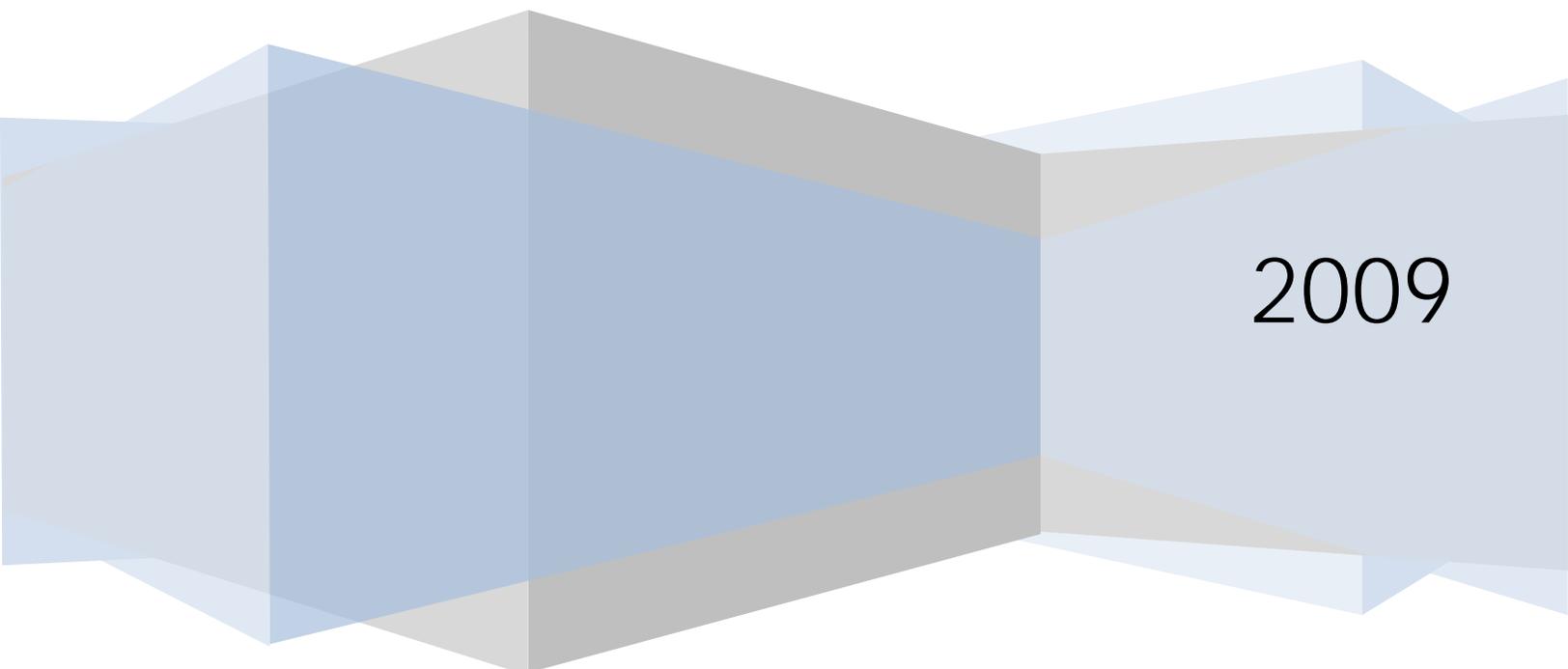


# Busoga University

HR Standard Operating Procedures (SOPs)



2009

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# Introduction

In today's knowledge driven economy, and an institution whose core business is to provide knowledge to its clients, human resources and its management will be the key to unlocking the potential and eventually competitiveness of Busoga University.

In order to stay ahead of competition, Busoga University recognizes the fact that they have to continuously harness the power of their human resource – this can only be achieved if staff feel valued and respected. Human Resource Standard Operating Procedures (SOP's) are therefore designed to ensure that all staff are treated fairly, given the opportunity in every first instance to exploit their strengths, whilst at the same time given the necessary space to learn and address their weaknesses.

The SOP's will provide management & employees guidelines on day to day management of human resources (HR) within the university, whilst at the same time ensuring compliance with GoU basic rights for both the employee and employer.

The Directorate of Human Resources (DHR) headed by a Director of human resources will be the function that will oversee the HR function at Busoga University.

The mandate of the DHR is to ensure that:

- The departmental and faculty structures fit the context of the university's macro structure
- The performance management cycle is implemented and staff provided with appropriate and timely feedback
- That there is a staff development strategy
- The university has the 'right' organisational climate and that all staff welfare issues are appropriately handled
- Recruitment and selection is conducted within the value framework of the university
- HR administrative issues are addressed with the desired efficacy i.e. leave management, working hours, employment records management, termination of service, death, salary & benefits processing and official travel
- Recruited and selected staff are retained by the university for a long period of time

## Administration of the HR SOP's

The SOP's as per the HR value chain at Busoga University are broken down into four main areas:

- i. **Recruitment & selection**
- ii. **Employee reward systems**

**iii. Retention  
iv. & Administration**

All SOP's will be categorised under one of these four main areas.

These SOP's:

- Define the obligations and rights of the University Council as the Employer.
- Define the obligations and rights of the employees of Busoga University.
- Provide an administrative mechanism that helps manage human resources at the university.

The SOP's are a manifestation of the rights of the employee and the employer and will therefore be accessible to all employees of the university and to all members of the university council.

Any member of staff or university organ that sees the need to revise certain sections of the SOP's will via memo write to the DHR attn.: the HR director or designate. The latter will via a briefing paper inform the university council of the issue/s at hand – it is the university council to authorise the revision of the manual via an official council minute.

In order to avoid administrative hassles that may arise regarding ad hoc revision of the manual, the SOP's will only be revised once every year, if at all needed.

It may be noted that the interpretation and enforcement of the SOP's shall be vested in the University Council, whose interpretation shall be final in as far as it does not conflict with the Constitution of the Republic of Uganda 1995 (as amended), the Employment Act 2006, No. 6 and any other laws.

The SOP's will be cited as the Busoga University HR SOP's 2009 as sanctioned by the University Council at its meeting of..... It may be noted that the effective date of implementation of the provisions of this Manual shall be the date of its approval.

The SOP's shall apply to all employees appointed to the service of Busoga University, and shall be administered by the Vice-Chancellor, Deputy Vice-Chancellors, and all heads of administrative and academic units or designates.

Please refer to Appendix A for a definitions list of certain key terms in the SOP's

The HR directorate will ensure that units of the university have access to a hard copy of the HR SOP's.

# PART I

## RECRUITMENT AND SELECTION

### A: EMPLOYMENT

In line with the constitution of Uganda, Busoga University is an equal opportunities employer and appointment to all positions of service to the university and its stakeholders is based on the principle of merit. The Council shall approve all the appointments through the appointments committee of council.

#### **Terms of Employment:**

Appointment shall be on the following terms: permanent, contractual, part-time, or casual.

#### **Permanent Terms**

This shall be the type of employment where the period of service is up to the mandatory retirement age of 65 years subject to other provisions contained in the SOP's.

Eligibility to such appointment shall be on the discretion of the appointments committee, on the advice of the vice-chancellor, and will be granted in extremely rare circumstances. The factors that committee will consider is appointing on a permanent basis will be:

- i. High demand for services i.e. a lecturer/professor in a critical area of competition for the university
- ii. Support and senior support staff

#### **Contract Terms**

This shall be the most common type of employment where the terms of employment are as defined is a particular contract of employment between the University and an employee. All contracts will be granted for a period of between 2 & 4 years – the latter will only be applicable to the positions of VC, DVC, Deans/Directors, and heads of department.

Below are the categories that are eligible for this kind of contract:

- (i) All new appointments except those in the category support staff and senior support staff or except when exempted by the conditions under permanent terms.
- (ii) Senior lecturers, Professors and Associate Professors who have reached the mandatory retirement age of sixty (65) years but whose services are still needed.
- (iii) Non Ugandans

#### **Part-time Terms**

Under this type of employment, the working hours per month by an employee will not exceed 40 hours.

### Casual Terms

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

### Categories of Staff:

Staff of the University shall comprise of the following categories: Academic, Library, Administrative and Support.

Staff type	Definition
Academic staff	<ul style="list-style-type: none"> <li>• Deans and Directors of Faculties/Schools/Institutes</li> <li>• Professor</li> <li>• Associate Professor</li> <li>• Senior Lecturer</li> <li>• Lecturer</li> <li>• Assistant Lecturer</li> <li>• Teaching Assistant/Research Assistant</li> </ul>
Library staff	<ul style="list-style-type: none"> <li>• Director Library</li> <li>• Deputy</li> <li>• Other library staff</li> </ul>
Administrative staff	<ul style="list-style-type: none"> <li>• All heads of administrative departments</li> <li>• All other non teaching staff</li> </ul>
Support staff	<ul style="list-style-type: none"> <li>• Support staff</li> <li>• Senior support staff</li> </ul>

### Minimum Qualifications for Appointment:

#### Academic Staff

The minimum qualifications a person should have in order to be appointed to a teaching post at Busoga University are as stipulated in Section E of this Manual.

#### Administrative Staff

The minimum qualification to be eligible for employment as an administrative staff in the university service shall be a Bachelor's degree from a recognized institution with the other requirements determined based on the requirements of a particular job.

## **Support Staff**

The minimum qualification to be eligible for employment as a support staff in the university service shall be an Ordinary Level Certificate of Education (UCE) or its equivalent with the other requirements determined based on the requirements of a particular job.

### **Recruitment Procedures:**

#### **Vacancies**

Busoga University will consider a position vacant as a result of:

- (i) End of contract
- (ii) Retirement, resignation or dismissal
- (iii) Death
- (iv) Re-organization of units;
- (v) Rejection of appointment offered
- (vi) Creation of new units
- (vii) Any other causes as may be determined by the appointments committee of council.

#### **Notification of Vacancies**

As soon as the dean or head of department is aware that a vacancy will occur or has occurred, he/she will inform the Director of human resources within one (1) week of such occurrence; in the case of contracts, it will be six (6) months before the end of a particular contract.

#### **Methods of Filling Vacancies:**

##### **(i) Promotions**

In situations where a dean or head of department identifies a staff member with the competencies to fill a position that is vacant, he/she shall recommend to the Director human resources that the vacancy be filled by promotion within the department, provided that no one still serving a period of probation shall be considered for promotions.

##### **(ii) Advertising**

If the responsible dean or head of department is satisfied that there is no one within the department to fill the vacancy, he/she shall recommend that the vacancy be advertised. All external adverts will also be advertised internally (at the same time as the external advert); however, where considered cost effective and desirable, the dean or head of department may ask that the advert only runs internally.

The job advertisement shall contain the following information:

- Information on Busoga University (introduction)
- Post being advertised
- Level to whom the advertised position holder is to report
- Summary Job description
- Person specifications
- Application procedure (i.e. CV's, academic certificates, referees (3))
- Methods of delivery or response to the call for application
- Closing date of the advertisement
- Any other relevant information i.e. policy on discrimination etc

### **Application process:**

All applications for employment at Busoga University will be sent to the Director human resources

### **Vetting applications:**

1. All the posts at Busoga University will be created by the university council on the recommendation of the university management team. All appointments and promotions should strictly follow the SOP's.
2. Applications are received by the office of the DHR and will be forwarded to the relevant department for review and short listing. The DHR will do the vetting and quality control role and may put to task relevant departments and faculties to explain reasons for certain short list decisions.

### **Department Appointment/Promotion Committee**

For purposes of transparency, the short listing and any interview processes at the department and or faculty level will be done by a departmental appointments/promotion committee.

The short-listing shall always be guided by agreed criteria. The appointments committee which shall be guided by the provisions in the advertisement or other job related factors as may be considered applicable by the committee. Short-listing should be done within a period of not more than two weeks from the closure of receiving applications. Short-listed applicants shall be given reasonable notice for specifying time, and place of interview by letter posted or hand delivered and follow up by phone.

This committee shall consist of at least 3 senior members of staff of the Department. The Committee shall consider applications at the rank of lecturer and below. Where a department is understaffed and lacks quorum, the applications shall be considered at faculty level.

In circumstances where the Head of Department is a candidate, or where two or more members of the departmental committee are being considered, the

Dean takes the chair of the Department Appointments/Promotions Committee meeting called for that purpose.

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

The Minutes of the Departmental Committee shall be signed by all the members who attend.

### **Faculty Appointments/Promotion Committee**

The Faculty, School, or Institute shall have a Committee which shall be chaired by the Dean/Director.

The faculty committee shall be made up of one representative from each Department Committee. The Terms of Reference of this committee shall be:

- To receive recommendations from Departmental Committees and make recommendations to the appointments committee using University guidelines.
- To make recommendations to the appointments committee on cases of appointment of professors and associate professors.
- To make recommendations to the appointments committee on cases of dispute.
- To handle cases of Appointment/promotion from understaffed departments.

The decisions of the above committees shall be communicated to the appointments committee of the council in the form of minutes which should bear signatures of all the members who attend the meeting and quorum at any one time should not be below three.

In circumstances where a Dean is a candidate or where the faculty cannot form a committee due to lack of eligible staff members, the Deputy Vice-Chancellor (Academic Affairs) appoints a committee of Deans /Directors /Professors in related fields to assess the application.

In case of controversy within a department or lack of clarity on any issue, the relevant Dean/Director/Head can be invited to appear before the Appointments committee of council to assist in resolving the problem.

Members of staff who are not satisfied with the appointments committee ruling can appeal to the university council.

### **Verification of Documents**

The DHR will have the right to verify in a manner it deems necessary a potential employers academic documents, career history, salary history as stated in their application. Provision of false information can lead to summary dismissal.

### **Interview**

The committee shall invite an outsider(s) with technical expertise to assist in the interviewing process as need may arise.

### **Selection Process**

The Appointments committee shall have the mandate to select or appoint applicants to specific established posts.

The selection process may take the form of interviewing candidates to get the most suitably qualified, vetting the credentials of candidates to determine the most suitably qualified, and by being voted into office and being recommended for appointment by the University management.

### **Visiting Professors and Lecturers**

The vice chancellor of Busoga University will make all the appointments for visiting professors and lecturers, but on the recommendation of the heads of department. All visiting lecturers/Professors shall be appointed by Busoga University as per their status from the parent Universities.

The visiting academic staff will not be entitled to a salary, but may get honoraria from the respective faculties served.

### **Acting Appointments:**

Busoga University recognises two types of acting appointments:

- i. Where one acts in a place of a current job holder that is out of office on temporary terms
- ii. And in a vacant post

Acting appointments at the Dean/Directors level will be given in writing by the VC whilst the heads of departments/units will be given in writing by the Deputy Vice-Chancellor (Finance & Administration).

### **Conditions for an Acting Appointment (in a vacant post)**

An employee in an acting Appointment shall be entitled to all benefits attached to the post and shall be paid an acting allowance, subject to the regulations governing the allowance.

The acting allowance shall be the difference between the employees' current salary and the bottom of the salary scale where he/she is acting.

In order to qualify for an acting allowance, an employee should have worked for a minimum period of 30 working days.

An employee shall not hold more than one acting position at the same time.

### **Part-time Appointments**

Part-timers are appointed where a vacancy exists and it has not been possible to fill that vacancy substantively on fulltime basis. *Part-time appointments for academic part-timers shall be made renewable every academic year as and when need arises.*

The working hours on part-time basis shall be as determined by the University Council from time to time. Working hours currently are 40-hours per month.

Part-time appointments for non-academic staff, shall be made as and when need arises.

### **Recruitment of Non-Ugandans**

All non-Ugandans that want to serve at Busoga University shall be employed on local contractual terms and shall be appointed upon presentation of clearance from the Uganda Immigration Department (i.e. valid work permit).

### **Offer of Appointment and Acceptance**

All offers of appointment shall be made in writing and the Director HR shall sign the letters. Deans and Heads of relevant departments shall receive copies of such appointments.

The Appointment letter shall embody the following: name of appointee, effective date of appointment, rank appointed to, reporting relationship, terms of appointment, validity period of appointment, salary scale and allowances, any other entitlements as applicable and the acceptance option. See appendix B

The appointee shall be required to indicate in writing their offer of acceptance, attach three copies of current passport size photographs, and indicating the earliest time they would be available to take up the post.

All new employees shall be required to complete a bio data form (See appendix C) and it shall be the responsibility of the appointee to provide update information on their bio-data sheet.

### **Induction/Orientation**

The key to staff productivity, over the time they will work at Busoga University, lies in building a good relationship starting at the time of induction. The induction shall serve the purpose of introducing to the new employee the work environment as well as to the various aspects of the employees work.

Induction shall be mandatory for all new staff.

The induction programme shall be arranged by the DHR working with the relevant head of department.

### **Probationary Period**

All staff apart from professors in the faculties will serve a probationary period of 6 months that with the agreement of the employee may be extended for another period not exceeding six (6) months.

During the probationary period, a contract may be terminated by either party by giving the other party seven days notice.

Employees on contract will also be subjected to probation for a period as may be specified in their contract with the University.

No promotions will be done during the probationary period of service

### **Confirmation**

All employees who have successfully completed their probation shall be confirmed in the University service with effect from the date of expiry of their probationary period.

#### **The procedure for confirmation:**

The Head of Department, one month before the expiration of the period of probationary appointment, shall forward to the HR Director on recommendation by the Departmental appointments committee that the member of staff should be confirmed.

On the other hand, If, after considering the performance of the staff concerned, the departmental appointments and promotions committee is of the opinion that the work and conduct of a member of staff on probationary appointment have not been in all respects satisfactory, the head shall so inform both the appointments committee of council and the member of staff in writing and indicate clearly the recommendation of the committee.

Confirmation has to be processed within the probationary period of an employee. In the event that this is not done and the probationary period expires, the employee shall be entitled to automatic confirmation on the due date.

Heads of units who fail to process confirmation of staff within the probationary period shall face disciplinary action by the Appointing Authority.

## **PART II: EMPLOYEE REWARD SYSTEM**

### **B: COMPENSATION**

Staff compensation shall be in form of salary and allowances payable to staff both on permanent, contract, and part time terms.

#### **Salary:**

All posts in the University shall be classified by title and position on the macro structure and will fit in a certain salary scale as per the current university salary scale in Appendix D. Salaries will be wired to employees bank accounts at the end of the month

#### **Salary - part time Employees**

As will be determined by the university council, all part time employees will be paid on an hourly basis up to a maximum of 40 hours per month. The salary of a part-time employee shall be paid based on a duly completed and authorised claim form through the head of department See appendix E

#### **Allowances**

See appendix F

#### **Air time**

This shall be payable to an employee to facilitate him/her in the execution of University duties as and when need arises and will be authorised by their line manager.

#### **Extra Load**

With prior permission, certain categories of teaching staff will work over and above the recommended maximum hours. Prior permission shall be given by the Dean/Director.

#### **Supervision**

This shall be payable to employees in respect of their supervision of research projects for postgraduate students. This money will be paid after graduation of the candidate in question and will amount to 6% of the total course fees.

#### **Deanship/Director/ & head of department**

This shall be payable to Deans/Directors & heads of department on a monthly basis as will be approved by Council; both allowances will be reviewed by council every after three (3) years.

#### **Leave**

Refer to section K

### **Overtime (support staff)**

This shall be payment only to employees in the support and senior support categories who work beyond the gazetted working hours and **strictly** upon recommendation by the immediate supervisor to the HR Director.

### **Day Travel allowance**

Refer to section B

### **Sitting Allowance**

This shall be payable to specified persons who attend senate and council meetings of the University at a rate as determined by Council from time to time.

### **Subsistence /Per diem**

Refer to Section B

## **C: WELFARE AND BENEFITS**

### **Medical scheme:**

The university will enable all employees to access a medical scheme provided by a reliable insurance provider on the market. Council may decide that the medical scheme be administered on a cost-share basis between the university and the staff in question. The university will only pay costs towards one approved medical services provider at a point in time.

### **Accidents**

In accordance with the relevant provisions of the Workers Compensation Act:

(i) The University shall report immediately every accident suffered by employees whilst on duty to the insurance company for appropriate action.

(ii) Full details of the accident shall be submitted to the Director HR on matters involving staff. The estates department shall follow this up when University property, including vehicles, is involved.

See section on work mans compensation

### **Health and Safety**

The University shall ensure a safe and health working environment for her staff.

### **Salary Loans**

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

Repayment will be based on mutual agreement between the bank and the person requesting the loan and shall be recovered from the salary or terminal benefits of the borrower.

### **Salary Advances**

An employee may obtain salary advance which shall not exceed 50% of the monthly salary and shall be deducted from the salary of that month. An employee can only access a salary advance **once a year** – this is for purposes of not putting a strain on university cash flows. Based on the cash flow position of the university at a point in time, the request for advance may be turned down by the Director of finance.

### **Long Service Award**

As will be agreed by the university council, employees on contract who have served for more than fifteen years with the University shall be eligible for Long Service Award which shall be the equivalent to an agreed number of years of their annual consolidated salary.

### **Counselling services**

The University recognises that some of its employees may become stressed in the course of carrying out their working. Counselling services are therefore available to employees, spouse and registered children under 18-years who may need such services.

### **Spiritual Empowerment**

The University is an Anglican church founded institution and therefore recognises 'Protestantism' as its main and official religion. However, mindful of the secular nature of the community at the university, it also recognizes and upholds freedom of worship.

### **Employees' Cooperative Saving Schemes**

The university shall register and run an employee savings and credit cooperative to which willing employees will subscribe.

## **D: TERMINAL BENEFITS**

The University shall operate terminal benefits schemes as shall be determined by Council from time to time. Currently the following terminal benefit scheme is in operation:

National Social Security Fund (NSSF) – 10% contribution by employer and 5% by employee on gross salary.

### **Retirement at the age of 65 years**

Sixty (65) years shall be the age of **Mandatory Retirement**

Any employee shall be eligible for reappointment into the service on contract attracting 15% gratuity on basic salary, but without additional benefits accruing from NSSF.

## **Payment of Retirement Benefits**

Any retiring employee shall be paid 50% of dues pending a report by the estates department and supervisor. However, should the reports be ready, the staff shall be paid 100% of the dues subject to deductions for damage to University property (if any).

## PART III RETENTION OF STAFF

### E: PROMOTION

#### **Academic Staff:**

This policy is intended to reward meritorious staff in teaching (and related duties) including student supervision, research, scholarship and creative activity, administration, service and leadership in the University and professional practice including service to the community.

It may be noted that a **Masters degree is a mandatory requirement for Promotion/Appointment to Lecturer Position**

The matrix below shows the minimum academic requirements for all academic staff and will be taken into consideration during promotion discussions for individual staff.

<b>Post</b>	<b>Minimum Academic Qualifications</b>	<b>Years of Teaching</b>	<b>Publications</b>	<b>Supervision of Graduate Students</b>
Teaching Assistant	Bachelor's Degree with a First Class or Second Class Upper Division	Not required	Not required	Not required
Assistant Lecturer	Bachelor's Degree with a First Class, Upper or Master's Degree	Not required	Not required	Not required
Lecturer	Master's Degree	Not required	Not required	Not required
Senior Lecturer	PhD or Master's Degree	Three Years of Teaching Experience	One new recognized publications in the area of specialization since promotion to the rank of Lecturer	Supervision of at least one Graduate Student
Associate Professor	PhD or Master's Degree	six Years of Teaching experience	Two new recognized publications in the area of specialization since promotion to the rank of Senior Lecturer	Supervision of at least three Graduate Students to completion
Professor	PhD or Master's Degree	eight Years of Teaching experience	three new recognized publications since promotion to the rank of Associate Professor	Supervision of at least five Graduate Students to completion

### Research Staff

The University shall use the following criteria to promote and appoint research staff at the school of postgraduate studies.

Post	Terms of Service	Minimum Qualification and Requirements	Area of Specialization
<b>Director</b>	Contract 5 Years Renewable	<b>PhD</b> 1. A minimum of six (6) years of proven research 2. A minimum of twelve (6) publications (of which eight (4) are in refereed Journals or Books and two (2) are books 3. Evidence of successful grant proposals 4. Ability to shoulder administrative duties 5. Recognized service to the community. 6. Membership to Professional Organizations	Candidate may fall in any discipline within the wider university
<b>Research Professor</b>	Permanent	<b>PhD</b> 1. A minimum of ten (10) years of proven research 2. A minimum of twelve (12) <b>new</b> publications in refereed Journals and/or four books. 3. Evidence of successful research grants proposals. 4. Recognized service to the community. 5. Membership to Professional Organizations.	Candidate must fall within any of the current areas of specialization at the university:
<b>Research Associate Professor</b>	Permanent	<b>PhD</b> 1. A minimum of ten (10) years of proven research 2. A minimum of eight (8) <b>new</b> publications in refereed Journals and/or two books. 3. Evidence of successful research proposals 4. A significant contribution	Candidate must fall within any of the current areas of specialization at the university

Post	Terms of Service	Minimum Qualification and Requirements	Area of Specialization
		<p>to the intellectual life in their area of specialization.</p> <p>5. Recognized service to the community.</p> <p>6. Membership to Professional Organizations.</p>	
<b>Senior Research Fellows</b>	4 -Year Renewable Contract	<p><b>PhD</b></p> <p>1. A minimum of five (5) years of proven research.</p> <p>2. A minimum of six (6) new publications in refereed Journals</p> <p>3. Not less than ten (10) Research reports</p> <p>4. Contribution to the intellectual life in area of specialization</p>	Candidate must fall within any of the current areas of specialization at the university
<b>Research Fellow</b>	4 -Year Renewable Contract	<p><b>PhD</b></p> <p>1. A minimum of three (3) years of proven research.</p> <p>2. A minimum of three (3) refereed publications</p> <p>3. At least two (2) research reports</p>	Candidate must fall within any of the current areas of specialization at the university
<b>Graduate Fellow</b>	4 -Year Renewable Contract	Masters Degree (Coursework and Dissertation), Bachelors Second Class-Upper Division or its equivalent	Candidate must fall within any of the current areas of specialization at the university

### Promotion of Administrative Staff:

#### Procedure

Just like their academic colleagues, each administrative department shall have a committee charged with the task of reviewing staff promotions for both administrative and support staff. The committee, made up of four members (preferably the most senior) chaired by the head of department shall meet to review the progress of members of staff for promotional consideration as need arises.

Where a head of department is a candidate or where two or more members of the department are being considered or where the department has fewer members, the committee shall co-opt members from a higher status committee.

The committee shall make recommendations to the appointments committee using the University guidelines for appointment or promotion.

No member shall be recommended for promotion to a post more than one step up the ladder.

No employee shall be recommended for promotion until he/she has served in the lower grade for a minimum period of **three** years.

**The Promotional Criteria for the Administrative staff shall be composed of the following elements:**

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

#### **Promotional interval**

The promotional interval from one post to another shall be 3-years except under special circumstances of outstanding performance.

#### **F: SECONDMENT**

Through the vice chancellor, the University shall receive or give staff on secondment under the following terms and conditions:

##### **Internal Secondment**

- As and when necessary, the Vice chancellor may use his prerogative to internally second to another unit within the University an employee of the university. He will do this at the request of deans and directors. Secondment will be for a specific period of time.
- The duties, terms of service and any change in the remuneration shall be specified in the letter of secondment issued by the Vice Chancellor.
- All applicable allowances shall be paid to the employee by the receiving unit.
- Upon expiry of the period of secondment the employee shall revert to their original Unit.

##### **External Secondment**

- Such employee shall serve for a specified period of time as agreed between Busoga University and the employee's parent employer.
- Busoga University shall compensate such an employee as shall be agreed upon between the two parties.
- Such employees are not entitled to terminal benefits (NSSF) as applicable to University staff on pensionable terms but shall receive a gratuity of 15% of their annual salary upon expiry of the period of secondment provided that such a person has served the University.

## **F: STAFF PERFORMANCE MANAGEMENT SYSTEM & DEVELOPMENT**

The Performance Management System is the system by which individual performance is organized, monitored, guided, evaluated and rewarded. It is a system that reflects a shared organizational understanding and represents the concrete point of dialogue between each employee's activities and goals and the university's goals and activities. The three components of the Performance Management System, which will be discussed in the following sections, are Performance Planning, Ongoing Monitoring and Development and the Annual Performance Appraisal. In general, the system includes four distinct objectives:

- a) Communication of common values.
- b) Support of employees.
- c) Ongoing feedback.

And the ultimate goal of Performance Management is growth and development of Busoga university's human resources.

## Performance Planning

Performance Planning provides the basis for a clear and agreed-upon action plan for employees for a specific fiscal year. Busoga University's annual planning and should ensure that each employee's action plan helps Busoga university achieve its plans for the year. The planning takes place at the beginning of each year and the outcome should reflect an active dialogue between the supervisor and each person supervised. Specific elements in Performance Planning are:

**Job Description:** The creation of a Job Description (JD) for all positions to establish role clarity for each employee in the organization. The job description includes a summary of the employee's job, responsibilities and tasks, key contacts, authority and competencies. The job description is intended to be a stable document but needs to be reviewed regularly to ensure that it is valid. The job description provides a starting point for determining the activities in the annual performance management cycle.

All employees will work under a current job description. Supervisors are responsible for ensuring that job descriptions are complete and up to date. Any substantive change of role, reassignment of tasks, or change of responsibilities must be accompanied by a revision of the employee's JD. Revisions or new job descriptions are required when:

- (i) An employee is reassigned to a new position.
- (ii) An employee remains with the same Job Title but is assigned different responsibilities.
- (iii) Changes to the way in which tasks are carried out or a decision is taken that that certain tasks will no longer be carried out.

The most recent **Staff Performance Appraisal** (See Appendix G) should be reviewed by both the supervisor and subordinate staff member to ensure a common understanding of the types of responsibilities, competencies and performance rating definitions. Particular attention should be given to:

- **Prioritized Objectives and Activities:** these shall be specific time bound actions which are directly related to the fulfillment of the job description responsibilities and tasks, as well as new initiatives which may be agreed to between the supervisor and supervisee. The format of this document will be defined by the supervisor
- **Personal Professional Development Objectives and Activities:** activities intended to expand or improve skills and abilities required in the position.



## Ongoing monitoring and development

At Busoga University, ongoing monitoring and development represent the heart of performance management, since the university wants to ensure excellence in all aspects of work and motivate employees. The primary elements relate to the following:

- a) **Consistent Supervision:** Supervision implies active oversight of subordinate staff which is consistent within the university's performance management systems, and for individuals and groups of individuals that have similar job responsibilities.
- b) **Coaching and Mentoring:** Coaching indicates active and direct intervention by supervisors to assist in developing employee skills and specific outputs. Mentoring is more subtle and uses the supervisor's experience in guiding, facilitating and enabling an employee to succeed.
- c) **Regular Review Discussions:** Supervisors must schedule formal meetings with supervisee at mid-year to review the annual plan, discuss additional activities required and ensure a mutual understanding of outcomes. Additional quarterly reviews may take place at the discretion of supervisors for staff whose plan contain issues or objectives that require more regular reviews. These discussions, when done in a timely and effective way, tend to avoid the problem of surprises at the Performance Appraisal. Also, such reviews allow supervisors and supervisees to be more proactive in dealing with issues quickly.

## Annual performance appraisal

If proper Performance Planning and Ongoing Monitoring and Development has occurred during the year, the Staff Performance Appraisal becomes a summary of the year's performance of an individual staff. Busoga University has a standard appraisal form format, Appendix G, which evaluates performance in two areas:

- a) Achievement of results in relation to the annual plan
- b) And fulfillment of primary job responsibilities

In a general sense, employees are appraised on what they produce and on the overall impact, outputs or achievements of their efforts. Also, employees are appraised on behaviors and actions which define specific qualities required for the position.

The supervisor will bring together all feedback and performance discussions during the year in question in a final appraisal meeting; all employees shall be appraised by their supervisors in a transparent and participatory manner. This shall be done in the presence of the employee being appraised.

The signatures of the employee and appraiser must be included in all instances on the appraisal form.

All employees are duty bound to participate in the appraisal process at their respective levels. Any employee who fails to perform/play his/her role in the stipulated time shall face disciplinary measures. In case of disagreement at appraisal time between the supervisor and employee, the director of human resources or designate will act as the arbiter.

All appraisal reports from immediate supervisors shall be submitted through the Heads of Department to the director HR, the basis upon which the Director HR shall take appropriate action. Where circumstances justify, a supervisor may be requested by the Director HR to provide a confidential report about an employee by way of a letter or memorandum.

## **Training and Career Development:**

Busoga University seeks to enhance the skills of employees to enable them to reach their full potential, and thereby maximize their contribution to the fulfillment of Busoga university's objectives. The university recognizes the value of, and is committed to promoting a culture of learning, development and continuous improvement aiming to benefit both the university and the individual. Training activities must always be clearly linked to the university's objectives.

The HR Director will coordinate the overall implementation and evaluation of the staff development Policy. The university council will appoint a staff development committee that will supervise on behalf of council the implementation of the Staff Development Policy. Actual day to day implementation will be effected by the HR Director in collaboration with the Deans and Heads of department.

### **Identifying training needs**

Deans and Directors are responsible for the training of their staff, and identifying training needs. They will also ensure that those they supervise are properly introduced to the requirements of their job, and any relevant work practices. Day to day, they will try to enhance the skills and knowledge of those whom they manage, with the aim of furthering individual development.

All employees should consider their own needs and request training as they feel appropriate. Their requests will be considered positively and fairly.

It is the joint responsibility of both the Head of Department/Unit and the Dean to approve the training or developmental needs of the staff members, as identified by means of the performance management process, and communicate them through the Dean/Director to the HR director for presentation to council.

### **Financial support**

Wherever possible, Busoga University will fund training costs, such as course fees, travel and subsistence expenses. Requests for training should be submitted to director human resources through the deans and directors. However, due to limited resources it may not always be possible to fund training. The overall training budget will be decided annually by council. The best possible use must be made of Busoga University's training budget, and employees may be required to write evaluations of training courses they attend.

The priorities of the University (with regard to skills per occupational category) will be given preference when staff development needs are identified. Meeting these needs is a priority to the University, and a concerted effort shall be made to ensure that these needs are satisfied.

The training budget will be approved by the university council annually

### Staff Development Committee of Council

The staff development committee of council has the ToR's below:

- a) Recommend policy, procedures and strategies for the training and development of Staff in the University.
- b) Recommend to Council sources of funding for human resources training and development.
- c) Disburse funds that may be made available for the staff development programme.
- d) Recommend budgets receive and consider financial, evaluative and activity reports about human resources training and development activities in the University.
- e) Submit to Council annual reports showing the progress and future plans for Human Resources training and development in the University.

### Eligibility for Training:

#### Academic Training Programmes

Any member of staff, confirmed in the University Service, shall be eligible to go for further training leading to academic qualification, subject to fulfilling the provisions of these guidelines.

- a) A member of staff not yet confirmed in the University Service may be permitted to go for further training after serving the University for at least six months; and where:
  - Efforts to recruit suitably trained staff have proved futile.
  - A member of staff has secured a fully funded scholarship from a Development Partner.
- b) Staff in category a) above shall be permitted to go for training where the workload distribution among staff in the Department/ Unit can be managed without recruiting additional staff.
- c) A member of staff on contract after retirement is not eligible for sponsorship to training.
- d) A member of staff who has been on a training programme of up to nine months shall be eligible for sponsorship to another programme after serving the University for **at least two academic years**.
- e) The following shall be the age limits for staff who seek study leave and/ or permission to register for academic programmes:

**Table 1: Maximum age permissible for Staff to commence training**

Level of Academic	Maximum age	Justification
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Training	permissible at the commencement of training	
Certificate	50	<p>The proposed age limits are based upon:</p> <ul style="list-style-type: none"> <li>• The quality of human resources available in the local and regional job markets; and</li> <li>• The time available after training in which staff shall put the acquired skills to optimal use to the benefit of both the University and the individual.</li> </ul>
Diploma	45	
Bachelors Degree	35	
Postgraduate Diploma	50	
Masters degree	40	
Doctor of Philosophy	50	

### Professional and Workplace Skills Training Programmes

All staff in the University service shall attend these programmes in line with:

- The identified training needs, personal development and Institutional succession plans.
- Recommendations from the Faculties/ Departments/ Units in collaboration with the Director HR to address particular and profession-specific training/skills' gaps.
- Senior Academic and Administrative staff appointed on contract as well as academic staff appointed on contract after reaching the official retirement age, shall only be eligible to this type of training and not programmes leading to academic qualifications.

### Factors considered in identifying/approving staff for training

The staff development committee at the various levels, while considering applications for any form of training, shall take into account the following factors:

- Age of the applicant.
- Sources and availability of funds in a given period.
- The University's training priorities
- Relative lack of expertise/ trained staff in a given area of specialty in the Department/Unit.
- The work load among staff in a Department vis-à-vis the number of staff already on study programmes.
- A career development path.
- Performance management reports about the applicant.
- Purpose of training mutually agreed upon by the individual, the Department and the HR Director, including but not limited to: career development, capacity building, strategic training for succession line up, or gender balance.
- The projected effect of the training on the individual's performance at work.

All applications for staff development will be through the Dean to the Director HR and will be received two times a year – March end and September end. They will all be evaluated by the staff development committee of council.

### **Research Funds**

As a young University, Busoga universities values research in all fields of its work and as and when available, research funds will be managed by the school of post graduate studies to which application should be made, through schools' Research Committee of the Faculty. The committee will be composed of three (3) senate representatives, donors if any (2), the dean of the school, and two (2) professors.

### **Co-sponsorship**

Subject to availability of funds, the University will co-sponsor a member of staff where:

- i) The other party allows for co-sponsorship;
- ii) That other party offers partial funding of at least 50%;
- iii) That other party provides proof of their total itemised financial commitment for the entire study period.

The University's financial commitment in respect of such a member of staff shall be worked out fully for the entire study period so as to establish and document it before that staff embarks on the training programme. A funding agreement shall be signed to that effect.

Visa Fee, Transit Fee, Repatriation Fee, Caution Money, shall be met by the individual member of staff.

### **Training Loan**

Every member of staff proceeding for training, within or outside Uganda, on study leave or not, under the sponsorship of the University<sup>1</sup> or a Development Partner, shall be deemed to have taken a study loan from the University equivalent to the full package of financial support.

A member of staff proceeding for training, within or outside Uganda, under the sponsorship of either the University or a Development Partner, shall be required to sign a bonding agreement to this effect before a study leave is granted.

On completion of the training, the member of staff shall be required to work for the University for a period corresponding to the duration of training received before the loan is written off.

### **Summary of Training and Bonding Periods**

<b>Programme Type</b>	<b>Period Spent (Years)</b>	<b>Bonding Period (Years)</b>
Post-Doctoral	1-2	2

PhD	3 – 5	5
Masters	1- 2	3
Bachelors	2 – 5	2
Diplomas	1 – 2	1
Certificates	6 months – 1 yr	1

In the event that a member of staff decides to leave the University service before serving the period for which one is bonded, one shall be required to refund to the University the balance of the study loan computed starting from the end date of study leave period plus interest as shall be determined by the staff development committee of council.

Staff that are in possession of a training loan will not be eligible for bank loans that are guaranteed by the university using the staffs' terminal benefits.

### **Permission to Study**

A member of staff who intends to register for a programme leading to an academic

Qualification shall apply to the Vice-Chancellor, through the Head of Department,

and Director HR, for permission to study, irrespective of the source of funding and type of training, i.e. full time, evening, weekend, part-time.

Permission shall only be granted where staff satisfies the requirements/ provisions of the Training Policy and these guidelines plus proof of source of funding.

A member of staff who registers for an academic programme outside these guidelines shall be liable for disciplinary action.

The Vice-Chancellor reserves the right to grant or deny any member of staff permission to study.

### **Study Leave**

A member of staff proceeding for an approved training programme shall be entitled to study leave with pay in line with one's terms of service, provided one satisfies all other related provisions in these Guidelines.

A member of staff who has been granted permission to go for training on full-time

basis shall be required to apply for study leave from the Vice-Chancellor before one proceeds to the Institution, irrespective of the source of funding.

The study leave granted shall not be more than the duration of the training programme as stipulated on the admission letter.

Extension of study leave shall be granted to staff in cases where: the cause of the failure to finish in time is deemed to have been inevitable.

One secures funding to register for a PhD immediately after one's Master's Degree.

Extension of study leave shall be considered separately from sponsorship.

The Vice-Chancellor reserves the right to grant or deny any member of staff study leave.

One's study leave is valid only when bonding forms have been filled.

Any member of staff who proceeds for training without the permission does so illegally and shall be liable for disciplinary action.

### **Performance during training:**

Busoga University recognises the importance of academic excellence to a life of university don or employee.

Therefore, a member of staff at any rank in the University, who either performs poorly in a training programme or fails to complete such a programme in spite of the support received from the University and/or Development Partners, shall be deemed to be Incapable of providing leadership in their area/ discipline of speciality and shall be advised to seek employment elsewhere.

### **Work plan**

A member of staff, who registers for training leading to a qualification through research, shall be required to submit a work plan within the first three months of the programme, using the format approved by staff development committee.

### **Activity Report**

A member of staff, who registers for a training programme leading to a qualification, shall submit an annual activity report including, but not limited to:

- Work covered vis-à-vis work planned
- Work to be covered in the next twelve months
- Expected date of completion.
- Resources available for the task.

### **Progress report**

A member of staff on a training programme leading to a qualification, shall submit a progress report annually, written by their supervisors, but using the format approved by the School of post Graduate studies.

### **Evaluation report**

A member of staff who registers for any form of training, of any length, whether qualification-awarding or not, shall submit an evaluation report at

the end of the training, using the approved format of the staff development committee.

## **SABBATICAL LEAVE:**

### **Eligibility**

For eligibility one must:

- Must be a full time lecturer at Busoga University
- Have served at a level not less than a lecturer/ research fellow/ librarian at the University for a continuous period of at least four years after PhD or equivalent training;
- Have served the University for at least four years since a previous Sabbatical.

For Departments/ units which have more than one eligible sabbatical leave candidate at a given period:

- the order of priority for taking the sabbatical leave shall be determined by the relevant Department/Unit;
- One who has served the University longer since the completion of PhD or since the previous sabbatical leave will normally get a higher priority;
- Under no circumstances shall teaching in a given Department be allowed to suffer as a result of staff members taking sabbatical leave.

### **Procedure to acquiring a sabbatical:**

A member of staff applying for sabbatical leave shall submit to the Vice Chancellor, through one's Department and Faculty, a comprehensive and acceptable research programme or academic activity which shall be undertaken during that sabbatical leave period.

A member of staff must also submit to the Vice-Chancellor, through one's respective Department and Faculty, details about the institution where one intends to spend the sabbatical leave period. As far as possible sabbatical leave shall be taken at a place most suitable for the staff member's study/ research discipline.

A member of staff shall identify and confirm (a) source(s) of funding before applying for sabbatical leave.

A member of staff shall submit a report to Vice-Chancellor through the head of department and Director HR on completion of sabbatical leave.

### **Duration**

The duration of the sabbatical leave shall be one calendar year. Extensions of up to 3 months may be granted under very special circumstances. Beyond this extension period, one shall be granted leave without pay.

Where the sabbatical leave candidate is Dean, Director or Head of Department, whose absence from office for a long continuous period, exceeding six months, is judged as detrimental to the University, the sabbatical leave shall be taken on a piece-meal basis.

In circumstances where a Dean/Director/Head of Department is unable to satisfy the piece-meal sabbatical arrangements and must stay out of office for a period exceeding six months, he/she must notify the University authority well in advance, so that a new substantive Dean/Director/Head is appointed in his/her place.

Disciplinary action shall be taken against a staff member who does not follow the approved sabbatical leave activities.

## **G: EMPLOYEE RELATIONS**

In order to promote good employee relations, the University shall recognize and work with the following employee Organizations:

### **Busoga University Academic Staff Association (BUASA)**

BUASA is the official recognized association to represent the interests of the academic staff in accordance with section 68 & 93 (1) of the Universities and Other Tertiary Institutions Act, 7 of 2001 (as amended)

The aims and objectives of BUASA are laid down in their constitution and all academic staff are free to subscribe to BUASA. Interested academic staff may obtain copies of the BUASA constitution from the BUASA General Secretary.

### **Busoga University Administrative Staff Association (BASA)**

BASA is the officially recognized association to represent the interests of the administrative staff in accordance with Section 68 of the Universities and Other Tertiary Institutions Act, 7 of 2001 (as amended)

### **Dispute resolutions**

The University recognizes the provisions of dispute resolution in accordance with the Universities and Other Tertiary Institutions Act 2001 and as amended 2003.

## **H: EMPLOYEES SAFETY**

### **Workers Compensation Act**

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

The University shall abide by the provisions of the Workers Compensation Act 2000.

#### **Duties of the University:**

- A safe working environment
- Systems of work, plant and machinery that are safe
- Ways to reduce hazards and risks to health
- Hazard assessments of tasks
- Training
- Competent supervision and generally ensure that safe working practices are in place and enforced

#### **Duties of the Employees**

Every employee while at work shall:

- Take care of his own and his-workers health and safety
- Co-operate with Management in complying with the requirements of the University's Act and
- Carry out lawful orders and obey all health and safety rules
- Report unsafe situations to the DHR or estates department
- Report all incidents that result in, or may have resulted in injury to the DHR & estates department

#### **Compensation**

The University shall act in accordance with the provisions laid in the Workers Compensation Act

The salient features of the Act are:

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

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

## **PART IV ADMINISTRATION**

### **I WORKING HOURS**

#### **Working Hours:**

A full working day at Busoga university is eight (8) hours from Monday to Friday as follows:

Morning: 8:00 am to 13:00 pm

Afternoon: 2:00 pm to 5:00 pm.

The working week for a salaried employee subject to flexibility as duty may demand shall be a minimum forty (40) and a maximum of forty eight (48) hours.

#### **Attendance Register**

In order to keep track of reporting and departure times, all administrative units in the University are required to maintain an attendance register. The head of unit shall be in charge of the attendance register and will be held accountable for its authenticity.

#### **Absence from duty**

Absence from duty shall be upon permission by the supervisor who would make appropriate arrangements to make up for the employees schedule of duties during the absence. In circumstances where prior permission may not be possible, notification to the supervisor or head of unit must be done within three hours (3) of the absence. Failure to comply with the above regulations shall attract disciplinary action.

#### **Minimum Teaching Load**

The minimum and maximum teaching load is 10 and 30 contact hours per week respectively equivalent to one hour of lecture/tutorial/clinical or two hours of practical/fieldwork abbreviated.

## J: CONDUCT

### Code of Behaviour

This shall refer to the employees conduct, relationship with others and professional behaviour during the time of appointment at Busoga university.

A staff at Busoga university shall be guided (among others) by the following code of behaviour:

- i. An employee shall act at all times in a reasonable and responsible manner.
- ii. An employee shall always comply with the laws of Uganda as well as the University's prescribed policies rules, standing instructions and procedures.
- iii. An employee shall at all times be rated and recognized primarily on the basis of integrity, punctuality, diligence, competency, efficiency, effectiveness and personal conduct.
- iv. An employee shall at all times exercise civility, self control and confidentiality.
- v. Being drunk, abuse of drugs, quarrelling and assault at work constitutes a breach of conduct which shall call for a disciplinary action against an employee.
- vi. Each employee shall be individually held responsible and accountable for observing and maintaining the University's safety and security regulations as may be prescribed from time to time.
- vii. No employee shall be engaged in any activity involving conflict of interest between the employee and the University.
- viii. The University shall have zero tolerance towards corruption, fraud, discrimination, and abuse of office.
- ix. The official spokespersons of the University shall be the Chancellor, Chairperson of Council and the Vice Chancellor. Unless with express authority from any of them, no employee shall speak on behalf of the University.
- x. No employee shall commit the University unless with express authority from the Vice-Chancellor as provided for in the *Universities and other Tertiary Institutions Act, 2001* (as amended.)
- xi. Neat and decent personal appearance shall be expected of each employee at all times.

- xii. An employee shall exercise civility and courtesy towards: students, colleagues and the public.
- xiii. Managers and supervisors shall exercise restraint and fairness in the treatment of employees under them at all times in all matters.
- xiv. Each employee shall observe time as a non renewable resource in the execution of his/her duties.
- xv. An employee shall keep and maintain University property that comes into his/her possession in the course of his/her employment, in a clean and functional condition; and such property shall be exclusively used for the benefit of the employer.
- xvi. The University shall exercise zero tolerance to insubordination exhibited by any employee.

Breach of the above code of behaviour by an employee shall constitute sufficient grounds for disciplinary action.

### **Professional Code of Conduct**

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

### **Disciplinary Measures:**

There are three principal forms of disciplinary measures namely: warning, suspension and dismissal depending on the gravity of the offence. The Appointments committee may however exercise its discretion to impose any other additional disciplinary measures upon an employee as it may consider appropriate.

### **Warning**

This measure shall be administered in cases where offences such as the following are committed:

- Drunkenness on duty and/or taking of illegal drugs.
- Wilful insubordination or disobedience and refusal to take lawful orders.
- Refusal, negligence or omitting to perform one's official duties and/or discharge official responsibilities duly assigned.
- Incompetence or inefficiency in the performance of prescribed duties.
- Persistent late coming or absconding from duty.
- Use of abusive or insulting language or behaviour.

- Acts or omissions that are prejudicial to the proper performance of duties or the University's image or status, whether within or outside the University.
- Misuse or damage of University property
- Rumour mongering, slandering and decisive talk

#### **Suspension**

- Wilful damage to and/or misuse of University property.
- Forgery, falsifying or presenting false documents and/or records for the purposes of disseminating wrong information, obtaining money or reward or favour.
- Abscondment from duty for a period of TEN continuous working days.
- Breaching or contravening the University's prescribed operating rules, regulations and procedures likely to cause financial loss or damage of University property.

#### **Dismissal**

- Theft, fraud, or embezzlement of University's funds and property;
- Unauthorized access or removal, alteration, mutilation or destruction of University documents, records, or information.
- Acts likely to endanger the safety or life of or which may result in injury to another person, including gross negligence or misconduct, violence or fighting.
- Soliciting or accepting bribes.
- Persistent failure or negligence of a Head to enforce discipline or follow prescribed University rules, procedures and standing instruction.

#### **Disciplinary Procedure:**

##### **Verbal warning:**

Shall be given for offences including but not limited to those listed in (disciplinary measures – warning above).

##### **Written Warning:**

In circumstances where an employee fails to correct his/her behaviour or commits other offences after being given a verbal warning(s), they will be served with a written warning.

Formal written warnings shall specify:

- a) The identified deficiencies or inadequacies and improvements required;
- b) Any recommendations to assist the employee reform
- c) The period within which an employee must show improvement beyond which subsequent disciplinary action shall be taken.
- d) A second written warning shall be served as a final one and shall be given where an employee has failed to achieve the improvement required within the given period.

### **Suspension:**

Failure of an employee to reform after the second written warning, shall lead to suspension on half pay for a period not exceeding 30 days or the duration of an inquiry which ever is shorter, as his/her case is referred to Appointments committee.

- a. An employee shall be suspended on half pay from duty to enable commencement of investigations of allegations.
- b. An employee may also be suspended from duty on half pay where he/she:
  - i. has been apprehended on account of an offence that requires investigations;
  - ii. is charged and/or remanded pending criminal proceedings
- c. The VC shall take a decision after conclusion of the employee's case or expiry of the six months whichever comes first. The appointments committee shall terminate an employee's contract should they believe that the continued employment of such a person would prejudice or affect other employees' performance or compromise the University's interest.
- d. Where an employee is re-instated, he/she shall be entitled to claim half pay or salary withheld during the suspension period.
- e. An employee who is dismissed from service as a result of criminal conviction shall neither be given notice nor paid salary in lieu.
- f. An employee who is dismissed as provided in (e) above shall forfeit the half salary withheld during the period of suspension; neither shall he/she be entitled to any leave and leave pay or any privilege whatsoever

### **Grievance Procedure:**

An employee with a grievance shall present it to the Director HR in writing, where an employee has a grievance with the Director HR, he/she shall present it in writing to the DVC (FA)

The director HR after consultation with the Head of Department/Unit shall deal with the case or, where necessary, refer it to a grievance handling Committee that will be appointed and chaired by the DVC – FA and will resolve after dealing with a case in question. It will have a membership of not less than five (5).

### **Right of Appeal:**

An employee may appeal to the University council against the decision of the Appointments committee within 07 (seven) days after being notified of the decision.

In any appeal the council may confirm, vary, amend or set aside the decision appealed against or give such decision as the case may require.

Where an employee has been removed from office or employment by the appointments committee of council he or she shall be deemed to be suspended until the expiry of the period allowed for appeal, at which date the removal shall become effective or where an appeal has been lodged in time, the suspension shall remain in force until the council determines the appeal.

**Staff facing Criminal Charges:**

Where criminal proceedings are instituted against an employee in any court of law, no proceedings for his or her dismissal upon any grounds involved in the criminal charge shall be taken or proceeded with until the conclusion of the criminal proceedings and the determination of any appeal there from. Nothing in this regulation shall be construed as prohibiting or restricting the appointing Authority or its delegate, the power to suspend such an employee.

Upon suspension, an employee shall be on half salary until acquitted. Suspension of an employee on half salary shall not extend later than the acquittal unless another charge is still pending.

In the event that an employee is convicted of a criminal offence, the employee shall be deemed to have been summarily dismissed. However, where an employee is acquitted the University shall refund the employee concerned any salary lost during the suspension.

**Gender and Sexual Harassment:**

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

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

**K LEAVE**

**Annual Leave:**

Every employee shall be entitled to go for annual leave with full pay, in accordance with the various leave entitlements as will be approved by Council.

An employee shall apply for his/her leave as specified in his/her letter of appointment and terms of service on a prescribed form and shall not proceed with the leave until approval has been given. The annual leave for the various categories of staff is as follows:

- All employees .....21 Working days

Leave not taken when due shall be forfeited except where permission to defer such leave has been granted by the Director HR on recommendation of the Head of Department.

Every employee shall be required to take leave in full unless recalled or rescheduled.

Where an employee is recalled from leave prematurely, the remainder of the leave shall be deferred, and the University shall meet his/her travel expenses for returning to duty and going back.

Where an employee fails to resume duty on the due date, he/she shall be regarded as being absent from duty without permission.

Such periods of absence shall be either deducted from his/her salary or from the next leave entitlement.

Where such absence exceeds ten (10) working days without written notification of his/her absence such employee shall be deemed to have absconded from duty.

The period an employee is on suspension, study leave or sabbatical leave shall not earn annual leave.

#### **Leave Schedules:**

It is the responsibility of the Head of Department to schedule leave for all employees in the department in close collaboration with HR Director.

Every department shall have a leave roster at the beginning of each calendar year a copy of which shall be availed to the HR Director.

In order to enable proper planning and processing, it is important that employees apply for leave, through their Heads of Department, at least two months in advance.

Before departing for leave, all employees shall inform their Heads of Department and provide addresses where they can be contacted if need arises.

All employees proceeding on annual leave shall:

- (i) Provide contact addresses and telephone contacts

- (ii) Submit a comprehensive handover reports to the immediate supervisor
- iii. Submit a leave request form for approval to their supervisor – see appendix H

### **Sick Leave**

Sick leave shall be a period during which an employee is genuinely absent from duty owing to illness.

Busoga university requires the employee must have a medical certificate by a registered medical practitioner recommending the sick leave for a period of time.

The maximum period of sick leave with full pay shall be six months. After this period if the employee is still in ill health, the University Council shall appoint a medical committee to advise on the matter while the employee is on half pay for a further period of three months. The university may terminate the services of the employee after the last three months of service on half pay.

### **Study Leave:**

**See staff development policy**

### **Maternity Leave:**

Maternity leave shall be three (3) months/60 working days.

Where a female staff is absent from her work or remains absent for a longer period as a result of illness, certified by a qualified medical practitioner, arising out of pregnancy or confinement and rendering her unfit for work, she shall be treated as per the sick leave policy.

### **Paternity Leave:**

This shall be the leave given to a male employee whose spouse has given birth to a baby and it shall be 5days.

### **Forced Leave:**

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

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

### **Sabbatical Leave:**

The vice chancellor may grant Sabbatical Leave, after five consecutive years of service with the University, to an employee for purposes of attending to academic or non academic assignments through which the University's interest and image will be directly or indirectly served or enhanced.

Sabbatical leave shall normally apply to permanent academic members of staff not below the level of senior lecturer or equivalent.

Sabbatical Leave shall normally apply to only academic members of staff

Sabbatical Leave shall not exceed twelve months. An extension will require the Vice chancellors approval on request by the Dean through the DVC/AA.

Duly approved Sabbatical Leave shall be on full pay. An extension of sabbatical leave granted shall be on half pay for a period of no longer than three months.

#### **Compassionate Leave:**

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

It may be granted on not more than one (1) occasion in a year. Any deviation from this must be approved by the DVC/FA as circumstances may warrant. Any other additional days taken will be deducted from accrued annual leave.

## **L: EMPLOYMENT RECORDS**

#### **Records Policy:**

The university shall have an employee information management system and all employee data both manual and electronic shall be managed within the provisions of that system.

#### **Bio data Form:**

The foundation for all employee data and information shall be the bio data form, which all employees shall be required to complete. It will capture basic details about them; the employee will also provide two passport size photos that will be updated every six (6) years (see sample appendix C)

Busoga university's HR information system will be continuously updated and it will be the responsibility of the employee to provide the updated information for example marital status, family members, academic qualifications etc.

The initial records provided shall be taken as the true and authentic record and any changes thereafter shall require proof of authenticity beyond reasonable doubt to the HR Director.

The date of birth will not be altered during the period of employment.

### **Personal Confidential Files (PCF's):**

All records about an employee shall be kept on their PCF's. There shall be one PCF that will be kept under lock and key at the directorate of human resources. All staff with the authority to access PCF's will have to sign for them at the directorate of human resources. Staff will under no circumstances be able to access their individual PCF and staff taking PCF's out of the registry should ensure that this rule is enforced.

## **M: OFFICIAL TRAVEL**

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

### **Per diem/subsistence allowance:**

Per diem or Subsistence Allowance to cover accommodation, meals and incidentals shall be paid to staff members who will be required to travel on duty away from their duty station at rates per night to be fixed by Council from time to time per category of staff.

No per diem is claimable where official travel is fully sponsored.

The rates obtained at a particular time shall be available at the office of the HR Director.

### **Day Travel Allowance:**

A member of staff on duty away from the duty station for a period of more than six(6) hours but not amounting to one night shall be entitled to a day travel allowance *which shall be 15% of the local per diem*. This will have to be approved in advance by the dean or head of department.

### **Authorization of Travel:**

1. Official travel by staff members outside Uganda shall be authorized by the Vice-Chancellor. Before travel is effected, the staff member shall personally ensure that he/she has the necessary authorization. In the case where the University is to bear the travel expenses of a staff member's dependant, the staff member shall ensure that the third party's travel has also been authorized.
2. The normal route for all travel authorized by the Vice-Chancellor shall be the most direct, economical and safe route.
3. The route, mode and conditions of transport shall be determined by the Vice-Chancellor in conformity with the relevant provisions of the financial rules and regulations
4. All staff travel by air shall be in economy class.

### **Travel Insurance:**

Employees travelling outside Uganda will take travel insurance that will be paid by the university or sponsoring partner.



## **N: TERMINATION OF SERVICE**

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

- Death of an employee
- Incapacity to continue in employment.
- Abscondment
- Resignation
- Retirement.
- Expiry of Contract
  - Redundancy
- Absenteeism
- Professional and ethical misconduct
- Gross negligence of duty
- Upon conviction and sentence of a criminal case e.g., fraud, murder, rape, corruption, safety, forgery, defilement, malicious damage to property, assault etc

### **Voluntary Termination:**

#### *(a) Resignation*

A member of staff may resign from office by giving due notice in writing duly signed.

All notices of resignations (other than the Vice-Chancellor and the Deputy Vice-Chancellors whose resignation notices shall be addressed to the Chancellor through the Chairperson of Council), shall be addressed to the Director, Human Resources. No member of staff shall resign when under investigation/suspension.

The period of notice shall be 6 (six) months for Professors, Deans, Directors and substantive heads of Department. For all other categories of staff, the required notice of resignation or payment in lieu of notice shall be as indicated in their appointment letters.

#### Acceptance/refusal of Resignation

Acceptance/rejection of resignation shall be communicated to the employee at least not more than 2 months from the notice of resignation.

In the event that resignation is rejected the grounds for refusal shall be clearly stated in the letter to the employee.

Any employee who feels aggrieved by the outcome above may appeal to the University council.

A member of staff whose resignation has been accepted shall be entitled to terminal benefits as provided for by the university rules and regulations.

Any member of staff whose resignation has been rejected but goes ahead and leaves service shall be deemed to have absconded from duty.

### **Termination by the Employer**

#### ***(i) Retirement***

Employees who attain the age of 65 shall be automatically retired. Services of the employees above may be re-employed on contractual terms.

Administrative staff at the director level and above may be re-employed on contractual terms to a maximum of 4 (four) year terms.

All retired staff are entitled to retirement benefits as provided for in the rules and procedures.

#### ***(ii) Expiry of Contract***

Upon the expiry of the employment contract the University may terminate the contract based on the provisions of the contract

In case an employee on contract does not inform the appointing authority in writing of intentions to renew the contract his/her contract shall be deemed to have lapsed upon its expiry

#### ***(iii) Abscondment***

Absence from duty by an employee without permission for a continuous period of ten (10) working days shall amount to abscondment from duty.

The services of such an employee may be terminated at the discretion of Appointment committee.

#### ***(iv) Perpetual absenteeism***

An employee who is perpetually absent from duty with no justifiable reason may be terminated from the University service at the discretion of the appointment committee.

#### ***(v) Redundancy***

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

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

***(vi) Removal for Good Cause***

Where in the opinion of the Appointment committee, there has been good cause as defined below, the services of an employee may be terminated:

Good cause shall mean grave offence or gross neglect of duty.

**Termination due to natural causes**

***(i) Death***

Refer to SOP's.

***(ii) Incapacitation***

***(a) Incapacity due to illness***

If a member of staff is prevented by illness from carrying out his/her duties, the Council may appoint a Medical committee to examine him/her. After considering the Medical committee's report, the Council shall decide whether or not to terminate appointment, on medical grounds, if it deems it fit.

***(b) Incapacity due to other factors***

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

**Procedures to Terminate:**

The procedures for termination shall be as laid in part 4 of the Employment Act, 6 of 2006 and in accordance with any other relevant law.

**Exit Interview**

Whenever possible, the University shall endeavour to conduct exist interviews, to get feed back for purposes of policy review and any other changes where necessary.

## **O: DEATH OF EMPLOYEE**

Where an employee dies;

- (i) at the place of work, the employer shall notify the employee's next of kin or legal representatives and shall obtain a copy of death certificate.
- (ii) Where an employee dies other than at the place of work, the employee's next of kin or legal representative shall notify the University and present a copy of death certificate and/or any other evidence of death to the Directorate of Human Resources for record.

When a member of staff dies in service, the University will meet the cost of the transportation of the body from where the member died In Uganda to the place of burial.

The University shall also contribute towards the burial expenses a sum of money to be determined by Council from time to time.

The University shall only deal with the legal representative of the deceased as approved by the Administrator General.

The University shall pay any payment due to the estate of the deceased in accordance with the regulations to the legal representatives of the deceased subject to production of death certificate and a letter appointing them managers of the deceased's estate.

In the event of death of a registered spouse or natural or legally adopted child, the University will contribute not more than a sum of money determined by Council from time to time towards the burial expenses. This shall be limited to one legal spouse and natural or legally 4 adopted children under 18 years in addition to transporting the body to the burial place within Uganda.

## **P: DISCIPLINARY POWERS**

For avoidance of doubt, it is expressly provided that the appointments committee will have power to conduct disciplinary proceedings against any member of staff even where misconduct by such member falls under or is covered by his Professional Code of Ethics or Oath. It is further provided that acquittal on a criminal charge in a court of law shall not be a bar to institution of disciplinary proceedings under the university's HR SOP's.

### **Interdiction**

If the Vice Chancellor considers that the interest or welfare of the University requires that a member of staff should cease his/her services to the University, he/she may interdict that member of staff from his/her services to the University, if disciplinary proceedings for his/her dismissal are being taken or are about to

be taken or if court proceedings have been or are likely to be instituted against him.

### **Suspension**

Where a member of staff has been convicted on a criminal charge by a court of law, the Vice Chancellor may, if he/she considers it to be in the interest of the University, suspend him from his services to the University pending the hearing of his case by the appointments committee as provided under the SOP's.

### **Salary during or after Disciplinary or Court Proceedings**

- (i) A member of staff who is interdicted or suspended shall receive one half of his salary.
- (ii) Where disciplinary or criminal proceedings have been taken or instituted against a member of staff who is under interdiction or on suspension and he is not, on their conclusion, dismissed or as the case may be convicted as a result of such proceedings, the whole of any salary withheld under this Statute shall be restored to him.

"salary" means basic salary.

### **Administration of Disciplinary Powers**

- (i) A member of staff in charge of the day to day administration of a department, section or office may initiate appropriate disciplinary measures, by reporting in writing in the case of a senior member of staff to the Vice Chancellor and in the case of supporting staff to the DVC - FA, a member of staff for a misconduct, of which he/she may be aware.
- (ii) A member of staff in charge of the day-to-day administration of a department, section or an office may interdict or suspend a member of supporting staff. He shall forthwith forward a full written report to the DVC - FA for onward transmission to the Appointments Committee for further action.

### **Report to the Committee**

Any disciplinary offence referred to the committee shall be full and in writing accompanied by copies of all relevant documentary evidence.

### **Hearing of disciplinary offences**

As soon as a disciplinary offence has been referred to it, the Chairman of the Appointments Committee shall set a date for the hearing in consultation with all members of the committee.

The Chairman of the Committee shall ensure that written notice setting out the disciplinary offence with which he is charged and copies of relevant documents if any, are given to the accused member of staff asking him to present his

written reply to the Committee at least seven days before scheduled hearing date.

The accused member of staff shall be allowed full opportunity to adduce and present evidence, including examining of witnesses, if any, in his defence.

The Committee will conduct its proceedings expeditiously but without influence from anybody or person.

The proceedings of the Committee will not be open to the public.

An accused member of staff may, on his own choice and expense, may seek expert legal advice but will have not right to be represented by a lawyer at the proceedings.

The Committee will be guided, in its proceedings by principles of natural justice and, in that regard, strict rules of procedure and legal technicalities applied in a court of law shall not apply.

Where, on the expiry of the period given in the notice for the hearing of a disciplinary offence, the accused member of staff;

- (i) Admits in writing, having committed the offence and does not wish to be heard in person; or
- (ii) Has not responded in writing without any known reasonable excuse (the determination of which shall be by the Committee) and the Committee having been satisfied that he was served with the required written notice.

The Committee may proceed to hear and decide on the accusation, including the decision on the issue of the punishment, in the absence of that accused member of staff.

Where, it is necessary either,

- (i) To serve any notice, charge or other document upon a member of staff;
- or
- (ii) To communicate any information to any members of staff by reason of such member having absented himself from duty; and

It is not possible to effect such service upon or communicate such information to such member personally, it shall be sufficient if such notice, charge or other document or letter containing such information is serviced upon such member by registered post or public media.

### **Punishments**

The Committee may impose one or more of the following punishments upon any member of staff as a result of disciplinary proceedings under the SOP's:-

- (a) Dismissal with disgrace
- (b) Dismissal;
- (c) Deprivation of academic title;
- (d) Reduction in rank or seniority;
- (e) Denial of consideration for promotion either permanently or for some definite period;
- (f) Stoppage of increment;
- (g) Withdrawing of increment;
- (h) Deferment of increment;
- (i) Reduction in salary;
- (j) Extension of probationary period;
- (k) Denial of any privilege under the terms of service
- (l) Severe written reprimand;
- (m) Written reprimand;
- (n) Replacement of similar property as that lost or damaged due to the misconduct of the convicted member of staff; and
- (o) Recovery of the total or part of the cost of any loss of or damage to property caused by default, negligence, or misconduct of the convicted member of staff.

It shall be the duty of the DHR to communicate the decision of the Committee to the concerned member of staff. If such member of staff does not appeal to council within 30 days of receiving the communication, the decision of the Committee shall be confirmed by the university.

# Appendixes:

## Appendix A:

### Definitions

In the SOP's, unless the context otherwise requires:

<b>Allowances</b>	Shall mean monetary benefits a staff member is entitled to receive to assist with costs incurred for such items as transport etc, which shall vary from time to time.
<b>Appointment</b>	Shall mean the formal engagement of an employee in the service of Busoga University, in accordance with Council regulations.
<b>Appointing Authority</b>	Shall mean the Council or the Vice-Chancellor or his/her delegate acting pursuant to the powers vested in him/her.
<b>Appointments committee</b>	Shall mean the <b><u>appointments &amp; disciplinary</u></b> committee of Busoga University which is a committee of Council,
<b>Academic Department</b>	Shall mean units under a faculty which run their own academic programs as approved by Council.
<b>Basic Salary</b>	Shall mean salary exclusive of allowances of any kind.
<b>Consolidated Salary</b>	Shall mean the basic salary plus allowances of any kind as the case may be.
<b>Casual worker</b>	Shall mean a person employed to perform various and unclassified tasks on an ad-hoc basis.
<b>Contract</b>	Shall mean employment in the service of the University for a specific, prescribed period under such terms and conditions as shall be agreed upon and prescribed in a service agreement entered into between an employee and the University.
<b>Contract Gratuity</b>	Shall mean the terminal benefit a staff member on contract will receive upon completion of the respective period of service
<b>The Chancellor of the University</b>	Shall mean the Chancellor as defined in the Universities and Other Tertiary Institutions Act 2001;
<b>Dean</b>	Shall mean a person appointed and designated by Council as Dean/Director or Head of a Faculty, Institute or School.
<b>Employee</b>	Shall mean a person employed by the University under a contract of service on permanent,

	temporary, probationary, or casual terms.
<b>Faculty/School/Institute</b>	Shall mean an academic unit comprising academic departments
<b>Grievance procedure</b>	A “grievance” shall mean a complaint concerning an issue arising from an employee’s work, workplace and/or work environment within the University
<b>Head</b>	Shall mean a person appointed and designated by Council as being accountable for a unit administratively.
<b>Home</b>	Shall mean a place of origin, within Uganda as stated by the employee on the HR form at the time of appointment.
<b>HR SOP’s</b>	Shall mean the overarching HR policy of the university
<b>Increment</b>	Shall mean the increase in salary granted to an employee on merit until a maximum of salary scale is reached.
<b>Leave</b>	Shall mean the official time off from the University work as provided for in the SOP’s.
<b>Management team</b>	Shall mean the informal team set up by the Vice-Chancellor to advise him on administrative matters.
<b>Misconduct</b>	Shall mean a breach of the terms and conditions of services and the service regulations or other law in force at the time.
<b>Period of Suspension</b>	Shall not exceed ten weeks or the duration of the inquiry, whichever is the shorter.
<b>Probation</b>	Shall mean a prescribed period for which an employee has to serve prior to being confirmed in employment.
<b>Over time</b>	Shall mean any additional hours worked in a day that is over and above the normal hours an individual is expected to work.
<b>Resignation</b>	Shall mean termination of service with the University, at will by an employee, after giving due notice as required by the regulations.
<b>Retirement</b>	Shall mean permanently leaving the service of the University at the age of 65 <b>or on medical grounds.</b>
<b>Spouse</b>	Shall mean <b>one spouse only</b> , but notwithstanding that the employee may be permitted by law or custom to have more than one spouse (The name of the spouse where applicable shall be submitted before commencing with the employment relationship)

<b>Staff</b>	Shall mean all persons appointed by the University as academic, administrative and support personnel.
<b>University Secretary</b>	Shall mean the Secretary to University Council.
<b>The University</b>	Shall mean Busoga University ( <b>BU</b> )
<b>The University Council</b>	Shall mean the Council as set up under the Universities and Other Tertiary Institutions Act 2001
<b>Vice-Chancellor</b>	Shall mean the Vice-Chancellor of Busoga University who is the Chief Executive Officer of the University.

## Appendix B – appointment letter

CONFIDENTIAL

### Busoga University Appointment Letter

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

Subj.: **Appointment to Busoga University Service**

Dear \_\_\_\_\_

Following your successful interview, Busoga University (hereafter called the University) is pleased to offer you employment as [**Job Title**], with its [**Location**] with effect from [**Date**] under the following terms and conditions:

1. **Salary Payment:** Salary payments are in Ugandan Shillings based on your grade in the macro structure of the university. Your gross salary is: \_\_\_\_\_
2. Your position within the University's structure and salary scale is:
  - a. Grade:
  - b. Step:
3. As a University employee, you are entitled to leave as stated in the human resources standard operating procedures. The types of Leave you will receive are:
  - i. **Annual Leave**: Calculated at 1.75 days per month of service to a maximum of 21 work days per year.
  - ii. **Holiday Leave**: To include all official Ugandan Holidays to a maximum of 10 work days per year.
  - iii. **Sick Leave**: As per doctor's advice.

- iv. **Maternity Leave**: Available to female members of staff to a maximum of 60 work days per year for the birth of their child.
  - v. **Paternity Leave**: Available to male members of staff to a maximum of 5 work days per year for the birth of their official (registered with the university) spouse's child.
  - vi. **Compassionate Leave**: In the event of a family crisis to include death, illness of family member or other family problems, an employee may take up to 5 work days per year.
4. As a University employee, you are entitled to the Benefits as stated in the University's standard operating procedures. The types of Benefits you will receive are:
    - a. **National Social Security Fund (NSSF)**: The University contributes an amount equal to 10 per cent of your gross salary and deducts 5 per cent from your gross salary for your contribution to NSSF in accordance with the law.
    - b. **Medical Benefit**: You and immediately family will benefit from a cost-shared medical insurance scheme.
    - c. **Workers' Compensation Benefit**: As required by law, the university provides to its staff an insurance cover for personal accidental death, injuries and occupational illness.
    - d. **Other Benefits**: Based on your position within the university and length of service, other benefits may be provided.
  5. Your work schedule and hours will be specified by your supervisor, in accordance with University policy.
  6. Your job description which outlines your responsibilities, tasks and duties will be provided to you by your supervisor after you report to work.
  7. Your signature on this Appointment Letter indicates your acceptance of The University's SOP's as stated in the Human Resource SOP's, which is available to you for review.

8. You will be on probation for 6 months from the date of your appointment as an employee of the University. During this probationary period, the University or you may terminate employment by giving 7 days notice.

Sincerely,

**Director Human Resources  
Busoga University**

I, **[Name]**, hereby accept the appointment of **[Job Title]** on the terms and conditions as stated herein. I confirm to commence employment on **[Date]**.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

# Appendix C – Bio data form

## Busoga University EMPLOYEE BIODATA FORM

### Personal Data

Full Name:	
Current Address:	
Telephone Number:	
Email:	
Place of Birth:	
Date of Birth:	
Nationality:	
Marital Status:	
Family Data:	
Name of Spouse:	
Phone contact:	
Email:	
Spouse Date of Birth:	
Number of Children:	
Name up to four (4) children for the official record of the university	
1.	
2.	

3.	
4.	

**Next of kin**

Next of kin – name 1 individual and their contact that would sign for your terminal benefits in case of death	
Name:	
Contact:	

<b>Any chronic diseases</b>	

### Education history

University Education	
School Name:	
Address:	
Field of Study:	
Degree Completed:	
Date of Completion:	

University Education	
School Name:	
Address:	
Field of Study:	
Degree Completed:	
Date of Completion:	

University Education	
School Name:	
Address:	
Field of Study:	
Degree Completed:	
Date of Completion:	

University Education	

School Name:	
Address:	
Field of Study:	
Degree Completed:	
Date of Completion:	

University Education	
School Name:	
Address:	
Field of Study:	
Degree Completed:	
Date of Completion:	

Other Education/Training/Certificate	
Institution Name:	
Course Name:	
Type of Training:	
Date of Completion:	

Other Education/Training/Certificate	
Institution Name:	
Course Name:	

Type of Training:	
Date of Completion:	

Other Education/Training/Certificate	
Institution Name:	
Course Name:	
Type of Training:	
Date of Completion:	

**Other Information**

Driving Permit Number/Date:	
Passport number:	

**I hereby confirm that the above information provided is true and accurate. Also, in the event of my death, the Accidental Death and Dismemberment Benefit, if applicable, Termination Benefit and Final Payment amount, excluding any NSSF payment or other taxable amount, will be paid to the next of kin as noted above.**

Employee Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# Appendix D - Salary scale

## BUSOGA UNIVERSITY SALARIES AND FRINGE BENEFITS STRUCTURE – 2006

SALARY SCALE	STAFF GRADE	INCREMENTAL LEVEL	BASIC	HOUSING	TRANSPORT	TELEPHONE	UTILITIES	HOSPITALITY	CONSOLIDATED MONTHLY
BU 1 BU 2 BU 3 BU 4 BU 5	EXECUTIVE STAFF GRADE	FIXED	800,000	600,000	400,000	400,000	400,000	400,000	3,000,000
		FIXED	700,000	500,000	350,000	350,000	350,000	350,000	2,600,000
		FIXED	650,000	500,000	300,000	350,000	350,000	350,000	2,500,000
		FIXED	600,000	400,000	300,000	300,000	300,000	300,000	2,200,000
		FIXED	500,000	400,000	300,000	250,000	250,000	300,000	2,000,000
BU 6	SENIOR STAFF GRADE ONE	(e)	490,000	390,000	390,000	190,000	240,000	-	1,700,000
		(d)	480,000	380,000	380,000	180,000	230,000	-	1,650,000
		(c)	456,000	370,000	370,000	170,000	220,000	-	1,586,000
		(b)	433,000	360,000	360,000	160,000	210,000	-	1,523,000
		(a)	411,540	350,000	350,000	150,000	200,000	-	1,461,540
BU 7	SENIOR STAFF GRADE TWO	(f)	400,000	300,000	300,000	100,000	150,000	-	1,250,000
		(e)	380,000	290,000	290,000	90,000	140,000	-	1,190,000
		(d)	361,000	280,000	280,000	80,000	130,000	-	1,131,000
		(c)	342,000	270,000	270,000	70,000	120,000	-	1,072,000
		(b)	325,000	260,000	260,000	60,000	110,000	-	1,015,000
		(a)	309,510	250,000	250,000	50,000	100,000	-	959,510
BU 8	SENIOR STAFF GRADE THREE	(j)	300,000	240,000	240,000	40,000	90,000	-	910,000
		(i)	285,000	230,000	230,000	30,000	80,000	-	855,000
		(h)	270,750	220,000	220,000	20,000	70,000	-	800,750
		(g)	257,120	210,000	210,000	10,000	60,000	-	747,120
		(f)	244,350	200,000	200,000	10,000	50,000	-	704,350
		(e)	232,130	190,000	190,000	10,000	40,000	-	662,130
		(d)	220,520	180,000	180,000	10,000	30,000	-	620,520
		(c)	209,500	170,000	170,000	10,000	30,000	-	589,500
		(b)	199,000	160,000	160,000	10,000	30,000	-	559,000
		(a)	189,000	150,000	150,000	10,000	30,000	-	529,000
BU 9	INTERMEDIATE STAFF GRADE ONE	(f)	180,000	140,000	140,000	-	-	-	460,000
		(e)	171,000	130,000	130,000	-	-	-	431,000
		(d)	162,450	120,000	120,000	-	-	-	402,450
		(c)	154,320	110,000	110,000	-	-	-	374,320
		(b)	146,600	100,000	100,000	-	-	-	346,600
		(a)	139,280	90,000	90,000	-	-	-	319,280
BU 10	INTERMEDIATE STAFF GRADE TWO	(f)	120,000	85,000	85,000	-	-	-	290,000
		(e)	100,000	80,000	80,000	-	-	-	260,000
		(d)	95,000	70,000	70,000	-	-	-	235,000
		(c)	90,250	60,000	60,000	-	-	-	210,250
		(b)	85,730	50,000	50,000	-	-	-	185,730
		(a)	81,440	40,000	40,000	-	-	-	161,440
BU 11	INTERMEDIATE STAFF GRADE THREE	(g)	80,000	40,000	30,000	-	-	-	150,000
		(f)	76,000	40,000	30,000	-	-	-	146,000
		(e)	72,200	40,000	30,000	-	-	-	142,200
		(d)	68,590	40,000	30,000	-	-	-	138,590
		(c)	65,160	40,000	30,000	-	-	-	135,160
		(b)	61,900	40,000	30,000	-	-	-	131,900
BU 12	JUNIOR STAFF GRADE	(a)	58,800	40,000	30,000	-	-	-	128,800
		(f)	50,000	30,000	20,000	-	-	-	100,000
		(e)	45,000	30,000	20,000	-	-	-	95,000
		(d)	40,000	30,000	20,000	-	-	-	90,000
		(c)	35,000	30,000	20,000	-	-	-	85,000
		(b)	30,000	30,000	20,000	-	-	-	80,000

**Note:** Each salary scale has incremental levels from (a) upwards indicating salary adjustments which can be awarded each year of service. The executive staff has their salary scale at fixed rates with no incremental levels.

**Appendix E - Part time pay claim form**

**Appendix F – List of allowances at Busoga university  
as at June 2009-06-25**

# Appendix G – performance appraisal form

Busoga University  
APPRAISAL FORM  
YEAR 20.....

Name and title of individual: \_\_\_\_\_

Date of PA: \_\_\_\_\_

Name and title of supervisor: \_\_\_\_\_

\_\_\_\_\_

**1. Review of job description:** How did the individual perform against each of the items in the job description? Please give specific examples

**2. Review of objectives:** How did the individual perform against objective agreed at the start of the year being appraised - Please give examples and mention any constraints as well as additional things have been achieved that were not planned.

**3. Summary:** What are the key strengths of the individual? What are the areas for improvement?

**4. Overall performance rating**            1      2      3      4

1. Consistently below expectations in all key aspects of the job (poor performance).
2. Meets most requirements but needs significant improvement in one or more areas critical to the position.
3. Good – achieves targets but some small areas of improvement needed.
4. Significantly exceeds requirement

**5. Career plans:** Record career aspirations, identifying how these could be achieved and how Busoga University can help.

**Signature of supervisor:** \_\_\_\_\_

**6. Employee's comments:** Please give feedback the support provided by the supervisor.

**Employees'**  
**Signature:** \_\_\_\_\_

6. Comments of the supervisors line manager:

Signature of the supervisor's line manager: \_\_\_\_\_

**Objectives and targets for the next 12 months:** Most jobs will have up to four objectives including a personal development objective. Each objective should be SMART:

- Specific & Stretching
- Measurable
- Achievable & Agreed
- Realistic
- Time-bound

***Focus should be on developing people's strengths, rather than just focusing on weaknesses.***

- Where possible, development solutions should draw on the existing capability of senior staff through coaching and mentoring.
- Learning opportunities should be supported by self-study.
- Where bespoke development solutions are required, budget requirements must be identified before commitments are made.
- All personal development must be followed up and evaluated as to whether it has met the intended objective.

# Appendix H – Leave request form