



UGANDA TECHNOLOGY AND MANAGEMENT UNIVERSITY

UTAMU

THE HUMAN RESOURCE MANAGEMENT MANUAL

APPROVED BY THE UNIVERSITY COUNCIL ON 22ND APRIL 2022.

Chairperson, University Council

Secretary, University Council

FOREWORD BY THE CHAIRPERSON OF THE UTAMU UNIVERSITY COUNCIL

As UTAMU consistently advances towards its envisioned position, it is absolutely essential to have this set of Human resource policies and procedures that are prepared within the confines of the current labour laws and easily accessible for all University employees. This Human Resources Manual is prepared as the principal reference document for interpreting and communicating human resources policies and procedures to the employees of UTAMU.

The comprehensive purpose of this Manual is to formally define and clearly set out the Policies, Procedures and Rules for the Management of Human Resources and to regulate the relationship between UTAMU and its employees. Our success depends on our consciousness and careful loyalty to this Manual and ultimately on every one of us to contribute effectively to this aim.

Whereas a Human Resources Manual may not be the most exhilarating read, I certainly hope that all employees of UTAMU will take the time to read through and acquaint themselves with this very important document.

As the Chairperson of the University council, I surely hope that this manual advances the efficiency and effectiveness of the Human Resources at UTAMU.

I salute all those whose hard work contributed to the success of this valuable document.



Dr. Annet K. Nabatanzi-Muyimba
CHAIRPERSON, UNIVERSITY COUNCIL



REMARKS BY THE VICE CHANCELLOR

Ugandan Technology and Management University (UTAMU) is a private university that was established by the National Council for Higher Education in March 2013, in accordance with the laws of Uganda. UTAMU is accredited to run academic programmes at all levels of the Higher education system.

With constantly growing staff numbers, there is a strong need for Human Resource Management policies and procedures. This Human Resource Manual is thus a repository of guidelines and procedures approved by the University Council of UTAMU and is an articulation of the procedures that emphasize the objectives of Human Resource Management at UTAMU.

It is envisaged that this manual shall be a fundamental guide to all stakeholders in the management of human resources so as to enhance compliance, efficiency and effectiveness at UTAMU. Additionally, the manual shall help ensure fairness, consistency, and specificity so that all employees are supported in their important roles of helping the University fulfill its mission.

All employees are responsible for being familiar with and adhering to Human Resource Manual which will help protect the well-being of the broader university community and help make UTAMU a great place to work.



Prof. Eddy Kurobuza Tukamushaba (PhD)
VICE CHANCELLOR

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DEFINITIONS

"Appointing Authority" shall refer to the University Council or someone authorized on its behalf.

"Appointment" - refers to conferment of an office or post of emolument in the service of UTAMU upon a person through a formal appointment letter by the respective authority.

"Abscondment of Duty" Shall refer to the absence of a staff member from office or work without proper authorization as is enshrined in the policy.

"Academic Department"- This shall refer to a unit under a faculty or school or institute which runs its own academic programmes as shall be approved by Council from time to time.

"Academic Rank" - This is a title or role of a faculty member within the University and can be attained after satisfying certain criteria

"Adjunct appointments" will mean where a member of staff of one department may render part-time services to another department on agreed terms. Such persons will be employed either at his / her current academic rank in his / her home institutions.

"Adjunct Staff" a status-only academic appointment; usually for a period of three years. As a status-only appointment, it is not normally remunerated.

Appointments and Disciplinary committee "ADC" Shall refer to the Board that is responsible for the appointment and Disciplinary committee removal of staff and performs other duties as may be assigned by the university council

"Chancellor" This shall be the individual appointed to perform duties and or functions as shall be provided for under the law and the governance framework of UTAMU.

"Contract of Employment" - Refers to a formal agreement signed between UTAMU and a staff member with agreed terms and conditions of service.

"Council" – Refers to the supreme organ of UTAMU as is defined under the law.

"Dean" Refers to a person elected and / or appointed and designated by Council as Dean/Director or Head of a Faculty, Institute or School in accordance with the established procedures.

"Employee" -Shall refer to a staff member employed by the University under contractual, permanent, temporary, probationary, or casual terms. Such staff member shall be governed by the policies and procedures enshrined in this manual and other related governance regulations of UTAMU.

"Extra Workload" Refers to the extra workload that forms part of work done beyond the normal hours prescribed for the employee. Such employee shall be eligible for an incentive in the form of financial remuneration or a day off. Such incentive shall be determined by the relevant authorities from time to time.

"Faculty" –this refers to the teaching staff of a University within the specific schools, departments.

"Full time employee" This shall refer to staff members eligible to work for forty-five (45) hours per week.

PREAMBLE

The Uganda Technology and Management University hereinafter referred to as "UTAMU" is a Private University in Uganda that offers academic programmes at all levels.

The university is accredited by National Council for Higher Education (NCHE) and offers experiential and outstanding learning and teaching opportunities for 21st Century student through an enriched learning experience that blends face-to-face and virtual learning. The university combines management and technology in all its courses and has the best faculty in these two broad disciplines. The faculty includes both full time and adjunct staff who have been recruited from across the world. The university also has a number of partners through which its various programmes are offered. The university is regulated mainly by the Uganda Tertiary and Institutions Act, 2001 as amended, as the parent Act.

VISION AND MISSION

The Vision of the University is "A global center of excellence in management, science, technology education" and its **Mission** is "To be a leader in providing quality Education, Research and Innovation critical to economic and human development". UTAMU independently and collaboratively offers certificate, diploma, undergraduate degree, postgraduate diploma, masters and PhD qualifications.

Since its inception, the university has demonstrated its unique approaches and academic delivery modes and it continues to be a university of choice for undergraduate, graduate and short training programmes. UTAMU is a high quality education and research institution that uses a blended learning approach to education under its Schools i.e. Business school, School of Humanities and Social Sciences, School of Computing and Engineering, School of Education, technical and Vocational Education. UTAMU is committed to achieving her vision through an enriched learning experience that blends a variety of teaching and learning methods. The teaching and learning process follows a blended model where face-to-face interactions are combined with online teaching and learning activities to deliver a learning experience that enables students to develop highly sought after skills such as problem solving, collaboration, critical thinking and continuous learning. UTAMU uses a blended learning model that combines face-to-face instruction physically or through video conferencing using Google-apps tools for education and this is combined with online curricula, interactive tools, hands-on activities, and online assessments that will provide immediate feedback to the learner.

MANDATE

Uganda Technology and Management University (UTAMU) is mandated to do teaching, research and community engagement.

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CORE VALUES:

UTAMU is mindful of its strategic future plans and the historic perspective of education in the world that is emphasizing nurturing scientists, technologists and innovators who can transform and create new knowledge. Therefore, the values of Uganda Technology and Management University are:

- i. **Professionalism:** making sure that staff and students conduct themselves with the highest ethical standards and taking responsibility of all their actions
- ii. **Creativity:** committing to stimulating the culture of scientific and technological advancement, innovation and practical enrichment to our stakeholders through a rich and flexible educational experience
- iii. **Integrity:** adhering to ethical and moral principles in all the educational, research and innovation processes
- iv. **Transparency:** seeking to provide accountability and value for money to UTAMU's stakeholders
- v. **Empowerment:** offering unsurpassed practical opportunities to UTAMU's stakeholders through industry oriented collaborations, research engagements and incubation clusters in order to transform the educational environment
- vi. **Community Engagement:** working with the community to solve the real world problems as a focal point towards economic development .

PURPOSE OF THE MANUAL

The broad purpose of this Manual is to define and formally set out the Policies, Procedures and Rules for the Management of Human Resources and to regulate the relationship between UTAMU and its employees.

OBJECTIVES OF THE MANUAL

The objectives of the manual are:

- i. To provide for the rights, obligations, roles and responsibilities of UTAMU as the employer.
- ii. To provide for the rights, obligations, privileges and or benefits, roles and responsibilities of management and members of staff of UTAMU.
- iii. To ensure a systematic and transparent approach to the administration of human resource policies, systems, procedures and practices with the aim of achieving harmonious relationship between UTAMU and its staff and defining the culture of UTAMU
- iv. To create and promote a good reputation of the University in dealing with its employees.
- v. To ensure that staff are provided with fair treatment, a conducive working environment and to promote the retention of key talent based on good performance as shall be determined from time to time.

PART A: INTRODUCTORY PROVISIONS

1. Citation

This manual and its provisions shall be cited as "*The Uganda Technology And Management University Human Resource Management Manual*" hereinafter referred to as the "**UTAMU HR Manual**"

2. Application

This manual is meant for the application on matters of regulating and managing as well as the conduct of all staff in the service of the university.

3. Objective of the manual

The objective of this manual is to provide for guidance and reference in the regulation, management and conduct of staff, while at UTAMU for the great interest of achieving UTAMU objectives, mission and vision.

4. Arrangement of the manual

This manual is arranged into four major parts: Part A is the introduction to the manual, Part B has provisions for the establishment of posts and appointment of staff, Part C details the full time staff workload policy, Part D details management of staff while in service of the university, Part E details staff training and development, Part F provisions for the management of leaving the university service and Part G provides the appendices to effect the provisions of Parts A to F.

5. Development of the manual

The process of developing this manual was participatory and sought the contribution of the human resource unit in conjunction with a select committee of members of staff and external facilitators, the university management, the Appointments and Disciplinary Committee and was approved by the university council.

PART B: RECRUITMENT POLICY

The strategic goal of UTAMU's recruitment policy is to ensure the placement and or replacement of the right people, at the right time, at the right cost and in the right job while maintaining a diverse and inclusive workforce. The University is an equal opportunities

employer with regard to gender balance in comparison with the requisite technical skills and expertise in the process of recruitment and selection of suitable individuals.

UTAMU will ensure that all recruitment and selection practices are consistent, equitable, transparent, and in line with the requirements of both procedural and substantive fairness as required by relevant legislation in Uganda.

UTAMU will strive to ensure that its staff recruitment and selection process is open and transparent and that no bribery and corruption can take place.

UTAMU will strive to prevent nepotism from occurring. Where any form of dishonestly/unethical behaviour takes place, Management will take disciplinary action against the party (ties) concerned.

Employment principles

The employment process at the university shall respect and observe the following principles

- i. Integrity
- ii. Meritocracy
- iii. Professionalism
- iv. Value addition
- v. Continuous performance improvement
- vi. Segregation of duties
- vii. Respect for human rights
- viii. Legality
- ix. Transparency
- x. Shareholder interests

7.1 OFFICERS OF THE UNIVERSITY

7.1.1. The Chancellor

- a) The Chancellor shall be the titular head of the University and as such preside at all ceremonies of the University and, in the name of Uganda Technology And Management University (UTAMU) confer degrees and award diplomas, certificates, other academic titles and distinctions of Uganda Technology And Management University. The Chancellor shall promote the image of the University.
- b) The Chancellor shall be appointed by the Board of Directors from among three (3) candidates recommended by the Chancellor Search Committee. A Chancellor Search

Committee constituted by the Board of Directors shall identify suitable candidates for the post of Chancellor and recommend three (3) candidates to the Board of Directors.

- c) The Chancellor shall be appointed on terms and conditions determined by the Board of Directors for a term of four (4) years and shall be eligible for re-appointment for one more term. The Chancellor shall be responsible to the Board of Directors.

1.1.1. Removal of the Chancellor from Office

The Board of Directors shall remove the Chancellor from office on any the following grounds:

- (i) Upon being adjudged Bankrupt; or
- (ii) Upon being adjudged of unsound mind; or
- (iii) Upon being convicted of a crime; or Gross misconduct.

7.1.2. Vice Chancellor

The Vice Chancellor shall:

- (i) Be responsible for the academic, administrative and financial affairs of the University;
- (ii) Be the Chief academic and administrative officer of the University as well as the Accounting Officer of the University;
- (iii) Be the Chief Public Relations Officer of the University;
- (iv) In the absence of the Chancellor preside at all ceremonies of the University and in the name of Uganda Technology And Management University (UTAMU) confer degrees and award other academic titles and distinctions of Uganda Technology And Management University (UTAMU); and
- (v) Perform such other functions that may be delegated to him or her by the University Council.

7.1.2.1 Appointment of the Vice Chancellor

- a) The Vice Chancellor shall possess a PhD or equivalent, be at the rank of at least Associate Professor and possess at least eight (8) years of managerial experience at least four (4) of which shall be at the level of at least Dean of a Faculty/ School or equivalent in a reputable higher education institution, corporate or public institution.
- b) The Vice Chancellor shall be appointed by the Board of Directors from among three candidates recommended by the University Council. A search committee constituted by the University Council shall identify three (3) to five (5) suitable candidates for the post of Vice Chancellor and forward them to the University Council to nominate three (3) candidates for recommendation to the Board of Directors.

- c) The Vice-Chancellor shall be appointed on terms and conditions determined by the University Council for a term of three (3) years and shall be eligible for re-appointment for a maximum of two more terms of three years each. The Vice Chancellor shall be responsible to the University Council.
- d) The Vice Chancellor shall be neither a shareholder nor a director in Uganda Technology and Management University (UTAMU) Ltd.
- e) The Vice Chancellor shall be responsible to the University Council.

7.1.2.2. Removal from Office

Any of the following grounds shall lead to the removal of the Vice Chancellor or Deputy Vice Chancellor from office:

1. The contract of the Vice Chancellor or Deputy Vice Chancellor shall be deemed to have been terminated when the Appointing Authority revokes the appointment; or
2. The contract of the Vice Chancellor or Deputy Vice Chancellor shall be terminated by the Appointing Authority:
 - (i) If two thirds of the University Council are satisfied that the Vice-Chancellor or a Deputy Vice-Chancellor should be removed from office on the grounds of misconduct or inability to perform the duties of the Office of the Vice Chancellor or Deputy Vice Chancellor; or
 - (ii) Upon being adjudged Bankrupt; or
 - (iii) Upon being adjudged of unsound mind; or
 - (iv) Upon being convicted of a crime.

7.1.3. Deputy Vice Chancellor

- a) The Deputy Vice Chancellor Academic Affairs shall deputize the Vice Chancellor and shall undertake the following;
 - i. Assist the Vice-Chancellor in the performance of his or her functions and in that regard be responsible for the Academic affairs of the University;
 - ii. In the absence of the Vice-Chancellor perform the functions of Vice-Chancellor;
 - iii. Perform such other functions that may be delegated to him or her by the Vice Chancellor.
- b) The Deputy Vice Chancellor Academic Affairs shall be a Holder of a PhD or equivalent; be at the rank of Professor and possess a minimum of 7 years of relevant managerial experience, 3 of which shall be at the level of at least a Dean of a School/ Faculty/ College or equivalent in a reputable academic and / or corporate or government institution.

7.1.3.1 Appointment of the Deputy Vice Chancellor

- a) The University Council shall appoint a search committee comprising of reputable persons to undertake a search for the Deputy Vice Chancellor Academic Affairs and recommend the best three candidates to the University Council for consideration.
- b) The Chancellor on the recommendation of the University Council shall appoint the Deputy Vice Chancellor Academic Affairs from among the three candidates recommended to the University Council.
- c) The Deputy Vice Chancellor shall hold office for a period of five years and shall be eligible for re-appointment for one more term subject to satisfactory performance.
- d) The Deputy Vice Chancellor shall be responsible to the Vice Chancellor.

7.1.3.2. Removal from Office

Any of the following grounds shall lead to the removal of the Vice Chancellor or Deputy Vice Chancellor from office:

1. The contract of the Vice Chancellor or Deputy Vice Chancellor shall be deemed to have been terminated when the Appointing Authority revokes the appointment; or
2. The contract of the Vice Chancellor or Deputy Vice Chancellor shall be terminated by the Appointing Authority:
 - (i) If two thirds of the University Council are satisfied that the Vice-Chancellor or a Deputy Vice- Chancellor should be removed from office on the grounds of misconduct or inability to perform the duties of the Office of the Vice Chancellor or Deputy Vice Chancellor; or
 - (ii) Upon being adjudged Bankrupt; or
 - (iii) Upon being adjudged of unsound mind; or
 - (iv) Upon being convicted of a crime.

7.1.4. University Secretary shall:

- (i) Be the Secretary to the University Council and its committees;
- (ii) Be the custodian of the University Seal, legal documents and other University records and University assets;
- (iii) Be responsible for the steward of the constitutional and business rules of procedure, coordinating the flow of business in terms of both timing and content, recording of discussions or decisions of the University Council and transmitting them to relevant University organs or officers through the University system;
- (iv) Without loss of generality to (iii) above, be responsible for transmitting to Board

- of Directors the business from the University Council;
- (v) Be responsible for receiving the decisions of the Board of Directors and transmitting them to relevant University organs or officers through the University system;
 - (vi) Monitor and report to the University Council, the status of implementation of the decisions of both the Board of Directors and the University Council;
 - (vii) Be responsible for the operation and conduct of the University Council business and in ensuring that appropriate rules of procedure are followed and, irrespective of any other functions that s/he may have within the University, when dealing with the University Council business s/he shall act on the instruction of the University Council itself;
 - (viii) Be responsible for Legal Services, Estates and Security in the University;
 - (ix) Ensure that the University publications such as the University calendar, University prospectus, staff handbook, University gazette, handbook on administrative procedures are updated and released regularly; and
 - (x) Undertake any other duties assigned by either the Chairperson of the University Council or the Vice Chancellor.

The University Secretary shall be a holder of master's degree and a Bachelor of Laws degree from a recognised Institution. He/she shall be an advocate of the High Court. Being a member of the Institute of Chartered Secretaries and Administrators or Institute of Chartered Public Accountants of Uganda shall be an added advantage.

The University Secretary shall possess a minimum of five (6) years of relevant managerial experience from a reputable organization.

The University Secretary shall be appointed by the University Council on recommendation of the Appointments and Disciplinary Committee.

The University Secretary shall be appointed on terms and conditions determined by the University Council for a term of four (4) years and shall be eligible for re-appointment for one more term.

The University Secretary shall be responsible to the Chairperson of the University Council. The University Secretary will be administratively responsible to the Vice Chancellor.

The University Secretary shall be neither a shareholder nor a director in Uganda Technology and Management University (UTAMU) Ltd.

7.1.5 University Controller

The University Controller shall be responsible to the Vice Chancellor for the University's Controllership functions and as such shall:

- (i) Be the Chief Financial Officer as well as the Chief Reporting Officer of the University;
- (ii) Direct, coordinate and oversee the University's financial, accounting, treasury

- operations, financial systems management and payroll of the University;
- (iii) Be responsible for the financial planning and administration of the University and shall maintain the accounts in a form determined by the University Council;
 - (iv) Supervise the daily, monthly, quarterly and annual financial reporting and submit reports to the University Council;
 - (v) Be responsible for general administration of the university;
 - (vi) Undertake any other duties assigned by the Vice Chancellor.

The University Controller shall be a member of the Institute of Certified Public Accountants of Uganda (ICPAU) and a holder of at least a master's degree from a recognised Institution in a relevant discipline such as business administration, finance and accounting, human resources or management. S/he shall hold a bachelor's degree in accounting and finance, business, management, economics or science from a recognised institution.

The University Controller shall possess a minimum of six (6) years of relevant managerial experience from a reputable organisation.

7.1.4.1. Appointment

The University Controller shall be appointed by the University Council on recommendation of the Appointments and Disciplinary Committee.

The University Controller shall be appointed on terms and conditions determined by the University Council for a term of four (4) years and shall be eligible for re-appointment for one more term.

The University Controller shall be responsible to the Vice Chancellor.

- a) The University Controller shall be neither a shareholder nor a director in Uganda Technology and Management University (UTAMU) Ltd.
- b) The University Controller shall be responsible to the Vice Chancellor.

7.1.5. Academic Registrar

The Academic Registrar in addition to being the Secretary to the University Senate shall be the custodian of academic records in the University and shall be responsible to the Deputy Vice Chancellor for coordination and management of academic affairs, student affairs, alumni affairs and convocation.

The Academic Registrar shall: -

- i. Assist the Deputy Vice Chancellor responsible for Academic Affairs in overseeing the academic affairs in the University;

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- ii. Assist the Deputy Vice Chancellor responsible for Academic Affairs in the coordination and management of the student affairs;
- iii. Be responsible for the coordination and management of the academic programmes including accreditation of the academic programmes with the National Council and other professional bodies;
- iv. Be responsible for coordination, administration and organization of admission and registration of students and conduct of examinations in the University;
- v. Coordinate the preparation of the teaching and examination timetables in the University;
- vi. Serve as the Custodian of the University Academic Records;
- vii. Serve as the Secretary of the University Senate;
- viii. Be responsible for the affairs of the alumni association;
- ix. Be responsible for streamlining and harmonizing the academic guidelines of the University;
- x. Assist in the development and review of guidelines and criteria of the University's academic growth projections;
- xi. Collect, analyze and interpret data on trends in University activities such as enrolments, staffing, staff training, graduate output, etc. and make such data available for decision making;
- xii. Ensure that the University publications in relation to academic affairs such as the University academic calendar, student handbook, University handbook on academic procedures are updated and released regularly;
- xiii. Document and store information on all academic programmes and ensure that the University complies to and maintains minimum academic standards; and
- xiv. Perform any other duties assigned by the Deputy Vice Chancellor responsible for Academic Affairs.

7.1.5.1. Appointment

- a) The Academic Registrar shall possess a PhD or equivalent, be at the rank of at least Senior Lecturer and possess at least six (6) years of managerial experience at least two (2) of which shall be at the level of at least Dean of a Faculty/ School, Deputy Academic Registrar or equivalent in a reputable higher education institution.
- b) The Academic Registrar shall be appointed by the University Council on recommendation of the Appointments and Disciplinary Committee.
- c) The Academic Registrar shall be appointed on terms and conditions determined by the University Council for a term of four (4) years and shall be eligible for re-appointment for one more term.
- d) The Academic Registrar shall be responsible to the Deputy Vice Chancellor responsible for academic affairs.
- e) The Academic Registrar shall be neither a shareholder nor a director in Uganda Technology and Management University (UTAMU) Ltd.
- f) The Academic Registrar shall be responsible to the Deputy Vice Chancellor.

7.1.6. University Librarian

The University Librarian shall be responsible for library services in the University.

The University Librarian shall;

- i. Be responsible for the development, control, management and co-ordination of all library and information services in the University;
- ii. Serve as the Executive Officer of UTAMU Libraries;
- iii. Maintain, and, enhance and improve, the Library's integrated learning environment, and the engagement of students, and staff in that environment;
- iv. Ensure equitable access to information resources, services, facilities and systems, in physical or virtual environments, both on campus and off campuses;
- v. Be innovative and proactive in the implementation of new technologies and library services;
- vi. Assure adequate library and research resources are available to meet staff and student needs, within assigned budget;
- vii. Plan for collection growth and technological change;
- viii. Support teaching and research by ensuring reliable library services;
- ix. Serve as an ambassador and advocate for the library by developing partnerships with other academic research libraries, and regional and national library associations;
- x. Develop a vision to ensure that the UTAMU Library embodies a model of modern librarianship;
- xi. Work closely with the university leadership and with principals/ deans/ directors and departmental heads to prioritize and focus future library developments;
- xii. Be under the direction of the Deputy Vice Chancellor responsible for Academic Affairs;
- xiii. Perform any other duties as assigned by the Deputy Vice Chancellor responsible for Academic Affairs.

The University Librarian shall possess a Bachelor's degree in Library Science and PhD or equivalent from a recognised institution, be at the rank of at least Senior Lecturer and possess at least six (6) years of managerial experience at least two (2) of which shall be library working experience in a reputable higher education institution.

7.1.6.1. Appointment

The University Librarian shall possess a minimum of six (6) years of relevant managerial experience from a reputable organisation.

The University Librarian shall be appointed by the University Council on recommendation of the Appointments and Disciplinary Committee.

The University Librarian shall be appointed on terms and conditions determined by the University Council for a term of four (4) years and shall be eligible for re-appointment for one more term.

7.1.6. University Librarian

The University Librarian shall be responsible for library services in the University.

The University Librarian shall;

- i. Be responsible for the development, control, management and co-ordination of all library and information services in the University;
- ii. Serve as the Executive Officer of UTAMU Libraries;
- iii. Maintain, and, enhance and improve, the Library's integrated learning environment, and the engagement of students, and staff in that environment;
- iv. Ensure equitable access to information resources, services, facilities and systems, in physical or virtual environments, both on campus and off campuses;
- v. Be innovative and proactive in the implementation of new technologies and library services;
- vi. Assure adequate library and research resources are available to meet staff and student needs, within assigned budget;
- vii. Plan for collection growth and technological change;
- viii. Support teaching and research by ensuring reliable library services;
- ix. Serve as an ambassador and advocate for the library by developing partnerships with other academic research libraries, and regional and national library associations;
- x. Develop a vision to ensure that the UTAMU Library embodies a model of modern librarianship;
- xi. Work closely with the university leadership and with principals/ deans/ directors and departmental heads to prioritize and focus future library developments;
- xii. Be under the direction of the Deputy Vice Chancellor responsible for Academic Affairs;
- xiii. Perform any other duties as assigned by the Deputy Vice Chancellor responsible for Academic Affairs.

The University Librarian shall possess a Bachelor's degree in Library Science and PhD or equivalent from a recognised institution, be at the rank of at least Senior Lecturer and possess at least six (6) years of managerial experience at least two (2) of which shall be library working experience in a reputable higher education institution.

7.1.6.1. Appointment

The University Librarian shall possess a minimum of six (6) years of relevant managerial experience from a reputable organisation.

The University Librarian shall be appointed by the University Council on recommendation of the Appointments and Disciplinary Committee.

The University Librarian shall be appointed on terms and conditions determined by the University Council for a term of four (4) years and shall be eligible for re-appointment for one more term.

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The University Librarian shall be responsible to the Deputy Vice Chancellor responsible for Academic Affairs

The University Librarian shall be neither a shareholder nor a director in Uganda Technology and Management University (UTAMU) Ltd.

7.1.6.2. Removal from Office of the University Secretary, University Controller, University Librarian, Academic Registrar, the Dean of a School or the Director of a Directorate from Office

The contract of the University Secretary, University Controller, University Librarian, Academic Registrar, Dean of a School or Director of a Directorate shall be terminated by the Appointing Authority:

- (i) If at least two thirds of the University Council pass a resolution that the University Secretary, University Controller, University Librarian, Academic Registrar, the Dean of a School or the Director of a Directorate should be removed from office on the grounds of misconduct or inability to perform the duties of the Office of the University Secretary or the Dean of a School or the Director of a Directorate; or
- (ii) Upon being adjudged Bankrupt; or
- (iii) Upon being adjudged of unsound mind; or
- (iv) Upon being convicted of a crime.

7.1.9. Dean of Students

7.1.9.1 Appointment

- a) The Dean of Students shall be appointed by the University Appointments and Promotions Committee on the recommendations from the University Management.
- b) The Appointments and Promotions Committee shall forward this appointment to the University Council for approval.
- c) The Dean of Students shall be responsible for the welfare of the students
- d) The Dean of Students shall be responsible to the Deputy Vice Chancellor.

7.1.9.2. Removal from Office

- a) If two thirds of the University Appointments and Disciplinary Committee are satisfied with the recommendation of management that the Dean of Students should be removed from office on the grounds of misconduct or inability to perform the functions of the Dean of Students, the University Appointments and Disciplinary Committee shall;
 - i. On the recommendation of the University management, approve that the Dean of Students should be removed from office.

- ii. Give notice in writing to the Dean of Students concerned, either terminating or dismissing him or her accordingly.

7.2. Other Categories of staff in the University

There shall be three categories of staff at Uganda Technology and Management University namely, the Academic Staff, the administrative staff and support staff.

7.2.1. Academic Staff

“Academic staff” – Means, in accordance with the Universities and Other Tertiary Institutions Act, 2001 as amended and as it applies to the UTAMU structure: The Academic staff shall consist of;

- i. Deans of Faculties or schools;
- ii. Directors of Institutes, colleges or other academic body;
- iii. Professors, Associate Professors, Senior Lecturers, Lecturers, and Assistant Lecturers appointed for teaching and research;
- iv. Such other persons as the University Council may designate academic members of staff.

7.2.1.1. Graduate Fellow

To qualify for appointment as a Graduate Fellow, the candidate should have the following:

- i. An Honours Bachelor’s Degree in the relevant field from a recognized institution;
- ii. A Master’s Degree from a recognized institution with evidence of good progress during its undertaking; and
- iii. Evidence of having enrolled for a PhD in the relevant field.
- iv. Related professional qualifications within the relevant field will be added advantage.

7.2.1.2. Lecturer

Appointment

To qualify for appointment as a Lecturer, the candidate should have:

Either

A PhD in the relevant field from a recognized institution. Professional qualification in the area of expertise will be an added advantage.

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A Master's Degree with a minimum of seven (7) years of working experience with a job related to the department of appointment; at least five (5) years of which were attained after a master's degree and two (2) of which are in at least a management position. Professional qualification in the area of expertise will be an added advantage.

The Lecturer shall hold a contractual position for a period of three years and shall be eligible for re-appointment subject to satisfactory performance. Publication, research and supervision of graduate students will be a key consideration.

7.2.1.3. Senior Lecturer

Appointment

To qualify for appointment as a Senior Lecturer, the candidate should have the following:

- i. A PhD in a relevant field;
- ii. Three peer reviewed articles which should be published in the past three years; and
- iii. Evidence of basic pedagogical skills.
- iv. Experience in writing and winning research grants, contributions to community, supervision of graduate students and participation in research projects will be an added advantage.
- v. Evidence of supervision of at least five graduate students to completion
- vi. Show evidence of research growth by way of:
 - a. Published books;
 - b. Published book chapters;
 - c. Published peer reviewed conference proceedings; and
 - d. Published journal articles.
- vii. For b, c, d in (v) above, emphasis will be put on the quality of the publications rather than the numbers. However, they should not be less than two (2).

The Senior Lecturer shall hold a contractual position for a period of four years and shall be eligible for re-appointment subject to satisfactory performance.

Promotion

To be promoted to a rank of Senior Lecturer, the candidate shall:

- (i) Have an academic doctorate;
- (ii) Have worked at a rank of a Lecturer for a period of at least one year;
- (iii) Have contemporary pedagogical skills;
- (iv) Have satisfactory teaching and supervision experience;
- (v) Show evidence of research growth by way of:

- a. Published books;
- b. Published book chapters;
- c. Published peer reviewed conference proceedings; and
- d. Published journal articles.

For b, c, d in (v) above, emphasis will be put on the quality of the publications rather than the numbers. However, they should not be less than two (2).

7.2.1.4. Associate Professor

Appointment

To qualify for appointment as an Associate Professor, the candidate should have the following;

- i. A PhD in a relevant field
- ii. Have served either as a Senior Lecturer in a recognized university for a period of at least one year or as a researcher in a reputable research institution for a period of at least two years;
- iii. Have evidence of contemporary pedagogical skills;
- iv. Show evidence of active participation in writing fundable research grants. The total number of grants successfully won should either be at least 2 or have a total value of at least USD 100,000.
- v. Show evidence of activeness in research, publication and scholarship in his/her area of specialization. This should be in terms of
 - a. Books published;
 - b. Book chapters published;
 - c. Peer reviewed refereed conference proceedings; and
 - d. Peer reviewed refereed journal articles.
- v. For (b), (c) and (d) in (v) above, much as emphasis will be placed on quality of the publications, the total number of the publications should not be less than fifteen (15).
- vi. The candidate should show evidence of:
 - a. Supervision of at least seven graduate students to completion;
 - b. Service to the community; and
 - c. Membership to at least one professional body.
- vii. The Associate Professor shall hold a contractual position for a period of five years and shall be eligible for re-appointment subject to satisfactory performance.

Promotion

To be promoted to a rank of Associate Professor, the candidate should:

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- (i) Have served at a rank of senior lecturer for a period of at least two years. Exception to this may be considered on its merit but the candidate should demonstrate excellence in all areas of teaching, research and community engagement
- (ii) Have at least satisfactory teaching and supervision appraisal
- (iii) Should have supervised at least seven graduate students to completion, one of whom should be a PhD student.
- (iv) Show evidence of applying for and winning grants and should have won at least two grants each of at least US\$ 50,000 or one grant of at least USD 200,000.
- (v) Show evidence of growth in research and scholarship since promotion to the rank of Senior Lecturer. This should be by way of
 - a. Published Books;
 - b. Published Book Chapters;
 - c. Published peer reviewed conference proceedings; and
 - d. Published journal articles.

For b, c, d in (v) above, emphasis will be put on the technical strength of the publications, the impact of the publications and the distinctness rather than the number. However, the publications should not be less than Five (5) recent publications since the last promotion.

7.2.1.5. Professor

Appointment

To qualify for appointment as a Professor, the candidate should:

- (i) A PhD in a relevant field
- (ii) Have served either as an Associate Professor in a recognized university for a period of at least two years or as a senior researcher in a reputable research institute for a period of at least four years;
- (iii) Have evidence of contemporary pedagogical skills;
- (iv) Show evidence of active participation in writing fundable research grants. Total number of grants successfully won should either be at least 5 or have a total value of at least USD 500,000.
- (v) Should show evidence of activeness in research, publication and scholarship in his/her area of specialization. This can be in terms of
 - a. Books published;
 - b. Book chapters published;
 - c. Peer reviewed refereed conference proceedings; and
 - d. Peer reviewed refereed journal articles.

For (b), (c) and (d) in (v) above, much emphasis will be placed on the quality of the publications, and the total number of the publications should not be less than twenty five (25).

- (vi) The candidate should show evidence of:

- a. Supervision of at least ten graduate students to completion of which one should be a PhD;
 - b. Service to community; and
 - c. Membership to at least a professional body.
- viii. The Professor shall hold a contractual position for a period of five years and shall be eligible for re-appointment subject to satisfactory performance.

Promotion

To be promoted to a rank of Professor, the candidate should

- i. Have served at a rank of associate professor for a period of at least three years. Exception to this may be considered on its merit but the candidate should demonstrate excellence in all areas of teaching, research and community engagement
- ii. Have at least satisfactory teaching and supervision appraisal
- iii. Should have supervised at least six graduate students to completion since promotion to the rank of associate professor and two of whom shall be PhD.
- iv. Show evidence of applying for and winning grants. The candidate should have won at least three grants or less grants with net value of at least USD 400,000
- v. Should show evidence growth in research and scholarship since promotion to the rank of Associate Professor. This should be by way of:
 - a. Published Books;
 - b. Published Book Chapters;
 - c. Published peer reviewed conference proceedings; and
 - d. Published journal articles
- vi. For b, c, d in (v) above, emphasis will be put on the technical strength of the publications, the impact of the publications and the distinctness rather than the number. However, the publications should not be less than Eight (8) recent publications since the last promotion. The number may be double this if the candidate is to be considered without having served the duration stated as associate professor

For purposes of equivalence, a published book shall be equivalent to three (3) journal articles provided:

- (i) It consists of at least five (5) chapters;
- (ii) Has an ISBN; and
- (iii) It qualifies as a required textbook for a course at degree level in the same discipline the applicant is applying for either promotion or appointment.

7.2.1.6 Visiting/Part time Professors and Lecturers

a) Appointment

Appointment of Visiting Professor and Lecturers shall be made by the Vice Chancellor on the recommendations of the Heads of Department submitted through the Dean of the School Faculty and the University Secretary.

To qualify for appointment as a visiting/Part time professor or Lecturer Lecturer, the candidate should have:

(ii) Either

(iii) A PhD in the relevant field from a recognized institution. Professional qualification in the area of expertise will be an added advantage.

Or

(iv) A Master's Degree with a minimum of seven (7) years of working experience with a job related to the department of appointment; at least five (5) years of which were attained after a master's degree and two (2) of which are in at least a management position. Professional qualification in the area of expertise will be an added advantage.

b) Status

Visiting Professor or Lecturer shall be appointed by UTAMU based on their status from the parent institution as long as the parent institution where he/she is serving is a recognized University or an academic institution of repute.

c) Appointment Period

A Visiting Professor or Lecturer shall be appointed for two years renewable on the recommendation of their respective unit and supported by their parent Institution. Their appointment shall not be subjected to age limits. In units where there may be no suitable staff to be appointed to occupy Headship or Deanship position, the Visiting Lecturer may be assigned such administrative role.

d) Promotion of Visiting Academic Staff

The Parent Institution shall be responsible for the promotion of Visiting Academic Staff.

e) Remuneration

A Visiting Academic Staff shall not be entitled to earn a salary from the University but may receive payment in lieu of services rendered as per the University policy.

7.2.1.7. Head of Academic Department

Appointment

7.2.1.6 Visiting/Part time Professors and Lecturers

a) Appointment

Appointment of Visiting Professor and Lecturers shall be made by the Vice Chancellor on the recommendations of the Heads of Department submitted through the Dean of the School Faculty and the University Secretary.

To qualify for appointment as a visiting/Part time professor or Lecturer Lecturer, the candidate should have:

(ii) Either

(iii) A PhD in the relevant field from a recognized institution. Professional qualification in the area of expertise will be an added advantage.

Or

(iv) A Master's Degree with a minimum of seven (7) years of working experience with a job related to the department of appointment; at least five (5) years of which were attained after a master's degree and two (2) of which are in at least a management position. Professional qualification in the area of expertise will be an added advantage.

b) Status

Visiting Professor or Lecturer shall be appointed by UTAMU based on their status from the parent institution as long as the parent institution where he/she is serving is a recognized University or an academic institution of repute.

c) Appointment Period

A Visiting Professor or Lecturer shall be appointed for two years renewable on the recommendation of their respective unit and supported by their parent Institution. Their appointment shall not be subjected to age limits. In units where there may be no suitable staff to be appointed to occupy Headship or Deanship position, the Visiting Lecturer may be assigned such administrative role.

d) Promotion of Visiting Academic Staff

The Parent Institution shall be responsible for the promotion of Visiting Academic Staff.

e) Remuneration

A Visiting Academic Staff shall not be entitled to earn a salary from the University but may receive payment in lieu of services rendered as per the University policy.

7.2.1.7. Head of Academic Department

Appointment

- c) The Dean of a School shall be appointed by the University Council on recommendation of the Appointments and Disciplinary Committee.
- d) The Dean shall be appointed on terms and conditions determined by the University Council for a term of four (4) years and shall be eligible for re-appointment for one more term. The Dean shall be responsible to the Vice Chancellor.
- e) The Dean of a School shall be neither a shareholder nor a director in Uganda Technology and Management University (UTAMU) Ltd.
- f) The Dean shall be responsible to the Deputy Vice Chancellor. Academic

Removal from Office

- a) Two-thirds of the School members can recommend to the Vice Chancellor to forward to the Appointments and Promotions Committee the removal from the office of the Dean.
- b) The Dean can be removed from office on the grounds of misconduct or inability to perform the functions of that Office.
- c) The University Appointments and Disciplinary Committee shall;
 - i. Approve the university management decision to the University Appointments and Disciplinary Committee
 - ii. Give notice in writing to the Dean, either terminating him or her accordingly.
 - iii. The above two conditions take exception where the dean is holding position in acting capacity

7.2.1.9. Adjunct Academic Staff

- a) The University will appoint adjunct academic staff that will comprise of;
 - i. Adjunct Professors;
 - ii. Adjunct Associate Professors;
 - iii. Adjunct Senior Lecturers and;
 - iv. Adjunct Lecturers);
- b) Adjunct Academic staff are people in employment or professional practice outside the University, who would add value to the work of the departments in which they are to be appointed because of the contribution they can make from their commercial, industrial, or professional experience and affiliations.
- c) The adjunct staff member must exhibit a set of scarce or extraordinary skills as a result of their professional standing and affiliations.

Appointment of Adjunct Academic Staff

- a) The appointment of adjunct staff will be made to accommodate the needs and requirements of a discipline, department or faculty. Current academic staff of the University of the University may not be appointed as adjunct staff.
- b) Where a School or Department identifies a need for expertise in certain areas, it may nominate a candidate to become an Adjunct Professor/Associate Professor/Senior Lecturer/Lecturer.
- c) Persons eligible for appointment of any category of adjunct staff are those who are singularly qualified because of their research, technical expertise and ability to contribute to the learning enterprise to make a significant and consistent contribution at an advanced level to UTAMU. Such persons will normally have background credentials appropriate to an academic appointment in the particular School.
- d) In particular circumstances, persons holding appointments at other institutions of higher education may be appointed as Adjunct Staff.
- e) The appointment will be for up to three years, renewable once. Reappointments will require evidence of contributions made during the previous term.
- f) Appointees will be accorded access on the same basis as members of faculty to library, computer facilities and other facilities in UTAMU. Office and research space may be provided where appropriate and available.
- g) All Adjunct Staff may participate in Departmental and Faculty meetings at the invitation of the School Dean.
- h) Normally there will be no remuneration associated with such appointments. Privileges associated with the appointment constitute "payment in kind" for services rendered.
- i) However, where appropriate, and within the terms of the Collective Agreement and Human Resources Policies, stipends may be offered for teaching services.
- j) A selection committee to evaluate the adjunct staff application must be constituted by the Dean. The selection committee will technically be a committee of School. The composition is determined by the Dean, but must include all the Heads of Departments in that School.

7.2.2. Administrative Staff

"Administrative staff" – Means, in accordance with the Universities and Other Tertiary Institutions Act, 2001, persons employed by the University, other than academic staff, holding administrative posts to render administrative support to fulfill the mission of the University. They shall include the following:

- i. Manager;
- ii. Principle Officer;
- iii. Senior Officer;
- iv. Officer
- v. Assistant Officer
- vi. All other non-teaching staff serving on administrative terms of service.

7.2.2.1. Manager

- a) The Appointments and Disciplinary Committee shall appoint a Manager on recommendation of the University Management.
- b) The candidates shall possess a minimum of 5 years of relevant experience, 3 of which shall be at the level of at least a senior Officer or equivalent in a reputable academic and / or corporate or government institution.
- c) The Appointments and Disciplinary Committee on recommendation of management may promote a Senior Officer to the position of Manager after serving a minimum of one year at the level of officer or Senior Officer based on satisfactory performance subject to an opening of a position of Manager in the same line of responsibility.
- d) The said staff shall demonstrate excellent performance appraisal rating from the supervisor for at least three consecutive appraisal periods.
- e) For anyone to be appointed or promoted to the position of Manager, he/ she must possess a minimum of a master's degree in the respective discipline and a full professional qualification where applicable.
- f) The Manager shall hold office for a period of four years and shall be eligible for re-appointment subject to satisfactory performance. The Manager shall be responsible to the Director.

Removal from Office

- a) The manager shall be removed from office on the recommendation of the university management to the Appointments and Disciplinary Committee.
- b) The manager will be given notice in writing, either terminating him or her according to the policies of the university or the labor laws of Uganda.

7.2.2.2. Senior Officer

- a) The Appointments and Disciplinary Committee shall appoint a Senior Officer recommended by the University Management.

- b) The candidate shall possess a minimum of 5 years of relevant experience, 3 of which shall be at the level of at least Officer or equivalent in a reputable academic and / or corporate or government institution.
- c) The Appointments and Disciplinary Committee shall promote an Officer to the position of Senior Officer after serving a minimum of one year at the level of Officer to the satisfaction of the University Management and subject to an opening of a position of Senior Officer in the same line of responsibility. The said staff shall demonstrate excellent performance appraisal rating from the supervisor for at least three consecutive appraisal periods.
- d) For anyone to be appointed or promoted to the position of Senior Officer, he/ she must possess a minimum of a master's degree in the respective discipline and a partial professional qualification where applicable.
- e) The Senior Officer shall hold office for a period of 3 years and shall be eligible for re-appointment subject to satisfactory performance.
- f) The Senior Officer shall be responsible to the Principal Officer.

Removal from Office

- a) The senior officer shall be removed from office on the recommendation of the university management to the University Appointments and Promotions Committee.
- b) The senior officer will be given notice in writing, either terminating him or her according to the policies of the university or the labor laws of Uganda.

7.2.2.3. Officer

- a) The Appointments and Disciplinary Committee shall appoint an Officer recommended by the University Management.
- b) The candidates shall possess a minimum of 1 year of relevant experience in a reputable academic and / or corporate or government institution.
- c) The Appointments and Disciplinary Committee shall promote an Assistant Officer to the position of Officer after serving a minimum of one (1) year at the level of Assistant Officer to the satisfaction of the University Management and subject to an opening of a position of Officer in the same line of responsibility.
- d) For anyone to be appointed or promoted to the position of Officer, he/ she must possess a minimum of a Bachelor's degree or equivalent in the respective discipline.
- e) The Officer shall hold office for a period of 3 years and shall be eligible for re-appointment subject to satisfactory performance.
- f) The Officer shall be responsible to the Senior Officer.

Removal from Office

- a) The officer shall be removed from office on the recommendation of the university management to the University Appointments and Promotions Committee.
- b) The officer will be given notice in writing, either terminating him or her according to the policies of the university or the labor laws of Uganda.

7.2.2.4. Assistant Officer

- a) The Appointments and Disciplinary Committee from among three ranked candidates recommended by the University Management shall appoint an Assistant Officer.
- b) For anyone to be appointed an Assistant Officer, he/ she must possess a minimum of a diploma in the respective discipline.
- c) The Assistant Officer shall hold office for a period of 3 years and shall be eligible for re-appointment subject to satisfactory performance.
- d) The Assistant Officer shall be responsible to the Officer.

Removal from Office

- a) The assistant officer shall be removed from office on the recommendation of the university management to the University Appointments and Disciplinary Committee.
- b) The assistant officer will be given notice in writing, either terminating him or her according to the policies of the university or the labor laws of Uganda.

7.2.3. Technical/Support Staff

- a) The Technical/Support staff shall consist of persons employed by the University who are not members of Academic staff or the administrative staff. They shall include the following:

7.2.3.1. Principal Technician

- a) The Appointments and Disciplinary Committee shall appoint a Principal Technician recommended by the university management.
- b) University management shall select a principal technician from among the best three candidates recommended by the management technical committee.
- c) The candidates shall possess a minimum of 5 years of relevant experience in a reputable academic and / or corporate or government institution.
- d) The Appointments and Disciplinary Committee shall promote a Senior Technician to the position of Principal Technician after serving a minimum of three (3) years at the level of Senior Technician to the satisfaction of the university management and subject to an opening of a position of Principal Technician in the same line of responsibility.

- e) For anyone to be appointed or promoted to the position of Principal Technician, he/ she must possess a minimum of a Bachelor's degree or equivalent in the respective discipline. Possession of a professional qualification where applicable shall be a must.
- f) The Principal Technician shall hold office for a period of 3 years and shall be eligible for re-appointment subject to satisfactory performance.
- g) The Principal Technician shall be responsible to the immediate supervisor.

Removal from Office

- a) The principal technician shall be removed from office on the recommendation of the university management to the University Appointments and Disciplinary Committee.
- b) The principal technician will be given notice in writing, either terminating him or her according to the policies of the university or the labor laws of Uganda.

7.2.3.2. Senior Technician

- a) The Appointments and Disciplinary Committee shall appoint a Senior Technician recommended by the university management.
- b) University management shall select a senior technician from among the best three candidates recommended by the management technical committee.
- c) The candidates shall possess a minimum of 3 years of relevant experience in a reputable academic and / or corporate or government institution.
- d) The Appointments and Disciplinary Committee shall promote a Technician to the position of Senior Technician after serving a minimum of one (1) year at the level of Technician to the satisfaction of the Appointing Committee and subject to an opening of a position of Senior Technician in the same line of responsibility.
- e) For anyone to be appointed or promoted to the position of Senior Technician, he/ she must possess a minimum of a diploma or equivalent in the respective discipline. Possession of a professional qualification where applicable shall be a must.
- f) The Senior Technician shall hold office for a period of 3 years and shall be eligible for re-appointment subject to satisfactory performance.
- g) The Senior Technician shall be responsible to the immediate supervisor.

Removal from Office

- a) The senior technician shall be removed from office on the recommendation of the university management to the University Appointments and Disciplinary Committee.
- b) The
- c) senior technician will be given notice in writing, either terminating him or her according to the policies of the university or the labor laws of Uganda.

7.2.3.3. Technician

- a) The Appointments and Disciplinary Committee shall appoint a Technician recommended by the university management.
- b) University management shall select a technician from among the best three candidates recommended by the management technical committee.
- c) The candidates shall possess a minimum of one year of relevant experience in a reputable academic and / or corporate or government institution.
- d) For anyone to be appointed a Technician, he/ she must possess a minimum of a Ugandan Advanced Certificate of Education (UACE) of or equivalent. Possession of a professional qualification where applicable is a must.
- e) The Technician shall hold office for a period of 2 years and shall be eligible for re-appointment subject to satisfactory performance.
- f) The Technician shall be responsible to the immediate supervisor.

Removal from Office

- a) The technician shall be removed from office on the recommendation of the university management to the University Appointments and Disciplinary Committee.
- b) The technician will be given notice in writing, either terminating him or her according to the policies of the university or the labor laws of Uganda.

7.2.3.4. Messenger

- a) The Appointments and Disciplinary Committee shall appoint a messenger recommended by the university management.
- b) University management shall select a messenger from the candidates recommended by the management technical committee.
- c) The candidates shall possess a minimum of one year of relevant experience in a reputable organization.
- d) For anyone to be appointed a Messenger, he/ she must possess a minimum of a Ugandan Certificate of Education (UCE) or equivalent.
- e) The Messenger shall hold office for a period of 2 years and shall be eligible for re-appointment subject to satisfactory performance.
- f) The Messenger shall be responsible to the immediate supervisor.

Removal from Office

- a) The messenger shall be removed from office on the recommendation of the university management to the University Appointments and Disciplinary Committee.
- b) The messenger will be given notice in writing, either terminating him or her according to the policies of the university or the labor laws of Uganda.

7.2.3.5. Drivers

- a) The Appointments and Disciplinary Committee shall appoint a driver recommended by the university management.
- b) University management shall select a driver from the candidates recommended by the management technical committee.
- c) The candidates shall possess a minimum of three years of relevant experience as a driver with a reputable organization.
- d) For anyone to be appointed a driver, he/ she must possess a minimum of a Ugandan Certificate of Education (UCE) or equivalent, possess a full driving license for not less than three years, a clean driving record, ability to communicate well in English (oral and written).
- e) The driver shall hold office for a period of 2 years and shall be eligible for re-appointment subject to satisfactory performance.
- f) The driver shall be responsible to the immediate supervisor.

Removal from Office

- a) The driver shall be removed from office on the recommendation of the university management to the University Appointments and Disciplinary Committee.
- b) The driver will be given notice in writing, either terminating him or her according to the policies of the university or the labor laws of Uganda.

7.2.3.6. Cleaners

- a) The Appointments and Disciplinary committee shall appoint a cleaner recommended by the university management.
- b) University management shall select a cleaner from the candidates recommended by the staff committee.
- c) The candidates shall possess a minimum of one year of relevant experience in a reputable organization.
- d) For anyone to be appointed a cleaner, he/ she must possess a minimum of a Ugandan Certificate of Education (UCE) or equivalent.
- e) The cleaner shall hold office for a period of 2 years and shall be eligible for re-appointment subject to satisfactory performance.
- f) The cleaner shall be responsible to the immediate supervisor.

Removal from Office

- a) The cleaners shall be removed from office on the recommendation of the university management to the University Appointments and Disciplinary Committee.

- b) The cleaners will be given notice in writing, either terminating him or her according to the policies of the university or the labor laws of Uganda.

7.2.3.7. Casual Staff

- a) Casual staff shall be persons employed to perform defined tasks on an ad-hoc daily or hourly basis and remunerated accordingly.
- b) Casual employees shall be appointed as and when required to perform certain tasks and shall be required to be paid per complete day worked.
- c) Casual employees shall not take benefit of the privileges undertaken by the fulltime staff, except by the discretion of the Vice Chancellor, for example attendance of Christmas parties and other events as Management shall feel necessary from time to time.

7.2.3.8. Volunteers

- a) These shall be persons authorized in writing by the University Controller or his/her delegate upon application and approval from management and executive board to render services to the University through a specific unit for a specific period of time not exceeding six months.
- b) A volunteer shall not receive salary from the University but may be paid an allowance, subject to availability of funds.

7.2.3.9. Interns

The university shall promote internship employment as follows:

- i. The University accepts students as interns for attachment to any of its units for training purposes. Such students shall apply for attachment to the University Controller through their respective institutions.
- ii. The applications shall be processed and approved by a specially appointed committee of management where necessary before their final consideration

7.2.3.10. Consultants

- a) From time to time, UTAMU shall appoint consultants/ experts to provide advisory or consultancy services on different subjects as shall be determined from time to time.
- b) Appointment of consultants should be through competitive bidding in accordance to the University procurement policy.
- c) All decisions to appoint independent consultants, shall be presented to the university management before formal engagement.
- d) In case of services of an emergence nature, the Vice Chancellor will take the decisions and will notify the management on the decisions taken.

- e) Management shall be informed of the rationale, or purpose of appointing such Independent Consultants and provide a justification why they should be appointed and the budget indications for the assignments that they will undertake.
- f) These type of assignments shall include, but not be limited to events management, accounting audit, marketing, legal advisory, teaching and others as shall be determined from time to time.
- g) Procurement of audit services will be done by UTAMU BOD on recommendation from the University Council.

7.3. Recruitment Procedure

In order to meaningfully fill the staff vacancies at the university, the recruitment procedure shall be as follows:

7.3.1. Vacancies

Vacancies shall be deemed to have been created as a result of any of the following circumstances: -

- i. Establishment of new Departments or Units, not previously in existence;
- ii. Restructuring;
- iii. Expiry of contract;
- iv. Resignation;
- v. Dismissal;
- vi. Retirement;
- vii. Death;
- viii. Rejection of appointment offered;
- ix. Abscondment of duty, and
- x. Any other causes, and/or reasons as shall be determined from time to time.

7.3.2. Notification of Vacancies

- a) Where a vacancy occurs, or where it becomes known that a vacancy will occur in any Directorate, Department or Unit of the university, the respective Director/Head of Department or section shall notify Management in writing through the Human Resource unit of the University.
- b) The respective vacancies shall be filled according to the rules, policies and procedures governing the University.

7.3.3. Advertisement

- a) All vacancies shall be first advertised internally, to give an opportunity to existing staff to apply for the jobs. Where no internal staff member shall be found suitable, the positions shall be advertised externally.

- b) A notice of the advert shall be placed as a hard copy to the University notice board, and a soft electronic copy shall be placed on the University job website and shared within the university social media sites.
- i. The powers to approve whether the advertisement shall be internal or external shall lie with the university management and may consult the Appointments and Disciplinary Committee in some cases.
 - ii. Where the Director/Head of Department/unit recommends that a post be advertised, the responsible Director/Head of Department/unit in liaison the Human Resource Management unit and with approval by the university management shall prepare the job advert setting out the details of the vacancy.
 - iii. The job advertisement shall contain sufficient details about the positions advertised as follows: Job title, objective of the job, job description and key outputs, specifications, competences, job grade and salary, reporting relationship and application procedures.
 - iv. Submission of applications shall be done either physically to the UTAMU campus addressed to the University Controller or sent electronically by email to the address that will be provided in the advertisement.
 - v. Ordinarily any job advertisement shall last for a period of fourteen days minimum and twenty- one days which shall include weekends and any public holidays therein.
 - vi. The advertisement shall clearly state how applications should be addressed and the responsible officer shall ensure that all applications are received and clearly recorded. A record of receipt of all applications shall be submitted as part of the report sent to Management for consideration.

7.3.4. Screening of Applications

- a) The office of the University Controller and Department or Unit concerned shall conduct a screening of applications to make a formal report on those that meet the minimum requirements and should thus be considered for subsequent stages of the recruitment process.
- b) The screening process shall include among others the verification of academic and professional documents of applications.
- c) The results of the screening shall be submitted to the university management appointment committee, which shall also do its interviews. The report and recommendations shall be submitted to the university management for consideration and thereafter submit to the Appointments and disciplinary committee which may conduct final interviews or appoint the recommended personnel.

- d) The period between receipt of applications and the actual interviews shall not exceed 14 days and where circumstances do not allow this, a communication to all stakeholders shall be made.

7.3.5. Interviews

- a) The university management shall use a combination of methods of interviews.
- b) For Managerial positions, aptitude tests may be undertaken.
- c) During interviews, the concerned Department shall be represented and the representation shall be part of the technical team on the panel.
- d) A person from the department concerned shall not participate in the interview of a senior staff.
- e) The university management and Appointments and Disciplinary Committee may invite an external technical expert to assist in the interviewing process as need may arise.
- f) The technical persons co-opted shall provide technical guidance and participate in the scoring.
- g) The decision of the university management shall be communicated in form of a detailed report while the decisions of the Appointments and Disciplinary Committee shall be implemented in the form of an appointment letter issued by the responsible authority; which letter shall bear a date of commencement to duty including official working hours
- h) The decision of the Appointments and Disciplinary Committee shall be reported to Council for final approval and or noting whichever is the case.
- i) In exceptional circumstances, the Appointments and Disciplinary Committee may delegate some of its powers to the University Secretary and such decisions shall be submitted to the Appointments and Disciplinary Committee for ratification.

7.3.6. Acceptance of appointment

- a) For every type of appointment, the concerned persons shall write and submit to the relevant office of an acceptance letter. For this matter, every appointment whether first time, promotional, transfer or re-designation shall require a formal acceptance.
- b) An appointment shall be valid for period of fourteen days from date of issue upon expiry of which, it shall be deemed the person appointed to have declined the offer. Management can consider the person that came second in the process of interviews and or may decide to re-advertise the job depending on the urgency and financial implications involved.

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7.3.7. Induction and Orientation

- a) Upon acceptance and reporting for duty, the Human Resource Management unit shall organize an induction or orientation to enable the person appreciate among others the work and workplace.
- b) Staff appointed on promotion or re-designation may also need orientation to enable them adopt conduct adjustments to suit and fit in their new roles and levels of responsibility.

PART C: STAFF TERMS AND CONDITIONS OF SERVICE

8.1. Introduction

- a) These terms and conditions shall be known as Uganda Technology and Management University Staff Terms and Conditions of Service.
- b) A copy of these Terms and Services shall be put on the University Website for each member of staff to have access.
- c) All Management members shall maintain an up-to-date copy of the staff Terms and Conditions of service that shall be available for staff at a specified place.
- d) Ignorance of any of the terms and conditions shall in no way constitute an excuse for or defense against the violation of that regulation by a member of staff.
- e) These terms and conditions may be amended from time to time by the University Council.

8.2. Objectives of Terms and Conditions of Service

The objectives of these terms and conditions of Service are;-

- a) To attract and retain high quality personnel;
- b) To create a favorable working environment for the University staff and promote good working relations;
- c) To form a basis for the management and development of its staff.

8.3. General Conditions of Service

- a) No discrimination shall be made during appointments on grounds of gender, religion, ethnicity, race or region of origin; and equal opportunity will be afforded to disabled persons for posts in which their disability does not impair their performance.
- b) All officers must be prepared to serve the University diligently and willing to be transferred to any of the Departments of the University to which they may be appointed and will be expected to undertake any duties within the terms of reference, reasonably required of them.

- c) Breaches of behavior and discipline shall be dealt with as provided for in these conditions of service.

8.4. Deployment and schedule of duties

- a) The appointment letter issued shall have all the terms and conditions of the role including job responsibilities and functions.
- b) The appointment letter shall also state that the employee may be required to perform other functions as shall be determined from time to time.
- c) It is this letter that will be used during the first day of reporting to work by the new employee.
- d) The head of the concerned unit, shall immediately notify in writing that the new employee has reported for duty before monthly payments are effected.

8.5. Attendance to duty

- a) Timely and regular attendance of all full time staff is an expectation of performance for all UTAMU employees.
- b) In the event an employee is unable to meet this expectation, he/she must obtain approval from their supervisor in advance of any requested schedule changes. This approval includes requests for late arrivals to or early departures from work.
- c) An employee is deemed absent when he/she is unavailable for work as assigned/scheduled and such time off was not scheduled/approved in advance as required by university/department notification procedure.
- d) In cases of staff members who have not been working continuously for a period of one week or more, UTAMU will take it that such staff member shall have absconded from duty, where he or she is absent from work for a period of seven (7) days or more without proper authorization or good cause. Such staff member shall not be entitled to wages for that period when they are absent from work; Management may take the discretion to dismiss such staff.
- e) However, the following circumstances shall be regarded as good cause and therefore not render such staff member eligible to punishment under this clause;
 - i. Absence attributable to the occurrence of exceptional circumstances or events that may prevent the employee from reaching work;
 - ii. Absence attributable to summons to attend a court of law or any other public authority having power to compel attendance; or;

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- iii. Absence attributable to death of a family member of the employee or a dependent relative¹, subject to a maximum of three days, or six days in any one calendar year.²

8.6. Reporting late to Duty

An employee is deemed to be late for duty when he/she:

- a) Fails to report for work at the assigned/scheduled work time.
- b) Leaves work prior to the end of assigned/scheduled work time without prior supervisory approval.
- c) Takes an extended meal or break period without approval
- d) Arrives to work past his/her scheduled start time

8.7. Hours of work

- a) All Staff members will be required to work regulated hours fixed by the University Council from time to time.
- b) All staff will be required report to work from 8:00am – 5:00pm, Monday through Friday.
- c) The demands of service may require staff to work outside the regulated hours (minimum of 45 hours per week) especially the Academic staff and other staff members that maybe required to work over the weekend.
- d) Nothing in these terms and conditions of service shall prevent staff from working voluntarily outside the regulated hours.

8.8. Appointments

The University shall have the following types of appointments;

- a) All Vacancies will be advertised either internally or externally depending on the position and decisions by management, but vacant posts may be filled by confirmation on service, re-designation or reappointment. In every case, the relevant authorities shall be consulted.
- b) The University Council shall have ultimate authority and responsibility for all appointments, promotions, rewards, awards, and salary increments for all the employees of the University
- c) The University shall offer probationary, permanent, contract, temporary, part-time, vacation, voluntary, honorary, or professor emeritus appointment as detailed in Part A of the Recruitment policy.

¹ Dependent Relative shall include a son or daughter above eighteen years of age, who is wholly and dependent on the staff member. It will also include a parent, brother or sister or grandchild who is wholly dependent on the staff member.

² Calendar year shall refer to the period between January to December of any given year.

8.9. Probation

- a) All staff shall be initially appointed on probationary contracts and confirmed after a six months period upon successful performance reviews;
- b) Where the probationary contract has been extended for a further six months, and such staff is found to have performed unsatisfactorily, then that staff shall be terminated accordingly by the University;
- c) All staff on probationary contracts shall not be eligible to go on leave, unless in exceptional circumstances;
- d) All staff on probationary contracts shall be required to undergo performance reviews every three months to monitor their performance. A performance review report shall be presented to Management and the Appointments and Disciplinary Committee signed by both the employee and the supervisor, stating the key result areas and how the staff has performed.
- e) Where it is found necessary to terminate the probationary contract either by the employee or UTAMU, the notice shall be for fourteen (14) days or payment in seven (7) days wages in lieu of notice.
- f) An employee, within his/her probation period, who has two occurrences of non-attendance to work should receive a Written Warning; if the employee has greater than two occurrences within the probation period, employment may be terminated.

8.10. Confirmation

- a) Upon successfully concluding the Probationary contract, an employee shall be given a contract of service, confirming their appointment in the job and it shall also spell out the terms and conditions that will govern the relationship with UTAMU.
- b) Upon confirmation and subject to the leave policy, the staff shall then be entitled to take leave as is set out in the Staff Leave Policy.
- c) Upon confirmation of a staff member, performance reviews shall be done every six months, preferably in June and December of each year of service.

8.11. Acting appointment

- a) A member of staff may be offered a position of "Acting Appointment" in a situation where a staff may be required to perform duties in a higher position than the one that they currently hold. This may happen in cases where such superior officer is away on annual leave.

- b) Acting appointments shall be formally issued by the university management.
- c) Remuneration of staff in acting capacity will be in accordance to the terms and conditions as set out in the Finance policy.
- d) The person shall act for a period not exceeding 6 months. If the period is exceeded, it has to be in writing and can be extended only once and thereafter that person should be confirmed in full capacity if he/she possesses the required qualifications for that position.

8.12. Promotion

- a) Promotions shall be done by the university Council on recommendation of university management subject to evidence of growth of the staff based on documentary evidence of performance.
- b) The applications for promotions may be received any time during the year.
- c) All promotions will be upon approval by the Appointments and Disciplinary Committee, or any other organ mandated to make such decisions.
- d) The applicant shall be entitled to a new contract providing the new terms and conditions. Such promotion shall only be effective, once the staff promoted has signed the new contract.

8.13. Official Deductions from Entitlements

An employee's entitlements shall be subject to the following deductions:

- i. PAYE (Pay as you earn)
- ii. NSSF (National Social Security Fund)
- iii. Local Service Tax
- iv. Any other statutory deductions
- v. Any other optional deductions approved by the employee

8.14. Time Clocks and Failure to Clock in/out

- a) Employees are required to follow established guidelines for recording their actual hours worked. A missed clock in/out is a violation of this policy and includes:
 - i. Failure to clock in/out on their designated time clock (i.e. designated book or Biometric Finger print machine) at the beginning and/or end of day;
 - ii. Failure to accurately and timely report time worked.
 - iii. Clocking in/out early (or late) without prior approval
 - iv. Departments have discretion to evaluate extraordinary circumstances of any delay, absence or failure to clock-in or clock-out and determine whether or not to count the incident as an occurrence.

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- b) UTAMU from time to time shall decide on the best method for clock in and clock out. The methods may include use of Biometric finger clock in and clock out, use of a designated book or any other method that may be considered by UTAMU management as appropriate.
- c) The Finance/Payroll Department has the responsibility for the electronic transfer of time clock data which will result in an accurate and timely payroll process.
- d) This generated data can be later transferred to the payroll system where employees can be paid according to the hours recorded in their time sheet. The total work hours for the entire month in relation to the employee salary will then be used to deduce the exact amount of salary that should be paid to any employee for the only hours worked for during that period/month.

8.15. University/Departmental Notification Procedure

- a) Employees are expected to follow UTAMU notification procedures if they will be late for work, will not be at work, or are requesting planned time away from work.
- b) Employees must request in advance to their supervisor or designee and in accordance with UTAMU procedure if they wish to arrive early or leave early.
- c) An employee who fails to call in and report to work as scheduled for three consecutively scheduled work days without notifying their supervisors will be viewed as having absconded work.
- d) Persistent absence from duty will require the supervisor to issue a warning to the employee concerning their abuse of the policy.

8.16. Staff Performance Appraisal

- a) Deans of Schools shall constantly review performance of academic staff at which staff discuss their progress.
- b) Administrative Heads of Departments/sections will constantly review performance of administrative and support staff at which staff shall discuss with their progress.
- c) Annual performance appraisals will be conducted for all staff by their immediate Supervisors.
- d) Failure of any staff member to adhere to (C) above will require a warning letter or any other action from Management as it deems fit.

8.17. Staff Remuneration and Benefits procedures

8.17.1. Remuneration Policy

UTAMU shall be guided by the approved salary scale. The salary scale shall endeavor to be fair, non-exploitative and non-discriminatory based on gender and sufficient to motivate and retain staff.

8.17.2 Salary

- a) The University shall pay a salary/wage to all its staff members as determined by the University Management and approved by Council.
- b) All salaries of full time staff shall be paid on a monthly basis.
- c) Salaries of members of staff shall be subject to statutory and other approved deductions.
- d) Part-time staff shall be paid on hourly rates or other rates determined by the University Management and approved by Council.
- e) For each appointment, the scale and entry point shall be specified in the letter of appointment.
- f) A member of staff may, with good reasons, apply for a salary advance, subject to the approval of the Vice Chancellor.
- g) Save for exceptional circumstances that will be indicated in the staff members' letter of appointment, all salaries and allowances shall be paid in Uganda shillings. Salaries are paid in arrears by cheque or transferred directly to staffs, personal accounts before the last day of the month.

8.17.2. Increments

- a) Any approved additional training and/or qualifications relevant to a member's present work undertaken or obtained during employment may qualify the member for increment (s) as determined by Management.
- b) Any member of staff thinking he/she deserves a special increment can put his/her case, in writing to the University Management, through his/her Head of Department.
- c) The Incremental date shall be the 1st day of the month of assumption of duty.

8.17.3 Medical Care

- a) UTAMU's medical policy is to enable staff access proper medical care. Management will provide medical cover for full time staff members. Management will source for an

appropriate insurance cover that will be approved by University Council. The medical policy will be Received by UTAMU Council form time to time.

- b) All UTAMU full time staff will be insured under Group personal Accident cover.

8.17.4 First Aid Kits

UTAMU maintains an up to date first aid kit in order to take care of emergencies on mild accidents and should be easily accessible to all staff.

8.17.5 Gratuity

UTAMU will provide a one month's salary per year worked payable at the end of service contract of full time staff. No gratuity shall be paid to staff member whose service has been terminated under the clause on summary dismissal by the employer. Gratuity payment is liable to PAYE and NSSF.

8.17.6 Staff loan and Salary Advance:

UTAMU does not provide loans to staff, however recommendation can be made to the bank that is willing to offer salary loans to staff as per clause. The obligation to pay back falls solely on staff who take up the loan and UTAMU has no financial obligation.

Salary advance shall only be given under exceptional circumstances, which must be approved by the Vice chancellor. In case salary advance is given, it must be deducted without exception, from the employee's salary at end of same month or next month if loan is received after 15th of the month.

8.18. Progressive Discipline Process

- a) Supervisors should monitor their employees' attendance on a regular basis and address unsatisfactory attendance in a timely and consistent manner.
- b) When an employee has been a victim in abusing the policy before, the totality of the circumstances will be assessed when determining further action.
- c) For situations involving suspension or termination of employment, the university management should consult with the university legal advisor prior to implementing disciplinary action.

8.19. Leave entitlements

All full time staff shall be entitled to leave as is prescribed herein below:

8.19.1. Annual Leave

- a) A full-time employee of the University shall be entitled to Twenty-Two (22) working days of annual leave in each calendar year on full pay.

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- b) Annual leave shall be taken in two halves (11 days) in the first half of the year, and the next 11 days in the last half of the year as may be agreed between the employer and the employee.
- c) Prior to taking annual leave, the employee shall file an application for leave indicating the number of days to be taken and provide a contact where he or she may be in case of need.
- d) The employee shall only be free to go on leave, once the leave is approved by his or her line manager. Such leave application form, should be accompanied by a handover report that should be discussed and approved by the line manager, before leave is approved.

8.19.2. Maternity Leave

- a) A female employee shall, as a consequence of pregnancy, be entitled to sixty working days leave from work on full pay, of which at least four weeks shall follow the child birth or miscarriage.
- b) A female employee shall have the right to return, to the job which she held immediately before her maternity leave or to a reasonably suitable job on the same terms and conditions, previously held.
- c) In the event of sickness arising out of pregnancy or confinement, affecting either the mother or the baby, and making the mother's return inadvisable, the right to return mentioned in paragraph (a) and (b) above shall be available within the next eight weeks after the childbirth or miscarriage.
- d) In the case of a miscarriage, a full medical report from a certified medical practitioner should be provided to the employee's line manager and a copy submitted to the Human Resources Department in that regard.

8.19.3. Paternity Leave

- a) A male employee, shall immediately after the delivery or miscarriage of a wife, have the right to a period of four (4) working days' leave from work yearly.
- b) The Paternity leave shall be on full pay.
- c) A male employee shall upon his return, have the right to return to the job, which he held immediately before his paternity leave.

8.19.4. Sick Leave

- a) An employee who has worked for an employer for not less than one month of continuous service and who is incapable of work because of sickness or injury is entitled to sick pay as follows;

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- i. For the first month of absence from work, the employee will be entitled to full pay and every other benefit that he or she is entitled to under the terms and conditions of employment of service.
 - ii. If at the end of the second month, the sickness of the employee still continues, the employer is entitled to terminate the contract of service upon payment of full benefits that such employee is entitled to within the terms and conditions of service.
- b) For the employee to be entitled to sick pay, he or she must notify or cause to be notified as soon as is practically possible, his or employer of the reason of absence from work and if requested by the employer, provide a medical report signed by a full certified medical practitioner certifying the employee's incapacity to attend work.

8.19.5. Study Leave

- a) The Staff Development Plan should be part of the performance management system, where staff identify areas of development and are agreed with their line managers.
- b) The plan should indicate the areas, possible dates for undertaking particular development programs and how they would be financed.
- c) Each staff should have a development plan signed with their line managers.

8.19.6. Compassionate Leave

- a) An employee shall be entitled to compassionate leave of not more than 14 days. The leave should be taken immediately upon notification of the line manager.
- b) The circumstances under which such compassionate leave shall include, but may not be limited to, death of a biological parent, legal guardian, death of a biological child... other circumstances shall be on the discretion of the Vice Chancellor, upon being given proof of qualification to take the leave. Such leave shall only be taken upon approval of the line manager and a form to that effect shall be filled in and filed with both the line manager and the Human Resources Department.

8.19.7. Special Leave

- a) Special leave may be granted to a staff member in case of a need. Such leave shall be granted on the discretion of the Vice Chancellor.
- b) The special leave shall not be offset from the annual leave of the staff member.

8.19.8. Sabbatical leave

- a) This is a leave that provides an opportunity for employees at the rank of Professor to work or undertake a special project outside of UTAMU for a period of one year or less.

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Eligibility

- a) Sabbatical applicants must have been employed full time by the company for at least three years and must meet the following criteria:
 - i. Must be at the rank of Professor
 - ii. The employee's work performance is superior and reputable
 - iii. The employer deems that there are acceptable resources and adequate coverage available during the employee's absence.
 - iv. The employee provides a detailed description and documentation of the work opportunity to be undertaken during the sabbatical.
 - v. The employee understands and accepts that this is a leave without pay.
 - vi. The employee has not taken an unpaid leave of absence in the previous two years or more.

Procedures

- a) If an employee has secured an outside work opportunity of longer duration, such as a university fellowship or book contract, the employee may request up to a maximum of 12 months leave of absence as long as he or she has been a full-time employee of the company for three years.
- b) In the case of a fellowship, the leave of absence must cover the duration of the fellowship only, but may not exceed 12 months.
- c) The University Management shall agree upon the sabbatical leave and a form signed requesting for the leave put on the employee's file.
- d) Once the time period for a work sabbatical is agreed on in writing, it cannot be extended without a written request for extension and approval by university management. If it is shortened, prior notice to the supervisor is also required. The total leave taken may not exceed one year.
- e) The employee and supervisor understand and agree that the employee's position will remain open and available when the employee returns. Should the employee fail to return to work at the end of the agreed period of time, the employee will be terminated.

IMPORTANT NOTE: This leave is not intended to be an extension of vacation, Family and Medical Leave or short- or long-term disability leave or any other current benefit provided by the UTAMU. This policy does not constitute a guarantee of continued employment. Rather, employment with the company is on an at-will basis.

8.20. Public Holidays

- a) The University shall observe all statutory public holidays and other public holidays as the Government may declare from time to time.

8.21. Taking over and handing over office

- a) A person taking over office shall receive a brief from the person he or she will have taken over, about the office which shall include a handover report by the previous holder where applicable.
- b) A person leaving office shall prepare a handover report and submit it to the immediate supervisor which shall be witnessed by the Human Resources Department or its equivalent.

8.22. Records management

- a) The human resource management unit shall always keep and update personal files with all records on each staff member.
- b) The office of the internal auditor shall periodically every after six (6) months conduct an audit of these files and issue staff members concerned with information on what could be missing on their files.
- c) All personal files of staff shall also be kept as electronic files with all documents scanned and kept away as back up in case of any disaster.
- d) In the case of files for members of staff at the level of a Dean/Director shall be kept by the University Controller and so shall it be for the file of the Head of the Human Resource.
- e) In keeping and maintaining these records the following key principles shall be observed:
 - i. Confidentiality
 - ii. Integrity
 - iii. Secrecy
 - iv. Professionalism

8.23. Secrecy and Communication

- a) All staff members shall exercise a high degree of secrecy in handling official information and documents that come into their knowledge and possession in the course of their University duties.
- b) A member of staff shall not communicate, without permission, to any person or body, any confidential official information.
- c) A member of staff shall not disclose, publish or assist in publication, or make public or cause to make public any materials or information relating to the University, unless when executing official duties or with the permission of the University Management.

- d) No member of staff shall, except with the express permission of the Vice Chancellor or when executing official duties;
 - i. Issue, on behalf of or for the University, any verbal or written statement to the press, radio, or other mass media;
 - ii. Allow or cause oneself to be interviewed on matters relating to the University policies and activities;
 - iii. Withhold any information that might be of vital importance to the University;
- e) All external correspondences and or communication regarding matters from the University shall only be communicated by the Vice Chancellor. Any exceptions may be granted and or approved by the Vice Chancellor on a case by case basis.
- f) All correspondences received from outside the University, shall be directed to the Office of the Vice Chancellor, who shall decide on the manner in which to respond. All external correspondences shall be responded to within 48 hours of receipt.
- g) Where a matter requires further investigation, a written notification shall be provided in that regard.
- h) The respective persons shall be required to provide a written response upon the expiry of the period of forty eight (48) hours or such time as shall be determined from time to time.
- i) All staff are obliged to sign an Oath of Secrecy and shall not disclose organizational and official information that shall come to their knowledge to non-members of the university except with authority of the Vice Chancellor. A copy of the Oath of Secrecy shall be kept on file. A staff member that chooses to divulge information that is otherwise for the sole benefit of the University, shall be subjected to the Disciplinary processes accordingly.

8.24. Telephone use

- a) Staff shall attend to incoming telephone calls immediately and shall be courteous and audible and shall assist the caller to the best of their ability.
- b) In case of inability to respond to issues raised by the caller, staff taking the call shall refer to somebody who is in a better position to help or take a message and deliver it to the right recipient.
- c) All university telephone lines shall be used for official calls only.
- d) Where it shall necessitate making or receiving a personal call during working hours, the call shall be kept as short as possible.
- e) No personal long distance (international) calls shall be made on UTAMU lines.
- f) International calls shall be made by authorized persons for official business only.

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8.25. Internet and email usage

- a) Staff members shall be availed with an email account with the University and Internet services for official and personal use and it is their responsibility to ensure that the facility is not misused or abused.
- b) Computer information systems and networks are an integral part of business of the University.
- c) Staff members should ensure that in the use of emails and the Internet provided, they uphold the values of the University and the laws applicable to computer usage.
- d) Staff members should ensure that in the usage of Internet and emails provided by the University, they desist from illegal actions prohibited by the law, which include acts like viewing and exchanging of pornography or pornographic material, cyber harassment, unauthorized disclosure of information belonging to UTAMU, impedes or prevents access to or impairs the usefulness or effectiveness of any program or data stored in the computer and other related offences as is prescribed under the law shall be subjected to a Disciplinary process accordingly.
- e) The Directorate of ICT shall every six months, be required to provide a report on staff general internet and email usage for tracking purposes to Management for consideration and further review.

8.26. Employee health and safety

- a) It is a legal obligation of UTAMU to ensure that staff members or members of the public that access their premises are provided the necessary or requisite protection under the Occupational Health and Safety regulatory framework of Uganda.
- b) UTAMU managers will approach health and safety in a systematic way, by identifying hazards and problems, planning improvements, taking executive action and monitoring results so that the majority of health and safety needs will be met from locally held budgets as part of day-to-day management, although many health and safety problems can be rectified at little additional cost.
- c) If unpredictable health and safety issues arise during the year, the UTAMU management must assess the degree of risk, in deciding the necessary resources and actions to commit to addressing these issues.
- d) It is the policy of the Company to require departmental managers to produce appropriate health and safety policies or guidelines. These should embody the minimum standards for health and safety for the department and the work organized within it.
- e) It shall be the responsibility of the manager to bring to the attention of all members of his or her staff, the provisions of the guidelines, and to consult with appropriate Health and Safety Representatives about the updating of these guidelines

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- f) A Health and Safety Committee shall be set up and its obligations will be to ensure that UTAMU meets and or complies with the obligations enshrined in the Occupational Health and Safety Act, 2006.
- g) The Health and Safety Committee shall comprise of the following members;
 - i. The University Secretary
 - ii. A staff member elected by staff members for that purpose. (This position may be rotated on an annual basis);
 - iii. A member of Senior management
- h) The Occupational Health and Safety Committee shall be charged with the following functions;
 - i. To take, as far as is reasonably practicable, all measures for the protection of workers and the general public from dangerous aspects of the employer's undertaking at the employer's cost; for example, to ensure that staff and the general public are protected from exposure to electric shock, falling debris, ensure that in the case of fire, staff members are assembled in a central position, to ensure that all staff members have recorded a next of kin that should be contacted in case of injury or need and that the records are updated from time to time; to ensure that there is a proper record of all the members of the general public that access the University premises at all times.
 - ii. To employ any other organizational measures that may be useful in consultation with Management for the protection of staff and members of the general public.
 - iii. To provide adequate and appropriate information, instructions, training, supervision necessary to ensure, as far as is reasonably practicable, the safety and health of the employees, and the application and use of occupational measures, taking into account the functions and capabilities of the different categories of workers accordingly.
- i) In fulfilment of the above obligations, UTAMU shall through the appointed or elected committee members do the following;
 - i. Provide a safe working environment for everybody. At all times, precaution shall be taken to provide safe working place and this shall demand the cooperation of every employee.
 - ii. Require employees to report all unsafe working conditions or hazards to their supervisors as soon as they are identified
 - iii. Ensure workplace safety, the following shall be observed:
 - Report all case of sickness or injury no matter how light
 - Keeping the work area clean
 - The University is a **NO SMOKING** zone

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- ✚ No use of narcotic drugs
- ✚ No abuse of alcohol and or drugs
- ✚ Shut down your machine before cleaning, repairing or leaving the work area
- ✚ Do not block access to fire extinguishers
- ✚ Do not tamper with electric controls and switches
- ✚ Do not operate machines or equipment until you have been properly instructed and authorized to do so by your supervisor
- ✚ Report any unsafe condition or acts to your supervisor
- ✚ Use designated passages while leaving one place to another
- ✚ Do not throw objects
- ✚ Place trash and paper in proper bins.
- ✚ Pets shall not be allowed at the university premises.

PART D: FULL TIME STAFF WORKLOAD POLICY

9.1 Staff Work Load

All full time staff of UTAMU shall ensure that they undertake the minimum workload.

9.1.1. Minimum Load for Management Staff and Other Academic Staff involved in Administration

- a) The minimum workload shall be defined as the workload for each member of staff that he /she shall undertake in fulfillment of the monthly salary as stipulated under the category the member of staff belongs to.
- b) In defining the minimum workload, regard shall be given to the time spent teaching students. A class shall be defined as a group of students following a course together that requires an average of at least 90 minutes of face to face per week.
- c) For purposes of this manual, annually, supervision of one PhD student is equivalent to supervision of two-master's students. For instance, a member of staff who is not able to supervise the required number of PhD students can supervise the equivalent at master's level to fulfill the minimum supervision load and vice versa.
- d) All academic staff shall engage in all academic activities as part of their appointment duties which shall include but limited to curriculum development and review, policy development, teaching, research, supervision, innovation, marketing and community engagement.

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- e) All administrative staff shall engage in policy development and review, marketing and brand promotion and other activities where they have competencies as part of the appointment duties.
- f) In addition to these duties staff shall perform duties in line with their level of appointment as provided for below:

9.1.1.1. Vice Chancellor

- a) The Vice Chancellor shall be fulltime in the administration of the University.
- b) The Vice Chancellor may engage in teaching, supervision of graduate students and research. In this regard, the Vice Chancellor shall only qualify for extra workload for a given semester after having a minimum of two classes and supervision of 2 graduate students or equivalent.

9.1.1.2. Deputy Vice Chancellor

Every semester, in addition to performing the duties of the Office of the Deputy Vice Chancellor, the Deputy Vice Chancellor shall teach two classes and supervise two graduate students or equivalent.

9.1.1.3. Academic Registrar / Directors / Deans

Every semester, in addition to performing the duties of the Office of the Academic Registrar / Director / Dean, the Academic Registrar / Director / Dean shall teach four classes and supervise 1 PhD student and three master's students.

9.1.1.4. Heads of Departments / Managers

Every semester, in addition to performing the duties of a Head of Department / Manager, he/she shall teach five classes and supervise two PhD students and four master's students. In case where the head of department is not eligible to supervise a PhD, the number of master's students shall be six.

9.1.2. Minimum Load for Academic Staff

9.1.2.1. PhD holders

Every semester, a PhD holder not under category 14.2.1 – 14.2.5 above i.e. one who is not engaged in routine administration shall teach six classes and supervise three PhD students and five master's students.

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9.1.2.2. Master's Holders

Every semester, a master's holder not under category 14.2.4 and 14.2.5 above i.e. one who is not engaged in routine administration shall teach six classes and supervise 10 students.

9.1.2.3. PhD Students

Every semester, academic staff who are PhD students and are not under category 14.2.5 (b) above shall teach five classes and supervise 6 students. PhD students may participate in the supervision process of the master's students supervised by their PhD supervisors as part of the supervision mentorship.

9.1.3. Minimum Load for Administrative Staff

- a) An Administrative staff shall perform his / her duties as stipulated in the appointment letter. He / she shall ensure that all the work done during official working hours is University work.
- b) An Administrative staff that meets the minimum requirements of a Lecturer may undertake extra workload by teaching on the evening and weekend programmes of the University subject to the approval of the Dean on the recommendation of the Head of Department.

9.1.4. Minimum Load for Technical and Other Staff

- a) A technical or other staff not mentioned above shall perform his / her duties as stipulated in the appointment letter.
- b) He / she shall ensure that all the work done during official working hours is University work.
- c) Any of the staff that meets the requirements of a Lecturer may undertake extra workload by teaching on the evening and weekend programmes of the University subject to the approval of the Dean on the recommendation of the Head of Department.

9.1.5. Waiver of Staff workload

- a) The Vice Chancellor on recommendation from the unit head may waive some of the minimum staff workload for that concerned member of staff for the specified period.

9.1.6. Extra Workload

- a) Teaching and supervision are the only two categories that qualify for financial remuneration.

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- b) All other types of extra workload shall be remunerated using other forms like giving a member of staff an extra day off or payments for writing grant proposals.
- c) For any member of staff to qualify for remuneration for extra workload, he / she must seek approval from the responsible officer and the University Secretary before undertaking that activity.
- d) In the case of extra workload resulting from teaching the university hourly rates on teaching short courses, executive tailor-made courses, undergraduate degree, postgraduate diploma, master's degree and PhD programmes shall apply accordingly.
- e) For extra workload resulting from supervision of students the university rates for supervision of undergraduate, postgraduate diploma, master's and PhD students shall apply accordingly.

9.2. Graduate Fellows

- a) The level of engagement in activities of the University shall depend on the type of the scholarship / graduate fellowship.
- b) The details including terms and conditions of the scholarship shall always be indicated in the award letter.

9.3. Engaging in Consultancy

- a) Staff of UTAMU are encouraged to engage in the provision of consultancy services on a part-time basis to government, the private sector, NGOs, and the international community.
- b) It is a University policy that when a member of staff engages in such, he/she shall declare it to the responsible officer of the University and included in the Curriculum Vitae (CV) and or university webpage of the member of staff.
- c) For staff that are part of consultancy firms, this has to be declared to the University and after declaration, the member of staff concerned shall provide details of the consultancy firm on his / her university webpage.
- d) The University shall not seek any financial gain from the consultancy unless either the consultancy was secured using the University's name or is undertaken using university facilities or both.
- e) Without loss of generality, university staff shall undertake official activities on a fulltime basis and engage in private activities like consultancies on a part-time basis. The staff that engages in University consultancy under the UTAMU Consultancy Bureau (UCB) shall be remunerated as per proposal and policy that established the UCB.

9.4. Employment of Relatives

UTAMU discourages full time employment of relatives in order to avoid conflict of interest. All UTAMU employees are required to disclose any conflict of interest when they are recruited. In

case a successful candidate is a close relative of an existing staff member, the candidate will declare the relationship in writing and a decision will be made appropriately.

9.5 Membership to Boards / Councils

- a) Members of staff are encouraged to serve on boards / councils and other professional bodies. Such information shall be declared to the responsible officer of the University and it shall also appear in the annual reports of the University and on the individual university webpage and CV of the member of staff concerned.

9.5. Penalties for Violation of the Policy

- a) A member of staff who violates this policy shall be handled in accordance with the university human resources manual.

9.6. Commencement

The commencement date shall be the date of approval by the University Council.

PART E: STAFF MANAGEMENT POLICY

10.1. Staff Disciplinary Code of Conduct

10.1.1 Discipline and Grievances Handling

- a) Disciplinary rules shall be in writing and shall be expressed in a manner that is easily understood by all staff members.
- b) Disciplinary rules shall be non-discriminatory and applied irrespective of race, color, sex, religion, political opinion, nationality, social origin, marital status, or intended affiliation to a trade union.
- c) No disciplinary penalties shall be imposed on account of an employee's participation or proposed participation in the activities of a union outside working hours or with the consent of the University, within working hours.
- d) In cases of minor infringements of work indiscipline, the University shall deal with the situation by way of informal advice and correction rather than invoking the formal procedures. The determination of whether an act or omission is a minor infringement shall be at the discretion of Management.
- e) The University shall keep a record of the nature of any offences, the consequential actions taken, the reasons for taking the actions, the lodging of an appeal, and the outcome of such appeal and any other further developments.
- f) The Disciplinary rules shall clearly indicate-
 - i. The employees to whom the rules shall apply
 - ii. The circumstances when the rules shall apply

- iii. The contents of the rules, expressed clearly in a form and language that is understood by the employees
 - iv. The penalties for the infringement of the rules and the consequences of the future infringements of the rules.
- g) UTAMU shall ensure that the employee faced with disciplinary action is-
- i. Fully aware of any complaints made against him or her and the nature of the complaint levied and the subsequent proceedings
 - ii. Fully aware of the disciplinary proceedings that shall be taken, including the possibility of appeals and the penalties for which he or she is liable for;
 - iii. Give a reasonable length of time in which to prepare any representation which he or she may wish to make at the disciplinary hearing
 - iv. Be given a reasonable opportunity to state his or her case, either personally or through a representative of his or her choice.
- h) It is a responsibility of every employee to conduct themselves in a disciplined manner at all times. The university will at all times aim at protecting its image against any employee whose actions are found detrimental to the good order of the university.
- i) The University shall have a Staff Disciplinary committee, which shall comprise of the following;
- i. Members of Senior Management
 - ii. University Controller
 - iii. Representatives from Administrative Staff
 - iv. Representatives from Academic Staff
 - v. Representative from Technical Staff

NB. All matters categorized, as serious misconduct shall be referred to the Appointments and Disciplinary Committee immediately for consideration.

- j) The Committee shall elect a Chairperson of the Committee who shall be in charge of the Disciplinary hearings or sessions;
- k) Upon receipt of a complaint regarding a staff member, the Chairperson shall in writing notify the staff member in question, notifying them about a scheduled disciplinary hearing due to be heard.
- l) The notification should state the date of the hearing, the alleged complaint, the notification should state that the staff member has a right to attend either in person or with a representative of their choice.
- m) The notification should provide sufficient time for the staff member to prepare their explanation and in that regard, it should be served on the staff member at least five to seven days before the set date for the hearing. The committee should endeavor to apply all reasonable ways to reach the concerned staff. This will include contact through friends, emails and telephone among others.

- n) Where the employee, cannot be reached, a notification to attend the disciplinary hearing shall be posted at the last known address and where such employee does not attend the hearing, without reasonable justification, then such employee shall be terminated henceforth.

10.1.2. Acts and Omissions constituting disciplinary penalties

- a) A disciplinary penalty for purposes of this procedure shall include the following;
- i. A reprimand
 - ii. A written warning
 - iii. Suspension from work
- b) The University shall impose a disciplinary penalty where it is reasonable to do so in the particular circumstances and what is reasonable shall be decided by considering the following;
- c) The nature of the neglect, failure or alleged failure on the part of the employee, the penalty imposed by the University, the procedure followed by the University in imposing the penalty, the reformed conduct of the employee and if any, the personal circumstances of the employee.
- d) All disciplinary penalties shall be exercised by the University within fifteen (15) days of the occurrence of the offense.
- e) Where an employee is of the view that the University was unfair in imposing the disciplinary penalty, then such employee shall have the right to complain to the committee handling grievances for a review.
- f) Such review shall be completed within two (2) days of receipt and a verdict communicated to the staff member.
- g) Whenever the University is conducting an investigation or conducting an inquiry which it feels or has reasonable belief that will cause a dismissal of an employee, the University may suspend such employee on half-pay for a period not exceeding four (4) weeks or the duration of the investigation or inquiry, whichever is shorter.

10.1.3. Minor Infringements

- a) Late arrival at work;
- b) Unauthorized absence from work for a period less than seven(7) days for probationary staff and 14(days) for confirmed staff members;
- c) Gambling within the premises while on duty.
- d) Indecent dress.
- e) Negligence or omission to perform delegated duties.
- f) Untidy appearance.
- g) Use of abusive language.

Such infringements may attract either a reprimand or a written warning from Management unless it is persistent.

10.1.4. Serious misconduct

Serious misconduct may include, but shall not be limited to the following;

- i. Incompetence or inefficiency in performance of duties expected of the staff member
- ii. Misuse of official funds, stores, equipment or property
- iii. When a member of staff persists in committing any of the offences listed above despite verbal or written warnings or when he/she commits similar offences.
- iv. Inability to perform work by reason of voluntary intoxication, leading to alcoholism and or consumption of drugs or other misconduct of similar gravity.
- v. Dishonesty.
- vi. Exposing other employees to psychological or physical danger or injury willfully or negligently.
- vii. Initiating and or involvement in fighting with any person on UTAMU premises.
- viii. Insubordination or willful disobedience of instruction/directions issued by immediate supervisor.
- ix. Spreading harmful information with intent to cause; conflicts, strikes, low performance, demoralize other staff.
- x. Using abusive or obscene language at work.
- xi. Where negligence or omission to perform duties causes financial loss or damage to UTAMU property or reputation.
- xii. Soliciting or accepting bribes;
- xiii. Plagiarism by a staff of other people's work that can contribute negatively to the image of the university
- xiv. Persistent lateness to work.
- xv. Unauthorized absence from duty without valid cause.
- xvi. Willfully endangering the safety of UTAMU or other employees or a member of the public while at the University premises.
- xvii. Theft, fraud, embezzlement or willful damage to University property;
- xviii. Violating confidentiality regarding office operations/transactions, which are held in confidence and trust.
- xix. Using profane or abusive language toward fellow employees, clients or fighting or threatening Board or other employees
- xx. Conviction of any criminal charge in any competent courts of Law
- xxi. Engaging in sex, sexual activities or promotion of homosexuality on the University premises, either physically, use of computer equipment, or hard copy materials;
- xxii. Defilement and Rape.

10.1.5. Procedure for handling grievances

- a) In handling grievances a committee that comprises of a member from the management team, an appointed staff representative and the Human Resources department will take on this role.
- b) This Committee would then report back to the entire management team on matters handled within that committee on a regular basis.
 - i. The employee shall try to resolve the grievance as close to the source as possible. This can be informal and verbal. At this stage, every possible effort shall be made to settle a grievance before the formal grievance process starts. If the matter still can't be resolved, the process continues and becomes formal.
 - ii. To start the formal grievance the complainants shall fully describe their grievance in writing, with dates and locations wherever possible and how they have already tried to settle the grievance.
 - iii. The person(s) against whom the grievance/ complaint is made should be given the full details of the allegation(s) against them. They should have the opportunity and a reasonable time to respond before the process continues.
 - iv. All grievances against any member of staff other than a member of management shall be submitted to management for initial handling.
 - v. Any grievance against any member of staff that is a member of management shall be submitted to the deputy Vice chancellor or Vice chancellor and where the two are involved, a special committee will be established and its report will be submitted to the university Appointments and Disciplinary Committee.
 - vi. No grievance shall be handled when a complainant has a disciplinary case pending conclusion.
 - vii. A complaint raised after disciplinary actions have been initiated against a staff will not be handled until the disciplinary case is concluded

10.2. Staff Sexual Harassment Policy

Sexual harassment is a serious offence within the meaning of the UTAMU HR manual and the laws governing Uganda in general. All staff are hereby informed that sexual harassment at the workplace is unlawful. It is also unlawful to retaliate against an employee for filing a complaint of sexual harassment or for co-operating in an investigation on sexual harassment. Sexual harassment would refer to the following incidents;

- a) A direct or implicit request to an employee for sexual intercourse, sexual contact or any other form of sexual activity that contains;
 - i. An implied or express promise of preferential treatment in employment;
 - ii. An implied or express detrimental treatment in employment;

- iii. An implied or express threat about the present or future employment status of the employee.
- b) Use of language whether written or spoken of a sexual nature such as unwelcome verbal advances, sexual oriented comments, request for sexual favors, jokes of a sexual nature, offensive flirtation or obscene expressions of sexual interest that are directed to the employee;
- c) Use of visual material of a sexual nature such as display of sexually suggestive pictures, objects or written materials or sexually suggestive gestures;
- d) Showing physical behavior of a sexual nature such as unwanted and unwelcome touching, patting, pinching or any other unsolicited physical contact which directly or indirectly subjects the employee to behavior that is unwelcome or offensive to that employee and that by its nature, has a detrimental effect on that employee's employment, job performance or job satisfaction.

All staff members are prohibited from disseminating sexual explicit voice mail, email, graphics, downloaded material or websites at UTAMU that constitute the above descriptors.

A Sexual Harassment Committee shall be set up and it shall be comprised of the following people;

- a) The Head of Human Resources
 - b) A member from Senior Management
 - c) The Chairperson of the Appointments and Disciplinary Committee and another member.
 - d) Any other person deemed to be of importance to the committee
- i. The Committee should have relative knowledge in and matters to do with gender and sexual harassment issues.
 - ii. The Committee shall receive all complaints categorized as described above.
 - iii. The Committee shall upon receipt of the complaint assure the complainant that it shall keep all the information received confidential to the extent practicable; conduct a prompt and neutral investigation and not to tolerate any form of retaliation against the complainant.
 - iv. The Committee shall perform the following functions;
 - a) Receive and register complaints of a sexual nature
 - b) Keep a record of the nature of sexual harassment offences, proceedings, documents, information and action taken
 - c) Respond to complaints within 14 days from date of lodgment of such complaint with recommendations for appropriate action
 - d) Annually review the provisions of the policy to convey a responsive and supportive attitude that builds faith and trust;

- e) Carry out any other duties as may arise to prevent sexual harassment tendencies in the University.

10.3. Staff Performance Management Policy

- a) Effective management of performance is critical to achieving UTAMU's strategic objectives. Each employee's performance makes a difference to UTAMU's results and ratings as a Private University in Uganda.
- b) UTAMU is committed to supporting people to perform to expectations at all times by putting them in the right jobs, providing them the right tools and developing them.
- c) At the beginning of every calendar year, UTAMU will set annual objectives after Strategic integrated business planning, using the prevailing Performance Management tool. These will be translated into departmental objectives and further into team objectives. Every employee will set their objectives in alignment to these overall objectives, discuss with their supervisors, and sign off their approved annual performance contracts.
- d) To ensure progress in achievement against the set objectives, Line managers shall conduct at least two formal performance appraisals in the year with their employees. Regular deliberate feedback conversations are encouraged.

10.3.1. Performance management process

- a) Understanding organizational and departmental objectives
- b) Monitoring performance on an ongoing basis. That is over and above the bi-annual appraisals.
- c) Improving skills and developing talent

10.3.2. Performance Management Principles

- i. Ensuring observance of the university's corporate values to realize goals and objectives at all times.
- ii. Act to achieve individual targets and University objectives.
- iii. Performance is continuously monitored at all times.
- iv. Performance management shall aim at improving the productivity and development of all University employees.
- v. Individual Staff and teams shall be provided with timely feedback on their performance.
- vi. Performance reports shall be a requirement for determining capacity shortages and training needs, promotion and other forms of rewards, review of job designs, and disciplinary action.

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10.3.3. Performance Management Procedure

All staff of the University shall be subject to the following performance management procedure:

- a) All UTAMU staff will be employed on a contractual basis. There shall be annual performance reviews that shall allow for contractual renewal on an annual basis based on performance.
- b) Performance Planning where each employee shall hold a performance planning meeting to set and agree on objectives, outputs, targets and performance indicators for the next coming performance annual period. This shall be done before the beginning of the respective annual performance period.
- c) The supervisor shall make routine monitoring and periodic assessment to establish how well the employee is progressing towards the agreed upon performance for the annual period.
- d) Performance appraisal shall be done in seven days after the close of the period being assessed.
- e) The performance appraisal meeting, the immediate supervisor shall in three days forward the report to his/her supervisor for endorsement and submission to the head of human resource management who shall in turn prepare and submit an overall report on the performance of staff on an annual basis.
- f) Management shall be charged with preparing and approving of staff appraisal tools.
- g) In the case of revision of the appraisal tool(s), such communication shall be communicated to all staff three months prior to the activation of such changes.

10.4. University Service Awards

- a) The university shall recognize long service (loyalty) and achievement by providing various awards at annual functions presided over by the Council Chairman.
- b) The above shall apply to employees who shall have served for at least three years.
- c) Such staff shall qualify for certificates of service and other awards as may be determined by Management.
- d) Criteria for selection of staff shall include, innovation, outstanding performance, collective effort and excellence.
- e) The Vice chancellor shall from time to time constitute a Committee to consider candidates whose names are shortlisted for this award.

10.5. Staff Welfare

In accordance with the university's mission and overall strategic objectives, the university shall provide attractive and competitive welfare packages to all staff. The university shall assist staff to undertake personal development projects in addition to ensuring that the work place

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becomes a welcoming, conducive, caring and supportive environment to enhance staff morale and ensure their commitment to achieving the university's goals and objectives.

10.5.1. Staff Welfare Policy Objectives

The following are the objectives of the staff welfare policy.

- a) To avail attractive and competitive welfare packages.
- b) To assist staff develop by supporting self-development projects.
- c) To ensure that staff are fairly compensated and paid for the services they offer.
- d) To enhance staff morale and motivation at the workplace.
- e) To ensure staff commitment and loyalty to the university and to the realization of its goals and objectives.

10.6. Payroll and Salary Payment Procedures

- a) All regular staff shall be paid their salaries by the end of every month.
- b) The amount of remuneration shall be defined in the formal letter of appointment but may vary based on workload policy as specified above.
- c) In some circumstances the payroll may be developed based on the employee clock in/out data as already described in sections above and timesheets.
- d) All salary shall be paid through individual staff bank accounts and shall be net of all legalized taxes.
- e) All salary advances extended to staff shall be deducted at source using a formula determined by Management.
- f) Imprests/advances shall be deducted from salary with or without warning if a member of staff fails to account for the money within 15 days from time of accessing the imprest/advance.

10.7. Salary Advance

Subject to clauses in the Staff Regulations, the university shall provide salary advance as per the following guidelines:-

- a) A Salary Advance is awarded to meet immediate and/or emergency personal needs of full-time staff that arise in the course of the month.
- b) For salary advances, staff can be provided with 50% advance in case of a serious problem. Salary advance will be deducted from the employee's salary in the following month upon approval from the Vice chancellor.
- c) All salary advances shall be recoverable within the contractual period.
- d) For the purpose of coordinating the payroll deductions, all salary advances shall be in the knowledge of the officer handling the payroll.
- e) No staff shall be accorded salary advance without completing payment for the previous advances unless expressly authorized by the Vice Chancellor.

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- f) All advance received after the 20th day of the calendar month shall be recovered through the payroll deduction in the following month.

10.9. Club Membership

- a) The university policy is to encourage and support staff to join reputable Sports or Health clubs.
- b) The clubs are aimed at providing Managers and staff with an opportunity for establishing business contacts, networking and recreation.
- c) Members of staff are free to belong to associations or trade unions as long as their activities do not conflict with the objectives of the University.
- d) The university shall therefore negotiate reasonable corporate rates with health clubs so that staff can access them at a reduced rate.
- e) Annual subscription shall be paid in a lump sum or in installments depending on the agreement with the health club.
- f) In addition, the university may acquire a number of corporate/professional club memberships, which may be allocated at the discretion of Management.
- g) Where the above is not possible, each case shall be handled on its merit.

10.10. Counseling Services

The University shall invite a professional Counselor to provide counseling services to staff and students.

10.11. Spiritual Services

- a) The University recognizes and respects the right to freedom of worship, as enshrined in the Constitution of the Republic of Uganda.

10.12. Facilitation in case of Death

- a) Upon the death of a staff member, during the contract of service with UTAMU, his or her legal representatives shall be entitled to wages and any other remuneration due to the employee at the time of death.
- b) UTAMU shall meet the costs of providing a coffin and transport to take the body to its final resting place.
- c) In the event of a member of staff losing a registered biological child or a spouse, the University will make a contribution towards the burial expenses of a sum of money to be determined by Management from time to time.
- d) In the event of member of staff loses a parent, the University will make a contribution towards the burial expenses of a sum of money to be determined by Management from time to time.
- e) In the event of a member of staff losing a close relative of a degree other than those defined in (iii) and (iv) above, facilitation towards burial expenses will be at the discretion of the Vice Chancellor.

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- f) Transport will be provided to staff who will be officially travelling to represent the University at the funeral upon being granted formal permission by their Head of Department/Section.
- i. The kind of vehicle to be used to transport staff for burial as indicated in (e) above will be determined by the number of staff who would have registered with the Human Resource Office.

PART F: STAFF TRAINING AND DEVELOPMENT

11.1. Framework for Staff Development

- a) The main aim of the policy is to provide UTAMU management with a framework that supports and encourages the development of staff in line with the delivery of UTAMU's Strategic objectives.
- b) The following are the objectives that will be achieved on implementation of this policy:
 - i. Staff development provided by UTAMU is informed by its strategic aims and operational requirements, taking into account the needs of the individuals and where possible the career aspirations of staff as well as the success of their departments, schools and directorates.
 - ii. Directorates, schools and Departments work alongside the team responsible for Learning and Development to plan staff development within the available resources.
 - iii. UTAMU management are provided with the skills, knowledge and competencies they need to work in partnership with their staff to support their continuous development.
 - iv. UTAMU staff are supported and encouraged to acquire and develop the relevant knowledge, skills and competencies to enhance their performance in their roles within the University.
 - v. To provide an environment for capacity building and career growth that is inclined on skills enhancement amongst UTAMU staff
 - vi. An appropriate balance is created between the desire for individual staff members to maximize their potential and for the University to obtain a return on its investment in staff development.
 - vii. All staff offered University induction and other sorts of training necessary for carrying out their roles in timely manner.
 - viii. Capacity building undertaken will respond effectively to internal and external demands of UTAMU.

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- ix. There are appropriate controls in place to enable all staff to be trained at the levels appropriate to their role and also that there is return on investments made in building capacity for the staff.
- c) This policy applies to all full time staff of UTAMU and that formal endorsement of staff training and development should be given by the respective Line Manager, Director, Dean or Head of Department.
- d) Exceptional part-time staffs that have demonstrated exemplary commitment to UTAMU may be considered under this scheme.

11.2. Types of Capacity building

- a) Staff development comprises all forms of capacity building offered to staff that include:
 - i. Training – this is the education that can be provided to the staff at Bachelor, Master or PhD. It will be a requirement for all academic staff of UTAMU to train to PhD level. Therefore through staff development, UTAMU will provide a conducive environment for such training to be undertaken by the staff. UTAMU shall provide the training internally within the University; shall identify appropriate training externally that can be facilitated by UTAMU.
 - ii. Personal study – these are studies that are identified by staff to undertake but supported by the University to achieve the necessary skills. Therefore the University can avail resources to staff to be able to participate in such personal studies.
 - iii. Seminars/workshops – usually organized by the University for the purpose of providing certain skill set to its staff. These are entirely planned and organized by the University and meant for skill enhancement (e.g. e-learning workshops offered twice every semester to UTAMU staff).
 - iv. E-learning courses – numerous e-learning courses provided by other educational institutions or by UTAMU will provide extra skill set to the staff. UTAMU provides an enriched environment for such skill enhancement to occur through its e-learning enabled infrastructure.
 - v. Case study planned visits/experiences – visits can be made to other institutions for the purpose of acquiring further skills by UTAMU staff. This enables staff to observe and see how other people do things that lead to behavior change.
 - vi. Conferences – this is another avenue where information and knowledge can easily be acquired by UTAMU staff. UTAMU will provide resources for staff to attend conferences where their papers have been accepted. UTAMU also runs an annual conference on Technology and Management where its staff will be attending for free.
- b) UTAMU will aim to support staff through a variety of Means within the prevailing budgetary provision and identified business need. All training and development

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activities that will have no direct relevance to the staff's role in the University are not within the responsibility of this policy.

- c) UTAMU staff who undertake UTAMU courses will have their fees waived off or be required to pay half of the tuition depending on the available circumstances.

11.3. Identification of training and development needs

- a) UTAMU Staff training and development needs will be identified in a number of ways:
 - i. Directors, Deans and Heads of Departments and other University Managers are expected to discuss staff development needs with each of their staff at least annually as part of the Performance Review Process. Through this identification of skills gaps will be done and priority for capacity building determined.
 - ii. The needs of new staff in UTAMU will be identified during the probation period after taking up their appointment. At this point the University may determine and decide if it is worth the return on investment to build capacity for this particular staff in order for them to do their roles.
 - iii. The needs of staff transferring to a new role within UTAMU should be discussed prior to taking up the position. If certain skills set are required, training shall be organized accordingly and offered to enhance the staff ability.
 - iv. Through regular needs identified by directorates, schools and departments during their annual planning and budgetary cycle.
 - v. UTAMU Managers, Directors, Deans, and Heads of Departments observations and requests
 - vi. Actions arising from the staff opinion survey results
 - vii. Evaluation of feedback from current programmes and as may be received from customer feedback.
 - viii. Capacity building needs may be identified throughout the year but their planning processes will be flexible in relation to when a need arises.

11.4. Responsibilities

- a) At UTAMU there is a shared responsibility for the capacity building of staff and it should be noted that the responsibilities vary from one unit to another.
- b) Below are UTAMU units that will be responsible for the staff capacity building;

11.4.1. UTAMU HR unit

- a) UTAMU HR unit is ultimately responsible, on behalf of the University management, for the overall Human Resources Manual of the University and for implementing key Staff training and development Policies that contribute to the manual.
- b) Therefore, no UTAMU capacity building initiative may be undertaken without knowledge of the Planning, Finance and Administration unit.

11.4.2. Learning and Development team

- a) At UTAMU a Learning and Development team that comprises of members from the Planning, Finance and Administration unit, Directorate of Academic Affairs and other members as shall be appointed by the University Management and will responsible for:
- i. Effective staff development provision, from clarifying the need, to design and selecting methods, through to the delivery and evaluation of interventions.
 - ii. Providing all line managers and those involved in the identification and prioritization of staff capacity building activities with the relevant support.
 - iii. Providing an advisory service to Directorates, Heads of Department, line managers, staff and University networks and committees on external capacity building initiatives that could be of help in enhancing their skills set.
 - iv. Maintaining effective partnerships with all staff capacity-building providers to ensure individual and team objectives are supported by appropriate development activities.
 - v. Offering guidance on external provision of staff development interventions.
 - vi. Ensuring capacity building activities are conducted in accordance with the University's policies.
 - vii. Providing the mechanisms to ensure that accurate training records are maintained within UTAMU and follow up with the progress of all training approved.
 - viii. Evaluating staff capacity building activities in order to assure and enhance their quality plus adequate return on investments.
 - ix. Reporting back to Finance, Administration and General Purpose Committee on matters relating to staff capacity building.

11.4.3. Directors, Deans and Heads of Department

Directors, Deans and Heads of Department are responsible for:

- i. Demonstrating appropriate commitment to excellence and continuous capacity building within the University.
- ii. Identifying needs for training and development of their staff arising from internal and external change at the different University levels.
- iii. Liaising with the Learning and Development team regarding the provision of appropriate capacity building interventions.
- iv. Recommending and requesting for appropriate resources (time and money) for staff capacity building activities.
- v. Monitoring and tracking all staff that have been offered capacity building if they have improved in their provision of their University roles.
- vi. Ensuring that individuals have the opportunity at regular intervals, to discuss their Staff Development needs.

- vii. Giving staff constructive, honest and timely feedback on their performance.
- viii. Establishing capacity building priorities taking account of University priorities and making appropriate provision to meet them within the resources available.
- ix. Where appropriate, approving attendance at relevant staff capacity building activities and making appropriate provision for the release of staff from their duties.

11.4.4. Individuals

Individuals are responsible for:

- i. Reflecting at regular intervals upon their performance in their current jobs and future career aspirations and identifying their appropriate capacity building needs.
- ii. Discussing their capacity building needs with their Line Managers during their Performance Review Meetings with a view to establishing priorities in relation to their personal, departmental or University objectives.
- iii. Taking full advantage of capacity building opportunities offered by the University.
- iv. Applying newly developed knowledge and skills to their work and the development of their careers.

11.5. Staff bonding

- a) UTAMU staff members who have been found in need of a particular training that leads to the award of a doctorate degree will have the opportunity to apply for funding from the university to undertake the training.
- b) However, the funding provided by UTAMU to undertake the training will be in form of a Bonded Scholarship.

11.5.1. Bonded Scholarship

UTAMU Bonded Scholarship Scheme is a UTAMU capacity building initiative designed to address the doctorate shortage within the university. The Bonded Scholarship scheme provides several supported doctoral places each year to any staff that has served the university for not less than 3 years and on a first come first serve basis. The bonded scholarship that adhere to the following terms;

- i. It is mandatory for all staff on full – time studies under UTAMU funding to be bonded before they precede on training.
- ii. The Bond amount should be the total fees spent on the training program plus the salary of the staff during the duration of the training.
- iii. For staff who have benefited from UTAMU funding in any way for their studies before the enactment of this policy but still undertaking the same studies on roll out of the policy, will be bound by it in all aspects.

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11.5.2. Staff Bonding Terms of Reference

Staff accepting the Bonded Scholarship from UTAMU commit to the following terms of reference;

- i. The Bonded Scholarship will take care of funding for a period of 3-4 years only
- ii. The staff before award of the Bonded Scholarship shall sign a bonding form. This form shall be kept by the staff development unit or its equivalent as a future reference and will act as a legal binding document for both parties.
- iii. The staff has to avail continuous progress reports to UTAMU Learning and Development Team annually. Failure to do this for 2 consecutive years will lead to cancellation of the scholarship and hence request for the refund of the money already spent.
- iv. The staff will work for five continuous years with UTAMU after completion of their years of study. Failure to complete the five years, the staff will be required to refund the funds that were spent on them during the entire period of training irrespective of the number of years already served at UTAMU.
- v. If the staff is unable to complete his/her training because of other issues that are of no personal fault, then the bond obligations shall be deemed to have been cancelled. However, if the staff fails to complete the course due to his/her own negligence, the bond obligation shall continue to apply.
- vi. UTAMU staff currently serving bond will not be granted another study leave with or without salary until the current Bond period has been served in full.
- vii. Upon completion of study, staff must submit a certified copy of their academic transcript to the Learning and Development Team.
- viii. For staff who have benefited from UTAMU funding in any way for their studies before the enactment of this human resource manual but still undertaking the same studies on roll out of the manual, will be bound by it in all aspects.

11.5.3. Existing Bond Scholarship Clearance

- a) It is mandatory that all UTAMU staffs' application will undergo existing bond background checks with Learning and Development Team for clearance.
- b) All staff applying for new bonded scholarship are supposed to clear their previous bond amounts before application consideration. This is applicable to those who had previous scholarship offers but awards were terminated.

11.5.4. Breach of Contract

- a) A UTAMU Bonded Scholarship participant will be considered to be in breach of the Contract if, for example, they:

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- i. Withdraw from the doctoral programme after starting the second year of study without notifying UTAMU;
- ii. Fail to complete the doctoral programme after spending a maximum of 4 years on it
- iii. After completion of the doctorate, the staff decides to quit UTAMU before the bonding period has elapsed.

11.6. Monitoring and review of policy

- a) All staff development activities will be evaluated. The Learning and Development team and other providers of in-house staff capacity building activities are responsible for evaluating the effectiveness and impact of what they provide.
- b) UTAMU is committed to the continuous improvement of its staff and encourages feedback from staff. Where appropriate, best practice will be shared as part of our commitment to improving service provision within the University.
- c) Those responsible for managing staff should, together with the staff member participating in staff development activities, evaluate the extent to which capacity building undertaken has achieved the intended objectives, and where necessary agree on appropriate next steps with the staff member during their annual Performance Review.
- d) The HR Unit will monitor application of the policy. Quarterly reports will be made to the Directorate of Finance and Administration on what capacity building is needed, how the current capacity building is fairing and the return on investment being realized by capacity building activities.
- e) The role of staff in the implementation process is to observe all the human resource policies and procedures as stipulated hereunder.

PART G: EXIT FROM EMPLOYMENT

The following provisions shall guide the process of employee exit from university service:

12.1. Circumstances for leaving employment

An employee shall leave the university employment under any the following circumstances:

- a) Retirement which shall be on attainment of 70 (seventy) years.
- b) Completion of a contract
- c) Resignation
- d) Restructuring
- e) Termination by the university
- f) Dismissal
- g) Death

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12.2. Terminal benefits

- a) On leaving employment, an employee shall be eligible for benefits as provided for in their appointment terms and conditions and subject to any changes that may have occurred during the form of engagement.
- b) An employee dismissed from service of the university shall not be entitled to any benefits.
- c) An employee whose services are terminated due to gross misconduct before the expiry of the contract will not receive any benefits.

12.3. UTAMU Certificate of Good Service

- a) On successful completion of tenure of service, an employee shall be issued with a certificate of good service.

PART H: APPENDICES

- i. University Organogram
- ii. Staff Salary Framework
- iii. Employee Bio Data Form
- iv. Annual Leave Form
- v. Travel Form
- vi. Training and Development Bonding Form
- vii. Appraisal Forms – Performance Score Card

APPROVAL

The Uganda Technology and Management University's Human Resource Manual and staff regulations have been authorised and approved by the University Council on the 22nd Day of April 2022.


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CHAIRPERSON, UNIVERSITY COUNCIL


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SECRETARY, UNIVERSITY COUNCIL