Technical service provision in the laboratory	10,000 per session
9	marking of examinations scripts for affiliated institutions	500 per script
10	Catering during examination period	5,000 per day
11	Security backup	10,000 per day

No.	Activity	Amount in Shillings
12	Remarking scripts: Remarking is 500 transport is 40,000 and handling costs is 5,000 )	45,500 per script payable by the student
13	Scouting during examinations	5,000 per session
14	Handling of examinations	50,000 to 300,000 per examination period

**Table 11: NU-WP Extra Load Allowance during Commencement Lecture and Graduation Period**

No.	Salary Scale	Amount UGX
1	NU1-NU3 and Chairperson Ceremonies Committee	600,000-800,000
2	NU4-NU7	200,000-500,000
3	NU8-NU11	70,000-200,000

The Academic Registrar shall prepare the proposed distribution of the extra load allowance during the Commencement Lecture & Graduation period and submit it to the University Secretary for approval.

**Table: 12 NU-WP Meeting Allowances**

No.	Designation	Amount UGX
1	Chairperson	40,000
3	Council Members(attending)	Council rate
2	Members and Secretariat	30,000

## **5.0 HUMAN RESOURCE DEVELOPMENT**

### **5.1 Scope**

The policy covers the guidelines for the Training and Development of Staff appointed on full time basis in the University Service.

### **5.2 Objectives**

- 5.2.1 To guide the University in enhancing the competencies of Staff for increased efficiency.
- 5.2.2 To provide a framework of granting scholarships and sponsorships to Staff.
- 5.2.3 To clarify the procedure of selecting staff to benefit from the Human Resource Development programme.
- 5.2.4 To guide and inspire the development of annual Human Resource Development plans.
- 5.2.5 To guide the University in promoting continuous academic and professional development of staff.

### **5.3 Key Policy Statements**

- 5.3.1 The University shall have programmes of developing its Human Resources.
- 5.3.2 There shall be a University Human Resource Development Committee established by the Staff Appointments and Welfare Committee of Council whose composition is indicated in **table 13: NU-HRDP**.
- 5.3.3 The University Human Resource Development Committee shall be responsible for implementing the University's Human Resource Development Policy with the following terms of reference:
  - (a) To identify and prioritize capacity building needs of the University;

- (b) To consider applications for further studies from academic and non teaching staff before the individual staff submits the application for study leave to the Vice Chancellor;
- (c) To consider applications for further studies from academic and non Teaching staff from the Academic and Administrative /Support Human Resource Development Committees.
- (d) To determine the number of sponsorship at a time;
- (e) To advise the University on budgetary proposals regarding Human Resource Development;
- (f) To cause beneficiaries of Human Resource Development to submit regular performance reports to enable the committee to prepare a final report to Staff Appointments and Welfare;
- (g) To solicit funding for sponsorship;
- (h) To develop guidelines for Staff sponsorship and any other related business.
- (i) To evaluate the Human Resource Development Program and submit regular reports to Staff Appointments and Welfare Committee.
- (j) To perform such other functions as may be assigned to it by the Staff Appointments and Welfare Committee of the University Council.

5.3.4 There shall be School Boards that shall be in charge of processing Academic Staff applications for sponsorship, training and other related activities at School level and recommend to the University Human Resource Development Committee for consideration.

5.3.5 The School Boards shall use the following terms of references while handling Human Resource Development issues at School level:

- (a) Analyzing and identifying needs for Human Resource



- Development by means of the performance management systems and other appropriate means;
- (b) Develop a training plan on an annual basis, clearly spelling out the order of priority;
  - (c) Monitoring progress of staff on staff Human Resource Development program;
  - (d) Prioritizing and recommending eligible members of staff to the University Human Resource Development Committee for funding considerations;
  - (e) Preparing the training budget for the School/ Department and submit it to the Human Resource Development Committee for approval;
  - (f) Managing, fundraise and monitor the funds allocated for education, training or development of employees in the School or Department;
  - (g) Liaising with the Human Resource Development Committee in the implementation of the Human Resource Development Policy.

5.3.6 There shall be Administrative and Support Staff Appointments, Performance, Promotion and Human Resource Development Committee to be in charge of processing applications for sponsorship, training and other related activities. The composition is indicated in **table 14:**

**NU-HRDP**

5.3.7 The Administrative and Support Staff Appointments, Performance, Promotion and Human Resource Development Committee shall be responsible for implementing the University's Human Resource Development Policy with the following terms of reference:

- a) Analyzing, develop and identifying needs for Human Resource Development using the performance management systems and other appropriate means;

- b) Develop a training plan on an annual basis, clearly spelling out the order of priority;
- c) Monitoring progress of staff on staff Human Resource Development program;
- d) Prioritizing and recommending eligible members of staff to the University Human Resource Development Committee for funding considerations;
- e) Preparing the training budget for the Department and submit it to the Human Resource Development Committee for approval;
- f) Managing, fundraise and monitor the funds allocated for education, training or development of employees in the Department;

5.3.8 Liaising with the Human Resource Development Committee in the implementation of the Human Resource Development Policy.

5.3.9 Eligibility for University Sponsorship shall be managed as follows:

- a) Human Resource Development awards shall be granted on equal opportunity.
- b) The University shall sponsor only staff on full time appointment who have been in the University service for at least two years.
- c) For members of staff who are sponsored and bonded by the University, their contract of employment shall be renewed to cover the study period and bonding period.
- d) Members of staff who are above 55 years are not eligible for sponsored training exceeding one year.

5.3.10 The Human Resource Development Committee shall consider the following when selecting staff for Human

Resource Development Programme.

- (a) Development needs of the University,
- (b) Enhancing capacity of academic and non academic managers (e.g. Deans, HODs etc.)
- (c) Improving research capacity of the University
- (d) Organizing and attendance of conferences
- (e) Relevant further training for individual staff members
- (f) Requirements of the NCHE
- (g) Ability to secure partial sponsorship
- (h) Availability of funding

5.3.11 The University shall extend financial support towards approved Human Resource Development Programmes.

5.3.12 The University shall continue paying the applicable salary and benefits to a member of staff on Study Leave.

5.3.13 Allowances that are work related, such as Responsibility, Evening and Weekend, airtime, fuel, shall not be paid to an employee during study leave.

5.3.14 Payment of salary and benefits to staff shall cease where a member of staff without justifiable reasons fails either to submit required reports or report back for duty at the end of the study leave.

5.3.15 The Human Resource Development Policy shall promote Postgraduate Training for Staff.

5.3.16 All staff sponsored by the University shall be bonded as follows:

- (a) Staff sponsored for training for a period of over a year shall be required to sign a bonding agreement with the University before the commencement of the course as indicated in **(Form 6 NU-HRDP-05)**.

(b) The staff shall be bonded for periods as indicated below;

<b>Program type</b>	<b>Period of study (years)</b>	<b>Bonding period (years)</b>
PhD	3-4	5
Masters	1-2	3
Post Graduate Diploma	1	2

(c) Members of staff who are granted study leave but whose training programmes are not directly sponsored by the University shall be required to serve the University as specified in (b) above.

(d) A member of Staff who dishonors the bonding agreement shall be required to refund all the costs incurred by the University.

5.3.17 Upon earning a higher qualification relevant to the job, and on returning promptly to duty, the University may recognize the attainment where necessary as follows:

- (a) Recognition with a gift at the Staff End of year Party or
- (b) Promotion in accordance with the Promotion policy stated in this Human Resource Manual.

This shall be dependent on availability of funds and approval of the Human Resource Development Committee.

## **5.4 Strategies and Processes of Implementing**

5.4.1 There will be different forms of sponsorship as follows:

- (a) Payment of fifty percent (50%) of tuition only for fulltime members of staff undertaking PhD studies at any Institution in Uganda.
- (b) Waiver of fifty percent (50%) of tuition and examination fees for an approved and relevant course at Nkumba University for Postgraduate Studies.
- (c) The University shall offer partial sponsorship as decided

by the Human Resource Development Committee, for relevant post-graduate studies in institutions outside Uganda in cases where external financial support has been secured.

- (d) Granting of Study leave, Sabbatical Leave or Research Leave shall be in accordance with the Terms and Conditions as specified in this Human Resource Manual.
- (e) The University will recognize special training needs and award full scholarship for conferences, seminars, workshops and short courses to eligible members of staff.
- (f) Unpaid study leave shall be granted to staff with self-sponsorship who opt not to be bonded.

#### 5.4.2 Members of staff on sponsorship

- (a) Staff undertaking courses at Nkumba University must compulsorily pay fees through monthly salary deductions or declare the source of 50% of the tuition fees. The Committee shall assess the reliability of the source and this will be based on letters from sponsors, financial statements or its equivalent.
- (b) The sponsored staff shall be required to submit regular progress reports to the Human Resource Development Committee through the Human Resource Office.
- (c) In the event that the sponsored staff fails to complete the course in the stipulated time as shall be confirmed by the training institution and without justifiable reasons, the concerned staff shall not be guaranteed continued employment in the University.
- (d) If a member of staff uses up all the sponsorship funds but still needs to continue beyond the stipulated time, he/she shall meet all the additional costs.
- (e) The University shall not accept responsibility, beyond what will have been approved for each employee on training. The

Committee may grant a review of the sponsorship grant if justified reasons are given.

- (f) All beneficiaries shall be required to fully account for all funds received from the University especially members of staff studying in other Universities. The accountability will involve submitting receipts and report each academic year to the Human Resource Office.

- (g) End of Study Report to be submitted by sponsored staff

Upon completion of sponsored study under these terms, the member of Staff shall present a written end of study report to his/her Head of Department, the Dean of School, The Academic Registrar, The University Secretary and the Vice Chancellor. The End of Study Report shall highlight key aspects of the programme undertaken, the achievements made, the lessons learnt and the intangible benefits secured for Nkumba University.

- 5.4.3 A member of staff who has been recommended to attend a workshop or short term training shall be paid Off Station allowance, transport or ticket for those conducted outside the Country and accommodation for residential programs.

- 5.4.4 The University Secretary is responsible for ensuring that the Administrative and Support Staff Appointments, Performance, Promotion and Human Resource Development Committee is set up.

- 5.4.5 It is the responsibility of the Human Resource Development Committee to receive and assess applications for capacity building of staff from School Boards and Administrative and Support Staff Appointments, Performance, Promotion and Human Resource Development Committee and advise the University accordingly.

- 5.4.6 School Boards and Administrative and Support Staff Appointments, Performance, Promotion and Human Resource Development Committee shall report to the

University Human Resource Development Committee in accordance with the terms of reference as specified in this policy.

5.4.7 Procedure for Receiving and Handling Applications for Staff training and development support shall be as follows:

- a) An eligible employee shall complete the application for sponsorship form (**Form 5 NU-HRDP-05**) obtainable from the office of the HRD and present it to the Secretary of the School Board of the relevant School s or Administrative and Support Staff Appointments, Performance, Promotion and Human Resource Development Committee for the Committee's consideration.
- b) The School Boards or Administrative and Support Staff Appointments, Performance, Promotion and Human Resource Development Committee shall consider the application, prioritize those recommended for further consideration and forward them to the University Human Resource Development Committee, accompanied with covering letter and minutes signed by all members of the committee.
- c) The University Human Resource Development Committee shall only consider applications recommended by the School Boards or Administrative and Support Staff Appointments, Performance, Promotion and Human Resource Development Committee.
- d) The Human Resource Director shall then call a meeting of the University Human Resource Development Committee to make the final decision.
- e) Under special or urgent circumstances, the Vice-Chancellor and the University Secretary may recommend candidate (s) for training on behalf of the

Committee. Such cases shall be reported to the Committee at its subsequent meeting.

#### 5.4.8 Selection of Employees to be sponsored by the University

- (a) The applications and the selection process shall be done a year before the commencement of the study programme.
- (b) In special circumstances, some applications may be handled in a shorter period.
- (c) All application forms for sponsorship shall be considered by the School Boards and the Administrative and Support Staff Appointments, Performance, Promotion and Human Resource Development Committees respectively.
- (d) The Committee while considering applications for further training shall take into account the following factors;
  - i. Availability of funds
  - ii. Academic qualifications of the applicant
  - iii. University Training Priorities
  - iv. Performance Record
  - v. Availability of Vacancies on completion of the course
  - vi. The Staffing level of the Department
- (e) The Committee shall approve sponsorship of Staff to undertake courses which are directly related to the current and future needs of the University.
- (f) The Human Resource Development grantee shall sign a bonding agreement with Nkumba University Council after the University Human Resource Development Committee has recommended him/her for sponsorship.



#### 5.4.9 Review of study leave and sponsorship.

The University Human Resource Development Committee shall grant extended study leave and sponsorship under the following circumstances:

- a) When the cause of the failure to finish in time, is deemed to be beyond the control of the sponsored staff. For example where the training institutions changes programmes, delay in assessment, etc.
- b) If the staff falls sick during the period of study.
- c) If a staff secures funding for additional advanced studies

#### 5.4.10 Co-ordination of the Implementation of the Human Resource Development Policy:

- a) Meaningful Implementation of the policy is the responsibility of each and every member of Staff of the University.
- b) The HRD shall coordinate the overall implementation and evaluation of the University Human Resource Development Policy.
- c) The HRD shall oversee the human resource development activities of the School Boards /Administrative and Support Staff Appointments, Performance, Promotion and Human Resource Development Committee as indicated in the structure for implementing the University Human Resource Development Policy.
- d) The Policy is subject to review when deemed necessary but through a consultative process with Stakeholders.

#### 5.4.11 Reporting relationships

- (a) The School Boards and Administrative and Support Appointments, Performance, Promotion and Human

Resource Development Committees shall report to the University Human Resource Development Committee.

- (b) The University Human Resource Development Committee shall report to the Staff Appointments and Welfare Committee of the University Council.

#### 5.4.12 Human Resource and Development activities initiated by the University

- (a) Where a member of staff is nominated by the University to undergo training and development programme, he or she shall not be required to submit the application.
- (b) The conditions applicable shall be determined on case basis by the University Human Resource Development Committee.

**Table: 13    NU-HRDP    Composition of the Human Resource Development Committee**

<b>No.</b>	<b>Member</b>	<b>Designation</b>
1	Vice Chancellor	Chairperson
2	Deputy Vice Chancellor	Member
3	Academic Registrar	Member
4	University Secretary	Member
5	Deputy University Secretary	Member
6	University Librarian	Member
7	Deans of School representative	Member
8	Director Quality Assurance	Member
9	Director Planning	Member
10	NUSA Representative (Academic)	Member
11	NUSA Representative (Non Teaching )	Member
12	Deputy Academic Registrar	Member
13	Human Resource Director	Secretary

**Table: 14 NU-HRDP Composition of Administrative and Support Appointments, Performance, Promotion and Human Resource Development Committee**

<b>No.</b>	<b>Member</b>	<b>Designation</b>
1	Deputy Vice Chancellor	Chairperson
2	Deputy Academic Registrar	Member
3	Deputy University Secretary	Member
4	University Engineer	Member
5	Dean of Students	Member
6	University Librarian	Member
7	Deputy Bursar	Member
8	Human Resource Director	Member
9	Planning Director	Member
10	Human Resource Assistant	Secretary



### FORM 5: HUMAN RESOURCE DEVELOPMENT APPLICATION NU-HRDP-04

**APPLICATION FOR SPONSORSHIP BY THE UNIVERSITY** (To be completed in Duplicate and returned to the Human Resource Director 2 months before start of the course)

#### PART I

1. Full Name of Applicant.....
2. Gender: ☐ Male ☐ Female (Tick the appropriate gender)
3. Age.....
4. Job/Title.....
5. Telephone number.....
6. Date of Appointment in the University Service (*Attach a copy of the appointment*) .....
7. Date of Confirmation in the University Service (*Attach a copy of the confirmation letter*) .....
8. Current Highest Academic qualification  
.....  
.....
9. Current Basic Salary per month (Shs).....
10. Current Duties:  
.....  
.....
11. Intended course of study:  
.....
12. Institution applied to( *Attach copy of Admission letter*):  
.....  
.....
13. Nature of the course: Full time/Part time, Sabbatical, workshop, conference etc

- .....
14. Commencement Date: .....
15. Expected Qualification: .....
16. Fees for the course:.....
17. Briefly outline the plan of your study, resources, at hand and resources needed.  
.....  
.....  
.....
18. State the relevance of the course to your duties and to the University.  
.....  
.....  
.....

**Signature of Applicant..... Date:.....**

## PART 2

FOR OFFICIAL USE ONLY

**School Boards /Administrative and Support Staff Appointments,  
Performance, Promotion and Human Resource Development Committee  
Recommendation**

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

### Signatures

### Date

Chairperson .....	.....
Secretary .....	.....

## PART 3

**Recommendation of the Human Resource Development Committee**

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

### Signatures

### Date

Chairperson .....	.....
Secretary .....	.....

### **NOTE:**      *Scope of University's Assistance*

The University's sponsorship is limited to Tuition (50%) and Examination fees.  
Guild fee, Caution money, Gowns, Identity cards etc are the responsibility of the student.

## THE REPUBLIC OF UGANDA

## NKUMBA UNIVERSITY

## BONDING AGREEMENT

This Agreement is made this 24<sup>th</sup> day of April 2012 between NKUMBA UNIVERSITY of P.O. Box 237, Entebbe (hereinafter referred to as the 'University' which expression shall where the context admits, include the University's successors in title and/or assignees) of the one part and -----  
----- (hereinafter referred to as the "grantee" of the other part.

WHEREAS the grantee is a member of staff of the University employed as a -----  
--(designation) in -----(department) and is desirous of undertaking a course of study leading to the award of a -----(title of degree) at the -----(name of institution) (hereinafter referred to as the "Institution") from ----- 20--- to -----  
20----- pursuant to the University Human Resource Development Policy.

## NOW THEREFORE THIS AGREEMENT WITNESSETH AS FOLLOWS

- 1 In consideration of the undertaking by the grantee to observe the conditions herein contained, the University grants to the grantee sponsorship and study leave on full pay with salary. Study leave shall be for a period of one year in the first instance. Extension of study leave shall be conditional upon submission by the grantee, of satisfactory and authentic progress reports to the Vice Chancellor.
- 2 PROVIDED ALWAYS that the grantee undertakes:-
  - (a) not to abandon, change or otherwise terminate his/her course of study without the prior written consent of the University.
  - (b) to exercise due diligence in his/her course of study during the whole period specified above and exercise his best endeavours to achieve the objectives of the course of study and pass the final examinations entitling him/her to the award of the aforesaid award in respect of the



profession or vocation for which the course of study has been undertaken (hereinafter referred to as the qualifying examinations).

(c) upon completion of his/her course of study at the Institution, to continue his/her service to the University in a department or section or unit of the University, as the University may decide, having regard to his/her qualifications, nature of the course of study, staffing situation, needs of the University among other things, for a continuous period of - ----- (-----) years from the date of resumption or assumption of duty as the case may be.

3. The University may, as the case may be, recover the whole or any of the salary:

(a) if the grantee, without reasonable cause, fails or neglects to complete his/her course of study at the Institution within the shortest time prescribed by the regulations relating to such course of training or fails the qualifying examination.

(b) if unsatisfactory reports, concerning his/her conduct or academic progress, are made by the authorities of the Institution where the grantee is pursuing the course.

(c) if on resumption of duties and before the lapse of the ----- (-----) years, the grantee fails to comply with the conditions contained in his/her letter of Appointment or University regulations or policies and the general conditions of service in Nkumba University for the time being.

(d) if the grantee fails to comply with the undertaking specified in paragraph (a), (b), or (c) of section 2;

(e) for any other reasons which the University in its absolute discretion may consider good and sufficient such as; if before the expiry of the period prescribed in section 2 (c) above, the grantee resigns from service or leaves service or is dismissed on grounds of misconduct or

insufficiency or other reason, and in any one of these instances, all salary paid as herein above or such proportion as may be appropriately due to the University, shall become due and immediately payable on demand and a demand note under the hand of the secretary to Council or such other recognised officer directed by the University, shall be conclusive and binding upon the parties as regards the total amount payable by the grantee to the University under this clause.

4. For the avoidance of doubt, it is hereby agreed that recovery of the whole or any part of the grant by the University as provided under Clause 3 above, shall not necessarily in the case of a grantee who is an employee of the University, terminate his/her employment. In such a case, his/her existing terms and conditions of service will continue to apply.
5. All the amount or such proportion thereof paid to or on behalf of the grantee in terms of this Agreement; as the Council may direct, shall become immediately repayable, by the beneficiary on demand if:
  - (a) the salary becomes recoverable by the Council as in Clause 3.
  - (b) the grantee fails to enter or return to the service of the University as in paragraph (d) of Clause 2 provided; or
  - (c) within the period specified in Paragraph (d) of clause 2; the grantee resigns or is dismissed from the service of the University or grounds of misconduct or inefficiency;.
6. Where any salary or part thereof is due to be recovered from the grantee by the University, it shall be treated as a civil debt and may be recovered in like manner against and from the grantee.
7. The liability and obligation of the beneficiary/grantee to repay the salary paid shall cease if:-
  - (a) the salary doesn't become recoverable by Council as provided in clause 3 and 6 and

- (b) the grantee returns to the service of the University as provided in paragraph (c) of section 2 and doesn't resign or is not dismissed within the period prescribed.
- 8. The University may, on the grantee's request, defer or waive the repayment of any amount due from the grantee (i.e. salary) under the terms of this Agreement, for such period as it may deem necessary PROVIDED that such indulgence or delays (and the deferring of the repayment, the granting of further time for repayment or of any other relief by the University, if any), on the part of the University shall not be construed as a waiver of its right to enforce provisions of the Agreement.
- 9. This Agreement shall elapse on the occurrence of any of the following events:
  - (a) the grantee satisfactorily carrying out his/her obligations as herein contained,
  - (b) the grantee paying all the amounts due to the University where such is the case.
  - (c) the University waiving its rights under the agreement provided it is done by a competent authority.
  - (d) the death or insanity of the grantee.
- 10. Nothing contained in this Agreement shall be construed as imposing any liability on the University to settle any debts incurred by the grantee or to provide the grantee with employment, to continue to employ the grantee for any particular period or in any particular capacity.
- 11. The University may in settlement of any sum of money due from the grantee to the University, under this agreement, set off such amount from other money due from the University to the grantee or payable by the University, for the benefit of the grantee in any respect whatever
- 12. In the event of any dispute between the parties arising out of any provision of this agreement or interpretation(s) thereof, the law applicable shall be the law of Uganda.

13. In the event of any dispute between the parties hereto, arising out of any or several provisions herein or interpretations thereof, it shall be referred to an arbitrator agreeable to both parties if mutual settlement fails.

**SIGNED by the said**

\_\_\_\_\_  
**(Name of University Secretary)**  
**UNIVERSITY SECRETARY**

**SIGNED by the Grantee**

\_\_\_\_\_  
**(Name of Grantee)**

**Witnessed By**

Name

-----

Signature

-----

Designation

-----

## **6.0 PERFORMANCE MANAGEMENT POLICY**

### **6.1 Scope**

The policy covers the guidelines and procedure relating to roles, responsibilities, performance expectations and outcome of the staff evaluation, and rewards.

### **6.2 Objectives**

- 6.2.1 To provide a comprehensive and equitable performance management framework for regular and constructive discussion between supervisors and members of staff.
- 6.2.2 To create a clear direction for members of staff by ensuring that work is aligned with the strategic objectives of the University
- 6.2.3 To identify strengths and weaknesses in the performance of members of staff.
- 6.2.4 To assist Management to determine performance gaps, training needs, job descriptions, staff confirmation, renewal of contract, annual salary increment and promotional decisions.
- 6.2.5 To enable supervisors to identify and develop unique competencies that individual staff may have or demonstrate.

### **6.3 Key Policy Statements**

- 6.3.1 There shall be a standardized performance management system in the University.
- 6.3.2 There shall be standardized performance evaluation instruments for each category of staff.
- 6.3.3 It is the responsibility of the supervisor and supervisee to implement the performance management system.
- 6.3.4 The Board of Trustee appointees of the University shall be

evaluated annually by the University Council.

- 6.3.5 The academic staff, administrative and other staff who handle student matters shall also be assessed using a special tool which is **Form 10 NU-PMPF-04**
- 6.3.6 The supervisor, shall guide, monitor, assist, and evaluate the supervisee in accordance with the performance plan.
- 6.3.7 The performance evaluation session shall be participatory and open involving supervisor, supervisee and any other person if need arises.
- 6.3.8 Where a member of staff performs duties in two different departments, he/she shall be evaluated accordingly.
- 6.3.9 Every member of staff shall be provided with a job description as specified in the appointment letter or any other document.
- 6.3.10 The supervisor shall have the responsibility to explain the specific duties or tasks to the supervisee or member of staff.
- 6.3.11 The supervisor and the member of staff shall develop an annual performance plan which is in line with the University annual operational plan and respective job description.
- 6.3.12 The targets and methods of achieving the performance objectives must be clearly specified in the performance plan
- 6.3.13 The best performing members of Staff of the year shall be assessed in each category using special tools and will be honoured accordingly at the discretion of Management and University Council.

#### **6.4 Strategies and Processes of implementing the performance management policy**

##### **6.4.1 Strategies**

###### **a) Documentation**

- b) Committees
- c) Compliance

#### 6.4.2 Processes

##### 6.4.2.1 Performance Plan

- a) At the beginning of the year (August), the Supervisor and member of staff shall develop the annual performance plan.
- b) The member of staff shall be assisted to carry out his/her duties as specified in the performance plan.
- c) The member of staff shall comply with the requirements as outlined in the performance plan.

##### 6.4.2.2 Performance Monitoring

- a) The supervisor and member of staff shall regularly monitor the progress of performance objectives.
- b) The member of staff shall be required to review the annual performance objectives in case of change of job description.
- c) The supervisor shall ensure that adequate and regular facilitation is provided for the member of staff to perform.
- d) The supervisor shall work out a schedule of supervising his/her staff in the School, Department, Section or Unit.

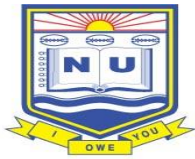
##### 6.4.2.3 Performance Evaluation

- a) A member of staff shall initiate the performance evaluation by submitting a filled form to his or her supervisor at the beginning of May.
- b) The supervisor shall fill the relevant section of the performance evaluation form by the end of the second week of May.

- c) The supervisor shall convene an evaluation meeting with the member of staff to discuss the performance and complete the evaluation form. During evaluation a member of staff is free to agree or disagree by indicating his or her comments on the evaluation form.
- d) The supervisor and member of staff shall append their signatures to the evaluation form and submit the form to the School or Departmental Evaluation Committee.
- e) The School or Departmental Evaluation Committee shall convene an evaluation meeting to discuss the evaluation reports.
- f) The School or Departmental Evaluation Committee shall make an independent assessment and make a report. The report shall make appropriate recommendations which shall be forwarded to Human Resource Office.
- g) The Committee may make any of the following recommendations;
  - i. To approve the evaluation results;
  - ii. To refer the matter back to the supervisor and member of staff for re-evaluation;
  - iii. To engage a third party to carry out a re-evaluation.
- h) The evaluation reports from the Human Resource Office will be forwarded to the Management Committee
- i) The Management Committee shall consider the evaluation reports and make appropriate decisions.
- j) The Management Committee may make any of the following recommendations;
  - i. To approve the recommendations of the evaluation report ;



- ii. To forward the matter to the Staff Appointments and Welfare Committee;
- k) The Management Committee shall give feedback of its decision to the member of staff and copy the decision to the supervisor.
- l) The Staff Appointments and Welfare Committee shall consider the report and make an appropriate decision which will be communicated by the University Secretary to the member of staff concerned with copy to the Supervisor.



## FORM 7: EVALUATION

## NU-PMPF-01

### Guidelines (For Supervisory Positions)

1. At the beginning of the annual evaluation period the Supervisor working with the member of staff shall set performance targets for the coming year in order of priority.
2. Five performance targets should be listed and each scores a maximum of 15 marks.
3. For each of the targets the supervisor and the member of staff shall define the planned performance activities and standards required to achieve the output e.g. “exceeds expectations, meets expectations and below expectations”.
4. The performance objectives shall be derived from annual operational plan and job description.
5. The performance evaluation shall always be carried out between May and July of every calendar year. In the event that the contract of the member of staff expires before May, the assessment period shall be up to the date of expiry of the contract.
6. On expiry of a contract of a member of staff, the supervisor shall be required to submit an evaluation report. This report and other relevant reports shall be the basis for renewal or non renewal of contract.

For instance the University Librarian:

Objective/Target	Activities	Outcome
<p>By the end of the Academic Year to develop and coordinate two Training programmes for library users.</p>	<p>a) develop training programs for the library users</p> <p>b) avail training programs to the library users</p> <p>c) Train the library users how to use the training programs</p>	<p><b>a) exceeds expectations</b></p> <p>If one carries out more than what is stated below, the member of staff will have exceeded the expectations.</p> <ul style="list-style-type: none"> <li>i. Developed training programmes</li> <li>ii. Two categories of library users trained in the academic year.</li> <li>iii. Copies of the training programs availed to the library users</li> </ul> <p><b>b) meets expectations</b></p> <p>If one carries out exactly what is stated below, the member of staff shall have met the expectations.</p> <ul style="list-style-type: none"> <li>i. Developed training programmes</li> <li>ii. Two categories of library users trained in the academic year.</li> <li>ii. Copies of the training programs availed to the library users.</li> </ul> <p><b>c) below expectations</b></p> <p>If one carries out less than what is stated below, the member of staff shall not have met the expectations.</p> <ul style="list-style-type: none"> <li>i. Developed training programmes</li> <li>ii. Two categories of library users trained in the academic year.</li> <li>ii. Copies of the training programs availed to the library users</li> </ul>

Review Period:\_\_\_\_\_to\_\_\_\_\_

## SECTION A PERFORMANCE ASSESSMENT

<b>1. PERSONAL INFORMATION TO BE COMPLETED BY MEMBER OF STAFF</b>			
Name		Staff ID no.	
Gender		Salary Scale	
Job Title		Date of Birth	
Department/School		Date of employment	
Name and title of the Supervisor		Date of employment in the current position	
Highest Qualification Held		Length of time served at NU	
<b>2. ACHIEVEMENT OF OBJECTIVES/TARGETS AND STANDARDS (TO BE FILLED BY A MEMBER OF STAFF)</b> <p>List the objectives/targets agreed for the year which are linked to the Annual Operational Plan and job description and describe progress made towards fulfilment of each one (attach a separate sheet to show the activities done in relation to the objectives/targets and standards achieved)</p>			
Objectives/Targets	Standards achieved		
	exceeds expectations <b>(15marks)</b>	meets expectations <b>(10marks)</b>	below expectations <b>(5marks)</b>
1.			
2.			
3.			

4.			
5.			
Member of Staff's Comments in relation to the performance			
Supervisor's comments in relation to the performance			
<b>3. Competencies</b> a) Competencies are defined as the knowledge, skills, abilities and behaviour that enable the member of staff to perform his or her duties. b) At the beginning of the evaluation period when a member of staff and supervisor meet to document the performance objectives/targets, the member of staff and supervisor should discuss the competencies together and how the supervisor will support the member of staff. c) The discussion should include how each competency can be exhibited, identify what specific competencies are key to the member of staff's function, which competencies are strengths and which competencies represent development opportunities.  <b>Rating scale for competencies and overall rating shall take a maximum of 5 marks:</b> 3 – <b>Outstanding</b> – truly excellent, highly effective a clear strength, could be a role model for others 2 – <b>Competent</b> – solid and steady in essential aspects but could be improved. 1 – <b>Developing</b> – Not consistent or fully developed in some essential aspects could be a weakness if critical for the job success.  As described in the member of staff job description			
<b>a) Job and technical knowledge</b>		<b>Rating scale</b>	
		<b>3</b>	<b>2</b>
i. Demonstrates the range and depth of technical or specialised knowledge related to areas of responsibility (e.g. accounting,			

human resource, administration, etc.)			
ii. Develops and applies skills and capacities through learning on the job and from new challenges, seeking information to improve job performance and skills and focusing on personal development and growth.			
iii. Applies knowledge and skills received from training to job			
iv. Involved in professional organisations and / or participates in other activities to enhance job knowledge and skills			
v. Shares best practices with others in the University as appropriate			
Total out of 5			
<i>Supporting document and comments if applicable by the Member of Staff</i>			
<i>Supporting document and comments if applicable by the Supervisor</i>			
<b>b) Communication</b>	<b>Rating scale</b>		
i. Conveys information and ideas in a manner that engages the recipients/audiences and helps them understand and retain the message	<b>3</b>	<b>2</b>	<b>1</b>
ii. Practices active listening by being attentive and asking clarifying questions to ensure understanding.			
iii. Shares information and ideas willingly and openly, keeping others informed and up-to-date.			
iv. Uses Nkumba University’s communication tools effectively (e.g. e-mail, meetings, telephone, e.t.c)			
v. Is mindful of gender and diversity and is able to adopt			

communication style both verbally and non-verbally for a global audience			
Total out of 5			
<i>Supporting document and comments if applicable by the Member of Staff</i>			
<i>Supporting document and comments if applicable by the Supervisor</i>			
<b>C) Work Organisation, Planning and Effectiveness</b>	<b>Rating scale</b>		
	<b>3</b>	<b>2</b>	<b>1</b>
i. Determines priorities and allocates time and resources effectively.			
ii. Shows initiative and is able to work independently by seeking out information and developing new approaches.			
iii. Exercises sound judgement in making decisions by considering relevant information and alternatives prior to making decisions.			
iv. Honours commitments and meets deadlines despite competing demands.			
v. Adopts to changing priorities and conditions			
<b>Total out of 5</b>			
<i>Supporting document and comments if applicable by the Member of Staff</i>			
<i>Supporting document and comments if applicable by the Supervisor</i>			

c) Teamwork	Rating scale					
	3	2	1			
i. Build and maintains effective relationships						
ii. Is committed to the success of the team members and helps the team to succeed						
iii. Values, recognises and enhances the effectiveness of individual differences and talents						
iv. Supports and acts in accordance with group decisions even when such decisions may not entirely reflect one's own position.						
v. Shares important or relevant information with the team						
Total out of 5						
Supporting document and comments if applicable by the Member of Staff						
Supporting document and comments if applicable by the Supervisor						
d) Supervision	Rating scale					
	3	2	1			
i. Delegates work appropriately and allows members of staff the appropriate level of independence of action						
ii. Ensures that members of staff have sufficient help, resources and requires information to perform well and accomplish their objectives; facilitates opportunities for members of staff development, ensuring that they receive training and learning experience.						
iii. Holds self and others accountable for actions and behaviour, identifies, analyzes, organises and solves problems and issues in a timely, effective manner; uses information from others to make						



sound, timely decisions.			
iv. Completes all members of staff evaluations, personnel actions and processes in a timely manner.			
v. Aligns the University strategy and goals with individual objectives so that each member of staff understands how he/she contributes to Nkumba University.			
Total out of 5			
<i>Supporting document and comments if applicable by the Member of Staff</i>			
<i>Supporting document and comments if applicable by the Supervisor</i>			
<b>4. List significant achievements during the review period.</b>			
<i>Comments if applicable by the Supervisor</i>			
<b>5. List challenges faced during the review period.</b>			
<i>Comments if applicable by the Supervisor</i>			
<b>6. Additional comments by the member of staff</b>			
This section is optional. You may wish to comment here on any aspect of your work e.g. a desire for different duties, your workload, or an interest in a different post, or raise issues of concern.			

## SECTION B            THE WAY FORWARD

### 1. Critical areas observed

	Critical area	Action required
1		
2		
3		

### 2. Recommendations

**Please tick on what is applicable.**

#### a) Confirmation

1	Confirmation in the University services	
2	Non confirmation in the University service	
3	Extension of probation for a period of.....	

#### b) Promotion

<p>a) Promotion from the grade of</p> <p>.....</p>
<p>b) Promotion because of the following reasons</p> <p style="margin-left: 40px;">i. ....</p> <p style="margin-left: 40px;">.....</p> <p style="margin-left: 40px;">ii. ....</p> <p style="margin-left: 40px;">.....</p> <p style="margin-left: 40px;">iii. ....</p> <p style="margin-left: 40px;">.....</p>

**c) Renewal of contract**

1	Renewal of contract	
2	Non renewal of contract	

**d) Annual evaluation .....**

**3. Mutually agreed actions**

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4. If the member of staff is not in agreement with the overall assessment, he or she should state his or her point of disagreement and sign as indicated in number 10 below

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**SECTION C: ACTION PLAN TO IMPROVE PERFORMANCE**

Action plan shall be jointly agreed during the appraisal meeting, taking into account the member of staff's required competences, facilities, resources and the identified performance gaps. The action plan to improve performance may include training, coaching, job rotation, counselling and or provision of facilities and resources.

Performance gap	Agreed action	Time frame

Comments, of the member of staff

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.....

## **SIGNATURES**

After filling this evaluation form, review and discussion by the member of staff and Supervisor, their signatures shall be appended as confirmation of the agreed way forward.

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**Signature of member of Staff**

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**Signature of Supervisor**

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**Date**

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**Date**

### **11. Comments by the Departmental Evaluation Committee**

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**Signature of the Chairperson**

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**Signature of the Secretary**

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**Date**

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**Date**

### **12. Recommendations by the Human Resource Director**

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**Signature**

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**Date**



**FORM 8:**

**EVALUATION**

**NU-PMPF-02**

**Guidelines (For non Supervisory Positions)**

1. At the beginning of the annual evaluation period the Supervisor working with the member of staff shall set performance targets for the coming year in order of priority.
2. Four performance targets should be listed and each scores a maximum of 15 marks.
3. For each of the targets the supervisor and the member of staff shall define the planned performance activities and standards required to achieve the output e.g. “exceeds expectations, meets expectations and below expectations”.
4. The performance objectives shall be derived from annual operational plan and job description.
5. The performance evaluation shall always be carried out between May and July of every calendar year. In the event that the contract of the member of staff expires before May, the assessment period shall be up to the date of expiry of the contract.
6. On expiry of a contract of a member of staff, the supervisor shall be required to submit an evaluation report. This report and other relevant reports shall be the basis for renewal of contract.

For instance the Administrative Assistant:

Objective/Target	Activities	Outcome
By end of Academic Year to arrange all departmental meetings as per departmental programme.	<ul style="list-style-type: none"> <li>a) Develop the schedule of the departmental meetings</li> <li>b) To avail the meeting schedule to the members of staff in the department</li> <li>c) To avail the meeting agenda whenever there is a meeting</li> <li>d) Arrange the venue for the meetings</li> <li>e) Organise logistics required for the meetings</li> <li>f) Take minutes for the meeting</li> <li>g) Circulate the minutes before the next meeting</li> </ul>	<p><b>d) exceeds expectations (15marks)</b></p> <p>If one carries out more than what is stated below, the member of staff will have exceeded the expectations.</p> <ul style="list-style-type: none"> <li>i. Meeting schedule developed and circulated to members</li> <li>ii. Meeting agenda available whenever there is a meeting</li> <li>iii. Meeting venue availed all the time</li> <li>iv. Logistics provided whenever there is a meeting</li> <li>v. Minutes taken and circulated all the time</li> </ul> <p><b>e) meets expectations (10marks)</b></p> <p>If one carries out exactly what is stated below, the member of staff shall have met the expectations.</p> <ul style="list-style-type: none"> <li>i. Meeting schedule developed and circulated to members</li> <li>ii. Meeting agenda available whenever there is a meeting</li> <li>iii. Meeting venue availed all the time</li> <li>iv. Logistics provided whenever there is a meeting</li> <li>v. Minutes taken and circulated all the time</li> </ul> <p><b>f) below expectations</b></p>

		<p><b>(5marks)</b></p> <p>If one carries out less than what is stated below, the member of staff shall not have met the expectations.</p> <ul style="list-style-type: none"> <li>i. Meeting schedule developed and circulated to members</li> <li>ii. Meeting agenda available whenever there is a meeting</li> <li>iii. Meeting venue availed all the time</li> <li>iv. Logistics provided whenever there is a meeting</li> <li>v. Minutes taken and circulated all the time</li> </ul>
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**Review Period:**\_\_\_\_\_ **to**\_\_\_\_\_

**SECTION A: TO BE COMPLETED BY MEMBER OF STAFF**

1. PERSONAL INFORMATION			
Name of Member of Staff		Staff ID No.	
Gender		Salary Scale	
Job Title		Date of Birth	
Department/School		Date of employment	
Name and title of the Supervisor		Date of Employment in the current position	
Highest Qualification Held		Length of time served at NU	

## 2. ACHIEVEMENT OF OBJECTIVES AND STANDARDS

List the objectives agreed for the year which are linked to the operational Plan and Job discrimination and describe progress made towards fulfilment of each one (attach a separate sheet to show the activities done in relation to the objectives/ targets and standards achieved)

Objectives	Standards achieved		
	exceeds expectations (15marks)	meets expectations (10marks)	below expectations (5marks)

*Supporting document and comments if applicable by the Member of Staff*

Supervisor's comments in relation to the objective performance

3. Key Competencies	3	2	1
Communication –Written & verbal			
Customer care			
Teamwork			
Work-related knowledge and skills			
Organisational skills			
Time Management			
Policies & procedures awareness			
Attitude to work			



Supervisor's comments in relation to the Key Competencies if applicable
<b>4. Significant achievements during the reviewed period.</b>
Supervisor's comments <i>if applicable</i>
<b>List challenges faced during the review period.</b>
Supervisor's comments <i>if applicable</i>
<b>5. Additional comments by the member of staff</b> This section is optional. You may wish to comment here on any aspect of your work e.g. a desire for different duties, your workload, or an interest in a different post, or raise issues of concern.

## SECTION B            THE WAY FORWARD

### 1. Critical areas observed

	Critical area	Action required
1		
2		
3		

### 2. Recommendations

**Please tick on what is applicable.**

#### a) Confirmation

1	Confirmation in the University services	
2	Non confirmation in the University service	
3	Extension of probation for a period of.....	

#### b) Promotion

<p>1. Promotion from the grade of</p> <p>.....</p>
<p>2. Promotion because of the following reasons</p> <div style="margin-left: 20px;"> <p>i. ....</p> <p>.....</p> <p>.....</p> </div> <div style="margin-left: 20px;"> <p>ii. ....</p> <p>.....</p> <p>.....</p> </div> <div style="margin-left: 20px;"> <p>iii. ....</p> <p>.....</p> <p>.....</p> </div>

**c) Renewal of contract**

1	Renewal of contract	
2	Non renewal of contract	

**d) Annual evaluation .....**

3. Mutually agreed actions

.....

.....

.....

4. If the member of staff is not in agreement with the overall assessment, he or she should state his or her point of disagreement and sign as indicated in number 10 below

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**SECTION C: ACTION PLAN TO IMPROVE PERFORMANCE**

Action plan shall be jointly agreed during the evaluation meeting, taking into account the member of staff's required competences, facilities, resources and the identified performance gaps. The action plan to improve performance may include training, coaching, job rotation, counselling and or provision of facilities and resources.

Performance gap	Agreed action	Time frame

Comments, of the member of staff

.....

.....

**SIGNATURES**

After filling this evaluation form, review and discussion by the member of staff and Supervisor, their signatures shall be appended as confirmation of the agreed way forward.

\_\_\_\_\_  
**Signature of member of Staff**

\_\_\_\_\_  
**Signature of Supervisor**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Date**

**Comments by the Departmental Evaluation Committee**

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\_\_\_\_\_  
**Signature of the Chairperson**

\_\_\_\_\_  
**Signature of the Secretary**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Date**

**Recommendations by the Human Resource Director**

.....  
.....

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**



# Nkumba University

CHARTERED SINCE 2006 BY THE GOVERNMENT OF UGANDA

**OFFICE OF THE UNIVERSITY SECRETARY**

The mission of the University is to provide an environment that enables the cultivation of Competence, Confidence, Creativity, and Character, in the academic, professional and social interactions.

**Preamble**

Performance appraisal is the assessment of the performance management system in the University. This form is a tool used to establish the extent to which the academic staff attained the targets set at the beginning of each semester. The tool is designed to assess the technical and behavioural competencies of staff, the role of supervisors, and the adequacy of facilities and resources. The appraisal process requires interaction between staff (appraise), supervisor (appraiser) and management (Dean) of the School or Institute. For that matter, this process takes the form of a 360 degree feedback approach which encourages participation of several parties in the appraisal process.

**Part A DEPLOYMENT DETAILS** *(to be completed by a member of staff)*

1. Name of a member of staff (First)..... (Middle).....  
(Surname).....
2. Date of current appointment  
.....
3. School.....
4. Department .....
5. Current Designation
  - i. Assistant Lecturer .....
  - ii. Lecturer .....
  - iii. Senior Lecturer .....
  - iv. Associate Professor .....
  - v. Professor .....
  - vi. Other .....Specify .....
6. Terms of engagement
  - i. Part-time .....
  - ii. Full time contract .....
  - iii. Permanent .....
  - iv. Other..... Specify .....

**SECTION B: PERFORMANCE TARGETS**

1. Levels taught in the current semester / year

- i. Certificate .....
- ii. Diploma .....
- iii. Degree .....
- iv. Postgraduate Diploma / Masters .....

2. Programmes at which lecturing has been done in current semester / year

- i. Day .....
- ii. Evening .....
- iii. Weekend .....

3. Subjects handled during the semester / year

No.	Course unit / subject <i>e.g. Basic French</i>	Programme <i>e.g. Day / Eve, Wkd</i>	Level <i>e.g. Undergraduate/Masters</i>

## SECTION C: ASSESSMENT OF PERFORMANCE

1. The assessment of performance shall be based on predetermined targets, standards and expectations. These are agreed upon at the beginning of every semester.
2. Member of Staff and the supervisor must know
  - i. course units to be handled per week;
  - ii. the programme;
  - iii. the number of students to be handled;
  - iv. supervision of research;
  - v. Departmental and school meetings and other activities.

All these should translate into targets each staff should attain at the end of the semester / year. The quality of work must also be taken into account.

**PERFORMANCE COMPETENCE AREA 1:    Lecturing (A) attendance**

**(Table to be filled by a member of staff)**

<b>Activity (Lecturing)</b>	<b>Target</b>	<b>Performance</b>	<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>	<b>Excellent</b>
Course units	hours planned a semester	Hours taught	1	2	3	4	5
<b>Total hours</b>							

Overall score.....

**Remarks by a member of staff**

.....  
.....

**Rating and comments by supervisor based on the above overall scores and remarks**

.....

**Lecturing: (B) Assessment of Mode of delivery**

Course units	Number of Topics covered		Learning aides used		Students queries handled		Study notes given	
	Planned	Covered	Used	No	Fully	Partly	Yes	No
	No.	No.	2	1	2	1	2	1
<b>ASSESSMENT</b>	<b>Expected</b>	<b>Attained</b>	<b>Expected</b>	<b>Attained</b>	<b>Expected</b>	<b>Attained</b>	<b>Expected</b>	<b>Attained</b>
<b>Total expected and attained</b>								
<b>Comments by a member of staff</b>								

**Rating and comments by supervisor based on overall scores and remarks of a member of staff**

.....  
 .....



**PERFORMANCE COMPETENCE AREA 2:**      **Member of Staff's assessment of students' work**

**a) (Table to be filled by a Member of Staff)**

Activity	Target	Performance		
	Planned	Done	Partly done	Not done
		2	1	0
Set examination questions / papers				
Shared setting with colleagues				
Participated in moderation of exams				
Prepared examinations attachments				
Set coursework				
Marked coursework				
Set and mark tests				
Marked examinations scripts				
Invigilated examinations				
Practical work assessed				
Dissertations marked				
Submission of results both examinations and course work				
<b>Total points</b>				

Total hours planned ..... Taught..... overall score.....

(Table to be filled by a Member of Staff)

Activity	Target	Performance	Timing of submission			
			In	On	Late	Not
			3	2	1	0
Examination papers						
Marked examination scripts						
Examination results						
Course work results						
Results of tests given						
Results of practical work supervised						
Results of research supervised						
Marking scheme for each paper						
General report on students' performance						
<b>Total points</b>						

Overall score.....

**Rating and comments by supervisor based on the above overall scores and remarks**

.....  
 .....

**PERFORMANCE COMPETENCE AREA 3: Other Areas**

	Role	Always 2	Rarely 1	Never 0
1	Uses computers to prepare lectures			
2	Carries out library research			
3	Carries out research in the field			
4	Participates in workshops / seminars			
5	Participates in public lectures			
6	Active member of academic association			
7	Leadership role in the University			
8	Participates in consultancy work			
9	I do voluntary work			
10	Responsibility in community			
11	Have carried out research			
	<b>Total points</b>			

Overall score.....

**Remarks by a Member of Staff**

.....

.....

***Rating and comments by supervisor based on the above overall scores and remarks***

.....

.....

## Part IV: OVERALL ASSESSMENT OF THE SUPERVISOR

### a) Technical performance

	Area of performance	Poor (Does not fulfil what is planned) (0-25%)	Fair (fulfils partly what is planned) (26-50%)	Good (fulfils what is planned) (51-75%)	Excellent (beyond planned) (76-100%)
1	Performance Competence Area 1				
2	Performance Competence Area 2a				
3	Performance Competence Area 2b				
4	Performance Competence Area 3				
	<b>Total Score</b>				

### b) Behavioural performance

	Area of performance	Poor	Fair	Good	Excellent
1	Teamwork				
2	Integrity				
3	Customer care				
4	Commitment				
5	Responsive				
6	Communication				
7	Observance of staff code of conduct				
8	Respect of self and others				

### Rating and comments by supervisor based on the above overall scores

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

### PART V: ACTION PLAN TO IMPROVE PERFORMANCE

Action plan shall be jointly agreed during the appraisal meeting, taking into account the member of staff's required competences, facilities, resources and the identified performance gaps. The action plan to improve performance may include training, coaching, job rotation, counselling and or provision of facilities and resources.

Performance gap	Agreed action	Time frame

Comments, of the member of staff

.....  
.....

### SIGNATURES

After filling this evaluation form, review and discussion by the member of staff and Supervisor, their signatures shall be appended as confirmation of the agreed way forward.

\_\_\_\_\_  
**Signature of member of Staff**

\_\_\_\_\_  
**Signature of Supervisor**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Date**

## 11. COMMENTS BY THE SCHOOL EVALUATION COMMITTEE

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**Signature of the Chairperson**

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**Signature of the Secretary**

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**Date**

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**Date**

Recommendations by the Human Resource Director

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**Signature**

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**Date**



## FORM 10: STUDENT EVALUATION OF ACADEMIC STAFF NU-PMPF-04

Semester..... Year.....

Name of academic staff	
Course Unit/ Subject	
Today's Date	

### Guidelines for filling the Form

1. Student opinions are important to us and will be used to help our Academic Staff evaluate and improve their service to you, the student.
2. Use the following list to evaluate your experience in the class you listed above.  
  
☐ Read each item carefully.  
  
☐ Circle the number under each statement that best describes your evaluation.
3. A rating of 5 is the most desirable rating and a rating of 1 is the least desirable.
4. These forms will be held in strict confidence.

### Student Evaluation of Academic Staff

#### 1. Lecturer's INTEREST IN SUBJECT TAUGHT

5	4	3	2	1
Always Interested		Mildly interested		uninterested

## 2. Lecturer's KNOWLEDGE OF SUBJECT TAUGHT

5	4	3	2	1
Well Informed		Average		Poorly informed

## 3. Lecturer's PREPARATION OF SUBJECT MATERIAL

5	4	3	2	1
Always Prepared		Sometimes prepared		Unprepared

## 4. Lecturer's PRESENTATION OF THE SUBJECT MATERIAL

5	4	3	2	1
Interesting		Mildly interesting		Boring

## 5. Lecturer's ATTITUDE TOWARD DIFFERENT VIEWS

5	4	3	2	1
Welcomes different Views		Usually tolerant		Intolerant

## 6. Lecturer's ATTITUDE TOWARD STUDENTS

5	4	3	2	1
Always Courteous and Interested		Sometime not courteous		Often Rude

## 7. Lecturer's APPROACHABILITY OUTSIDE CLASS

5	4	3	2	1
Welcomes Contact		Tolerates Contact		Unapproachable

## 8. Lecturer's PERSONAL PROFESSIONAL APPEARANCE

5	4	3	2	1
Appropriate		Usually Appropriate		Inappropriate



### 9. Lecturer's TIME MANAGEMENT

5	4	3	2	1
Punctual		Average		Always Late

### 10. Lecturer's RELEASE OF COURSEWORK RESULTS

5	4	3	2	1
On time		Average		Late

### 11. Lecturer's PROVISION OF GUIDANCE AND COUNSELING TO STUDENTS

5	4	3	2	1
Regularly		Sometimes		Never

### 12. Student's OVERALL EVALUATION OF LECTURER

5	4	3	2	1
Superior		Average		Inferior

### II. Additional Comments on Academic Staff

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## **7.0 LEAVE POLICY**

### **7.1 Scope**

The policy covers the guidelines and procedures of leave for staff appointed on permanent and contract terms of service for a period **exceeding one year.**

### **7.2 Objectives**

7.2.1 To clarify and define types of leave for members of staff.

7.2.2 To provide guidelines for management of staff leave.

### **7.3 Key Policy Statements**

7.3.1 All eligible members of staff are entitled to paid annual leave.

7.3.2 The University may grant any of the following types of leave:

- a) Annual Leave
- b) Study Leave and Research Leave
- c) Examination Leave
- d) Conference Leave
- e) Sabbatical Leave
- f) Electoral Leave
- g) Maternity Leave and Paternity leave
- h) Sick Leave (limits with pay)
- i) Sick Leave (without pay)
- j) Sick Leave during Annual Leave
- k) Compassionate Leave
- l) Long Service Leave
- m) Leave without pay
- n) Public Holidays

The duration of leave will be according to the following provisions:

- a) Board of Trustees appointees shall have an annual leave of 35 working days.
- b) All staff appointed by University Council shall have an annual leave of 30 working days.
- c) Other types of leave shall be specified in the letters granting such leave.
- d) The Vice-Chancellor shall issue communication in respect of Gazetted public holidays and University recess.

7.3.3 There shall be a leave roster prepared by the Deans, Heads of Department/Units, and Supervisors in consultation with the staff and a final one forwarded to the Human Resource Department for collating and monitoring.

7.3.4 The University reserves the right to recall a member of staff from leave to perform urgent duties. The leave balances shall be taken at a later date.

7.3.5 All staff shall be required to take leave in full, unless recalled or rescheduled or ph used in a prescribed calendar year.

## **7.4 Strategies and processes of implementing the Leave Policy**

### **7.4.1 Strategies**

- a) Documentation
- b) Management discretion
- c) Natural occurrences
- d) Compliance with the National Labour Laws

### **7.4.2 Processes**

It is the responsibility of the member of staff to apply for leave to which he/she is entitled, by filling the leave form **(FORM 11 NU-LPF-01)**.

#### 7.4.2.1 Annual Leave

- a) The Annual leave shall be scheduled according to the Leave roster in the School/Department/Unit.
- b) The Vice-Chancellor shall submit his/her request for Leave to the Chairperson of the University Council. He or she shall thereafter fill in the leave form in accordance with this policy.
- c) All staff shall apply for annual Leave within a period of four (04) weeks before the due date stated on the leave roster.
- d) A member of staff shall be entitled to take their annual leave after confirmation in the University Service.
- e) Academic staff shall take their annual leave preferably during the period of the University recess.

#### 7.4.2.2 Annual Leave Roster

- a) It is the responsibility of the Dean, Head of Department/Unit and Supervisors to, in consultation with the staff, schedule annual leave for all members of staff in the department.
- b) Every department shall develop leave roster at the beginning of each University Financial year a copy of which shall be availed to the Human Resources Director.
- c) In developing leave roster, the Deans/HOD/Head of Unit, shall take into account the University Calendar and the

overall staffing needs of the relevant Department.

- d) In order to enable proper planning and processing, it is important that a member of staff applies for leave to Human Resource Director through the Supervisor at least one (01) month in advance.
- e) The Head of Department shall indicate on the leave form the name of the member of staff who is to take over the duties of the person on leave.
- f) Before departing for leave all employees shall inform their Head of department by filling the appropriate form and handover to the approved acting staff.

#### 7.4.2.3 Return from leave

- a) A member of staff returning from leave shall be required to fill leave return form (**FORM12 NU-LPF-02**).
- b) Leave return form which shall be countersigned by the Supervisor and copied to the Human Resource Director.
- c) The supervisor shall arrange the handover from the acting to the substantive staff.

#### 7.4.2.4 Failure to return from leave on time

- a) Where a member of staff is unable to resume duty upon the expiry of leave, he/she shall be required to seek permission for extension of leave from the supervisor.

- b) The Supervisor shall be required to make an appropriate decision on the request in a) above and inform the Human Resource Department.
- c) On return, the staff shall make a written statement to the Supervisor, on the reason for the extension of leave. The statement shall be copied to the Human Resource Director.
- d) Where a member of staff fails to return on duty and does not seek authorization from his/her supervisor, such staff shall be regarded as being absent from duty without permission and therefore liable for disciplinary action.
- e) Where such absence exceeds twenty (20) working days without written notification and permission of such absence, such employee shall be deemed to have absconded from duty and shall be suspended from the pay roll pending a decision of the Staff Appointments and Welfare Committee.

7.4.2.5 Annual leave and carry over or accumulation of annual leave

- a) Annual Leave not taken when it falls due may be deferred if the University Secretary or Vice Chancellor deems it necessary.
- b) The deferred leave shall be rescheduled to at an appropriate date in the future, but not later than three (03) months in the next financial year.
- c) Any outstanding leave under this clause not taken as at the date of separation from employment shall be paid to the employee in

lieu of such leave as part of his or her terminal benefits.

#### 7.4.2.6 Unpaid Leave

- a) A member of staff may be granted unpaid leave following his/her application for one.
- b) A member of staff intending to take unpaid leave shall apply two months in advance.
- c) The unpaid leave shall last only as long as the contract period.
- d) In case a permanent member of staff goes for unpaid leave, the duration shall not exceed two years. In the event the period exceeds two years, the concerned member of staff shall be terminated.
- e) Unpaid leave exceeding twelve months will require the appointment of another person to take up the position of the staff on an unpaid leave.

#### 7.4.2.7 Study leave and Research leave

- a) It is the responsibility of the staff to apply for study leave or research leave. The necessary documentation should accompany the application.
- b) The study and research leave shall be sought from the Human Resource Development Committee six months before the commencement date of the programme, to enable the University to plan appropriately.
- c) A member of staff shall be required to meet his/her teaching, examinations obligations and or other responsibilities before proceeding on Study Leave or Research Leave.

- d) A member of staff who has applied for study/research leave shall receive feedback from the Human Resource Development Committee within three (03) months of submission of the application.
- e) A member of staff returning from Study Leave or Research Leave shall be expected to submit an End of Leave Report and copies of Certificates attained to his/her Supervisor, Academic Registrar, University Secretary and Vice-Chancellor.
- f) Financial assistance to a member of staff on Study Leave or Research Leave shall be authorized by the Human Resource Development Committee.
- g) A member of staff on study /research leave shall be entitled to his/her basic salary and salary increment.
- h) A member of staff on Study Leave or Research Leave shall be entitled to paid annual leave.
- i) Extension of study leave shall only be granted to a member of staff where; the Head of Department has made a recommendation; the cause of the failure to finish in time is deemed to have been inevitable; the applicant provides a satisfactory progress report from his or her supervisor and the member of staff secures full funding to register for a PhD immediately after Master's Degree.
- j) Extension of study leave shall be considered by Human Resource Development Committee after submission of academic progress reports.
- k) The study leave shall be valid only when a member of staff has signed a bonding agreement.



- l) A member of staff who proceeds for studies without permission does so illegally and shall be liable for disciplinary action.
- m) In case of Research Leave, permission to take leave shall be granted by the Vice Chancellor on the recommendation of the Dean of the School or Head of Department/Unit.
- n) The applicant for research leave shall be required to submit full and verified details of the Research Programme, the financing arrangements, the place where the research is to be conducted and the total period of absence from the University.

#### 7.4.2.8 Examination Leave

- a) A member of staff on full-time duty and on an approved course of study as provided for in the Human Resource Development Policy shall be granted examination leave during the examination period of that particular course.
- b) The application for examination leave shall be on form **(FORM 11 NU-LPF-01)**. It shall be accompanied with the examination time-table.
- c) Staff applying for examination leave shall include a maximum of five (5) days to enable him/her to prepare for the examinations. Examination leave shall be approved by the supervisor.

#### 7.4.2.9 Conference Leave

- a) A member of staff may apply for conference leave to the Vice-Chancellor through his/her Supervisor.
- b) The Conference leave shall include days of travel to and from the venue of the conference.

#### 7.4.2.10 Sabbatical Leave

##### 1. Eligibility

- a) Members of the Academic staff at the level of Senior Lecturer and above may earn, apply and be granted appropriate Sabbatical Leave for purposes of enhancing the exchange of knowledge, abilities to teach, to research, to write and be intellectually rejuvenated.
- b) A member of staff should have served the University for at least five years to be eligible for sabbatical leave.
- c) The sabbatical leave shall be taken by a member of staff once in five years.

##### 2. Procedure for applying for sabbatical leave

A member of staff seeking to be granted Sabbatical Leave may apply for it one academic year in advance.

- a) A member of staff applying for sabbatical leave shall submit the application to the Human Resource Office through the department/school.
- b) The human resource director shall submit the Sabbatical Leave application to the Vice-Chancellor for a final decision.
- c) The application shall contain:
  - i. A cover letter
  - ii. A comprehensive research programme or academic activity that shall be undertaken during the sabbatical leave.
  - iii. Recommendation of the Dean of School.

- iv. Information about sources of funding for a sabbatical leave.
- d) The application shall in addition to the above state the following:
  - i. Position or academic status and period of continuous service in the University and highest qualification last earned and when.
  - ii. Plans and objectives covering the fields of teaching, research and professional competence and interactions with other scholars outside Nkumba University and any beneficial and verifiable results.
  - iii. Financial plan and any expected and certified external support and health insurance cover at the place and country where Sabbatical leave is to be spent.
  - iv. The Institution(s) where Sabbatical Leave is to be spent and the linkage or position established.

### 3. Sabbatical activities

A member of staff on sabbatical leave shall focus on undertaking either one or several of the following;

- a) Research to advance knowledge in a particular field.
- b) Publishing results of research in form of scholarly papers or books.
- c) Consultancy work which involves research and benefits both Nkumba University and the employee.
- d) Benchmarking pedagogical practices through teaching for application at Nkumba University.

#### 4. Duration of Sabbatical Leave

- a) Duration of sabbatical leave shall be one calendar year.
- b) Extension of up to four months may be granted in very special circumstances.
- c) Where the sabbatical leave candidate is a senior officer and whose absence is judged detrimental to the University's operations, the sabbatical leave shall either be taken on a piece meal basis or an Acting person shall be dully appointed.

#### 5. Financial Arrangements

- a) A member of staff who intends to take sabbatical leave may apply for funds from the University through the Human Resource Development Committee.
- b) A member of staff on sabbatical leave shall receive his or her salary in full.
- c) A member of staff intending to go for Sabbatical Leave shall solicit funding from possible sources in and outside Uganda.
- d) A member of staff granted Sabbatical Leave shall be required to submit an End of Sabbatical Leave Report to the Head of Department, Human Resource Director, Academic Registrar and the Vice Chancellor.

#### 7.4.3 Electoral Leave

- a) Members of staff who wish to stand as candidates for Parliament or other National/District electoral office, will on application to the Vice Chancellor through the immediate Supervisor, be granted leave of absence

without pay from the date nominations close, until seven days after polling day.

- b) On return to duty after the elections the member of staff shall through his/her Head, submit an appropriate statement to the Vice Chancellor.
- c) A member of staff who is elected Member of Parliament or to any other full time political position shall be required to resign his or her position in accordance with the provisions of this Manual.

#### 7.4.4 Maternity Leave

- a) A female member of staff shall be entitled to maternity leave on full pay for sixty (60) working days.
- b) A female member of staff who seeks to exercise any of the rights in this section shall produce a medical report from a qualified medical practitioner as to her medical condition. The report shall be presented to the Supervisor and the Human Resource Director.
- c) A member of staff proceeding on maternity leave shall be required to fill and submit form (**FORM 11 NU-LPF-01**).
- d) In the event of miscarriage, the member of staff shall still be entitled to the maternity leave of sixty (60) working days.
- e) A member of staff may commence maternity leave any time from 30 days before the expected date of birth, unless otherwise agreed. The 30 days when taken will be part of the maternity leave.
- f) Alternatively a member of staff may commence with maternity leave from a date which a medical doctor certifies is necessary for the member of staffs' health and or that of her unborn baby.
- g) Where a member of staff is unable to resume duty upon the expiry of maternity leave, she may either
  - i. Apply for accrued annual leave or

- ii. Make a formal application for extension of leave to the University Secretary, through her supervisor.
- h) In the event that the annual leave is exhausted, she may apply for sick leave in accordance with this policy.
- i) A member of staff may apply to the Human Resource Director for sick leave, before or after delivery on the recommendation from medical practitioner.
- j) Maternity leave shall not be accumulated; the leave is to be taken at once.
- k) A female member of staff shall inform her supervisor the expected date of commencement of maternity leave 30 working days before the due date.
- l) the member of staff, shall, on return from leave, be required to fill and submit the leave return form
- m) Where a female member of staff on maternity leave fails to return to work and wilfully refuses to seek authorization from the Human Resource Director, she shall be regarded as being absent from duty without permission and therefore liable for disciplinary action.

#### 7.4.5 Paternity Leave

- a) A male member of staff whose wife, registered with the University, delivers or gets a miscarriage, shall be entitled to Paternity Leave of five working days yearly from the date of the birth of the baby.
- b) Such member of staff shall submit an application for paternity leave on form (**FORM 11 NU-LPF-01**).
- c) Paternity Leave shall not be accrued. Such leave not applied for and not taken when it falls due shall be forfeited.

#### 7.4.6 Sick Leave with Pay

- a) A full time member of staff who has completed one year of full service will be granted up to six (6) months of sick

leave on the recommendation of a qualified Medical Practitioner through University Medical Officer.

- b) A member of staff, who has worked for less than one year, shall be entitled to sick leave with pay, limited to half of the period served in the University.
- c) A member of staff who has served the University for at least one month and is incapable of work because of sickness or injury shall be entitled to sick leave with pay as follows:
  - (i) For the first month absence from work, he/she is entitled to full salary and every other benefit as stipulated in the contract of service.
  - (ii) For the member of staff on probation, if at the expiration of the second month, the sickness of the staff still continues the University shall terminate the contract of service in accordance with this Human Resource Manual.
- d) The Vice Chancellor may in his/her discretion in each of the above cases, increase the leave period by an extra one month subject to review.
- e) In every case of sick leave with pay, a statement from the member of staff and a registered medical doctor as to the nature of the sickness and the required duration of such leave shall be submitted to the University Vice Chancellor and the member of staff's immediate Supervisor, for action.
- f) A member of staff who has exhausted the days of sick leave stated above, may in consultation with the Human Resource Director, use his/her annual leave days for the extended period of sickness.

#### 7.4.7 Sick leave without pay

- a) A member of staff who is unable to return to work after exhausting all accrued sick leave and annual leave, must

be certified by the University Medical Officer and may on a written request to the University Secretary and the Vice-Chancellor be granted sick leave without pay up to a period not exceeding six months.

- b) The member of staff on such unpaid sick leave must be certified by the University Medical Officer.
- c) After the expiry of six months, the Human Resource Director shall submit a report to the Staff Appointments and Welfare Committee for appropriate action.

#### 7.4.8 Sickness during annual leave

- a) In the event that a member of staff falls sick to the extent of being admitted to a recognized hospital, such member of staff may apply to extend his/her leave by the number of days for which he/she was hospitalized.
- b) The extension will be granted as sick leave on the approval of the University Secretary upon submission of a certificate from a Medical Practitioner in the hospital, in which the staff member was hospitalized.

#### 7.4.9 Compassionate Leave

- a) The Human Resource Director may at his/her discretion grant compassionate leave to a member of staff in the event of demise or serious illness of any member of the staff's immediate family (i.e. wife, husband, child, adopted child, parent including father/mother in law) or under any other condition of aggravated strain or stress and not sickness.
- b) Compassionate Leave shall not exceed twelve working days. Additional days of leave may be taken and deducted from annual leave.

#### 7.4.10 Cash in lieu of annual leave

- a) Annual leave is a statutory right and each member of staff is obliged to take it.



- b) Cash in lieu of the outstanding statutory minimum annual leave shall be paid upon separation from employment.

#### 7.4.11 Public Holidays

Members of staff shall observe the public holidays as declared/gazetted by Government from time to time.



# Nkumba University

CHARTERED SINCE 2006 BY THE GOVERNMENT OF UGANDA

## OFFICE OF THE UNIVERSITY SECRETARY

The mission of the University is to provide an environment that enables the cultivation of Competence, Confidence, Creativity, and Character, in the academic, professional and social interactions.

### FORM 11: LEAVE REQUEST NU-LPF-01

This form is to be completed whenever an employee is going to be out of the office for any reason other than office business.

Employee Name: .....

(Please Print or Type)

Date(s) requested for absence: .....

Type of Leave requested (check appropriate spaces): \_\_\_\_\_ Annual Leave  
\_\_\_\_\_ Sick  
\_\_\_\_\_ Compassionate  
\_\_\_\_\_ Maternity/ paternity  
\_\_\_\_\_ Examination  
\_\_\_\_\_ others (specify)

Length of leave (days only): .....

Explanation (Where needed): .....

Leave due:..... balance:.....

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

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### TO BE COMPLETED BY SUPERVISOR

Leave Request is ☐ Approved ☐ Disapproved

Supervisor Name .....

(Please Print or Type)

Supervisor Signature ..... Date .....

Name of the Staff to provide relief: .....

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**TO BE COMPLETED BY HUMAN RESOURCE DIRECTOR**

Leave Request is: ☐ Approved ☐ Disapproved

Name .....

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



# Nkumba University

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## OFFICE OF THE UNIVERSITY SECRETARY

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### FORM 12: RETURN FROM LEAVE

NU-LPF-02

This form is to be completed whenever a member of Staff has returned from annual leave. A copy of the filled form should be forwarded to the Human Resource Department.

Section to be filled by the Member of Staff

Name of member of Staff: .....

Return date from leave: .....

Signature:.....

Section to be filled by the Supervisor

Name of Supervisor .....

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



# Nkumba University

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## OFFICE OF THE UNIVERSITY SECRETARY

The mission of the University is to provide an environment that enables the cultivation of Competence, Confidence, Creativity, and Character, in the academic, professional and social interactions.

### FORM 13: STAFF LEAVE RECORD

NU-LPF-03

Leave Days Due: \_\_\_\_\_

Days Taken: From: \_\_\_\_\_ To: \_\_\_\_\_ Days: \_\_\_\_\_

Reason: \_\_\_\_\_

Leave Balance: Days: \_\_\_\_\_ As at: \_\_\_\_\_

Leave Days Due: \_\_\_\_\_

Days Taken: From: \_\_\_\_\_ To: \_\_\_\_\_ Days: \_\_\_\_\_

Reason: \_\_\_\_\_

Leave Balance: Days: \_\_\_\_\_ As at: \_\_\_\_\_

Leave Days Due: \_\_\_\_\_

Days Taken: From: \_\_\_\_\_ To: \_\_\_\_\_ Days: \_\_\_\_\_

Reason: \_\_\_\_\_

Leave Balance: Days: \_\_\_\_\_ As at: \_\_\_\_\_

Leave Days Due: \_\_\_\_\_

Days Taken: From: \_\_\_\_\_ To: \_\_\_\_\_ Days: \_\_\_\_\_

Reason: \_\_\_\_\_

Leave Balance: Days: \_\_\_\_\_ As at: \_\_\_\_\_

## **8.0 HEALTH, SAFETY AND WELFARE OF STAFF POLICY**

### **8.1 Scope**

The policy covers the guidelines and procedure relating to health, safety and welfare of all staff in the University services.

### **8.2 Objectives**

- 8.2.1 To state the provisions the University makes towards the Health of staff.
- 8.2.2 To outline the precautions that are necessary in the work place at Nkumba University.
- 8.2.3 To clarify the Welfare provisions available to staff while working at the University.
- 8.2.4 To streamline the University's contribution towards the welfare of the member of staff and his/her immediate family (registered spouse and the dependent children below 25 years).
- 8.2.5 To ensure compliance with National Labour Laws of Uganda Government.

### **8.3 Key Policy Statements**

- 8.3.1 The University shall have the overall responsibility for ensuring the safety and health of workers
- 8.3.2 The University shall put in place mechanisms and systems of maintaining good health of the staff.
- 8.3.3 The University shall provide medical treatment for minor cases at the University Clinic.
- 8.3.4 The University shall provide Workers Compensation Scheme through its service providers.
- 8.3.5 The University shall encourage staff to subscribe to a medical insurance scheme.

- 8.3.6 The University shall require some members of staff or certain categories of staff (e.g. catering staff) to undergo periodical medical check-ups.
- 8.3.7 The University shall ensure that ergonomic hazards are minimized in all the processes and systems of work.
- 8.3.8 The University shall in specific cases outlined in policy, contribute towards the death and bereavement expenses incurred by staff.
- 8.3.9 The University shall provide protective gear and clothing for staff handling special duties e.g. cleaners, catering, security, drivers, machine operators, Laboratory Attendants and medical personnel.
- 8.3.10 The University shall have ambulance facilities for transporting medical emergency cases.
- 8.3.11 The University shall have a Health Committee at Management level to handle Health related issues. The composition of the Health Committee shall be as indicated in **table 15 NU-HP**
- 8.3.12 The University shall have a Safety and Security Committee at Management level to handle security related issues. The composition of the Safety and Security Committee shall be as indicated in **table 16 NU-HP**
- 8.3.13 The Safety and Security Committee shall use the following terms of references while handling safety and security issues.
- a) Identifying the safety and security hazards facing the university and coming up with ways of eliminating and/or reducing them
  - b) Developing, implementing and periodically reviewing the OSH (Occupational Safety Health) Management System.

- c) Periodically reporting to Management on the performance of the OSH management system.
- d) Promoting the participation of all members of the University
- e) Arranging and coordinating OSH training.
- f) Documenting all hazards at the workplace and any work related injuries.
- g) Ensuring that the OSH responsibilities of University Engineer and the Estates department are specifically identified and integrated into the OSH Management System.

8.3.14 Ensure compliance with the Occupational Safety and Health Act, 2006.

8.3.15 The Safety and Security committee shall oversee an initial review as a basis for establishing an OSH Management System.

- a) The initial review shall be carried out by the University Engineer in close consultation with the University staff and their representatives. The initial review shall:
  - i) Identify the current statutory requirements and national guidelines;
  - ii) Identify, anticipate and assess hazards and risks to safety and health arising from the existing or proposed work environment;
  - iii) Determine whether the planned or existing controls are adequate to eliminate hazards or control risks;
  - iv) Analyze and assess past work related injuries or occupational hazards.
- b) The results of the initial review shall be analyzed by the safety and security committee and become the basis for making decisions regarding the OSH Management System. They shall further provide a



baseline from which continual improvement of the University's OSH Management System can be measured.

8.3.16 The University shall have provisions for medical insurance of staff.

8.3.17 The University shall make provisions of fulfilling all statutory obligations regarding welfare and health of staff.

#### **8.4 Strategies and Processes of implementing the policy**

##### **8.4.1 Strategies**

- a) Provision of requirements
- b) Health and safety related check-ups
- c) Training
- d) Documentation and record keeping
- e) Compliance
- f) Insurance
- g) Provision of guidelines

## 8.4.2 Processes

### 8.4.2.1 Medical

- a) The relevant Heads of Department/Unit and the University Medical Officer shall be responsible for arranging periodic medical check-up of the identified categories of staff.
- b) The University Medical Officer through the Office of the University Secretary shall ensure that the University Clinic is operational and equipped to serve the eligible University community.
- c) The Medical personnel shall be responsible for making arrangements to refer cases that they cannot handle to Government hospitals unless otherwise agreed.
- d) The University Medical Officer shall inform the University Secretary about the staff who has been referred to a medical facility outside the University. The Human Resource Director shall inform the next of kin.
- e) Medical Insurance Scheme
  - i. Members of staff shall be encouraged to subscribe to a suitable medical insurance scheme/plan to which both the University and member of staff shall contribute.
  - ii. A member of staff, who is already subscribing to another medical insurance scheme, may opt out of the University arranged medical insurance scheme.
  - iii. The ratio of contribution by the University and members of staff shall be as follows:

1. The ratio of contribution to the insurance scheme shall be determined by both the university and the individual members of staff.
  2. The University shall make advance payments to the service provider at the beginning of the financial year and recover the staff's contribution on a monthly basis within that financial year.
- iv. The Human Resource Director shall be responsible for making all arrangements relating to the medical insurance for staff.
  - v. Where the University does not prepare/arrange medical insurance the University shall consider medical contribution to staff per month. The payment rates shall be determined by the University Council.
- f) The Human Resource Director shall co-ordinate HIV&AIDS related activities involving staff in accordance with the University HIV&AIDS Policy.

#### **8.4.2.2 Safety**

- a) The Estates department shall be responsible for providing warning signs for safety at the University to prevent accidents, injuries and damage to persons and property.
- b) The University Engineer shall ensure that all the University buildings have necessary lighting, exits and entrances, ventilation, fire fighting equipment, organize training and fire drills.

- c) The University Engineer shall ensure that all University buildings shall be installed with lightening conductors.
- d) Offices, Kitchen, Lecture rooms, Compound, and Toilets shall be kept hygienically clean at all times to avoid infections.
- e) The University Engineer shall ensure that all rooms are kept secure and special burglary proof is installed in rooms where there are sensitive and valuable University assets.
- f) The University Engineer shall provide guidelines on safety and hygiene to all service providers operating within the University grounds.
- g) The Safety and Security committee shall develop mechanisms of protecting staff handling University finances. Mechanisms may include;
  - (i) Insurance cover
  - (ii) Security personnel
  - (iii) Provision of safe storage of monies
  - (iv) Training
  - (v) Compliance with University financial regulations
- h) The Health Committee shall be responsible for developing mechanisms ensuring the health of Staff.
- i) The Safety and Security Committee shall be responsible for developing mechanisms for ensuring security of University staff and property.
- j) Hazard Prevention
  - (i) Hazards and risks within the University's operations should be identified and assessed on an ongoing basis.

(ii) Preventative measures should be implemented in the following order of priority:-

1. Eliminate the hazard/risk.
2. Control hazard risk at source through technical or organizational measures.
3. Minimize the hazard/risk by the design of safe work systems which include administrative controls.
4. Where residual hazards/risks cannot be controlled by collective means the University shall provide personal protective equipment at no cost.

(iii) Hazard prevention and control procedures should be reversed and modified on a regular basis by the Safety and Security committee.

k) Performance Monitoring and Measuring:

(i) The Safety and Security Committee shall put in place procedures to monitor measure and record OSH performance of all departments through their representatives on the committee on an annual basis.

(ii) Performance indicators shall be based on the operations of a particular department and the identified hazards and risks vis a vis the assigned OSH roles. Monitoring should provide:

1. Feedback on OSH performance;
2. Information to determine whether the day-to-day arrangements for hazard and risk identification, prevention and control are in place and operating effectively;

3. The basis for decisions about improvement in hazard identification and risk.
- l) Control and the OSH management system
  - i) Active monitoring should contain the elements necessary to have a proactive system and should include:
  - ii) Monitoring of the achievement of specific plans, established performance criteria and objectives;
  - iii) The systematic inspection of work systems, premises, and equipment;
  - iv) Surveillance of the working environment
  - v) Workers' health surveillance, where appropriate, through suitable medical monitoring or follow-up of workers for early detection of signs and symptoms of harm to health in order to determine the effectiveness of prevention and control measures; and
  - vi) Compliance with OSHA 2006 and regulations,
- m) Reactive monitoring should include the identifying, reporting and investigating of:
  - i) Work-related injuries, ill health (including monitoring of aggregate sickness absence records), diseases and incidents;
  - ii) Other losses, such as damage to property;
  - iii) Deficient safety and health performance and OSH management system failures; and
  - iv) Workers' rehabilitation and health-restoration programs if any.
- n) Investigation of work-related injuries, ill health, diseases and incidents and their impact on safety and health performance should be carried out. Corrective action resulting from such

investigations should be implemented in order to avoid repetition of work-related injuries, ill health, diseases and incidents.

o) Reports produced by the Commissioner for Safety and Health and insurance institutions, should be acted upon in the same manner as results from internal investigations, taking into account issues of confidentiality.

p) Audit

i) Arrangements to conduct periodic audits are to be established in order to determine whether the OSH management system and its elements are in place, adequate, and effective in protecting the safety and health of workers and preventing incidents.

ii) An audit policy and programme should be developed, which includes a designation of auditor competency, the audit scope, the frequency of audits, audit methodology and reporting.

q) Action for Improvement:

i) Preventive and Corrective Action:

Arrangements should be established and maintained for preventive and corrective action resulting from OSH management system performance monitoring and measurement, OSH management system audits and management reviews. These arrangements should include:

1. identifying and analyzing the root causes of any non-conformities with relevant OSH

- regulations and/or OSH management systems arrangements; and
  - 2. Initiating, planning, implementing, checking the effectiveness of and documenting corrective and preventive action, including changes to the OSH management system itself.
- ii) When the evaluation of the OSH management system or other sources show that preventive and protective measure for hazards and risks are inadequate or likely to become inadequate, the measures should be addressed according to the recognized hierarchy of prevention and control measures, and completed and documented, as appropriate and in a timely manner.
- r) Continual Improvement:
    - i) Arrangements should be established and maintained for the continual improvement of the relevant elements of the OSH management system and the system as a whole.
    - ii) These arrangements should take into account:
      - 1. the OSH objectives of the University
      - 2. the results of hazard and risk identifications and assessments;
      - 3. the results of performance monitoring and measurements;
      - 4. the investigation of work-related injuries, diseases, ill health and incidents, and the results and recommendations of audits;



5. the recommendations for improvement from all stakeholders, and the safety and security committee,
  6. changes in national laws and regulations, voluntary programs and collective agreements;
  7. new relevant information; and
  8. the results of health protection and promotion programs.
- iii) The safety and health processes and performance of OSH should be compared with others in order to improve health and safety performance.

#### **8.4.2.3 Workers compensation**

- a) This applies when a member of staff suffers an injury during the course of employment. For avoidance of doubt this includes; injuries that occur while a member of staff is travelling directly to or from his or her place of work for the purposes of the employer.
- b) When an injury or accident occurs at the workplace, or as a member of staff is travelling to and from the place of work, the member of staff shall be required to report the matter to his or her supervisor immediately or as soon as is practicable.
- c) The Welfare Officer /respective Supervisor or any other member of staff with the information shall in the first instance make a verbal report to the University clinic. If the University clinic cannot handle the problem matter, the medical personnel shall contact the nearest hospital.

- d) The supervisor shall inform the Human Resource Office which in turn shall report the matter to the University Insurance Provider within twenty four hours.
- e) The Human Resource supervisor shall also notify the district labour officer of the injury in the form prescribed in **Form 14: NU-HP-01** as soon as is reasonable possible.
- f) The Human Resource Officer will follow up the matter with the insurance provider in case of any claim.

#### **8.4.2.4 Welfare**

- a) Sponsorship of biological or adopted child
  - i. The University shall sponsor one registered biological or one legally adopted child of a full time member of staff at a time.
  - ii. The University shall sponsor up to four children.
  - iii. The registered child shall be 25years of age or below.
  - iv. The University shall sponsor only undergraduate studies at Nkumba University.
  - v. The University shall provide up to 50% waiver of tuition fees only for an approved course of up to three years or less at Nkumba University with no referrals.
- b) Break Tea and Meals
  - i. The University shall provide meals and break tea to specific University Offices.

- ii. This shall apply to members of staff who have to remain at their duty stations, offices, etc, because of the nature of their work, the demands of the service and because they take no break hours till closing time.
- iii. Such members shall be identified by Management.

c) Staff Weddings

- i. The University shall give the couple a gift in kind as specified in **table 17 NU-HP**. This gift shall be extended to all staff regardless of their type of appointment.
- ii. In case the wedding is between two members of staff, each member of staff shall be treated separately in terms of University's contribution and the gift in kind.

d) Staff End of Year Party

- i. The University Secretary shall arrange an end of year party for all staff on the day that shall be stipulated in the University Almanac.
- ii. The University shall recognize excellent performance and Academic achievement of staff at the end of year party.
- iii. The Human Resource Director shall be responsible for co-coordinating the identification of the staff to be recognized from each School/Unit

e) Death and Bereavement

- i. The University shall contribute towards the burial arrangements of staff and their

immediate family as specified in **table 17 NU-HP**.

- ii. Two staff members who are related as married couples or brothers and sisters working at the University shall be treated as same family except in case of death of either or both of them.
- iii. All members of staff shall, at the commencement of employment in the University, be required to fill the staff data form and return it to the Office of the University Secretary. This form shall be updated from time to time and this is the responsibility of the individual staff member.
- iv. The official condolence message shall originate from the Office of the Vice-Chancellor.
- v. Staff in special circumstances, may make special requests for financial assistance which will be considered by the University Secretary at his/her discretion.
- vi. Communication regarding death or bereavement shall be made in writing to the Public Relations Officer and Welfare Officer at the earliest opportunity possible.
- vii. In case burial arrangements have to be concluded outside Uganda the University contribution as stipulated in this Human Resource Manual shall apply.
- viii. The University shall be represented at the burial ceremony by a delegation led by Vice-Chancellor or Welfare Officer or any other

delegated person. This delegation shall be facilitated with transport.

- ix. The leader of the delegation shall present the University contribution to the next of kin who will acknowledge receipt by signing the delivery form which shall be obtained from Human Resource Department.

**Table: 15      NU-HP      Composition of Health Committee**

<b>No.</b>	<b>Designation</b>	<b>Membership</b>
1	Deputy Vice Chancellor	Chair
2	Dean of Students	Member
3	University Doctor	Member /Secretary
4	Welfare Officer	Member
5	Human Resource Assistant	Member
6	University Counsellor	Member
7	Public Relations Officer	Member
8	Deputy University Secretary	Member
9	Deans of School representative	Member

**Table: 16      NU-HP              Composition of Safety and Security Committee**

<b>No.</b>	<b>Designation</b>	<b>Membership</b>
1	University Secretary	Chair
2	Dean of Students	Member
3	Security Officer	Secretary
4	Deans of School Representative	Member
5	Warden female hostels	Member
6	Warden male hostels	Member
7	Welfare Officer	Member
8	University Engineer	Member
9	Senior Administrative Assistant, US's Office	Member
10	Deputy Academic Registrar	Member

**Table: 17      NU-HP              University Contributions towards Staff Welfare**

<b>Functions</b>	<b>Category</b>	<b>Contribution</b>
Weddings	Staff	Gift worth 350,000
Death and Bereavement	Staff on full time employment	Cash contribution 2,500,000
	Staff on part time and temporary	Cash contribution 500,000
	Registered spouse	Cash contribution 1,500,000
	Registered child	Cash contribution 1,000,000
	Biological parent	Cash contribution 1,000,000

These rates may be reviewed from time to time by the University Council.

**FORM 14: NOTICE OF AN ACCIDENT CAUSING INJURY TO, OR DEATH  
OF A MEMBER OF STAFF** **NU-HP-01**

The Workers Compensation Regulations (Under section 10 of the Workers Compensation Act 2000.)

**1. Employer**

- a) Name:.....
- b) Address:.....
- c) Industry:.....
- d) Insurance company (name and address if insured against accident to worker) .....

**2. Injured person**

- a) Name :.....
- b) Father's name:.....
- c) Race:..... Sex :..... Age :.....  
Position.....
- d) Address:.....
- e) (If Ugandan) District ..... County.....  
Sub County: ..... Parish:..... Village .....

**3. Earnings of injured person (give rates at time of accident)**

- a) Monthly salary: shs .....
- a) If any allowances
  - i. Responsibility: shs:.....
  - ii. Fuel: shs. ....
  - iii. Evening and Weekend:.....

**4. Details of accident**

- a) Date ..... Time..... Exact place.....
- b) Brief description of cause  
.....
- c) If the accident is due to machinery, state
  - i. Name of machine and part causing the accident  
.....

ii. Whether in motion by mechanical power at the time

.....

d) Give a brief description of the injuries as apparent to the employee

.....

e) To what hospital or medical practitioner was the injured person sent for treatment?.....

Date

.....

Employer's signature

.....

### Medical Report

Inpatient/ Outpatient.

No. ....Date admitted ..... Date discharged .....

Nature of injury:

.....

.....

Result of injury.

Temporary incapacity .....% from .....to .....\_%

Permanent incapacity assessed at .....% from .....

Name of Medical Practitioner

Signature

Date

.....

.....

.....



## **9.0 CONDUCT AND DISCIPLINE POLICY**

### **9.1 Scope**

This policy covers the guidelines and procedure relating to, Code of Conduct and discipline of staff.

### **9.2 Objectives**

- 9.2.1 To explain ethical principles to be observed by staff
- 9.2.2 To state what constitutes violation of the Human Resource Policies.
- 9.2.3 To guide the University Staff on procedures of disciplining staff.
- 9.2.4 To protect the University Staff against unprofessional and unethical conduct of staff.
- 9.2.5 To enable staff understand the procedures of raising complaints.

### **9.3 Key Policy Statements**

- 9.3.1 A member of staff shall at all times observe the code of conduct and comply with the provisions of this Human Resource Manual.
- 9.3.2 There shall be a Management Disciplinary Committee established by the Management Committee. The composition is included in **table: 18 NU-HP**.
- 9.3.3 Handling of the Staff disciplinary matters shall be the responsibility of the following:
  - a) Supervisor
  - b) Management
  - c) Staff Appointments and Welfare Committee

9.3.4 The level or gravity of misconduct warranting disciplinary  
action shall be categorized as follows:

<b>No.</b>	<b>Misconduct/Offence</b>	<b>Level / Category</b>	<b>Disciplinary Process</b>
1	Negligence of duty or sleeping while on duty without reasonable excuse	Minor Infractions	Progressive disciplinary process.
2	Forgery and Falsification of records, plagiarism, reports or information	Gross Misconduct	Summary dismissal
3	Theft and embezzlement of funds	Gross Misconduct	1. Summary dismissal 2. Refund
4	Failure to declare conflict of interest	Minor Infraction	Progressive disciplinary process
5	Involvement in illegal activities e.g. bribery	Gross Misconduct	Summary dismissal
6	Insubordination	Minor Infraction	Progressive disciplinary process.
7.	Gross Insubordination	Gross Misconduct	Summary dismissal
8	Visible discourteous behaviour, antagonistic or repeated combative attitude towards others	Minor Infraction	Progressive disciplinary process.
9	Intoxication, reporting to duty drunk or drinking on the job, and getting drunk.	Minor infraction	Progressive disciplinary process.
10	Absence from work without a justifiable reason and tardiness	Minor Infraction	Progressive disciplinary process.

<b>No.</b>	<b>Misconduct/Offence</b>	<b>Level / Category</b>	<b>Disciplinary Process</b>
11	Sexual harassment or immoral behaviour	Gross Misconduct	Summary dismissal
12	Interfering with the work or performance of another Member of staff or student	Minor infraction	Progressive disciplinary process.
13	Misuse of University resources, damaging equipment & property	Gross misconduct	Summary dismissal
14	Wilful violation of work ethic, code of conduct, and safety regulations	Gross misconduct	Summary dismissal
15	Failure to perform duty in an acceptable manner or set time table	Minor infraction	Progressive disciplinary process.
16	Incompetence	Gross misconduct	Summary dismissal
17	Revealing for gain or other reasons, confidential information to unauthorized persons.	Gross Misconduct	Summary dismissal
18	Antagonism or betrayal towards the University, employees or students and incitement of discontent on the Campus.	Gross misconduct	Summary dismissal
19	Unauthorized use of University facilities	Minor Infraction	Progressive disciplinary process.
20	Conviction of a criminal offence by a Court of Law.	Gross Misconduct	Summary dismissal

No.	Misconduct/Offence	Level / Category	Disciplinary Process
	causing the University disrepute.		
21	Any other misconduct detected and identified and is prejudicial to good order in the University Community.	Misconduct	Dismissal with notice
22	Abscondment	Gross Misconduct	Summary dismissal
23	Discrimination	Minor infraction	Progressive disciplinary Procedure
24	Failure to give accountability / misappropriation of University funds	Gross misconduct	Summary dismissal
25	Consumption and dealing in illegal drugs e.g. Marijuana, Cocaine etc.	Gross Misconduct	Summary dismissal
26	Smoking cigarettes, Cigars and Tobacco etc on Campus	Minor infraction	Progressive disciplinary Procedure
27	Unauthorized carrying of firearms, weapons, explosives and any other harmful substances including poison	Gross Misconduct	Summary dismissal
28	Careless driving of vehicles and any other machines on campus, insensitive parking of vehicles, etc.	Minor Infraction	Progressive disciplinary Procedure

No.	Misconduct/Offence	Level / Category	Disciplinary Process
29	Poor performance	Minor Infraction	Progressive disciplinary Procedure
30	Incompetence	Gross Misconduct	Summary dismissal
31	Fighting while on duty, physical assault	Gross Misconduct	Summary dismissal
32	Use of abusive threatening and foul language	Minor Infraction	Progressive disciplinary Procedure
33	Threatening violence	Minor Infraction	Progressive disciplinary Procedure
34	Staff involvement in Examination malpractice	Gross Misconduct	Summary dismissal
35	Loss of university records and property	Gross Misconduct	Summary dismissal.

#### 9.4 Strategies

- a) Documentation
- b) Sensitization
- c) Compliance with National Labour Laws
- d) Use of Committees and Supervisors
- e) Networking and Collaboration with other Institutions

## **9.4.1 Processes**

9.4.1.1 The Human Resource Department shall be responsible for ensuring that all staff get the information on Code of Conduct and Discipline

9.4.1.2 The following shall be the procedure of dealing with disciplinary issues:

### **9.4.1.2.1 The Progressive Disciplinary Process:**

- a) Progressive discipline is a system where the severity of the disciplinary penalty increases each time an employee commits a minor infringement.
- b) The progression will begin at the lowest step in the process up till the final step which is dismissal with notice.
- c) The process in some cases may be advanced or accelerated to a higher step dependant on the impact of the infringement on the business and or core values of the University. This is especially true in those cases where the time interval between the infractions is short or the employee isn't remorseful about their indiscipline, or demonstrates a lack of desire to improve his/her performance or conduct.

### **9.4.1.2.2 Guiding principle for the progressive disciplinary process:**

The essence of progressive discipline is to ensure that the member of staff has the opportunity to correct and improve performance and/or conduct. However,

there is no set standard in imposing the disciplinary penalties under this process. The Head of department with the approval of the Human Resource Director shall exercise his /her discretion on which penalties to impose based on the following factors;

- a) Impact on business;
- b) The circumstances surrounding the issues at hand;
- c) The gravity of the infraction;
- d) The time interval and employee response to prior disciplinary action(s);
- e) Work history of the member of staff.

9.4.1.2.3 Administration of the Progressive Disciplinary Process:

The administration of the progressive disciplinary processes shall be supervised and coordinated by the Human Resource Director supported by the relevant Head of department.

9.4.1.2.4 Progression of the progressive disciplinary process Subject to the discretion in 9.3.5.3(b) above the flow for progressive discipline shall be as follows:

- i. Written Warning;
- ii. Reprimand;
- iii. Final Written Warning or;

- iv. Disciplinary Suspension without Pay;
- v. Dismissal with notice

**i. Written warning**

The Written Warning is a documented formal conversation between a supervisor/Head of department and member of staff held in private about a conduct) or performance problem. It is the first step in the progressive disciplinary process. Written warnings must be documented, endorsed by the member of staff and sent to the Human Resource Director to be placed on the member of staff's file.

**ii. Reprimand**

A Reprimand is a documented formal conversation between a supervisor/line manager and a member of staff about a conduct or performance problem. It is the second step of the progressive disciplinary process. The Reprimand is usually used after a written Warning has been given and no change in conduct or performance has resulted. Upon documenting the conversation the supervisor shall request the member of staff to sign against it and forward it to the Human Resource Director to be placed on the member of staff's file.

**iii. Final Written Warning**

A final written warning is a documented formal conversation between a Head of Department and a member of staff about a continuing conduct or performance problem. It is the third step in the progressive discipline process. This is the last chance step and the same shall be issued by the relevant Head of Department with the approval of Human Resource Director.



#### **iv. Disciplinary Suspension**

1. A member of staff may be placed on suspension without pay for an infraction that does not necessarily amount to gross misconduct but is too grave to pass for a written warning or a reprimand.
2. Disciplinary suspension may also be used when there is a pattern of conduct or performance where the member of staff is continually engaged in one minor infraction after another and has received a written warning and/or a reprimand.
3. This measure may be used in alternative to a final written warning where the Head of Department or other competent authority feels that a suspension will be more effective than a final written warning. Competent authority includes the University Secretary.
4. Terms of a Disciplinary suspension penalty
  - a) A disciplinary suspension shall range from 2 days to 15 days in any one 6 months period and shall be with or without pay.
  - b) A member of staff sent on disciplinary suspension shall be issued with a final warning notice upon return and shall be liable to dismissal upon committing any further infraction however minor.

#### **v. Dismissal with notice**

Any infraction however minor subsequent to a final written warning shall automatically amount to gross misconduct and shall warrant dismissal with notice preceded by a formal disciplinary hearing. For avoidance of doubt all such dismissals stemming from the progressive disciplinary process shall be with notice or with pay in lieu thereof.

#### 9.4.1.3 Progressive Disciplinary Process Flows

The following process flows shall be applied when dispensing a Disciplinary penalty under the progressive disciplinary process:

- a) Call the member of staff to a private area;
- b) State the specific problem;
- c) Specify the regulation/ policy violated;
- d) Refer to any previous disciplinary penalty or informal counselling about the problem if any;
- e) Give the member of staff a chance to respond and explain his or her side of the story;
- f) Inform the member of staff of the specific change in conduct or performance expected of them;
- g) Have the member of staff confirm that he/she knows exactly what is expected of them;
- h) Indicate your confidence in his /her ability to transform;
- i) Document the conversation and have both parties (the member of staff and the Head of Department) sign on the warning notice. If the member of staff refuses, a statement regarding your attempt to have the member of staff sign and his or her refusal to do so should be made.
- j) Submit the duly signed warning notice (Written warning, Reprimand etc) to the Human Resource Director within 24 hours.
- k) The warning notice shall become part of member of staff's personnel records.

#### 9.4.1.4 Appeals within the Progressive Disciplinary Process

Any member of staff who feels aggrieved by a disciplinary penalty shall have a right to appeal against the same to the University Secretary. The member of staff who would have received a disciplinary penalty from the University Secretary shall appeal to the Appointment and Welfare Committee who may delegate its powers.

#### 9.4.1.5 Discretion of Head of Department

In cases of Misconduct, any step or steps of the progressive disciplinary process may be skipped, (final written warning and dismissal with notice excepted), at the discretion of the Head of Department and subject to the approval of the University Secretary, after investigation and analysis of the total situation as detailed in Clause 9.3.5.3(b) above.

#### 9.4.1.6 Time frame for imposing disciplinary penalties

Save for exceptional circumstances, the University shall impose any of the above disciplinary penalties within fifteen days from the time Management becomes aware of the misconduct. For avoidance of doubt this limitation shall not apply in cases of gross misconduct.

#### 9.4.1.7 Lapse of Disciplinary Penalties

All disciplinary penalties imposed on a member of staff in the sequence of the progressive disciplinary procedure or in all other cases where record is taken

of any infringement on the University's Policies and Regulations by a member of staff, such penalties on record shall be expunged (put off the file) if a member of staff completes two (2) years of continuous service without any further disciplinary breach.

#### 9.4.1.8 Gross Misconduct

Gross Misconduct includes any violation of the University's core values, policies and procedures to such a degree that continued employment of an errant individual is intolerable. The acts of gross misconduct mentioned in the table above are examples of conduct that the University deems as such but are not a conclusive.

#### 9.4.1.9 The Disciplinary Process for Gross Misconduct

- a) Subject to the discretion of the University Secretary, upon the receipt of a preliminary report pointing to the commission of an infraction amounting to gross misconduct, an employee may be temporarily relieved of his/her duties (investigative suspension) until the scheduled date for the disciplinary hearing.
- b) In cases where the infraction does not necessitate further investigation a member of staff may be summoned for a disciplinary hearing within five days.

#### 9.4.1.10 Investigative Suspension

- a) An investigative suspension is a period during which a member of staff is relieved of his or her

job with half pay, on allegations of Gross Misconduct to determine whether the suspended member of staff has a case to answer.

- b) Investigative suspension shall not exceed 30 days or the duration of the investigation whichever is shorter but in all cases where such investigation exceeds 30 days.
- c) The member of staff's salary shall be restored to full pay until the investigation is complete.
- d) In cases where the member of staff is absolved, his /her outstanding pay for the duration of the suspension shall be paid.

#### 9.4.1.11 Investigative Suspension Procedure

- a) All cases of gross misconduct shall be reported to the Human Resources Director who shall promptly notify the relevant Head of Department.
- b) The Head of Department shall provide all necessary support as required of them throughout the disciplinary process.
- c) Management shall where appropriate carry out further investigations.
- d) Upon establishing a prima facie case the Human Resource Director shall commence appropriate procedure including placing the suspected member of staff on investigative suspension where necessary, and thereafter keep management updated on the progress of the matter.
- e) The Human Resource Director shall:
  - i. Determine where and how to contact the member of staff;
  - ii. Request any relevant Head of Department to carry out further investigations.

- iii. Advise investigative team on how to contact of all persons involved.
- iv. Avail all supporting documentation to the investigative team.

#### 9.4.1.12 After the investigation

- a) If an employee is implicated, the Human Resource Director shall set a date for a disciplinary hearing and issue disciplinary summons to the suspended member of staff (along with the findings of the investigative report where appropriate).
- b) The member of staff shall be given reasonable time to study the report and all relevant documents before they can attend the disciplinary hearing that shall be scheduled at least 5 days from the date of issue of the summons.
- c) A member of staff scheduled to attend a hearing shall be informed of his/her right to be accompanied by a representative of his/her choice including a fellow member of staff. Such representative shall have a right to make representations in favour of the member of staff at the hearing but shall not answer questions directed to the member of staff.
- d) If misconduct is determined, but does not amount to gross misconduct the member of staff may be issued with an appropriate disciplinary penalty.
- e) If no misconduct is determined, the University Secretary shall inform the member of staff accordingly and advise him or her to return to work if on suspension.

#### 9.4.1.13 Disciplinary Hearings

The member of staff alleged to have committed infractions amounting to Gross Misconduct shall be accorded a formal disciplinary hearing by the Management Disciplinary Committee. The following procedure shall be followed:

##### a) Summons

The Human Resource Director shall issue summons to the respective member of staff indicating the alleged infraction, the respective policy/rule infringed, and the time, place and date of the hearing, along with all the relevant documents. Such summons will be issued not less than 5 working days from the date of the hearing.

##### b) Procedure for the hearing

- i. When holding a disciplinary hearing, the Management Disciplinary Committee shall ensure that the matter is treated with utmost confidentiality.
- ii. Discipline is a confidential matter, therefore: hearings are to be held in camera; and only those persons permitted under the disciplinary procedure may be present.
- iii. A recording device may be used by the University to capture the proceedings. For avoidance of doubt the University's record of proceedings shall at all times be the only official record of what transpired at the hearing.

c) Introduction at the Hearing

The Chairperson of the Management Disciplinary Committee shall introduce all present and explain the purpose of the meeting.

d) Laying the charge

During the hearing, the member of staff shall be confronted with the relevant facts by the Chairperson of the committee, relaying the complaint to him/her and the contents of the investigative report. Any relevant documents shall also be put to the member of staff.

e) Presenting the defence

The member of staff in the company of his representative must be given the opportunity to:

- i. Make representations in his/her defence;
- ii. Submit relevant documentation,

f) Role of Management Disciplinary committee

- i. To ensure that they get all the facts relating to the complaint;
- ii. To hear the member of staff oral and written representations to them;
- iii. To determine based on the member of staff's representations, whether there is sufficient explanation for the charges levied against him/her, or whether such explanation is insufficient;



- iv. To recommend further investigations where necessary (Before hearing);
- v. To make a decision based on the evidence on record;
- vi. To notify the Human Resource Director the decision for necessary processing;
- vii. To ensure that the member of staff is informed of what's likely to happen next i.e. when to come back in case of adjournment or when to hear from the University.

g) Adjournments

There are situations when the hearing may be adjourned at the discretion of the committee.

h) Non attendance

- i. In the event that a member of staff fails to respond to the summons and the committee is satisfied that she/he was duly served, the disciplinary hearing will proceed in the member of staff`s absence.
- ii. The committee shall not accept any representations made by the member of staff's representative except where such representations are to explain the member of staff's absence.
- iii. In the event that the member of staff is absent for a reasonable cause, the hearing shall be adjourned to the next convenient date.

i) Returning a verdict of Dismissal

- i. If the committee decides that the member of staff should be dismissed for Gross

Misconduct, the member of staff shall be notified by the Human Resource Director who shall inform the member of staff of the right of Appeal and how it can be pursued.

- ii. A designated official from the Human Resource Department may be availed to provide expert advice on the disciplinary procedure and may provide secretarial support where necessary. He / she shall have no voting rights. The Committee's decision shall in the absence of unanimity be by a majority vote and shall subject to consultation with the Human Resources Director on matters of precedent and past practice, be binding.
- iii. For avoidance of doubt, Disciplinary Committees shall only entertain cases concerning Gross Misconduct.

#### 9.4.1.14 Appeals Procedure

- a) A member of staff who is dismissed shall be entitled to appeal against such dismissal to the University Secretary who may delegate these powers. For avoidance of doubt this right only accrues to dismissed member of staff.
- b) Appeals must be in writing and issued within five (5) days of receiving the letter of dismissal, stating the grounds of appeal.

- c) The University Secretary shall determine if it is necessary to hear further evidence, or to allow further submissions to be made, and may confirm, vary or uphold the original decision by the Disciplinary Committee.
- d) In the event that the dismissal is confirmed, the effective date of dismissal for purposes of establishing the period of continuous services shall be the initial date of dismissal.

#### 9.4.1.15 The Staff appointment and welfare committee's Veto Power

- a) The Staff appointment and welfare committee shall have the power to veto any decision to dismiss an employee for whatever reason.
- b) For avoidance of doubt, such veto power shall not extend to the Management Disciplinary Committee's decision to absolve a member of staff who has been accused of gross misconduct.
- c) In cases where the Staff appointment and welfare committee is dissatisfied with the Management Disciplinary Committee's decision, it may constitute another Disciplinary Committee to rehear the matter.

#### 9.4.1.16 Responsibilities in the Disciplinary Process:

- a) Heads of Department
  - i. Make sure that the department has got clear policies and procedures that document how all members of staff in the department are to carry out their responsibilities and the consequences for breaching the same;
  - ii. Mentor and coach employees on how to carry out their duties in compliance with the University Policies;
  - iii. Comply with the Disciplinary process flows both for the Progressive Disciplinary Process and the Disciplinary Hearing Process;
  - iv. Consult the Human Resource Director when the imposition of a disciplinary penalty appears warranted.

- v. Recommend to the Human Resources Director disciplinary suspension where appropriate.
- vi. Forward to the Human Resource Director all disciplinary matters for updating the employee's files.

b) The Responsibilities of the Human Resources Director

- i. Ensure that all disciplinary actions are consistent with policy and past precedent and are fairly administered;
- ii. Review all of the circumstances which led to the imposition of disciplinary penalties, and approve the appropriateness of the action;
- iii. Review and thoroughly investigate supervisory recommendations involving disciplinary suspension, and approve or disapprove such recommendations prior to action being taken;
- iv. Initiate any investigative suspension in accordance with this Policy.
- v. Constitute disciplinary committees where necessary;
- vi. Manage the entire disciplinary process.

c) The Responsibilities of the Assistant Secretary Legal

- i. Ensure that cases submitted to police, labour office and courts of law, relating to disciplinary cases originating from the University, are handled appropriately.
- ii. Consult the external University lawyers in case of any legal advise.

## 9.5 Staff Code of Ethics and Conduct

### 9.5.1 Preamble

The Code of Ethics is a statement of principles of ethics, values, and behaviour expected of staff and students in the University. It is a formulation of policies, rules, and guidelines that define the specific actions or procedures applicable to members of the University for a range of specific ethical issues.

### 9.5.2 Purpose

- a) The Code is intended to serve as a guide to all members of staff in their day – to – day interactions and decision – making so as to be consistent with the mission and core values of the University. It does not exclude nor does it replace the rights and obligations of individuals under the laws of the Republic of Uganda, or the tenets of any religious faith.
- b) The code is also intended to compliment existing University laws, regulation and guidelines and professional codes of conduct.

### 9.5.3 Application of the Code of Conduct

The Code of Ethics and Conduct applies to all staff of the University in all categories.

### 9.5.4 Guiding principles

The core values of the University are epitomized in the four C's of **Confidence, Competence, Creativity and Character**.

The code shall be guided by the following principles and core values:

#### 9.5.4.1 Excellence

- a) Members of staff shall in the exercise of their duties exhibit the highest professional standards and behaviour.
- b) This means a culture of demanding the very best of which everyone is capable in all spheres that govern work and behaviour in the University.

#### 9.5.4.2 Leadership

Every member of staff has an opportunity to strive for and offer leadership in his /her area of specialization and focus. The University shall provide opportunities for individuals to exercise leadership.

#### 9.5.4.3 Teamwork and Cooperation

Members of staff shall work together to achieve the common objectives to realize the mission and uphold the honour of the University.

#### 9.5.4.4 Mutual Community Obligation

Every member of staff shall work towards the fulfilment of the University's commitment to serve the Community as embodied in our Motto: **"I OWE YOU"**.

#### 9.5.4.5 Innovativeness

Every member of staff is encouraged to be innovative and creative in his carrying out his/her normal duties and advancing new ideas.

#### 9.5.4.6 Integrity

Every member of staff shall be honest and truthful in performing their duties.

#### 9.5.4.7 Time Management

Every member of staff shall strictly adhere to the all-important value of time management. Failure to observe appointments, office hours, lecture hours, schedules, meetings and public gatherings means loss to the University income.

#### 9.5.4.8 Accountability

A member of staff shall be personally responsible for his/her actions or inaction. He/she shall therefore provide accountability as prescribed in the University policies.

#### 9.5.4.9 Impartiality

A member of staff shall in the exercise of his/her duties give fair and un biased treatment to all stakeholders irrespective of gender, race, religion, disability, age, political affiliation or ethnicity.

#### 9.5.4.10 Discipline

A member of staff shall behave in a manner that conforms to the University rules, regulations, code of conduct and professional codes of conduct.

#### 9.5.4.11 Selflessness

Every member of staff is urged to execute his/her roles selflessly. This implies that whenever he/she is called upon to serve beyond the formal duties one will comply.



#### 9.5.4.12 Efficiency and Effectiveness

Every member of staff shall endeavour to optimally use University resources including time, equipment, space, for the attainment of University objectives at the right time and the right measure.

#### 9.5.4.13 Intellectual independence

Every member of staff has a right to express his/her ideals and promote knowledge without hindrance. In this endeavour the University will support staff who develop new ideas.

#### 9.5.4.14 Volunteerism

Each member of staff is encouraged to volunteer for the good of the University, community and the World at large.

#### 9.5.4.15 Transparency

Each member of staff shall be as open as possible about all decisions and actions taken. Transparency should be observed in giving reports and other communications

### 9.5.5 Freedoms guaranteed by Nkumba University

#### 9.5.5.1 Freedom of Association

Staff and students are free to have allegiances to particular differences, and it is recognized that these allegiances are not always in harmony. It is, however, the obligation of each individual to weigh the importance of these allegiances in each

particular set of circumstances so as not to weaken the cohesion of our University Community.

#### 9.5.5.2 Equity and Justice in the University

All stakeholders shall be treated fairly – not to be discriminated against, abused, nor exploited because of their sex, race ethnic group, national origin, religion, political persuasion, health condition, and disability. In a just community, all community members should gain access to opportunities that allow for their full participation and personal development in that community. The University shall take measures to avoid nepotism and any form of preferential or discriminatory treatment not based on fair judgment by those in authority.

#### 9.5.5.3 Academic Freedom

Both staff and students have the right, and indeed a duty, to exercise their right to examine societal values and to criticize and challenge time honoured assumptions of society in the spirit of responsible and honest search for knowledge and its dissemination. It should therefore, not be regarded as an offence or inappropriate in any way to challenge the views of a lecturer or those of peers. Reasoned discourse is a highly valued attribute of academic life.

#### 9.5.5.4 Public Comment

Members of the University Community are free,

and indeed are encouraged as a community obligation to comment publicly on issues of local, national and professional interest. When they are speaking on behalf of the University, the highest ethical and professional standards are expected of them. Disclosure of confidential information is, however, a serious breach of faith and trust under this code of ethics and conduct.

#### 9.5.5.5 Respect for People

Each individual has the responsibility to behave in a respectable and respectful manner towards University Community and National Authorities as well as towards peers.

#### 9.5.5.6 Conflict of Interest

- a) Conflict of interest arises when the personal wishes of an individual clash with his or her official responsibilities.
- b) In the execution of University duties a member of staff shall not put him/herself in a position where his/her personal interests conflict with his/her duties and responsibilities. The member of staff is required to inform his /her supervisor of the nature and extent of his /her interest.
- c) Staff members should take suitable measures to avoid, or to deal appropriately with any situation in which they may have or be seen to have a conflict of interest that could directly or indirectly compromise the performance of their duties. Some examples of relationships that

may cause conflicts of interest include the following:

- i. Close family members (spouse, biological and adopted children, and other close relatives)
  - ii. Emotional relationships including love affairs, personal or family conflicts,
  - iii. Close friendships and financial obligations.
- d) Where a member of staff is romantically or sexually involved with another member of staff in the same school or department that person should avoid assessment of the other person (either as a student or as a subordinate).
- e) Where a decision is to be made by a committee, board or council in which a member stands to directly or indirectly gain or suffer financial or other loss, that person should declare the nature of his or her interest, and if need be refrain from participating in the decision making process.
- f) Where applicable a member of staff shall not directly report to a close family member working in the same department/unit/school.

#### 9.5.5.7 Confidentiality

- a) All members of Staff shall observe confidentiality and the privacy of staff and students
- b) Members of staff shall only release official information or publish with authorization by the relevant offices.

- c) Staff members who have access to official University documentation and information must take care, during and after leaving the University service, maintain the integrity, confidentiality and privacy of such information so as to protect any individual concerned.

#### 9.5.5.8 Intellectual Property and Plagiarism

- a) Intellectual property refers to invention, patents and copyrights in regard to all types of original work.
- b) The University shall recognize the Intellectual property and reward the originators of the work.
- c) Plagiarism means using or stealing ideas, passages from another work or author without acknowledging the source. The University discourages this vice as it constitutes a gross misconduct punishable as specified in the Human Resource Manual.
- d) A member of staff who engages aids and abets students to cheat in an examination commits a serious breach of this code of ethics and conduct. It is punishable

#### 9.5.5.9 Acceptance of Gifts and other Favours

Staff members shall not solicit or accept favours, benefits, gifts, or any other form of indebtedness in order to carry out his or her normal duties. Doing so constitutes a gross misconduct punishable as specified in the Human Resource Manual.

#### 9.5.5.10 Sexual Harassment

Sexual harassment is any unwelcome and unsolicited conduct or advances of a sexual nature whether oral, verbal, visual or physical.

9.5.5.10.1 A member of staff shall be considered to have been sexually harassed in the course of employment if;

- a) A direct or indirect request is made to the member of staff for sexual intercourse, sexual contact or any other form of sexual activity that contains:
  - (i) An implied or expressed promise of preferential treatment in the employment
  - (ii) An implied or expressed promise of detrimental treatment in the employment
  - (iii) An implied or expressed promise of present or future employment status of the employee
- b) Use of language whether written or spoken of sexual nature such as unwelcome verbal advances, sexual oriented comments, request for a sexual favour, jokes of a sexual nature, offensive flirtation or obscene expressions of sexual interest that are addressed directly to the employee;
- c) Use of visual material of sexual nature such as display of sexually suggestive

pictures, objects or written materials or sexually suggestive gestures; and

- d) Showing physical behaviour of sexual nature such as unwanted and unwelcome touching, patting, pinching, or other unsolicited gestures; which directly or indirectly subjects the employee to behaviour that is unwelcome or offensive to that employee and that, either by its nature or through repetition, has a detrimental effect on that employee's employment, job performance or job satisfaction

9.5.5.10.2 If a member of staff believes that he or she has been or is being sexually harassed the member of staff may immediately contact his/her immediate head of department who shall oversee an informal conciliation process. Where the complaint is against the individual's head of department, the member of staff may contact the Human Resource Director who shall oversee the informal conciliation process.

9.5.5.10.3 Where no conciliation is arrived at, the complaint will be fully investigated and if well-founded, will result in disciplinary action being taken against the alleged offender.

9.5.5.10.4 Formal Procedure

a) Written complaint

Where an informal approach is unsatisfactory to the member of staff or where the member of staff elects to file a formal complaint at first instance, that employee should be directed to submit a complaint concerning the harassment in writing to the HRD.

b) The HRD shall do the following upon receipt of the complaint;

- i. Receive the complaint,
- ii. Register the complaint in the Sexual harassment claims Register referred to in table 23.
- iii. Issue a written acknowledgment of the complaint within two working days from the date of receipt of the claim. The written acknowledgement shall contain an undertaking from the University to:
  1. Keep the complaint confidential to the extent that is practical under the circumstances;
  2. Conduct a prompt and neutral investigation, and;



3. Ensure that no form of retaliation is instituted against the complainant.

iv. Forward the complaint to the Sexual Harassment Claims Committee.

v. The Sexual harassment claims committee shall comprise of the following persons who should be sensitive about gender and sexual harassment issues ;

1. Two representatives of the University Council.

2. One representative of the members of staff.

3. In the event that the member of staff subscribes to a Labour Union, then Labour union representative shall be invited to form part of the committee.

4. University Secretary

5. The HRD;

vi. The representatives to the committee shall be appointed on an annual basis.

c) Investigation

The committee shall initiate internal investigations into the complaint.

(i) Investigation of complaints should be dealt with within a

reasonable timescale.

Investigations will be carried out by a person(s) appointed by the University Management.

- (ii) Where witness evidence is obtained it should be recorded in a witness statement and copies provided to the individual interviewed so they can sign to confirm they are contented with its content.
- (iii) Investigations should be carried out with sensitivity and respect for the rights of both the complainant and the alleged harasser.
- (iv) Where appropriate, a timetable should be set for the investigation, and investigations should be thorough, conclusive, impartial and objective.
- (v) Consideration should be given to whether the complainant and alleged harasser should work apart whilst the complaint is under investigation.
- (vi) In exceptional circumstances it may be necessary to suspend a member of staff on half pay for some or all of the period during which the complaint is being dealt with. In these circumstances, such a suspension will not

constitute disciplinary action, and will purely be an investigative suspension into the harassment claim.

d) Formal meeting

The formal hearing of the complaint shall be conducted by the Sexual Harassment Claims Committee.

- (i) The process should be managed in a language that the employee understands.
- (ii) A detailed written record should be made of formal meetings.
- (iii) All members of staff involved should be given adequate notice in writing of meetings of at least five days, details of the complaint and be advised of their right to be accompanied by a work colleague.
- (iv) The Committee Chairperson shall explain the purpose of the meeting and the nature of the complaint.
- (v) Members of staff will have the right to present their complaint and to be accompanied by a work colleague at all formal hearings relating to this procedure.
- (vi) The Committee shall subsequently consider all the evidence available to it and make recommendations to

management for the appropriate action within fourteen days from the date of lodging of the complaint.

e) Appeal

- (i) The individual staff who is not satisfied with the decision of the Sexual Harassment Committee shall have the opportunity to appeal once against the decision to the Staff Appointment and Welfare Committee within five working days of receipt of the decision.
- (ii) The decision of the Staff Appointments and Welfare Committee may also be appealed against to the university council.
- (iii) The decision of the University Council shall be final
- (iv) The above procedure does not exclude a member of staff's right to lodge a complaint of sexual harassment to the Labour Officer.

9.5.5.11 Engagement in Outside Employment and/or Private Practice

Professional consultancy, private practice and other work outside the University can be undertaken by members of staff provided that:

- a) it is reported to his/her immediate head who shall report the same to the University Administration and
- b) it does not conflict with the interests of the University and the individual's schedule of duties and loyalty to the University are not compromised.

#### 9.5.5.12 Personal Development and Achievement

- a) All staff shall have the responsibility to maintain and develop knowledge and understanding of their areas of study, expertise or professional fields of interest.
- b) Members of staff shall continuously seek to improve work performance with an emphasis on quality skills. Professors and Lecturers shall endeavour to keep abreast of the latest academic research and actively seek ways to bring about quality improvement in the way they teach and help students to learn and to develop **Confidence, Competence, Creativity and Character** in their personal and intellectual interactions.
- c) All staff have the added responsibility of acting as role models setting an example by attending and contributing to public for a within and outside the University.
- d) In order to facilitate achievement and to minimize obstacles to self-development, the University will make every possible effort to provide facilities for all staff including those with special needs.

#### 9.5.5.13 Responsibilities of the University Staff for Health

- a) The University shall make every effort to create an environment, which promotes good health through education, provision of preventive care and support services on the campus.
- b) Every member of the University Community has the unavoidable obligation to protect himself / herself against HIV/AIDS and all types of infection and to behave in ways that do not pose a health hazard to any other person.
- c) Measures which can contribute to good health include:
  - i. To minimize or eliminate consumption of alcoholic beverages, tobacco and other addictive substances;
  - ii. To avoid casual or promiscuous sexual relations;
  - iii. Consulting health personnel periodically in order to find out ones status with regard to certain ailments such as: high blood pressure, diabetes, prostate specific antigen (PSA), HIV/AIDS, heart diseases, where relevant;
  - iv. Not to stigmatize anyone on grounds of ill health e.g. HIV/AIDS status or disability, or any other form of ill-health;
  - v. Washing hands and helping to keep our environment tidy;
  - vi. Maintaining physical fitness through regular exercise;
  - vii. Fastening the safety belt whenever available in a vehicle one is riding;

- viii. Not speaking on cello phones while driving and observing the traffic code.

#### 9.5.5.14 Use of University Facilities

- a) Members of staff shall use University facilities and equipment efficiently, carefully and honestly.
- b) University Resources must be used economically, secured against theft or misuse, and wastage.
- c) Timely accountability for all resources used including advances taken to transact businesses for the University and other dues shall be provided as required.

#### 9.5.5.15 Security Awareness

Security awareness shall be expected of every member of the University community to detect report, avoid or prevent a situation that may lead to or result in wastage, damage and/or loss of property or harm to the individual.

#### 9.5.5.16 Protection against violation of rights and regulations

- a) A member of staff shall uphold the fundamental human rights and provisions of the University Regulations.
- b) Members of staff have a right to resist, protest and disobey when they are convinced that their supervisors and superiors are violating human rights, the University Charter, the staff terms and conditions of service, and the Code of

Ethics and other University Rules and Regulations.

- c) In so doing, they are expected to exercise moderation and to avoid destruction of property or inflicting physical harm to individuals or any other form of disruptive behaviour which can prevent the normal operation of the University.

9.5.5.17 Individual Pledge to observe the University code of ethics and conduct

A member of staff employed in the University service shall be obliged to acknowledge receipt, carefully read, and sign the declaration to honour and uphold the University code of Ethics and Conduct.



Date: .....

Staff ID No:.....

Name:.....

Position:.....

Department/School .....

**WRITTEN WARNING**

Reference is made to the meeting held on the ..... between yourself and the..... to discuss the allegations of ..... committed by yourself on the .....

Due to the unsatisfactory explanation given, a written warning was issued for the following reason(s).

(give reasons, rule violated, dates and place).....

.....  
.....

Signature/position of person issuing the warning:

Date: .....

Signature of staff receiving the warning:

Date: .....

Date:

Staff ID No:.....

Name:.....

Position:.....

Department/School: .....

Dear.....,

**REPRIMAND**

It has come to our notice that (give reason, offence, dates and places)

.....  
.....

I hereby reprimand you and warn that should you continue to carry on such behavior or should such an incident occur in the future it will be dealt with severely and Management may be compelled to take further disciplinary action against you, leading up to your dismissal from the job.

Yours faithfully

(Name and position)

I, the above named, have received a copy of this warning letter and understood it.

Signature: .....

Date:.....

Witness:

Signature:

Date:

**FORM 17      INVESTIGATIVE SUSPENSION LETTER      NU-HPCDPF-03**

Date:.....

Name:

Position:.....

Dear.....,

You are hereby suspended from duty with effect from ----- on half pay, for further investigations into allegations of..... Should such investigations exceed one month you shall be restored to full pay.

You are required to cooperate with Management in the investigations as and when requested.

Once investigations are completed you shall be called in to attend a disciplinary hearing if found guilty. In the event that you are absolved, you shall be reinstated in your position and any monies withheld shall be paid to you in full.

Please hand over University property that is in your possession and acknowledge receipt of this letter by signing in the space provided below.

Yours sincerely,

UNIVERSITY SECRETARY

cc: .....

I, the above named, have received a copy of this Investigative suspension letter and will abide by the conditions stated.

Signature:

Date:

Date:

Staff No:.....

Name:.....

Position:.....

Dear.....,

You will recall that you were issued with a first warning letter dated  
.....for the following reasons:

.....  
.....

However after that warning it has been observed that:

.....  
.....

You are hereby being given a final warning and should you have any further disciplinary issues you may be dismissed from the employment of the university

Yours faithfully,

UNIVERSITY SECRETARY

Name

Position

I, the above named, have received a copy of this final warning letter.

Signature:

Date:

Witness:

Signature:

Date:

Date:

Staff No:.....

Name:.....

Position:.....

Dear.....,

You are hereby summoned to attend a disciplinary hearing on the .....of.....at the....., on the following allegations:

(a) ....., contrary to .....of the disciplinary code.

(b) ..... Contrary to the .....)

The above allegations, if proven, amount to gross misconduct attracting summary dismissal as per the University's Human Resource Manual.

You are required to provide a written explanation stating reasons why disciplinary action should not be taken against you for the aforesaid allegations, before ..... 200..

You are further reminded of your right to attend the Disciplinary hearing with a work colleague/representative of your choice. In the event that you opt to come with a representative, such representative shall be entitled to address the disciplinary committee directly but shall not be entitled to respond to questions on your behalf.

Please note that should you fail to attend the scheduled disciplinary hearing as required above, the disciplinary committee will assume that you have declined to exercise your right to be heard, and shall therefore proceed to make a decision on the matter basing on the information so far received.

UNIVERSITY SECRETARY

Copy:

Personal File

Dear:.....

**SUMMARY DISMISSAL FROM EMPLOYMENT**

Reference is made to the disciplinary hearing you attended on .....on the allegations contained in a letter dated .....200 to wit:

The Disciplinary Committee considered your written explanation and your oral explanations at the disciplinary hearing and it was established that you indeed culpable as alleged.

Accordingly I regret to inform you that you are summarily dismissed from the employment of University with effect from ..... 200...

You are further directed to handover any university assets that might be in your possession including the Identity Card, to the ..... upon receipt of this letter and in any case not later than .....200... The said handover should comply with HR -Manual.

In the event that you are dissatisfied with the decision of the disciplinary panel, you may exercise your right of appeal to the Appointment and welfare committee in writing stating your grounds of objection to the decision, within 5 days of receiving this letter.

Short of any appeal, we wish you the best of luck in your future endeavours.

Yours faithfully,

Director of Human resources

Cc:

I, the above named, have received a copy of this dismissal letter.

Signature:

Date:.....

Witness:

Signature:

Date:.....

**NKUMBA UNIVERSITY**  
**CERTIFICATE OF SERVICE**

MR/MS. xxxxxxxx

Was employed by

**NKUMBA UNIVERSITY**

Situated at  
.....Entebbe

,  
as a  
.....

For the period  
..... – .....

Signed this ..... day of 20....

\_\_\_\_\_  
**VICE CHANCELLOR**

**Table: 18      Composition of the University Management Disciplinary Committee**

No.	Designation	Status
1.	Vice Chancellor	Chair
2.	Deputy Vice Chancellor	Member
3.	University Secretary	Secretary
4.	Academic Registrar	Member
	Deputy University Secretary	Member
5.	Human Resource Director	Member
6.	Assistant Secretary (Legal)	Member
8.	Co- opted member	by invitation
9.	Supervisor of the concerned staff	by invitation

In case of discipline of BOT appointees it shall be referred to the University Council which will discuss and recommend to the BOT.



**Table 19: Register of Sexual Harassment complaints**

Name of Aggrieved	Age	Sex	Occupation	Description of Harassment	Date of incident	Name of alleged perpetrator	Age	Sex	Position of perpetrator	Action taken by committee	Follow up

## **10.0 GRIEVANCES MANAGEMENT POLICY**

### **10.1 Scope**

The policy covers the guidelines and procedure relating to complaints, concerns and dissatisfaction experienced by staff in the course of the performing their duties. Grievances to be raised and attended to shall be of a serious matter and not frivolous.

### **10.2 Objectives**

- 10.2.1 To spell out the procedures a member of staff may follow in raising concerns or dissatisfaction relating to his/her work.
- 10.2.2 To state the different levels at which staff grievances may be handled.
- 10.2.3 To clarify the role of Nkumba University Staff Association (NUSA) in dealing with staff complaints and grievances.
- 10.2.4 To promote harmonious employee relations in the University.

### **10.3 Key Policy Statements**

- 10.3.1 There shall be a mechanism of dealing with staff grievances and complaints.
- 10.3.2 Supervisors shall have the obligation to handle their staff's grievances and complaints.
- 10.3.3 There shall be a procedure that NUSA will follow when raising grievances of staff.
- 10.3.4 The Grievances or complaints that are categorized as disciplinary issue will be handled in accordance with the provisions on Discipline stated in this Human Resource Manual.

10.3.5 A member of staff may raise complaints arising under the following situations:

- a) Working conditions.
- b) Excessive and verifiable under compensated workload.
- c) Inadequate provision of protective garments, work tools and other forms of normally expected facilitation.
- d) Salary increment or promotion or violation of tenure or discrimination or being unfairly by-passed.
- e) Irresponsiveness, detachment or harshness of a Supervisor and arbitrariness in decision-making.
- f) Late payments of remunerations or other benefits without justification or explanation.
- g) Serious verifiable errors of omission, commission, injustices, abuse by others, etc.
- h) Violation of proper procedures as defined in the University Charter, rules regulations, statutes, etc.

#### **10.4 Strategies and Processes of implementing this policy**

##### **10.4.1 Strategies**

- a) Documentation
- b) Use of Committees and Supervisors
- c) Sensitization
- d) Compliance with National Labour Laws

##### **10.4.2 Processes**

The following steps will among others, be followed to resolve grievances:

###### **10.4.2.1 Department or Section Level**

- a) A staff member with a grievance involving another member of staff shall in the first instance report the grievance verbally to the Supervisor.
- b) A staff member with a grievance involving work

processes and facilities shall in the first instance report in writing to the Supervisor.

- c) The report shall state in full the reasons for the grievance and any evidence in support of his/her case.
- d) On receiving the written statement of the grievance the Supervisor shall investigate the case and take steps to settle it within a period of two (02) weeks. The report on the grievance and the Supervisors decision shall be submitted to the Human Resource Director to handle appropriately.

#### 10.4.2.2 Human Resource Director Level

- a) If the member of staff is not satisfied that the grievance has been answered, or disposed of, or if the Supervisor is unable to address it, the case shall then be referred with all details to the Human Resource Director.
- b) Investigations will be carried out and a meeting held with the complaining member of staff to reach a solution. This should be done within a period of one month, after the receipt of the grievance report or appeal.
- c) A copy of the report of the settlement reached shall be submitted to the University Secretary and copies given to the Supervisor, the Member of Staff and another put on his/her file.

#### 10.4.2.3 University Secretary or Committee Level

- a) If the member of staff is still not satisfied with the decision reached at the above level, he/she may lodge a written appeal giving full reason and evidence to the University Secretary who will consider the appeal and decide on a course of action.

- b) If the staff member is still not satisfied with the decision of the University Secretary, he/she may write and submit an appeal to the Chairperson of Management Committee.
- c) If the staff member is still not satisfied with the decision of the Management Committee, he/she may write and submit an appeal to the Chairperson of Staff Appointments and Welfare Committee.
- d) If the staff member is still not satisfied with the decision of the Staff Appointments and Welfare Committee, he/she may write and submit an appeal to the Chairperson of University Council.
- e) Staff members shall ensure that they have exhausted all the above mentioned procedures before resorting to industrial action.

#### 10.4.2.4 NUSA Level as an alternative channel of submitting grievances

Whereas staff are to submit their grievances normally through their Supervisors, Heads of Department and Human Resource Director, another alternative channel is direct submission to NUSA, Human Resource Director and University Secretary.

- a) A member of staff who is aggrieved may submit his/her complaint directly to the Chairperson of NUSA.
- b) NUSA shall first deal with the complaint in consultation with the Human Resource Director.
- c) In the event that NUSA fails to resolve the grievance, it shall be brought to the attention of

Management for consideration.

- d) In case NUSA is dissatisfied with management decision, it may appeal to the Staff Appointments and Welfare Committee of Council.
- e) Staff members shall ensure that they have exhausted all the above mentioned procedures before resorting to other alternatives.

#### 10.4.2.5 Procedural Condition

- a) A member of staff who is aggrieved, shall be expected to carry out his/her duties normally, and shall not resort to any disruptive actions during the course of resolving the grievance. Doing so may precipitate appropriate disciplinary action to be imposed.

## **11.0 PROMOTION POLICY**

### **11.1 Scope**

The policy covers the guidelines and procedure relating to promotion of all full time staff.

### **11.2 Objectives**

11.2.1 To provide criteria for the promotion of members of Staff.

11.2.2 To provide fair and equitable method of assessment of applicants for promotion.

11.2.3 To provide guidelines for career progression.

### **11.3 Key Policy Statements**

11.3.1 All full time staff are eligible for promotion on satisfying promotion requirements

11.3.2 Members of staff shall be promoted according to the specified criteria in this Human Resource Manual

11.3.3 Members of staff shall be promoted on the availability of positions in the University Establishment

11.3.4 Promotion in rank is not an automatic right for all staff.

### **11.4 Strategies and Processes of implementing the Policy**

#### **11.4.1 Strategies**

- a) Documentation
- b) Use of Committees, Supervisors, Veters, Assessors etc.
- c) Use of set criteria
- d) Staff Development process
- e) Performance Appraisal
- f) Compliance with the University Staff Establishment

#### **11.4.2 Processes**

A member of staff applying for promotion shall be required to fulfil all the criteria for specified positions below to qualify for either ordinary or fast track promotion.

#### 11.4.2.1 Criteria for promotion of academic staff (Ordinary Track)

<b>Post</b>	<b>Minimum academic qualification</b>	<b>Years of teaching</b>	<b>Number of publications</b>	<b>Supervision of graduate students to completion</b>	<b>Contribution to the community</b>	<b>Research and innovation</b>
Tutorial/Teaching assistant	Bachelors degree(first class/second upper minimum)	Not required	Not required	Not required	Involvement as a member of a club, society etc	Not required
Assistant Lecturer	a) Bachelors degree(first class /second upper minimum) with b) Masters degree	Not required	Not required	Not required	Involvement as a member of a club, society etc	Not required
Lecturer	a) Bachelors degree(first class /second upper minimum) with b) Masters degree	Three years of teaching experience	Not required	Not required	Involvement as a member of a club, society etc	Not required
Senior Lecturer	PhD or Masters degree for Fine Art/Design disciplines	Three years of teaching experience	a) Three publications and or Exhibition (solo or joint) in area of specialisation. Or one article and one text book b) At least one of the publications	Supervision of at least 2 students of under graduate to completion.	Required	Required



			should have been produced since promotion to the rank of Lecturer.			
Associate Professor	PhD	Five years of teaching experience	<p>a) Five publications and or Exhibition (solo or joint) in area of specialisation. At least three of the publications and or Exhibition (solo or joint) should be refereed and produced since promotion to the rank of Senior Lecturer.</p> <p>b) OR Four refereed publications and one text book</p>	Supervision of at least 3 graduate students to completion since last promotion.	Required	Required
Professor	PhD	Eight years of teaching experience	<p>a) Six publications and or Exhibition (solo or joint) in area of specialisation.</p> <p>b) At least five of the publications and or Exhibition</p>	Supervision of at least 5 graduate students to completion since last promotion.	Required	Required

			(solo or joint) should be refereed and produced since promotion to the rank of Associate Professor.			
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#### 11.4.3 Criteria for promotion of academic staff (Fast track)

Post	Minimum academic qualification	Years of teaching	Number of publications	Supervision of graduate students to completion	Contribution to the community	Research and innovation
Lecturer (From Tutorial Assistant to Lecturer)	PhD	Not required	Not required	Not required	Not required	Not required
Senior Lecturer	PhD	Two years of teaching experience and having served at least one year as a Lecturer.	Five publications and or Exhibition (solo or joint) in area of specialisation since promotion to the rank of Lecturer.	Supervision of at least 1 post graduate student to completion.	Required	Required
Associate Professor (from Senior Lecturer)	PhD	Three years of teaching experience	Eight publications and or Exhibition (solo or joint) in area of specialisation.	Supervision of at least 3 post graduate students to completion.	Required	Required
Professor (from Senior Lecturer to Professor)	PhD	Five years of teaching experience	Twelve publications and or Exhibition (solo or joint)	Supervision of at least 3 post graduate students to	Required	Required

			in area of specialisation.	completion		
--	--	--	----------------------------	------------	--	--

#### 11.4.4 Additional requirements

In addition to the requirements in the tables above the members of staff applying for promotion shall fill the following:

a) Assistant Lecturer

- i. Successfully passing an interview for Lecturership.
- ii. Satisfactory Performance Evaluation Report

b) Lecturer

- i. Satisfactory Performance Evaluation Report
- ii. Demonstration of one's satisfactory pedagogical skills
- iii. Membership to professional bodies
- iv. Participation in conferences, workshops and seminars

c) Senior Lecturer

- i. Satisfactory Performance Evaluation Report.
- ii. Demonstration of one's satisfactory pedagogical skills.
- iii. The publications and or exhibitions will be vetted internally by three Associate professors and/or Professors in the University.

The scores from the vetters and internal assessment shall be collated and the average shall be the final score for the candidate (promotion score sheet **Table 20 NU-PPF**).

- iv. Membership to professional bodies
- v. Participation in conferences, workshops and seminars
- vi. For a candidate to be promoted to the level of Senior Lecturer, he/she must obtain 60% and above.

d) Associate Professor

- i. Recommendation on the candidates' competence as a researcher and lecturer at both undergraduate and postgraduate levels.
- ii. Membership to professional bodies
- iii. Participation in conferences, workshops and seminars
- iv. The publications and or exhibitions of the candidates for Associate Professor level shall be vetted by a minimum of two external vetters using the University vetting tool as specified in this Human Resource Manual (promotion score sheet **Table 21 NU-PPF**.
- v. Administrative experience
- vi. Participation in non academic University activities.
- vii. The scores from two vetters and internal assessment shall be collated and the average shall be the final score for the candidate.
- viii. For a candidate to be promoted to the level of Associate Professor, he/she must obtain 60% and above.

e) Professor

- i. Recommendation on the candidates' competence as a researcher and teacher at postgraduate level.
- ii. Membership to professional bodies
- iii. Participation in conferences, workshops and seminars
- iv. The publications and or exhibitions of the candidates for Professor level
- v. Shall be vetted by a minimum of one external vetter using the University vetting tool (for academic promotions) as specified in this Human Resource Manual.
- vi. Administrative experience

- vii. Participation in non academic University activities.
- viii. The scores from two vetters and internal assessment shall be collated and the average shall be the final score for the candidate.
- ix. For a candidate to be promoted to the level of Professor, he/she must obtain 60% and above.

#### 11.4.4.1 Process of promotion

- a) Interested staff shall submit an application, to the Human Resource Department, at the beginning of the Financial Year to allow enough time for processing the application.
- b) Applications for the positions of the Associate Professor and Professor, Management shall establish an internal Committee to evaluate the publications using the appropriate tool (**Table 21 NU-PPF**) to ascertain that they meet the required standards and are worth submitting to the external vetter.
- c) When the publications are worth submitting to the vetter the applications shall be presented to the Staff Appointments and Welfare Committee through Management Committee.
- d) The internal assessment shall be carried out by the Staff Appointments and Welfare Committee using the appropriate tool (**Table 20 NU-PPF**).
- e) The external assessment shall be carried out by the External Assessor appointed by the Staff Appointments and Welfare Committee. The External Assessor shall use the appropriate tool (**Table 21 NU-PPF**).

- f) External assessment shall be coordinated by the Academic Registrar who is the secretary to the Staff Appointments and Welfare Committee.
- g) The scores from vetters and internal assessment shall be collated and the average shall be the final score for the candidate using the score sheet (**Table 22: NU-PPF**).
- h) Feedback shall be provided to the applicant and specific areas that need to be addressed may be handled by the applicant who will resubmit.
- i) The promotion of the successful applicant shall take effect in the following Financial Years.

#### 11.4.4.2 Criteria for Promotion of Administrative Staff

The following shall be the requirements to be fulfilled by staff for purposes of promotion

- a) Relevant academic Qualifications
- b) Relevant Working Experience
- c) Relevant competencies and Skills
- d) Relevant/specialized professional/technical training

#### 11.4.4.3 Process of promotion of the Administrative Staff

- a) Applications for promotion shall be submitted to the Human Resource Department at the beginning of the Financial Year.
- b) Applications shall only be made against established positions in the University and as advertised.
- c) The application shall include the cover letter, curriculum vitae and copies of academic qualifications.
- d) Most recent Performance evaluation report from the Departmental Supervisor.

- e) The Human Resource Director shall request for confidential recommendation from the Supervisor.
- f) The Human Resource Director shall present all the applications to the Management Committee for consideration and recommendation to the Staff Appointments and Welfare Committee.
- g) In the event that a position falls vacant, the assistant or acting officer and any other qualified staff in the Department/Unit shall be given first priority for consideration for promotion in that particular School/Department/Unit.
- h) Staff may apply for promotion to established positions for which they qualify even if no vacant position has been advertised.
- i) Staff Appointments and Welfare Committee may at its discretion interview applicants for promotion to a position.
- j) A member of staff shall be recommended for promotion after serving a minimum period of two years in the University
- k) The assessment tool shall comprise some of the following:
  - i. Academic qualifications.
  - ii. Relevant Work Experience.
  - iii. Scores from the Performance Evaluation.
  - iv. Membership to professional bodies (where relevant)
  - v. Contribution to University and Community.
  - vi. Research and Innovations where applicable.

vii. Participation in conferences, workshops and seminars.



**Table: 20      NU-PPF      Promotion Score Sheet (Internal)**

No.	Criteria	Maximum Point	Total	Vetter's marks	Vetter's comments
1.	Formal education qualifications		20		
	i. Masters	5			
	ii. Philosophiae Doctor	10			
	iii. Other postgraduate certificate	5			
2	Participation in conferences, seminars and workshops	15	15		
3	Supervision of graduate students	15	15		
4	Satisfactory Performance Evaluation Report.	15	15		
5	Demonstration of one's satisfactory pedagogical skills.	10	10		
6	Membership to professional bodies	5	5		
7	Contribution to the community	5	5		
8	Administrative experience	5	5		
9	Participation in non academic University activities	10	10		
<b>Total Score</b>			<b>100</b>		

**Table: 21      NU-PPF      Assessment Criteria for Each Publication  
(External)**

Name of Publication	1	2	3	4	5	Total	Comment
	Relevance to field of teaching/specialisation ( <i>max. 02</i> )	Peer reviewed/ Refereed ( <i>max. 02</i> )	National (01 mark) International (02 marks) ( <i>max. 02</i> )	Recent 5years (02 marks) Older than 5years (01 mark) ( <i>max. 02</i> )	Contribution to knowledge ( <i>max. 02</i> )	10	
1							
2							
3							
4							

**Table: 22      NU-PPF      Promotion Score Sheet**

No.	Criteria	Maximum Point	Total	Vetter's marks	Vetter's comments
1.	Formal education qualifications		20		
	i. Masters	5			
	ii. Philosophiae Doctor	10			
	iii. Other postgraduate certificate	5			
2.	i. Articles in refereed journals 2 points each	30	45		
	ii. Text book	15			
3.	Contribution to knowledge	20	20		
	Consistent in publications of research findings	15	15		
<b>Total Score</b>			<b>100</b>		

## **12.0 INTERNAL TRANSFER OF STAFF POLICY**

### **12.1 Scope**

12.1.1 This policy covers the guidelines and procedure relating to internal transfer of all categories of staff in the University service.

12.1.2 This policy is applicable to administrative assistants, office attendants, drivers, secretaries.

### **12.2 Objectives**

12.2.1 To provide guidelines on transfer of members of staff from one department/school/unit to another.

12.2.2 To utilize the available skills to where they are needed most.

### **12.3 Key Policy Statements**

12.3.1 The University shall transfer staff from time to time.

12.3.2 The University reserves the right to effect the transfer taking into account the need and availability of skills in a particular department/Unit.

12.3.3 Horizontal transfers (transfers at the same level) shall not negatively affect the remuneration of the concerned staff.

12.3.4 The transfer of a member of staff should be done systematically so that work is not interrupted.

12.3.5 Eligibility for transfer shall only apply to members of staff who have served for at least two years in the same department except in cases of urgent need.

12.3.6 A supervisor may request the Human Resource Department to transfer a member of staff from his/her department with justifiable reasons.

12.3.7 In the special circumstances, some staff may not be transferred if the supervisor advises otherwise.

12.3.8 A member of staff with justifiable reasons may apply to the Human Resource Director, for a transfer from a Department/Unit.

12.3.9 There shall be temporary transfers to fill up positions that fall vacant as a result of staff being on leave for a period exceeding one month.

12.3.10 A member of staff who wilfully refuses a transfer shall be deemed to have been insubordinate and will be subjected disciplinary action.

## **12.4 Strategies and Processes of implementing this policy**

### **12.4.1 Strategies**

- a) Documentation
- b) Management Committee
- c) Staff Development process
- d) Compliance with the University Staff Establishment

### **12.4.2 Processes**

- a) The Human Resource Department will initiate the normal transfers of staff
- b) The Supervisor will be responsible for initiating the staff transfer process in his/her department/Unit if there is identified need or cause by the concerned department.
- c) A member of staff, with justifiable reasons, may request a transfer from a department.
- d) Any request for transfer shall be made in writing to the Human Resource Director.
- e) The request for transfer shall be processed within a period not exceeding three months from the date of the request.
- f) Before the expiry of the three months, the Human Resource Director shall inform the supervisor or staff of the outcome of the transfer request.

- g) It will be the mandate of Management to approve transfers made on the request of supervisor or individual staff.

## **13.0 MANAGEMENT OF STAFF RECORDS POLICY**

### **13.1 Scope**

This policy covers the guidelines and procedure relating to management of staff records like academic papers, appointment letters, medical reports, performance evaluation reports, financial records, personal/family information of staff.

### **13.2 Objectives**

13.2.1 To clarify the procedures of keeping and maintaining records submitted by the staff to the University for employment and other purposes.

13.2.2 To have consistent records and updated record on all staff in the University service.

13.2.3 To support other administrative decisions.

13.2.4 To provide guidelines for accessing, releasing and retention of information of staff from personal files in accordance with National Laws and University Policy as stated in this Human Resource Manual.

13.2.5 To provide for confidentiality of some personal records of the members of staff.

13.2.6 To guide the University in maintaining an archive of staff records.

### **13.3 Key policy statements**

13.3.1 The University shall have a Central Registry of records managed by the human resource department.

13.3.2 The human resource department shall be responsible for keeping and maintaining collated staff records.

13.3.3 Each department shall be responsible for storage of records which it generates.

13.3.4 Staff records shall be kept confidential.

13.3.5 Staff records shall be kept in their original form and without alteration.

13.3.6 Each member of staff shall be informed of the remuneration and disciplinary records kept on his or her personal file.

13.3.7 Each member of staff may request in writing for copies of documents on his or her file.

13.3.8 Personal files of staff shall be kept perpetually in the University archives.

#### **13.4 Strategies and Processes of Implementing this Policy**

##### **13.4.1 Strategies**

- a) Documentation
- b) Management Committee
- c) Sensitization
- d) Compliance with the National Laws and University Policies

##### **13.4.2 Processes**

- a) The Human Resource Department shall be responsible for establishing and updating staff personal files
- b) The Human Resource Department shall maintain a personal file for each member of staff.
- c) Each department shall maintain the basic personal records (CV, Academic Certificates and correspondences) on each staff in the Department/Unit.
- d) The Human Resource Department shall establish the staff database basing on staff records as stated in this Manual. Each member of staff appointed under these Regulations shall be recorded in a University Staff list published annually by the University Secretary showing the following details, etc.
  - i. School or Department
  - ii. Full names in order of seniority

- iii. Position held and terms whether full-time, temporary, contract or part-time
  - iv. Qualifications and where earned
  - v. Date of first appointment at Nkumba University
  - vi. Summary table showing separately Academic Staff, Administrative Staff and Support Staff.
  - vii. Position and ultimate qualifications, tenure and totals.
- e) All members of staff shall, on recruitment and/or promotion, be required to complete a personal data form (NU-APF-01) capturing basic details about them.
  - f) A member of staff will be required to promptly communicate in writing to the Human Resource Director through his/her Supervisor, any changes in his/her personal profile to keep his or her records up-to-date.
  - g) The initial records provided shall be taken as the true and authentic record and any changes thereafter shall require proof of authenticity to the Human Resource Director.
  - h) A member of staff shall provide one passport photograph attached to his or her personal data form. A member of staff shall be required to provide a new passport photograph after five years.
  - i) There shall be a file movement register
  - j) A member of staff shall not have unauthorized access to his or her personal files.
  - k) The permission to have access to personal files shall be granted by the University Secretary in writing.
  - l) All documents on individual personal files shall have serial numbers.
  - m) Records on former members of staff shall for reference purposes be properly and safely kept in an Archive set up for that reason. A register of all former members of staff shall be



kept cumulatively and continuously as a permanent Staff Register of the University Secretary.

- n) Falsification of records when discovered at whatever stage shall lead to disciplinary action as spelt out in this Manual.
- o) The records placed on staff's personal file shall be copied to him/her and he/she shall be required to consent to knowledge of the documents placed on the personal file.
- p) A member of staff who changes his/her name while in the University service shall declare the change in writing to Human Resource Director and Supervisor. The written declaration shall be accompanied by an affidavit/or Deed Poll and should be handled in accordance with the Laws of Uganda.

## **14.0 SEPARATION FROM EMPLOYMENT AND BENEFITS POLICY**

### **14.1 Scope**

The policy covers the guidelines and procedure relating to cessation of employment for all categories of staff employed directly in the University service.

### **14.2 Objectives**

14.2.1 To guide the University and members of staff on procedures for separation from employment.

14.2.2 To guide the University on the terminal benefits for staff separating from the University.

14.2.3 To comply with National Laws on separation Employment.

14.2.4 To guide the University in gathering information on staff leaving the University.

### **14.3 Key Policy Statements**

14.3.1 Service of an employee shall be severed under any of the following circumstances:

- a) Termination due to:
  - i. Expiry of Contract
  - ii. Resignation
  - iii. Attainment of Retirement age
  - iv. Medical Incapacity to continue in employment
  - v. Redundancy/Restructuring
  - vi. Death of an Employee
  - vii. Failure to satisfactorily complete the probationary period of service specified in the letter of appointment or any extension thereof
  - viii. Appointment on promotion to another office/station

- ix. New appointment within the University service
  - x. Frustration of contract
  - b) Dismissal due to verified misconduct.
- 14.3.2 The mandatory retirement age shall be the 65<sup>th</sup> birthday of the member of staff or such other age as fixed by Council from time to time.
- 14.3.3 Staff above the age of 65 years will be employed or offered employment on specific contract terms.
- 14.3.4 The University and a member of staff shall follow these guidelines/procedures when terminating employment.
- 14.3.5 The staff leaving University Service shall be required to hand-over in writing.
- 14.3.6 The hand-over report shall be made to the Human Resource Department with the copy to the concerned supervisor.
- 14.3.7 All members of staff resigning from the University service shall address the resignation letters to the University Secretary.
- 14.3.8 In case of termination of employment either party shall give due notice or payment in lieu of notice as specified in this Manual.
- 14.3.9 A member of staff who applies to resign shall be given a written feedback within a period of one (01) week through the Human Resource Department.
- 14.3.10 In the event that a member of staff dies while in the University service, his/her terminal benefits shall be paid to the legally authorized representative.

#### **14.4 Strategies and Processes of Implementing this Policy**

##### **14.4.1 Strategies**

- a) Documentation
- b) Use of Committees
- c) Sensitization

d) Compliance with the National Laws and University Policies

14.4.2 Processes

14.4.2.1 Staff Resignation and Termination by the University

a) Notice period

- i. A member of staff resigning from the University services shall be required to give notice to the University Secretary as stated in **table 22 NU-TP NU**.
- ii. A member of staff resigning from the University services and not willing to serve the notice period shall be required to pay in lieu of the notice period.
- iii. Computation of payment in lieu of notice shall be based on the basic salary.
- iv. The University shall be required to give notice to a member of staff being terminated as indicated in **table 22 NU-TP**.
- v. The University shall be required to pay in lieu of notice in case the terminated member of staff or one who is dismissed with notice where such notice is not issued.
- vi. In case of summary dismissal, the notice period shall not apply.

b) Procedure of Retirement

- i. A member of staff whose retirement is due shall endeavour to inform the Human Resource Department three months in advance.

- ii. The Human Resource Department shall endeavour to advise a member of staff on the due date of retirement one month in advance.
- iii. The retiring staff shall be required to hand over all University property in his/her possession with a written report on the actual day of retirement.
- iv. The retirement benefits shall be computed and paid within a period of one month after hand over.

14.4.2.2 All employees shall, upon separation from employment be entitled to a certificate of service which will at their request provide the reason for separation.

14.4.2.3 Members of staff who have served a full contract and those whose services are terminated and are eligible for terminal benefits shall be paid as follows:

a) Gratuity

i. Eligibility

A member of staff shall be eligible for gratuity under the following conditions;

1. Having successfully served the whole contract period
2. Termination of the contract due to restructuring
3. Termination with full benefits
4. Death of a member of staff
5. Resignation.

- ii. A member of staff shall not be eligible for gratuity under the following circumstances;
  - 6. Dismissal on disciplinary grounds.
  - 7. After Retirement age
- iii. Members of staff employed on contract terms shall be paid gratuity of 25% at the end of their contracts based on the following formula:

$$P \times A \times Y$$

Where;

P = Percentage

A = Annual Basic Salary

Y = Number of years served

- iv. The computation of gratuity shall be based on the last member of staff's last salary at the time of expiry or termination of the contract.
- v. In the event that the member of staff resigns or his/her contract is terminated before the end of his/her contract, gratuity shall be calculated according to the period served based on the following formula.

$$P \times S \times M$$

Where;

P = Percentage

S = Monthly Salary

M = Number of months served

b) Retirement Package/Terminal Benefits

A member of staff who is employed on permanent terms who retires or resigns from the University service shall be paid a retirement package based on the following formula.

**A x T x P**

Where;

A	=	Annual salary
T	=	Number of years
P	=	15%

c) Thirteenth Cheque

- i. Where a member of staff has reached retirement age as defined in this Human Resource manual, he/she may be offered a special contract if his or her service are needed.
- ii. Such a member shall be paid a thirteenth cheque at the end of every year.

d) NSSF Contribution for staff above 55years

For members of staff above 55years of age, the University shall continue making contribution of 10% to NSSF if a member of staff is willing to continue contributing 5% of his salary.

e) Other terminal benefits entitlement shall be as follows:

- i. Annual leave days not taken
- ii. Days worked in the last month of service if not paid as part of salary
- iii. Transport costs to the home district if terminated
- iv. Severance allowance which is equivalent to one month's salary in case of termination
- v. Pay in lieu of notice (if notice not served)

#### 14.4.2.4 Renewal of a Contract

A Member of staff whose contract is to expire shall be required to express interest of renewal in writing three months before expiry to the Human Resource Director.

- a) A member of staff who does not wish to renew his/her contract should inform the Human Resource Director in writing three months before the expiry of the Contract.
- b) When the contract is not renewed the notice period requirements shall not apply to both parties.

#### 14.4.2.5 Payment of Outstanding Debts

- a) On leaving the University service, a member of staff shall be required to settle all outstanding debts owed to the University in accordance with terms applicable to those debts.
- b) The University Secretary shall inform the staff member's banker/financial institution that the staff member is no longer employed by the University.



#### 14.4.2.6 End of Service Report

- a) A full-time member of staff leaving the service of the University shall be entitled to an appropriate Certificate of Service or Valedictory letter issued by the Vice-Chancellor.
- b) The Human Resource Director, where applicable shall issue to the member of staff leaving the service, a last Pay slip a copy of which shall be sent to the University Secretary for filing.
- c) A member of staff leaving the University service shall request the Human Resource Department to compute his/her end of service benefits.
- d) A member of staff who wishes to obtain a recommendation letter from the University should request in writing to the Vice-Chancellor.
- e) Where the member of staff leaving the service is a Head of Department Supervisor of a Unit Section, or Dean, he will be required to prepare and submit a hand-over report to the University Secretary and the Vice chancellor.
- f) On leaving the University service, a member of staff shall hand-over all University property in his/her possession such as all documents, tools, equipment, course outlines, records, keys, vehicles etc to the immediate supervisor who would issue a Clearance Certificate to him/her and copies sent to the Human Resource Director to review before processing the terminal benefits.

- g) If a member of staff fails to hand-over University property in his/her possession within a period of two months, such a member of staff will have deemed to have failed to account for University property therefore legal action shall be taken against the member of staff.
- h) The handing-over as mentioned above will be authenticated by detailed hand-over notes signed by the member of staff handing-over, witnessed by the Human Resource Director who will also receive a copy of the hand-over report. In case of all academic staff, the copies of the hand-over reports shall also be sent to the Academic Registrar.
- i) The member of staff shall be paid his or her terminal benefit within seven days of completing the applicable hand over procedure on his date of separation from employment. .
- j) Whenever possible, the University shall conduct exit interviews to get feedback for purposes of policy review and any other changes considered necessary to promote better employee management practices.
  - i. A member of staff leaving the University service shall be recognized at the end of year party. The recognition shall involve giving out gifts worth the employees' one month basic salary.
  - ii. A member of staff whose services are terminated on grounds of gross misconduct shall not be entitled to the gift.

**Table 23: NU-TP Notice Periods**

<b>No.</b>	<b>Category of Staff</b>	<b>Notice Period</b>	<b>Addressee</b>
1	NU1-NU3	2 months	BOT/Vice-Chancellor/US
2	NU4-NU9	1 months	University Secretary
3	NU10-NU11	2 weeks (14 days)	University Secretary
4	Staff on probation in all the above scales	2 weeks (14 days)	University Secretary
5	Staff on special arrangements	1 month	University Secretary
6	Temporary staff	2 weeks (14 days)	University Secretary

## **15.0 EMPLOYEE RELATIONS POLICY**

### **15.1 Scope**

The employee relations policy covers Employees' Associations both in the University and external Associations.

### **15.2 Objectives**

15.2.1 To spell out the University's recognition of the Staff's Association(s) and Unions.

15.2.2 To comply with the National Laws on the right of association

15.2.3 To provide guidelines for dispute resolution involving staff

15.2.4 To promote staff welfare

### **15.3 Key Policy Statement**

15.3.1 The University recognizes the right to form and join associations and unions freely.

15.3.2 In recognizing the staff's associations and unions, the University and the staff's associations and unions shall sign the related documents.

15.3.3 The University shall enter financial arrangements with recognized associations or unions approved by the University Council.

15.3.4 It is the right of a member of staff to join or not to join a staff association or unions.

15.3.5 The Associations and Unions shall promote, project and uphold the dignity, efficacy, morale and the good name of Nkumba University and its staff.

### **15.4 Strategies and Processes of implementing this policy**

15.4.1 Strategies

- a) Documentation
- b) Negotiation

- c) Use of Committees
- d) Sensitization
- e) Compliance with the National Laws

#### 15.4.2 Processes

- 15.4.2.1 The University shall recognize the Staff Association with a constitution and a registered membership approved by the University Council.
- 15.4.2.2 The University shall recognize the unions in accordance with the National Law.
- 15.4.2.3 Deans, Directors and Heads of Administrative Departments by virtue of their administrative responsibilities, functions and linkage to Management, shall not hold office on the executive team of the Staff Association.
- 15.4.2.4 The staff associations and unions shall ensure that staff members comply with the Code of Conduct, policies and negotiation procedures with the aim of settling disputes and promoting staff welfare.
- 15.4.2.5 Staff members are free to initiate the formation and recognition of the Staff Association and Unions within the University.
- 15.4.2.6 Communication from Staff Associations and Unions shall be addressed to the University Secretary.

## MANUAL ACKNOWLEDGEMENT

I ....., understand that

- a) it is my responsibility to read and understand the matters set forth in the  
Nkumba University Human Resource Manual
- b) this Manual is a guide to Nkumba University Human Resource Policies and  
procedure
- c) and acknowledge that Nkumba University has the right, to modify,  
amend/terminate policies and procedures in this Manual. And that staff will be  
informed in writing of such changes.

I acknowledge that I have read and understood the Nkumba University Human  
Resource Manual and undertake to observe and uphold it.

.....

Signature

.....

Date