THE ISLAMIC UNIVERSITY IN UGANDA

STAFF REGULATIONS

2024

THE ISLAMIC UNIVERSITY IN UGANDA STAFF REGULATION, 2024

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Short Description	**Staff Regulations**
Approved by	**University Council**
Responsible Officer	**Rector**
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Related University Documents	**Constitution of the Republic of Uganda 1995.** **IUIU Act Cap 131 Laws of Uganda,** **The Employment Act 2006** **Staff Development Policy** **Job Description and Responsibility Manual** **All Other University Policies**

DEFINITION AND INTERPRETATION

In these regulations unless the context otherwise requires;

Abscondment	Shall mean failure of any staff to report for duty without permission for a continued period exceeding 14 (fourteen).
Academic Staff Review Committee	Refers to the Committee of academic staff at the rank of senior lecturer(s) and above, where possible at the Department and Faculty Levels.
Academic staff	Has the meaning assigned to it by section 51 of the Islamic University in Uganda Act, Chapter 131.
Academic Staff	includes a Professor, Associate Professor, Senior Lecturer, Assistant Lecturer, Lecturer, Adjunct Lecturer, Internal Examiner, Assistant Lecturer, Teaching Assistant, Tutor, Teachers, Research Supervisors or any person doing the work of teaching in the University whether on short term basis, full-time basis, extra load basis or any other as may be recognized by the University.
Academic Works	Means scholarly, pedagogical, research, fiction and nonfiction books, textbooks, articles, dramatic works, works of visual art, musical compositions, scores, scripts, choreography, data sets, or software, as well as course syllabi, tests, problem sets, course websites, and lecture or class notes, whether in paper, electronic, or other form or creative or artistic works in any medium developed by faculty members, researchers, or students.

Academic Year	Means an academic year approved by the university, it is composed of two semesters, three trimester, three terms, four quarters or one recess as the case may be.
Administrative staff	Means the secretary, the registrar, the bursar, the coordinator, the engineer and such other members of staff not engaged in teaching or research as the Council may from time to time determine.
Affiliate	means a staff offering services under any arrangement between the University and any other institution or organization.
Appointments Committee	Means the Appointments Committee appointed under Section 50 of the Islamic University in Uganda Act, Chapter 131.
Appraisal Period	Refers to the period of time for which performance will be reviewed and a rating of record will be prepared for the staff and the supervisor.
Appraisee	Refers to the staff being appraised.
Appraiser	Means the supervisor who carries out a formal assessment of the staff performance.
Basic Salary	Mean the monthly salary exclusive of allowances.
Bondage agreement	mean an agreement between the University and the staff undertaking study in accordance with the Staff Development Policy Regulations.
Bursar	Means the Bursar of the University appointed under section 30 of Islamic University in Uganda Act, Chapter 131.

Certificate of service	means the certificate of service provided for under section 61 of the Employment Act, 2006.
Chairperson	Means the Chairperson of the Council elected under section 11 of the Islamic University in Uganda Act, Chapter 131.
Code	Means the General Code of Conduct for staff formulated in accordance with these Regulations.
Committee	Means the Appointments Committee established under Section 50, Islamic University in Uganda Act Chapter 131, Laws of Uganda.
Contract of service	Means any contract made in writing where a person agrees to work for the University in return for remuneration.
Coordinator	Means the Coordinator of the University appointed under section 32 of the Islamic University in Uganda Act, Chapter 131.
Council	Means the University Council established under section 9 of the Islamic University in Uganda Act, Chapter 131.
Dean	Means the dean of a faculty elected under section 40 of the Islamic University in Uganda Act, Chapter 131, or as the case may be decided on by the Executive Board from time to time.
Director	Means the Director of an institute or Directorate elected under section 40 of the Islamic University in Uganda Act, Chapter 131, or as the case may be decided on by the Executive Board from time to time

Executive Board	Means the Executive Board of the Islamic University in Uganda established by the Islamic University in Uganda Act Cap 131.
Financial Regulations	Financial Regulations of the University formulated from time to time.
Financial Year	Shall mean the Islamic University in Uganda accounting period of twelve months from 1st August to 31st July.
Flexible work schedule	Refers to a system where the staff(s) are allowed to schedule the working hours from typical business working hours.
Grievance	Means a complaint concerning an issue arising from Staff's work, workplace and/or work environment within the University.
Gross Salary	Means the monthly emoluments before statutory deductions.
IUIU	Means the Islamic University in Uganda.
Per diem	Means an allowance as per diem tables adopted by the Council and paid to staff undertaking an assignment within or outside the country.
Regulations	Means the Islamic University in Uganda Staff Regulations.
Removal expenses	the allowance made to the staff by the University to cover expenses of transfer from one duty station to another.
Responsibility Allowance	Is a formal means of recognition and remuneration for temporary changes in the level of duties and responsibilities that the staff agree to undertake when needs dictate.

Responsible officer	Means the Rector, Vice Rector Academic Affairs, Vice Rector Finance and Administration, University Secretary, Academic Registrar, Bursar, Coordinator, Engineer, Librarian, Director of Campus, Deputy Director of Campus, Dean of faculty, Director of institute, Head of department.
Seconded staff	Means an affiliate staff member.
Short term contract staff	Includes a Professor, Associate Professor, Senior Lecturer, Assistant Lecturer, Lecturer, Adjunct Lecturer, Internal Examiner, Assistant Lecturer, Teaching Assistants, Tutors, Teachers, Research Supervisors, or any person doing the work of teaching or any other duty related to academics in the University on a part time basis.
Staff personal file	Includes a paper or electronic record of a staff's work life containing performance reviews, disciplinary actions, job descriptions and other relevant documents.
Staff	Means any person employed by the Islamic University in Uganda. This includes academic and administrative staff as defined by the Islamic University in Uganda Cap 131.
Termination	Means voluntary or involuntary end of an employee service to the University**.**
University Council	Means the University Council established by the Islamic University in Uganda Act Cap 131.
University Health Centre	Includes the Health Centre of the University at any of the Campuses.

University	Means the Islamic University in Uganda established by section 2, Islamic University in Uganda Act Chapter 131.
Valid	Means lawful, legitimate, authentic, rightful, and permissible.
Working days	Means the days of the week from Monday to Friday without the gazetted public holidays in Uganda.

TABLE OF CONTENTS

DEFINITION AND INTERPRETATION i
PREAMBLE xviii
Vision. xviii
Mission xviii
Core Values xviii
Philosophy xix
Mandate xix
Interpretation xix
CHAPTER ONE: INTRODUCTION 1
1.0 Rationale for Review 1
1.1 Overall Goal of the Regulations 1
1.2 Purpose of the Regulations 1
1.3 Human Resource Philosophy 1
1.4 Accessibility of the Staff Regulations 2
1.5 Citation and Legal Framework 2
1.6 Implementation of the Staff Regulations 2
1.7 Interpretations, Modifications, Repeals, Waivers, and Review 3
1.8 Commencement 3
CHAPTER TWO: EMPLOYMENT INTO THE UNIVERSITY SERVICE 4
2.0 Introduction 4
2.1 Human Resource Planning 4
2.2 General Conditions of Appointment for Employment 4
2.3 Terms of Appointment 5
2.3.1 Contractual Full-time 5
2.3.1.1 Application for Renewal of Contractual Full-time contract 5
2.3.2 Short-term Contract 5
2.3.3 Casual Terms 6
2.3.4 Honorary Terms 6

2.3.5 Adjunct Terms 6
2.3.6 Acting Appointment 6
2.4 Classification of Staff 7
2.4.1 Top Category 7
2.4.2 Special Category 7
2.4.3 Category 1: Academic and Library Staff 7
2.4.4 Category 2: Senior Administrative Staff 8
2.4.5 Category 3: Administrative Staff 8
2.4.6 Category 4: Support Staff 8
2.4.7 Transfer 9
2.4.8 Power of the Rector to appoint 9
CHAPTER THREE: RECRUITMENT AND SELECTION 10
3.0 Purpose of Recruitment 10
3.1 Recruitment Procedures 10
3.2 Methods of Filling Vacancies 10
3.2.1 Promotion 10
3.2.2 Advertising 10
3.2.3 Headhunting 11
3.3 Job Applications 11
3.3.1 Selection Process 11
3.3.1.1 Shortlisting 11
3.3.1.2 Interviewing 12
3.3.2 Due Diligence and Background Check 13
3.3.3 Criminal Background Check 13
3.4 Offer of Appointment and Acceptance 13
3.5 Reporting for Duty 14
3.6 Recruitment of International Staff 14
3.7 Probation terms 14
3.8 Confirmation 15

3.9 Induction or Orientation 16

CHAPTER FOUR: ELECTION OF DEANS, DEPUTY DEANS, AND HEADS OF DEPARTMENT 17

4.0 Introduction 17

4.1 The Criteria and Eligibility for Election 17

4.1.1 Election to the Office of Dean of Faculty and Director of an Institute, Deputy Dean of Faculty and Deputy Director of an Institute and Head of Department 18

4.1.1.1 Term of Office of Dean of Faculty and Director of an Institute, Deputy Dean of Faculty and Deputy Director of an Institute and Head of Department 19

CHAPTER FIVE: REMUNERATION 20

5.0 Purpose 20

5.1 Salary 20

5.1.1 General Guidelines for Payment of Salary 20

5.1.2 Deductions from staff Salary and Allowances 21

5.1.3 Salary Advance 22

5.1.4 Salary Adjustment on Promotion 22

5.2 Allowances 22

5.2.1 Forms of Allowances 23

5.2.1.1 Acting Allowance 23

5.2.1.2 Airtime allowance 23

5.2.1.3 Housing allowance 23

5.2.1.4 Supervision allowance 23

5.2.1.5 Allowance for a Dean of Faculty and Director of an Institute, Deputy Dean of Faculty and Deputy Director of an Institute and Head of Department 23

5.2.1.6 Overtime Allowance 23

5.2.1.7 Iftar Allowance 24

5.2.1.8 Safari Day and Per diem Allowance 24

5.2.1.9 Travel and Removal Expenses 24

CHAPTER SIX: STAFF WELFARE AND BENEFITS 26

6.0 Introduction 26

6.1 Reasons for Recognising Staff 26
6.2 Recognition Principles 26
6.3 Types of Recognition 27
6.3.1 Informal 27
6.3.2 Formal 27
6.4 Procedures for Implementation 27
6.5 Staff Welfare and Benefits 27
6.5.1 Medical Benefits 27
6.5.2 Gift to Long Serving Staff of the University 28
6.5.3 Gratuity 28
6.5.4 National Social Security Fund 28
6.5.5 Death of a Contractual Full-Time Staff 28
6.5.6 Other welfare facilities 29
CHAPTER SEVEN: GENERAL CODE OF CONDUCT FOR STAFF 30
7.0 Introduction 30
7.1 Meaning of Code of Conduct 30
7.2 General Work Conduct 30
7.3 Application and Scope 31
7.4 Time Management 31
7.4.1 Normal Working Hours 31
7.4.2 Public holidays 31
7.5 Secrecy and Allegiance to the University 32
7.6 Accountability and Integrity 32
7.7 Performance of Duties 32
7.8 Unlawful or Immoral/Anti-social Behavior 33
7.9 Respect for the Religion 33
7.10 Prayer Times 33
7.11 Dress Code 33
7.12 Alcohol and other Intoxicants 33

7.13 Pork 33
7.14 Smoking 34
7.15 Marriages 34
7.16 Births 34
7.17 Use and Management of University Property or Resources 34
7.18 Health and Safety 35
7.19 Use and Safety of Official Information 35
7.20 Secondary Employment and Outside Earnings 35
7.21 Conflict of Interest 36
7.22 Participation in Public Debates or Media 36
7.23 Spouse and Family Relationships 36
7.24 Insubordination 36
7.25 Representation of the University 36
7.26 Financial Embarrassment 37
7.27 Absence from duty 37
7.28 Use of Communication Systems 37
7.29 Staff Counselling 38
7.30 Staff Suggestion Systems 38
7.31 Anonymous communication 39
7.32 Harassment and Discrimination at Work 39
7.33 Sexual Harassment 39
7.34 Removal or Alteration of Official Records 40
7.35 Criminal Proceedings 40
CHAPTER EIGHT: DISCIPLINE AND DISCIPLINARY PROCEDURE 41
8.0 Introduction 41
8.1 Purpose 41
8.2 Objectives 41
8.3 Disciplinary Principles 41
8.4 Misconduct 42

8.4.1 Minor Misconduct 42
8.4.2 Major Misconducts 42
8.4.3 Gross Misconduct Offences: 43
8.5 Disciplinary Procedure in a case of a minor misconduct 44
8.6 Disciplinary Procedure in a case of a major or gross misconduct 44
8.7 Hearing 45
8.8 Non-Appearance of the Staff at Hearing 46
8.9 Adjournments 46
8.10 Decision of the Appointments Committee 46
8.11 Disciplinary Sanctions 46
8.11.1 Warning 47
8.11.2 Recovery of any Financial or Other Losses 47
8.11.3 Demotion 47
8.11.4 Dismissal 47
CHAPTER NINE: PROMOTION OF STAFF 48
9.0 Definition and Purpose 48
9.1 Policy on Promotion 48
9.2 Promotion of Academic Staff 48
9.2.1 Academic Positions and Ranks 49
9.2.2 Tracks for Promotion of Academic Staff 49
9.2.3 Procedure for Promotion of Academic Staff 52
9.2.4 Vetting of Publications 53
9.2.5 Co-Authored Publications 53
9.2.6 Time Frame for Publications 53
9.2.7 Teaching Experience 54
9.2.8 Research 54
9.2.9 Supervision of Postgraduate Students 54
9.2.10 Service to the Community 54
9.3 Promotion of Administrative and Support Staff 54

9.3.1 Procedure and Guidelines 55
CHAPTER TEN: PERFORMANCE MANAGEMENT 56
10.0 Introduction 56
10.1 Purpose 56
10.2 Objectives the Performance Management Policy 56
10.3 Principles 57
10.4 Application 57
10.5 Performance Management Process 58
10.5.1 Performance Planning 58
10.5.2 Performance Monitoring 58
10.5.3 Performance Appraisal 58
10.6 Managing Poor and Unsatisfactory Performance 59
10.7 The 360 Degree Feedback 60
10.8 Recognizing and Rewarding Performance 60
CHAPTER ELEVEN: LEAVE MANAGEMENT 61
11.0 Introduction 61
11.1 Purpose 61
11.2 General Principles on Leave Management 61
11.3 Types of Leave 62
11.4 Annual Leave 62
11.4.1 Sickness during Annual Leave 63
11.4.2 Sick Leave 63
11.4.3 Maternity Leave 64
11.4.4 Paternity Leave 64
11.4.5 Compulsory or Forced Leave 64
11.4.6 Compassionate Leave 65
11.4.7 Special Leave of Absence 65
11.4.8 Study Leave 66
11.4.9 Sabbatical Leave 66

11.4.10 Leave Without Pay 67
CHAPTER TWELVE: SECONDMENT AND CONSULTANCY 69
12.0 Secondment 69
12.1 Categories of seconded staff 69
12.2 Consultancy 70
CHAPTER THIRTEEN: STAFF RECORDS 71
13.0 Record 71
13.1 Policy 71
13.2 Individual Staff Files 71
13.3 Records Management 72
13.4 Access and Update of Personal Record 73
13.5 Transfer of Personal Records 73
13.6 Preservation and Disposal of Records 73
CHAPTER FOURTEEN: COMMUNICATION 75
14.0 Purpose 75
14.1 General Principles 75
14.2 Role of Management in Communication 75
14.3 Communication on Behalf of the University 75
14.4 External Communication 75
14.5 Internal Communication 76
14.6 Relations with the Media 76
14.7 Role of Staff in Communication 76
14.8 Dispatch and Receipt of Correspondences 77
14.9 Secrecy of Information 77
CHAPTER FIFTEEN: STAFF HEALTH AND SAFETY 79
15.0 Introduction 79
15.1 Purpose 79
15.2 Obligations of the University 79
15.3 Reporting Health and Safety Concerns 79

15.4 Personal Protective Equipment 80
15.5 First Aid 80
15.6 Regular Medical Examination/Immunization 80
15.7 Fire 80
15.8 Electrical Equipment 81
15.9 Full Compliance with The Law 81
CHAPTER SIXTEEN: STAFF TRAINING AND DEVELOPMENT 82
16.0 Introduction 82
16.1 Staff Training and Development Policy 82
16.2 Objective of Training and Development 83
16.3 Principles 83
16.4 Training Needs Assessment 83
16.5 Annual Training Plan 84
16.6 Types of Training and Development 85
16.6.1 Staff's Induction and Orientation 85
16.6.2 Pre-retirement counselling or training 85
16.6.3 Short-term courses 85
16.6.4 Specialised in-house training 86
16.6.5 On-the-job training 86
16.6.6 Off-the-job training 86
16.6.7 Seminars/workshops/conferences 87
16.6.8 Study tours and attachments 87
16.6.9 Academic and Professional Courses 87
16.6.10 Academic Training Programs 88
16.6.11 Self-development 88
16.6.12 Retirement Training 88
16.6.13 Management Development Programme 88
16.7 Self-sponsored Training 88
16.8 Professional Association Training 89

16.9 E-Learning 89
16.10 Monitoring and Evaluation of Training 89
16.11 Training and Development Roles 89
16.11.1 The Staff 89
16.11.2 Heads of Departments or Units 89
16.11.3 University Secretary 90
16.12 Training Reports 90
16.13 Training Bond Undertaking 90
16.14 Succession Planning 91
16.14.1 Succession Planning Defined 91
16.14.2 Purpose of Succession Planning 92
16.14.3 Implementation of the Succession Plan 92
CHAPTER SEVENTEEN: SEPERATION/CESSATION OF SERVICE 93
17.0 Introduction 93
17.1 Purpose 93
17.2 Forms of Separation 93
17.3 Separation by Notice 93
17.4 Expiry of Contract for a Fixed Term 94
17.4.1 Expiry of Secondment Contract 94
17.5 Cessation of Contract due to Natural and other Causes 94
17.5.1 Death 94
17.5.2 Incapacitation 94
17.5.3 Force Majeure 95
17.6 Resignation 95
17.7 Retirement 96
17.7.1 Compulsory Retirement 96
17.7.2 Early Retirement 96
17.8 Redundancy 97
17.9 Exit Interview 97

17.10 Handing-Over and Taking-Over of Office 98
17.11 Certificate of Service 98
CHAPTER EIGHTEEN: MISCELLANEOUS PROVISIONS 99
18.0 University Funds 99
18.1 Personal Business During Office Hours 99
18.2 Whistle Blowing 99
18.3 Confirmation of Reading and Understanding the Staff Regulations 100
18.4 Grievances Procedure 100
18.5 Addendum To Staff Terms and Conditions of Service 100
Appendix I: Staff in the Six Categories 101

PREAMBLE

The Islamic University in Uganda (IUIU) was established in the year 1988 by the Organization of Islamic Cooperation (OIC) under a bilateral agreement between the Government of Uganda (GOU) and the OIC. IUIU is the second oldest University in Uganda.

The Parliament of Uganda enacted a law in the year 1990, (The Islamic University in Uganda Act (Cap 131, Laws of Uganda), formally establishing the University in Uganda. IUIU operates under the framework of this Act.

The University opened on 10th February 1988 with 80 students and two-degree programmes. Currently, it offers 87 programmes in 8 Faculties and has a student population of more than 10,000 coming from 23 different countries. The University has so far graduated over 30,000 students in various disciplines ranging from Certificate to PhD level. It also has a Centre for Postgraduate Studies.

IUIU is a member of many national, regional and international organisations and has also been awarded with many national and international awards. Since inception, the University has carried out many Corporate Social Responsibility activities.

Currently, IUIU has four (4) campuses with the Main Campus (MC) in Mbale City; Kampala Campus (KC) at Kibuli; Females' Campus (FC) at Kabojja, and Arua Campus (AC) in Arua City, West Nile.

Vision

The vision of the Islamic University in Uganda is; "To be a leading international center of educational excellence for societal development".

Mission

The Islamic University in Uganda aspires; "*To serve as an academic institution based on Islamic values, that creates knowledge and trains learners to fulfill society's needs*".

Core Values

a) Faith
b) Integrity
c) Excellence
d) Diversity
e) Creativity

Philosophy

The philosophy of the Islamic University in Uganda is "*Advancing knowledge through self-discipline, innovation and research*". This philosophical foundation is inspired by the Quran, Surat Twaha (20:114), "... My Lord! Advance me in knowledge".

Mandate

The Mandate of the Islamic University in Uganda is enshrined in its objectives and functions as laid out in Section 5 (1) of the Islamic University in Uganda Act, Cap 131, Laws of Uganda. These are;

(a) To function as an academic and cultural institution within the organisation in accordance with this Act;
(b) To promote and enhance the civilisation and scientific influence of Islam, to promote culture and science among African peoples and to contribute to rapport and solidarity between such peoples;
(c) To give special care to Islamic studies and research, teach Arabic and make maximum contribution to the spread of Islamic culture in African countries;
(d) To enable African countries to assimilate science and technology, to acquire scientific and technological know-how and to use it in the best interests of African countries and their peoples;
(e) To train adequate manpower and secure the necessary methods for higher education, scientific research and advanced studies in the various fields of science, arts and learning generally; and
(f) To promote cultural, sports, social and scientific activities within the university.

Interpretation

Interpretation of these Staff Regulations shall rest with the Appointments Committee.

CHAPTER ONE: INTRODUCTION

1.0 Rationale for Review

The review of the Islamic University in Uganda Staff Regulations was necessitated by:

a) The changes in the legal framework that had to be incorporated into University policies.
b) Proposals for review from the staff and the University Council.
c) The need to continuously define the rights and obligations of the University, and the rights and obligations of the staff of the University.
d) The need for guidelines for human resource planning, management and development.

1.1 Overall Goal of the Regulations

The overall goal of the Regulations is to provide a comprehensive guide and tool for efficient recruitment, development and management of the University's Human Resources.

1.2 Purpose of the Regulations

The purpose of the Regulations is to:

a) Provide a reference document that can guide the University in managing its human resource in terms of policies, procedures and practices.
b) Define the rights and obligations of the University as the employer, and its employees.
c) Serve as a working guide for the day-to-day administration of human resource policies, procedures and practices and a reference framework at the University.

1.3 Human Resource Philosophy

The University will recruit the best qualified candidate for the job and maintain a pool of human resources that is in line with the University's human resource needs and plan. The University will recruit, promote and appoint competent candidates or persons to fill vacancies as follows:

a) All job applicants will be treated fairly and equitably, and no person shall be denied employment opportunity on the basis of gender, marital status, family status, disability, race, or nationality. However, as Islamic University, one may be denied employment in some positions on the basis of religion as deemed necessary by the Act and the Appointing Authority.

b) The University will be an equal opportunity employer and all appointments, promotions to any positions in the University service shall be based on the principle of merit.
c) It is also the policy of the University to promote competent employees to fill vacancies so that employees are provided with opportunities to widen their exposure and further their career development within the University.
d) The Appointments Committee shall be responsible to the University Council for the appointment, promotion, removal from service and discipline of all officers and staff of the University as determined by Council.
e) The Appointments Committee shall approve the Staff Establishment.
f) The University Council reserves the right to waive any provision of these Regulations under special circumstances.

1.4 Accessibility of the Staff Regulations

The University Secretary will ensure that all staff access the Staff Regulations by;

a) Distributing hard and soft copies to every staff of the University. Every staff of the University shall have the responsibility of reading and regularly updating himself/herself with the provisions of these Regulations, and subsequent amendments.
b) Causing a secured copy to be uploaded on the University's intranet and website.

1.5 Citation and Legal Framework

a) These Regulations will be cited as the Islamic University in Uganda Staff Regulations, 2024.
b) The Staff Regulations of the Islamic University in Uganda as an International Institution have been informed by the provisions of the Islamic University in Uganda Act 1990 Cap 131, the Organization of the Islamic Cooperation (OIC) protocols, procedures, and the 1995 Constitution of the Republic of Uganda as Amended.
c) Matters not covered by these Regulations, but covered by other University policies passed, shall be equally binding to all staff.

1.6 Implementation of the Staff Regulations

a) The overall implementation of the provisions of these Regulations is vested in the Rector.
b) The role of staff in the implementation process is to abide, defend and observe all the provisions as stipulated herein.

1.7 Interpretations, Modifications, Repeals, Waivers, and Review

a) The University Council reserves the right to amend, modify, alter, or waive the provisions of these Regulations as circumstances may require from time to time. The powers to waive or vary any provisions in the Regulations, in any particular case, are vested in the Council.
b) Interpretation of these Staff Regulations shall be vested in the Rector, Appointments Committee and Council.
c) The Appointments Committee shall review the Staff Regulations from time to time as may be necessitated by changes in the operating environment and recommend to Council for approval.

1.8 Commencement

The Regulations will come into force with effect from the date of approval by the University Council.

CHAPTER TWO: EMPLOYMENT INTO THE UNIVERSITY SERVICE

2.0 Introduction

This chapter provides for the University policy and guidelines on human resource planning, general conditions of appointment for employment for staff category 1, 2, 3 & 4. Appointment of the top and special categories are catered for under the IUIU Act.

2.1 Human Resource Planning

a) Human resource planning is the continuous process of systematic planning ahead to achieve optimum use of the University's most valuable asset (quality staff). Human resource planning shall ensure best fit between staff and jobs while avoiding shortages or surpluses.
b) Human Resource Planning shall set out the number of posts by level or position and by directorate, unit, department and faculty as well as the number of positions that are filled or expected to be filled and vacant during the financial year.
c) Heads of Departments, Directorates, Units and Faculty Deans shall be required to conduct a thorough review of the operations, structure and staff of their directorates, departments, faculties, units each year, in order to furnish recommendations of Human Resource Plan for the following financial year to the University Secretary.
d) The University Secretary shall review the reports and compile an integrated Human Resource Plan for each financial year.
e) The Human Resource Plan shall be within the limits provided for by the establishment approved for each Department.

2.2 General Conditions of Appointment for Employment

a) A person to be appointed in the service of the University must have a good track record.
b) A person shall be appointed on the condition that he or she has produced copies of academic documents from a recognised institution of learning. The University reserves the right to check the authenticity of the academic documents.

2.3 Terms of Appointment

Appointment into the University service shall be on the following terms:

2.3.1 Contractual Full-time

a) Contractual full-time terms shall be the type of employment in which a specific period of employment and other benefits are defined in the letter of appointment.
b) Contractual full-time staff are those staff members working on a full-time basis during the period of contract.
c) Salaries of contractual full-time staff shall be paid in accordance with the salary scales adopted by the Council and as may be amended from time to time.
d) It is the responsibility of the staff to apply for renewal of contract when it is due to expire.

2.3.1.1 Application for Renewal of Contractual Full-time contract

a) Application for renewal of contract shall be forwarded to the University Secretary at least three (3) months before the expiry of the contract.
b) The University may suspend the salary and terminate the contract of a staff who fails to apply for renewal of contract in time.
c) Where a staff applies for renewal of contract, the performance appraisal emphasizing Key Performance Indicators (KPIs) and behavior of staff shall among others, determine the suitability for reappointment.
d) The maximum contract period for each staff is three (3) years and this depends on (c) above, except for the Top and Special Category whose contracts are determined by Council.
e) Each contract may be renewed as many times as both the staff and the University so desire.
f) The University has the discretion and liberty not to renew or reemploy the staff on full-time contract.

2.3.2 Short-term Contract

a) Short term contract refers to a staff working on a short-term basis, whenever required.
b) A Short-term contract shall not be longer than 6 months.
c) Short-term contract staff shall be remunerated on the basis of hours worked at the rates recommended by the University and approved by Council.
d) At the end of the contract, the University has the discretion and liberty not to renew or reemploy the staff on short-term contract.

e) A short-term contract staff shall only be entitled to the benefits specified in the appointment letter only from time to time. Specifically, they are not entitled to gratuity and any other terminal benefits offered by the University.

2.3.3 Casual Terms

a) Casual Terms shall be the type of employment where a staff is engaged to perform defined tasks on a day-to-day basis and whose remuneration is on a piece rate basis or time rate basis.
b) The University shall reserve the right to cancel casual employment with or without notice depending on need.

2.3.4 Honorary Terms

a) Honorary terms is the type of employment which attracts no remuneration from the University and is only extended to persons of academic and professional distinction.
b) Staff on honorary terms shall not be paid a regular salary, but may be paid allowances and honoraria for specific assignments authorised by the Rector.

2.3.5 Adjunct Terms

a) Adjunct terms is the type of employment where a staff is appointed to offer specific services to the university on agreed terms.
b) Remuneration of an adjunct staff shall be on the basis of negotiation with the University and shall be within the University policy framework.
c) An adjunct contract staff shall not be entitled to gratuity and any other terminal benefits.

2.3.6 Acting Appointment

a) Staff may be appointed to act in a higher position that has fallen vacant or where the substantive holder is yet to be appointed.
b) Acting Appointment shall be made by the Rector for the period not exceeding two (2) years.
c) Acting Appointment(s) shall be reviewed from time to time as may be deemed fit.
d) Acting appointment shall be made where a staff is asked by the Rector to act in a position immediately above the substantive post in the University's structure.
e) Staff acting in a position that has fallen vacant for one (1) month or more shall be eligible to receive an acting allowance as per policy.

f) A staff at any level may be asked to extend services and stand in for another staff who is absent or on official leave without receiving an allowance.

2.4 Classification of Staff

a) The University staff are categorized as follows:
   i. Top Category: The Rector
   ii. Special Category: The Vice-Rectors
   iii. Category 1: Academic and Library Staff
   iv. Category 2: Senior Administrative Staff
   v. Category 3: Administrative Staff
   vi. Category 4: Support Staff.

b) Each category shall comprise of posts and ranks given in ***Appendix I.*** Each rank allows for a fixed basic salary increment. The list of the posts of each category may be reviewed by the Council from time to time.

2.4.1 Top Category

a) The top category is the Rector.
b) The Rector shall be appointed by the Council in accordance with Section 22 of the IUIU Act Cap 131.

2.4.2 Special Category

a) The Special Category comprises;
   i. Vice Rector Academic Affairs
   ii. Vice Rector Finance and Administration
b) The Vice Rectors shall be appointed by the Council in accordance with Section 24 of the IUIU Act Cap 131.

2.4.3 Category 1: Academic and Library Staff

Academic staff shall be staff engaged in teaching, research and outreach to the community in line with the mission of the University. They shall include the following:

i. Professor/Clinical Professor/Research Professor/ University Librarian (Library Professor)
ii. Associate Professor/Associate Research Professor/ Deputy University Librarian (Associate Library Professor)
iii. Senior Lecturer/Senior Research Fellow/Senior Librarian
iv. Lecturer/Research Fellow/Librarian
v. Assistant Lecturer/Assistant Librarian

vi. Teaching/Research Assistant/ Library Assistant

2.4.4 Category 2: Senior Administrative Staff

Category 2 is comprised of Senior Administrative staff as specified in the **Appendix I**.

2.4.5 Category 3: Administrative Staff

Category 3 is comprised of administrative staff as specified in **Appendix I**.

2.4.6 Category 4: Support Staff

a) Support staff

Support staff shall be either senior or junior staff that render support services to both academic and administrative staff.

b) Casual Staff

Casual staff shall be persons employed to perform defined tasks on an ad-hoc basis and remunerated accordingly.

c) Volunteers

i. These shall be persons authorized in writing by the University Secretary upon application to render free services to the University for a specific period of time.
ii. A volunteer shall not receive any benefits from the University during the period of service.
iii. No volunteer shall be recruited as a contractual full-time staff of the University while still serving as a volunteer.

d) Industrial Trainees or Interns

i. The University may accept students for industrial training or internship to any of its departments or units for training purposes that is supported with evidenced from the parent institution of the applicant. Such students shall apply to the University Secretary through their respective institutions.
ii. While on Industrial training or internship, the trainee or intern shall not be entitled to any remuneration and must fully comply with all regulations as spelt out by the recipient department or unit.

2.4.7 Transfer

a) The University may consider internal transfers for existing staff whenever deemed necessary. Transfer serves the following purposes:
   i. Provides staff with opportunities to widen their exposure and career development.
   ii. Enables the University to deploy staff to areas where they can best contribute and meet the requirements and changing priorities of the University.
b) The University may transfer any of its staff from one category to another, department, unit, or any of the campuses and/or centers at any time.
c) The Rector has powers to appoint and transfer staff of all categories as may be deemed necessary, except those in the Special Category.
d) A staff may be transferred from one Department to another for career development or operational and structural reasons.
e) Transfers shall be done administratively. However, transfer shall not be used as a means to shift undesirable or problem staff to another Department and neither shall it be used for internal staff poaching.
f) Refusal to go on transfer is a misconduct attracting disciplinary action.

2.4.8 Power of the Rector to appoint

The power conferred to the Appointments Committee to appoint any administrative or academic staff is delegated to the Rector where there is need to do so in accordance with section 53 of the IUIU Act.

CHAPTER THREE: RECRUITMENT AND SELECTION

3.0 Purpose of Recruitment

The purpose of recruitment at the University is to:

a) Acquire, in a cost-effective manner, the optimum number of high-quality staff for the operations and development of the University.
b) Appoint the most appropriate persons for the positions. It is crucial that potential candidates are drawn from a wide pool and equal opportunities shall be ensured for all candidates.

3.1 Recruitment Procedures

a) The University Secretary shall maintain an up-to-date record of the number of posts, their classification and the scales of pay attached thereto as approved by the Council.
b) Subject to the provisions of these Regulations, the University Secretary shall prepare a recruitment plan every year.
c) Appointment into the University service shall be subject to availability of:
    i. A vacancy in the approved staff establishment and required qualifications.
    ii. Funds in the approved university budget estimates.

3.2 Methods of Filling Vacancies

In filling the vacancies, the University shall identify interested and suitable candidates through internal and external sources. The University may adopt one or more of the following methods: -

3.2.1 Promotion

Where the Rector, in line with the promotion criteria, is satisfied that there is a staff who is competent to fill a vacant post, shall recommend that the vacancy be filled by promotion.

3.2.2 Advertising

a) The Rector shall authorize the advertisement of any vacancy internally or externally.
b) The job advertisement shall contain sufficient details about the vacancy/job advertised.
c) The methods for advertising the vacancy may include:
    i. Advertising in the local or national or international media.
    ii. Advertising on the University website or other online platforms.
    iii. Advertising on the University notice boards.

3.2.3 Headhunting

a) The University may undertake selective recruitment without going through the recruitment process outlined above if there is strong justification. This method may be used judiciously in circumstances where the Rector deems it fit.
b) The University may, by headhunting, recruit through any consultancy firm to tap into specialised skills.
c) The University reserves the right to conduct interviews for applicants identified through headhunting.

3.3 Job Applications

a) All persons seeking employment with the University shall do so through a written application addressed to the University Secretary or as may be advised depending on the type of employment sought.
b) All job applications shall be received by the University Secretary, except for the positions of Rector and Vice Rectors which are handled by the University Council, in accordance with the IUIU Act.
c) Applications shall be recorded in a register and signed by the applicant or representative.
d) Online applications shall be registered in the physical register.
e) Applications shall be processed by the University Secretary.

3.3.1 Selection Process

The selection process of job applicants shall comprise the following steps:

3.3.1.1 Shortlisting

a) Shortlisting of applicants shall be the responsibility of the University Secretary who shall co-ordinate the exercise in close consultation with the user or technical department as the case may be.
b) The shortlisting criteria shall focus on the requirements as per the job advertisement or other job-related factors as may be considered applicable by the University.
c) The University may conduct reference checks to confirm that the information provided by the applicant is correct.
d) Short-listed applicants shall be given reasonable notice for interviews specifying time, and place of interview by letter sent through an email or phone contact.

3.3.1.2 Interviewing

a) Applicants shall be required to present their original academic and other relevant documents at the interview.
b) The applicant shall be subjected to an interview by the University, utilising any or a combination of the methods such as oral, written, practical, aptitude tests or any other where appropriate.
c) The interviews for advertised positions may be conducted by technical staff from within and outside the University as authorized by the Rector from time to time.
d) An interview panel shall have a minimum of three (3) members. The University may co-opt any person who in its opinion has expert knowledge related to the field. A person co-opted will be paid honorarium as per the University policy.
e) Assessment of applicants and due recommendation of the interviewers shall be properly documented after interviews and forwarded to the Rector and Appointments Committee for further consideration.
f) All documents containing personal data of applicants shall be retained by the University for at least six months.
g) The following interview process shall be followed:
    i. Before the interviews, the panel shall agree on the procedure to be followed and a pass mark.
    ii. The interview panel shall rate the applicants and record the scores.
    iii. Every member of the panel shall sign the record of scores that he or she has filled.
    iv. The individual scores of each member of the panel shall be added and an average obtained for each candidate.
    v. The candidate(s) with the highest score(s) shall be recommended for appointment.
    vi. In the event that the successful applicant fails at due diligence check or any other reason, the first and or second runner-up shall be considered as long as he or she meets the requirements.
    vii. The first runner-up may be kept on Reserve. The Reserve List will be valid for a period of at least one year.
h) A report of the Interview Panel, signed by the Chairperson of the Panel and Panel Secretary shall be prepared for consideration by the Rector. The Rector shall appoint the successful candidate(s) in acting capacity and prepare a report to the Appointments Committee for confirmation.
i) In the event that no candidate has scored the requisite pass mark, the position shall be re-advertised. Candidates who have failed to meet the requirements in the interviews shall not be considered for the same post.

3.3.2 Due Diligence and Background Check

a) Due diligence or background check may be conducted as the final stage of the selection process.
b) Prior to offer of appointment, the University Secretary shall ensure that the selected candidate(s) is employable in Uganda and holds valid identification documents.
c) The University may verify the applicant's qualifications either by telephone or by reference letter or electronic mail.
d) If it is discovered, after appointment, that the candidate uttered false information, it shall be a ground for summary dismissal, regardless of the length of employment.

3.3.3 Criminal Background Check

a) The University reserves the right to conduct a criminal background check on any staff, at any time, at its discretion.
b) Prior criminal conviction is not a bar from employment in the University, but any attempt or otherwise to conceal such information by the applicant/staff may lead to disqualification and or dismissal.

3.4 Offer of Appointment and Acceptance

a) Offer of appointment shall be made in writing by the University Secretary under the authority of the Appointments Committee and the Rector.
b) The Appointment Letter may include the following among others:
    i. Date of appointment
    ii. Name of appointee
    iii. Effective date of appointment
    iv. Rank appointed to
    v. Reporting relationship
    vi. Terms of appointment
    vii. Validity period of appointment
    viii. Salary scale, salary amount and any other entitlements as applicable
    ix. The home district or home country
    x. The acceptance option.
c) The appointee shall be required to sign and return a copy of the acceptance for the job offer in addition to providing three (3) copies of passport size photographs of their current likeness, indicating the earliest time they would be available to take up the post.
d) The appointment of a staff shall come into effect on the day they commence work, as officially confirmed by the University Secretary.

e) A staff shall be required to fill a bio-data form which captures their bio-data and other information required by the University during and after their tenure of employment.
f) It shall be the responsibility of the staff to provide up-to-date information about their bio-data to capture significant changes during their tenure of employment.

3.5 Reporting for Duty

a) On the first day of employment, a new staff shall report to the University Secretary to complete the engagement formalities.
b) Failure to assume duty within a period of two (2) months from the date of receipt of the appointment letter, shall be deemed as having been declined the offer.
c) The selected candidate shall be notified of his/her appointment, and he/she is expected to report for duties within two months, unless prior arrangement providing otherwise is made with the University. In case of failure to join within this period, without prior arrangement with the University, the candidate's appointment will be automatically cancelled.

3.6 Recruitment of International Staff

a) International staff recruited and interviewed from their Home Country will have their contractual terms on an international basis as provided for by the University.
b) International staff who are recruited locally shall be employed on local contractual terms, except those identified with a high qualification to fill an establishment in the University.
c) All international staff but resident in the seat country, shall be considered to have their home in Uganda where the University is located.

3.7 Probation terms

Appointment into University service shall be preceded by a six months probationary period which shall count from the date of assumption of duty.

3.7.1 Probation Appointment

a) A staff, appointed on probation shall, during the probationary period, perform the duties of the post for which he or she was appointed and any other relevant duties as may be assigned by the supervisor, in accordance with the terms of the appointment.
b) During the probationary period, a staff shall be: -
    i. On trial, with a view to learning his or her work and being tested so as to ascertain their suitability for confirmation into the service of the University;

ii. Under continuous observation, coaching, counseling and mentoring and helped to improve performance;
iii. Given the required facilities for acquiring experience; and
iv. Placed in such a way that he or she can master the basic elements of the job.

c) The maximum length of a probationary period is six (6) months, but may be extended for a further period of not more than six (6) months for staff whose performance requires improvement.
d) A probationary appointment of a staff may only be extended for justifiable causes, such as; not being able to perform according to satisfactory level or owing to extended period of ill health.
e) A staff shall not be employed for a probationary period of service on more than one occasion by the University unless he or she is engaged for work of a different nature.
f) A contract for a probationary period may be terminated by either party by giving not less than fourteen (14) days' notice of termination or paying the staff seven (7) days wage in lieu of notice by either party.
g) New staff on contractual terms at the level of Teaching Assistant may also be subjected to probation for a period as may be specified in their contract with the University.
h) Notwithstanding the provisions of (a) above, the Rector may waive the whole or part of the probationary period of service in certain cases especially where such a staff has offered prolonged service beyond the probationary period on temporary terms.
i) No staff shall be promoted during his or her probationary period of service.
j) No staff may apply for annual, or study leave while on probation.
k) A staff whose appointment is terminated during the probationary period shall not be entitled to terminal benefits.

3.8 Confirmation

a) A staff who successfully completes his or her probation shall be confirmed in the University service with effect from the date of appointment. The procedure for confirmation shall be as follows:
    i. The concerned Supervisor shall submit a completed appraisal form to the University Secretary at the expiry of the probationary period.
    ii. On receipt of the completed staff appraisal form, the University Secretary shall submit a performance report for further action.

3.9 Induction or Orientation

a) Induction shall serve the purpose of introducing new staff to the work environment as well as to the various aspects of the work place.
b) Induction shall be conducted to properly orient new staff (hired, promoted or transferred) into their new tasks.
c) The induction programme shall be coordinated by the University Secretary and the relevant Head of Department or immediate supervisor as soon as the new staff reports for duty.

CHAPTER FOUR: ELECTION OF DEANS, DEPUTY DEANS, AND HEADS OF DEPARTMENT

4.0 Introduction

Election of Dean and Deputy Dean, Director and Deputy Director of an Institute, or Head of Academic Department shall be conducted as prescribed in the IUIU Act Cap 131, Part VII and in accordance with the resolution of the University Council at its 35th sitting.

4.1 The Criteria and Eligibility for Election

The criteria and eligibility for election and appointment of deans and directors of institutes, deputy deans and deputy directors of institutes and heads of department is specified in the table below.

Position	**Criteria and Eligibility**
Deans of Faculties and Directors of Institutes	A person eligible to be elected into the office of the Dean of Faculty or Director of an Institute shall possess the following academic qualifications: • A Ph.D. at the rank of a Senior Lecturer. • Teaching experience of at least 5 (five) years in a recognized institution of higher learning. • Masters holder in the field of Medical/Clinical practice or Law, with at least 5 years teaching experience. • Evidence of certified pedagogical skills training from a recognized institution of higher learning. • Having supervised at least 2 postgraduate students to completion. • Evidence of ongoing research activity. • Evidence of a good record of community and academic engagement or service. • Any research grant won.
Deputy Dean and Deputy Director	A person eligible to be elected into the office of the Deputy Dean of faculty or Deputy Director of an Institute shall possess the following academic qualifications: • A Ph.D. at the rank of a Lecturer • Teaching experience of at least 3 years in a recognized institution of higher learning. • Masters' holder in the field of Medical Clinical practice or Law, with at least 3 (three) years teaching experience. • Evidence of certified pedagogical skills training from a recognized institution of higher learning

	• Having supervised at least 3 postgraduate students to completion • Evidence of ongoing research activities • Evidence of a good record of community and academic engagement or service. • Any research grant won
Academic Head of Department	• A Ph.D. at the rank of a Lecturer • Teaching experience of at least 2 (two) years in a recognized institution of higher learning • Masters' holder in the field of Medical Clinical practice or Law, with at least 2 (two) years teaching experience. • Evidence of certified pedagogical skills training from a recognized institution of higher learning. • Having supervised at least 2 postgraduate students to completion • Evidence of on-going research activity • Evidence of a good record of community and academic engagement or service.
a) In the absence of qualified candidate(s) for the position of Dean and Deputy Dean, the Rector in consultation with the Executive Board, will appoint the officer(s) in an acting capacity for a period of not more than 2 (two) years. The successfully elected candidates for the position of Dean and Deputy Dean shall be presented to the University Council for approval. b) In the absence of qualified candidate(s) for the position of Academic Head of Department, the Rector in consultation with the Executive Board, shall appoint the officer(s) in accordance with Section 47 of the IUIU Act.	

4.1.1 Election to the Office of Dean of Faculty and Director of an Institute, Deputy Dean of Faculty and Deputy Director of an Institute and Head of Department

a) The University Secretary shall notify the Academic Registrar to call for nomination of eligible candidates in the respective faculties and departments or institute where vacancy(s) exist.
b) Where there is more than one candidate duly nominated for election for the respective vacancy, the members of the faculty shall elect using the appropriate mode of elections as may be guided by the Academic Registrar. A candidate who secures the highest number of votes shall be declared elected.
c) Where there is only one candidate duly nominated for election, he or she shall be considered elected by consensus of faculty members.

d) Upon conducting elections of the Dean and Deputy Dean of a Faculty, Director and Deputy Director of Institute, a report shall be furnished to Council for approval in accordance with the IUIU Act.
e) Upon conducting elections of the Head of Department of a Faculty or Institute, a report shall be furnished to the Executive Board for approval in accordance with the IUIU Act.

4.1.1.1 Term of Office of Dean of Faculty and Director of an Institute, Deputy Dean of Faculty and Deputy Director of an Institute and Head of Department

a) A Dean or Director of an Institute, Deputy Dean or Deputy Director of an Institute shall hold office for a period of three (3) years but shall be eligible for re-election.
b) A Head of Department shall hold office for a period of two (2) years but shall be eligible for re-election.

CHAPTER FIVE: REMUNERATION

5.0 Purpose

a) This chapter sets out the guidelines for administering salaries and allowances at the University. There shall be a salary structure indicating the salary scales for all categories of staff in the University as approved by Council.
b) The University aims at providing employment which offers fair and equitable remuneration in relation to responsibility and performance. The remuneration policy is designed to attract, motivate, and retain a high-calibre workforce.

5.1 Salary

Salary is a monthly payment given to staff during the course of executing duties while in service at the University. Where there is external unavoidable crisis such as a global pandemic, the university reserves the right to revise and adjust such salaries downwards depending on availability and ability to pay until the Institution overcomes the crisis.

5.1.1 General Guidelines for Payment of Salary

a) A staff who has been appointed, deployed, and has assumed duty of the post, shall receive a salary in return for the services rendered to the University.
b) Notwithstanding the right to salary as herein provided, a staff on suspension shall be entitled to half his or her monthly salary for a period of two (2) months.
c) All salaries shall be calculated and paid monthly in Uganda shillings.
d) Any person appointed into service at the University shall, on reporting, submit to the University Secretary the name, account number and address of his or her bank, Tax Identification Number (TIN) and NSSF details.
e) Notwithstanding the Salary Scales in these Regulations, the Rector may negotiate a higher pay with any staff and report to the relevant Committees i.e., Appointments Committee and Finance Committee with a justification for doing so before the end of the staff probation period.
f) Except as may be specifically stated, the salary entry point attached to a post will be the minimum salary point of the salary scale.
g) The University may have different salary scales and remuneration packages duly approved by Council.
h) Salaries shall be fixed at annual rates and paid in twelve (12) equal instalments.
i) Unless it is explicitly stated otherwise in the letter of appointment, a staff on contractual full-time terms shall benefit from the annual salary increment. The

annual salary increment shall not apply where a staff has a negotiated remuneration package that is above the salary scale in which he or she falls.

j) The Rector may, from time to time, prepare amendments to the salary scale and recommend to the relevant Committees of Appointments and Finance that shall forward to Council for approval.
k) Payment of salary shall be stopped immediately a staff ceases to render services to the University by death, resignation, abscondment or absence from duty and illness that renders the staff incapable of performing his or her duty as may be prescribed.
l) A staff reporting on first appointment shall receive full monthly salary if he or she reports on or before the 15th day of the month. In case the staff reports after the 15th day of the month, he or she shall be paid on a pro rata basis.
m) When a staff is demoted following a disciplinary process, he or she shall receive a salary for the position to which the officer is demoted.
n) The Rector may grant a bonus of up to one month's salary to any staff who has exhibited outstanding performance or undertaken impactful research for innovation.

5.1.2 Deductions from staff Salary and Allowances

The University Bursar shall effect all official deductions from the salaries and allowances of staff in accordance with the Law and University policy. Such deductions shall include but not limited to: -

a) Statutory taxes such as Pay As you Earn (PAYE), Local Service Tax (LST).
b) Social Security through the National Social Security Fund (NSSF).
c) Salary advances applied for and not paid as expected.
d) Outstanding debt to the University owed by staff.
e) Overpayment or unauthorized payments from university funds made to the staff.
f) Housing deductions for University houses and water charges, where applicable.
g) The cost or part of the cost of any losses of funds or property damages attributable to the staff's carelessness.
h) Unaccounted for or misused funds confirmed by the University without satisfactory response presented by staff within a period of one (1) month.

5.1.3 Salary Advance

a) A staff may apply for salary advance in case of need, but the university reserves the right to grant or not grant the same as provided in accordance with the University policy.
b) In case the salary advance is granted, payment shall be effected as the University may determine from time to time.
c) Recovery of the amount advanced shall be effected in accordance with policy and or agreement signed between the University and the officer.

5.1.4 Salary Adjustment on Promotion

When promoted, a staff shall receive a salary at the minimum point of the scale of the post to which he or she is promoted.

5.2 Allowances

a) An allowance shall be a payment in addition to salary payable to a staff to facilitate the proper execution of an official assignment or duty.
b) An allowance shall be paid to a staff for two reasons:
    i. to compensate a staff for extra exertion on his or her part arising out of the additional duties or responsibilities he or she may be required to carry out or shoulder over a period of time, and
    ii. to meet out of pocket expenses that a staff may incur from time to time in the course of official duties in furtherance of the interests of the University.
c) All claims for payment of allowances shall be submitted and processed in accordance with the University policy.
d) The allowance shall not be transferable from one staff to another, in whole or in part.
e) Any allowance payable shall be claimed within the financial year in which it is budgeted.
f) Allowances of any form shall not be paid for one's spouse(s) and or children when the staff chooses to travel with them on duty.
g) The University shall ensure that there are no double payments made to staff for a given assignment.

5.2.1 Forms of Allowances

The allowances shall be as follows.

5.2.1.1 Acting Allowance

a) Acting allowance shall be paid to staff dully appointed in acting position and it shall be at the rate as per the University regulations.
b) Acting Allowance shall be paid for a period not exceeding one (1) year.
c) Acting allowance ceases at the time the officer stops to act in a given appointed position.
d) When a staff is appointed in an acting position, the appointment letter shall specify the benefits attached to the position.

5.2.1.2 Airtime allowance

Airtime allowance shall be payable to entitled staff to facilitate communication in the execution of university duties.

5.2.1.3 Housing allowance

A staff shall receive monthly housing allowance equivalent to 20% of basic pay as per the University policy.

5.2.1.4 Supervision allowance

Supervision allowance will be payable to staff in respect of supervision of research works at a rate as per the University policy.

5.2.1.5 Allowance for a Dean of Faculty and Director of an Institute, Deputy Dean of Faculty and Deputy Director of an Institute and Head of Department

Allowance for a Dean of Faculty and Director of an Institute, Deputy Dean of Faculty and Deputy Director of an Institute and Head of Department shall be payable monthly at a rate as per the University policy.

5.2.1.6 Overtime Allowance

a) Overtime allowance shall be payable only to staff with workload that require presence beyond the normal working hours or days and upon recommendation by the immediate supervisor.
b) Staff in top, special, Categories 1 and 2 are not entitled to overtime allowance, even when they work beyond the normal working hours or days.

5.2.1.7 Iftar Allowance

This is an allowance paid to staff on duty to break the fast during the month of Ramathan.

5.2.1.8 Safari Day and Per diem Allowance

a) Safari day and Per diem allowances shall be payable to staff in accordance with the University policy.
b) A staff shall receive only 50% of the per diem if either accommodation or full board is provided by the host party.
c) As far as possible, the allowance shall be paid before departure on assignment.

5.2.1.9 Travel and Removal Expenses

a) Subject to the provisions of the Regulations, a staff may be granted a travel air ticket under the following conditions:
    i. In order to take up the duty at the University.
    ii. On official assignment.
    iii. Termination of service at the University.
    iv. On authorized leave.
b) Travel expenses for staff within East Africa shall be granted by road, water, air, or any other appropriate means. Except that travel by air shall be approved by the Rector.
c) The University shall provide an international staff only appointed on international terms with travel air ticket covering a spouse and a maximum of four (4) biological children below 18 (eighteen) years upon appointment or termination. However, where termination is by dismissal, the University shall not provide travel expenses to the staff.
d) Each international staff shall be entitled to economy class travel air ticket together with the spouse and a maximum of four (4) biological children below the age of 18 years every two years, for purpose of going on leave.
e) The Rector shall travel by Business Class, but the entitled family members shall travel in Economy Class.
f) Upon initial appointment, transfer or termination of service in the University, a staff who is authorized to travel by air, shall be entitled to a maximum of 75 Kgs excess luggage for him or herself and, where applicable, another 50kgs excess luggage only, for all his or her family members. The Rector shall be entitled to twice these excess luggage facilities.

g) Upon initial appointment, transfer, or termination of service in the University, the University shall be responsible for paying the cost of transportation of luggage on water or by road, at a maximum rate as provided in the table below:

STAFF CATEGORY	**MAXIMUM GROSS WEIGHT**
Rector	1,500 Kgs
Special Category	1,000 Kgs
Categories 1 and 2	1,000 Kgs
Categories 3 and 4	500 Kgs

CHAPTER SIX: STAFF WELFARE AND BENEFITS

6.0 Introduction

The University is committed to continuously improving individual and organisational performance. The University therefore seeks to recognize exceptional performance and provide for the recognition and service awards to staff.

6.1 Reasons for Recognizing Staff

a) Outstanding performance is where a staff exceeds the expected level of output and the standards of performance. Such performance standards and outputs should be readily and fairly differentiated from the normal level of performance expected of the staff.
b) Outstanding performance will be identified and documented through performance planning and review process. The outstanding performance will embody innovation, exceptional productivity, quality, effort and/or leadership and that may be demonstrated through one or more of the following ways:
    i. Exemplifying the University's values.
    ii. Identifying a process improvement or initiating productivity enhancements.
    iii. Identifying areas of income generation.
    iv. Exceptional customer service.
    v. Improving safety in the workplace.
    vi. Outstanding effort which benefited the work unit or the entire University.

6.2 Recognition Principles

The following principles shall form a basis for considering staff rewards:

c) For purposes of equity and consistency, every staff deserves to be appreciated.
d) The appreciation may be linked to Key Performance Indicators (KPIs) and other specific performance standards, desired behaviour as outlined in the Regulations.
e) The appreciation shall be timely.
f) It is the responsibility of the staff to bring to the attention of the supervisor any actions which merit recognition.
g) Recognition should never become an entitlement or expected compensation.
h) Recognition should be communicated to the appreciated staff.
i) Any reward (s) and recognition shall be consistent and equitable for all team members.

6.3 Types of Recognition

6.3.1 Informal

Informal or immediate recognition is one that provides acknowledgement instantly for a demonstration of behaviours and values of the organisation, and contributions to the goals and objectives of the organisation.

6.3.2 Formal

This shall be characterised by awards designated and recognized by the University. These are used to acknowledge staff contributions to the University i.e., annual staff recognition awards and staff service awards, among others.

6.4 Procedures for Implementation

The University Secretary will be charged with overseeing the process for the University's formal annual recognition activity in acknowledging outstanding staff performance. There shall be guidelines that outline the purpose, nomination process and eligibility, determination of eligibility, reward selection, and presentation of the recommendations of the staff(s) to be recognized.

a) The Executive Board shall develop and publicise appropriate internal control procedures for formal recognition. The procedures shall ensure the following:
    i. Staff eligibility
    ii. Awards are within allowable limits.
    iii. Awards are equitable and in support of the University's goals and strategic objectives.
    iv. Awards are within the University's ability to pay and budget.
    v. Awards are provided as and when the university is able to do so.
b) The Executive Board may present alternative formal recognition to acknowledge outstanding staff performance as the University's budget permits.

6.5 Staff Welfare and Benefits

The University shall provide monetary or non-monetary benefits to staff as provided below:

6.5.1 Medical Benefits

a) The University will endeavour to have and maintain a healthy workforce. In pursuit of this objective, medical treatment will be provided to a contractual full-time staff, spouse(s) and four (4) biological children below the age of 18 years within the capacity of the University Health Centre.

b) Upon acceptance of the appointment, a staff shall be required to furnish the University Secretary with full particulars of the spouse(s) and four (4) biological children below the age of 18 years to benefit from the medical services provided by the University Health Centre.
c) In case the University refers a staff for health services outside the University Health Centre but in a government hospital within the seat country, the University may contribute to the medical care not more than 50% of the treatment expenses. Where specialized treatment is required from a private or specialist clinic, the staff shall be expected to apply to the Rector for special permission to access that facility. Upon approval, not more than 50% of the treatment expenses may be refunded on a case-by-case basis.

6.5.2 Gift to Long Serving Staff of the University

a) A staff who is 55 years and above, and has served this University diligently with commitment for at least 20-years, shall be eligible for an appropriate gift as determined by the Rector.
b) The Rector may set up a committee to determine the appropriate gift within the University means.

6.5.3 Gratuity

The University shall provide gratuity to a Contractual full-time staff as per policy.

6.5.4 National Social Security Fund

a) All University staff shall contribute to the National Social Security Fund (NSSF) where their terminal or retirement benefits shall be secured.
b) The University shall contribute towards NSSF as provided under the relevant laws.

6.5.5 Death of a Contractual Full-Time Staff

a) In case of death of a contractual full-time staff or one of the dependents, the University shall meet the cost of burial in the seat country. The University shall not be liable to transport the corpse of the deceased staff or the dependent(s) in case the family decides to repatriate the body to the home country.
b) In case any full-time staff dies abroad while on authorized assignment, the University shall meet the basic cost of transporting the corpse to the home country.

c) In case of death of a contractual full-time staff, spouse(s), biological children or biological parent(s), the University shall provide UGX 500,000 (Five hundred thousand shillings) as contribution towards the burial arrangement.
d) The University shall also process and pay all the entitlements of the deceased full-time staff to the family of the deceased through the next of kin that the staff would have specified on entry into the University service. A staff shall be required to update this information on next of kin from time to time.

6.5.6 Other welfare facilities

a) The University may provide break tea and lunch for official gazetted meetings in the faculties, departments or units of the University within the rates determined by the University policy.
b) The University may organise an end-of-the-year get-together function for its staff.

CHAPTER SEVEN: GENERAL CODE OF CONDUCT FOR STAFF

7.0 Introduction

This code has been formulated to provide a clear statement of the university's expectations of its staff and affiliates in respect of their professional and personal conduct. All staff are required to comply with the obligations set out in this code and act in a way that furthers the university's object and upholds its values. The University may take disciplinary action against staff for a breach of the Code.

7.1 Meaning of Code of Conduct

a) The Code of conduct refers to the staff's conduct, relationship with others and professional behaviour during employment.
b) The code shall be guided by the following principles;
   i. A staff exhibiting high standard of conduct both in public and in private so as not to bring the University into disrepute.
   ii. Exhibiting Integrity, faith, excellence, diversity, creativity of staff are crucial for the University in pursuing its vision and mission.

7.2 General Work Conduct

a) Every staff shall observe, comply with, and obey all lawful directives which may from time-to-time be given to him or her by the superior.
b) Every staff shall carry out his or her duties passionately and actively and display courtesy, tolerance and self-control to peers, supervisors, clients, and to the public.
c) Any staff who becomes aware of any irregularity on the part of another staff, which in the opinion of that staff would affect the interests of the University, shall give information on such irregularity to the immediate Supervisor and/or Management.
d) Staff shall respond to all requests to the University with promptness and clarity and meet prescribed work targets within specified deadlines.
e) A staff in position of authority shall be expected to use such authority in trust, be exemplary and maintain a high standard of conduct, and it is the duty of a staff to assist, coach and mentor fellow staff.
f) Staff shall complement the skills and competencies of each other.

7.3 Application and Scope

This Code applies to:

a) All University staff;
b) Consultants and contractors to the university; holders of offices in university entities, and any other persons appointed or engaged by the University to perform duties or functions on its behalf.

7.4 Time Management

The staff shall adhere to the working hours as stipulated in these Regulations. Unless otherwise stated, the staff are expected to observe the normal working hours.

7.4.1 Normal Working Hours

a) Normal working hours shall be from 08.00am to 5:00pm with a lunch-break from 1:00 pm to 2:00pm from Monday to Thursday, and from 12:30pm to 2:00pm on Friday for staff who don't work in shifts. However, during the month of Ramadhan, the working schedule shall be from 8:00am to 3:00pm, with a prayer break from 1:00pm to 1:30pm, Monday to Friday.
b) Staff whose working schedules are in shifts shall have their normal working hours determined by their shift schedules.
c) During the month of Ramadhan, staff who work in security, health centre and library departments whose services are required beyond 3.00pm are expected to stay on duty and shall be paid Iftar allowance (for breaking the fast) as per the University policy.

7.4.2 Public holidays

a) The University shall observe all public holidays as stipulated by the Government of the Republic of Uganda.
b) The University's special holidays shall also be observed, notably;
    i. Eid-el-Fitr (3 days i.e., the day before, Eid day and day after)
    ii. Eid-Adhuha (3 days i.e., the day of Arafa, Eid day and day after)

7.5 Secrecy and Allegiance to the University

a) Every appointed staff of the University is automatically expected to observe strict secrecy and shall not divulge confidential information concerning the affairs of the University.
b) The oath of secrecy and allegiance shall be attached to the appointment letter for the staff to sign as follows:

"Believing in my duty to serve the interests of the Islamic University in Uganda, I solemnly affirm/swear by Allah that I shall perform the duties required by my post in the Islamic University in Uganda, to the best of my ability, with honesty, truth, confidentiality and loyalty".

7.6 Accountability and Integrity

a) Staff shall be accountable both for actions and inactions through normal tiers of authority and will adhere to the merit principles in decision making.
b) Where a staff believes that he or she is being forced to act in any way which is inconsistent with acceptable conduct, the staff shall refrain and report the matter to the immediate supervisor or the Rector where appropriate.
c) A staff shall not solicit or accept valuable gifts, presents, hospitality, or other benefits for himself or another which is likely to compromise his or her actions in the course of duty.
d) Staff shall demonstrate conservation and responsible use of the University's resources.
e) Staff shall contribute to the safety and security of the University's environment through personal actions.

7.7 Performance of Duties

a) A staff shall be required to perform his or her duties with utmost diligence and loyalty, take good care of any assets of the University entrusted to him or her, obey implicitly the directives of his or her supervisors, and treat his or her colleagues as well as members of the public with civility and courtesy.
b) A staff in a position of responsibility shall be expected to exercise such authority as a trust and, by influence and example, to maintain a high standard of duty and conduct.

7.8 Unlawful or Immoral/Anti-social Behavior

The University expects a high level of ethical and lawful conduct from all staff. Engaging in unlawful or immoral activities of any sort is unacceptable and shall be considered a misconduct leading to disciplinary action.

7.9 Respect for the Religion

The Shariah is the basis of relations between the University Administration on one hand, the staff, and students on the other hand. It is also a basis between people of the opposite sex and people of different religions. The Shariah Committee of the University assists the Rector in observing the Shariah. Muslim staff are expected and shall be required to behave according to the norms and practices of Islam. Non-Muslim staff are expected, and shall be required, to respect the religion of Islam at all times in both their action and behavior while in service of the University.

7.10 Prayer Times

a) All staff shall pay attention to and respect the period in which the Adhan is in progress at the University.
b) When daily prayers and the Friday sermon (Khutba) are in progress, all individuals with activities at the University are expected to respect and observe that period.

7.11 Dress Code

All staff of the University are required to maintain decent dress appropriate for an Islamic Institution. Female staff shall cover the whole body up to the ankles; use long sleeved dress and a headscarf. Male staff shall not wear short dresses in public places except at established playgrounds or when involved in field sports.

7.12 Alcohol and other Intoxicants

Alcohol and other intoxicants are prohibited on University Campus and other University premises. No staff or other individual acting on behalf of the University shall report on duty or at any other places in the University drunk, or intoxicated in any way.

7.13 Pork

Pork is prohibited on University Campus and other University premises.

7.14 Smoking

Smoking in the University is prohibited.

7.15 Marriages

a) When a member of staff marries, he or she will be required to inform the Rector of the date, place of marriage and name of the partner to enable the University alter the relevant records accordingly.
b) Any changes in marital status of staff shall be reported to the Rector promptly.
c) The University shall not recognize marriages between Muslim female staff and non-Muslim male partners.

7.16 Births

All births of children to members of staff shall be notified to the Rector giving the place, sex, and date of birth.

7.17 Use and Management of University Property or Resources

a) Staff must use University property or resources with the required care. University property or resources should not be used for private purposes except only for those staff authorized to do so or are entitled by appointment.
b) A staff shall keep and maintain University property that comes into his or her possession in the course of his or her employment, in a clean and functional condition; and such property shall be exclusively used for the benefit of the University.
c) All defective or inadequate equipment must be reported to the responsible supervisor, and ultimately to Management.
d) No staff shall remove any movable property of the University from its appropriate place or position without prior permission.
e) No staff shall use any movable or real property of the University to his or her personal advantage or gain without prior permission of the University Management.
f) No staff shall unlawfully transfer or register any property of the University into his or her names.
g) A staff who misuses, damages, unlawfully transfers, or registers in his or her names any University property or resources shall be required to replace the same. Except that the university shall have the right to make good the damage, loss whatsoever by deducting the salary of the staff concerned.

7.18 Health and Safety

a) Staff and other individuals acting on behalf of the University are required to take reasonable care of their personal health and safety as well as the health and safety of others in the University.
b) For this purpose, staff are to follow safe workplace practices, including participating in applicable training sessions, using appropriate personal safety equipment where required, and reporting accidents, injuries, and unsafe situations.
c) Staff should protect the University and the surrounding environment from pollution and contamination. This includes the careful handling of hazardous waste and other potentially harmful agents and materials.

7.19 Use and Safety of Official Information

a) Staff and affiliates must:
    i. maintain the integrity, confidentiality and privacy of university records and information to which they have access in the course of their employment.
    ii. take all reasonable precautions to prevent unauthorized access to, or misuse of, University records and information.
b) Staff and affiliates must not:
    i. disclose, or offer to supply, confidential or private University records or information, except when authorized to do so as a part of their normal duties or functions, or when required or permitted to do so.
    ii. access or use information, including information on electronic systems and hardcopy files, other than for an authorized purpose.
    iii. destroy, or authorize the destruction of, University records other than in accordance with established profession and procedures.

7.20 Secondary Employment and Outside Earnings

All staff and affiliates engaged in paid University work must ensure that any non-University work they perform including provision of assistance to government, the professions and industry through, for example, consulting work, contracting, collaborative research and participation on committees:

a) Does not conflict with their university work.
b) Does not adversely affect their university work performance.
c) Does not involve the use of university resources unless authorized to do so.
d) Is performed outside their normal University working hours.

7.21 Conflict of Interest

All staff and affiliates must:

a) Ensure that there is no actual, potential, or perceived conflict between their personal interests or their duties to other parties and their duties and responsibilities as staff or affiliates of the University.
b) Promptly make full disclosure to the University of all relevant facts and circumstances giving rise to an actual, potential, or perceived conflict of interest and cooperate with the University to ensure that all appropriate steps are taken to eliminate or manage such conflicts.

7.22 Participation in Public Debates or Media

a) Staff have a right as citizens to participate in public debates on any matter. In doing so, the staff must declare that they are not representing the university but their own individual views on any matter, except where they are authorized by the University to do so.
b) Public statements representing the official view of the University shall be authorized by the Rector.

7.23 Spouse and Family Relationships

a) The University shall not appoint in the same administrative department a husband, a wife, a mother, a father, a son, a daughter, a brother, or a sister of any of its staff, except in extreme necessity.
b) When two staff of the University marry, the rights and benefits they have shall be modified according to the relevant provisions of these Regulations. The other clauses and employment conditions shall remain unchanged.

7.24 Insubordination

Staff(s) shall be required to obey lawful work-related directives and or instructions from the authorities starting with the immediate supervisor(s).

7.25 Representation of the University

a) Official representation of the Islamic University in Uganda shall be vested in the Rector.
b) A staff shall not officially represent the University without permission from the Rector.
c) All staff appointed to represent the University shall be required to submit a report to the Rector on the subject matter of representation.

7.26 Financial Embarrassment

a) The University shall not condone staff indebtedness to the extent of being financially embarrassed. For purposes of this policy, financial embarrassment refers to any form of indebtedness, which includes but is not limited to:
   i. Failure to pay a debt.
   ii. Issuance of a bouncing cheque.
   iii. Obtaining goods, money, services or works under false pretense, extortion, and blackmail.
   iv. Deliberate failure to fulfil agreements.
b) Indebtedness is considered a wrongdoing because it makes the staff vulnerable to unethical conduct.

7.27 Absence from duty

a) Absence from duty shall be granted by the supervisor who shall make appropriate arrangements to cover up for the schedule of duties during the absence of that staff.
b) In circumstances where prior permission may not be possible, notification to the supervisor or Head of Unit must be done within forty-eight (48) hours of absence.

7.28 Use of Communication Systems

a) Communication systems are provided to assist staff in the performance of their duties. Staff are therefore required to use all communication systems in a responsible manner while limiting non-business-related communication.
b) Where communication systems are used for personal purposes, this should not affect the staff's work or that of others. With regard to the Internet, the transmitting or downloading of material that is discriminatory, defamatory, harassing, insulting, offensive, pornographic or obscene is specifically prohibited.
c) Staff shall not copy or send confidential or proprietary information to third parties by use of electronic communication unless authorised by the Rector.
d) For official communication, staff shall use customised email addresses as allocated by the University.
e) Staff should ensure that unauthorised persons do not have access to or use any communication systems belonging to the University.
f) In order to protect the integrity of the University and ensure the responsible use of these systems, the University reserves the right to monitor and investigate the use of all communication systems including mail, electronic

mail, instant messaging, courier services, telephone systems, personal computers, computer networks, online services, Internet connections, Intranets, computer files, video equipment, recorders, official cellular phones, voice mail, and bulletin boards.

g) The University may institute cost control measures attached to all or any communication system.
h) A staff is obliged to operate all communication systems in accordance with the rules of the communication systems.
i) Any violation of any communication rules herein may lead to disciplinary action.

7.29 Staff Counselling

a) The University recognises that personal problems and difficulties can adversely affect job performance. Accordingly, staff experiencing personal problems are encouraged to seek assistance from their supervisor or the University Secretary.
b) The University shall endeavour to assist staff with counselling and referral needs as a means of solving personal problems, both on and off the job, as well as promote career planning.
c) Supervisors shall be alert to signs of the existence of personal problems among their staff and act appropriately. Indications of personal problems may include excessive absenteeism, changes in both behaviour and staff attitudes, and substandard job performance.
d) The University Secretary will provide career and retirement counselling to staff.
e) All communications between staff, supervisors, the University Secretary and professional counsellors or agencies under this section shall be kept confidential, except to the degree necessary to protect the safety of the staff or others or to protect the security of the University's property.

7.30 Staff Suggestion Systems

In order to promote fair participation in the policy-making process, the University will maintain staff suggestion systems through which staff sentiments, proposals and critiques can be collected, collated and periodically considered by Management. Suggestion boxes will be placed at accessible places as a means of collecting the staff views or suggestions.

7.31 Anonymous communication

Staff are prohibited from writing or disseminating anonymous and malicious letters and printing of graffiti intended to demean the image of the University or any other University officer.

7.32 Harassment and Discrimination at Work

a) The University defines harassment as words, gestures or actions that annoy, alarm or abuse another staff or create an intimidating, hostile or offensive work environment for the victim.
b) The University is committed to keeping the work environment free of harassment and intimidation. The University shall, therefore, strive to provide a work environment that is supportive of individual productivity and the personal dignity and self-esteem of all staff.
c) Harassment, be it ethnic, religious or of any other nature at the workplace, by any staff is prohibited and any staff involved may be subjected to disciplinary action.
d) No form of discrimination by way of reference against any staff on his or her ancestry, race, tribe the language, national origin, colour, religious creed, disability, medical condition, pregnancy, age, marital status, or sex shall be accepted.
e) Any staff who believes that other staff's actions or words constitute harassment has a responsibility to report the situation as soon as possible. The report or complaint shall be made to the staff's supervisor and copied to the Rector.
f) Complaints of harassment will be handled and investigated promptly, and a resolution shall be communicated to the parties involved as soon as possible.
g) The University prohibits any form of retaliation against staff for bringing bona fide complaints or providing information about harassment.

7.33 Sexual Harassment

a) Sexual harassment may include unwelcome sexual advances, demands for sexual favours and any other verbal or physical conduct of a sexual nature which ultimately interferes with the privacy of the person.
b) It is an unlawful for a staff to engage in any form of sexual harassment either against a fellow staff, an affiliate or student.
c) The procedure for reporting sexual harassment will be as follows:
    i. Any person who believes that he or she or any other person is experiencing sexual harassment shall report it to Management immediately.

ii. Upon receipt of the report, Management shall take immediate steps to ensure that the matter is investigated in utmost confidence as soon as possible.
iii. If sexual harassment is found to have occurred upon investigations, disciplinary action shall be instituted in accordance with these Regulations.

7.34 Removal or Alteration of Official Records

a) No staff shall, without the prior written approval from the University authorities, remove, alter, or erase any University's records, books, documents, or files.
b) Where removals, alterations or erasures are made, these shall be clearly documented and jointly endorsed by the staff and the Rector or a person designated to do so.

7.35 Criminal Proceedings

a) Where criminal proceedings are instituted against a staff in any court of law, no disciplinary proceedings in respect of the offence for which he or she is being prosecuted, shall be instituted until conclusion.
b) Nothing in this regulation shall be construed as prohibiting or restricting the Rector, the power to suspend such staff.
c) A staff facing criminal proceedings shall remain suspended and be paid half his or her monthly salary by the University for a Maximum of three months, thereafter, be placed on Automatic Leave without Pay until the case is finalized.

CHAPTER EIGHT: DISCIPLINE AND DISCIPLINARY PROCEDURE

8.0 Introduction

Disciplinary powers belong to the Appointments Committee which exercises it in consultation with the Rector in accordance with the Islamic University in Uganda Act, Section 50. The Committee shall handle disciplinary actions concerning staff in category 1 to Category 4. For the top and special categories, the responsibility is vested in the University Council. All disciplinary actions determined by the Appointments Committee shall be reported to the Council.

8.1 Purpose

a) The purpose of this chapter is to help the University achieve and maintain prescribed standards of conduct, attendance, and job performance in a systematic manner through fair and open management of staff.
b) Any act of commission or omission without reasonable justification by a staff, which contravenes the code of conduct, or any other policy contained in these Regulations or otherwise constitutes a misconduct.
c) Not every situation or contingency can be covered in writing. Therefore, what is provided in these Regulations should not be taken as an exhaustive list of misconducts. Besides, an action which constitutes gross misconduct may vary.
d) All staff shall conduct themselves in a manner that is acceptable.

8.2 Objectives

a) To instill discipline in the workplace by helping staff behave in accordance with the University's code of conduct.
b) To correct errant behavior.
c) To ensure that staff who are subjected to disciplinary action are treated fairly in accordance with the law.
d) To improve performance and ensure competency and delivery of quality work.

8.3 Disciplinary Principles

a) Any act of commission or omission without reasonable justification by a staff, which amounts to a failure to perform any duty assigned to him or her or which contravenes any policy contained in these Regulations constitutes misconduct.
b) At every stage in the disciplinary process, the staff shall be informed of the nature of the misconduct committed by him or her and will be given the opportunity to make a defence before any decision is made.

c) At all stages, the staff shall have the right to be accompanied by any person(s) during the disciplinary process, if he or she desires to do so.
d) Proper disciplinary procedure inclusive of the principles of natural justice shall be followed in all cases involving disciplining of staff.
e) Ignorance of any provision in these Regulations shall in no circumstance be accepted as defense.

8.4 Misconduct

a) Misconduct is any act or omission done without reasonable excuse or justification by a staff.
b) There are three types of misconducts; minor, major and gross misconduct.

8.4.1 Minor Misconduct

Any of the following, shall amount to a minor misconduct: -

a) Perpetual failure to manage time such as; late arrival at work, or meetings, or early departure from work or meetings;
b) Failure to obey lawful work-related directives or instructions or who purposefully neglects or omits to perform any of his or her duties **c**ontinued lateness to work;
c) Action or failure to act with intent to hamper or prevent the normal functioning of the department.
d) Failure to observe deadlines of assigned duties
e) Giving false information;
f) Hawking goods in the offices by staff during working hours.

8.4.2 Major Misconducts

Any of the following, shall amount to a major misconduct: -

a) Absence from duty without duty for more than 48 hours without permission;
b) Dressing in contravention of the code of conduct;
c) Negligence causing loss to the University.
d) Falsification of records or documents.
e) Any failure to act or to take adequate measures to ensure the safety of staff and equipment placed at one's disposal.
f) Any conduct which is disrespectful to superiors or to any other member of the staff in general.
g) Malicious damage to the University property.
h) Acts that bring the University into disrepute.
i) Financial embarrassment.
j) Unauthorized possession and use of university property.

k) Fighting and quarrelling at the workplace.
l) Using abusive and discourteous language.
m) Refusal to comply with a posting instruction or order.
n) Plagiarism.
o) Watching pornography in the premises of the University.
p) Acts of slander against a staff.
q) Repetition of minor offences.

8.4.3 Gross Misconduct Offences:

Any of the following, among others, shall amount to gross misconduct: -

a) Abuse of one's duties.
b) Any unofficial use for one's personal benefit or for the benefit of another person, of the funds, financial documents, or objects the staff member is entrusted with within the framework of his or her duty.
c) Unlawful disclosure of information.
d) Acts involving moral turpitude e.g., theft, bribery, corruption, engaging in examination malpractice etc.
e) Sexual harassment.
f) Harassment and discrimination at work on grounds of gender, disability, and racial, nepotism, and tribalism.
g) Incitement with intent to cause disobedience or strike undermining the Administration.
h) Use of drugs or alcohol.
i) Falsification of records, or documents or statements.
j) Driving an official vehicle under the influence of intoxication.
k) Possession of unlicensed dangerous weapons.
l) Unauthorised participation in public debate and debate for/on behalf of the university
m) Failure by the responsible officer to take action after sexual harassment has been reported to him or her.
n) Unauthorised representation of the University at any function, meeting or event.
o) Making a false statement or declaration in any matter on which a staff is required to respond to by the university;
p) Fraud or obtaining money by false pretense;
q) Tampering with and destroying evidence;

8.5 Disciplinary Procedure in a case of a minor misconduct

a) In the event a staff commits a minor misconduct, a warning letter shall be given to the said staff by the immediate supervisor. The staff shall be required to signify in writing that he or she has received, read and understood the contents of the letter.
b) A warning letter shall be in force for three (3) months.
c) The warning letter shall state the exact nature of misconduct(s) and indicate future disciplinary action which will be taken against the staff if the misconduct is repeated.
d) Where a staff fails to reform despite the warning or where he or she commits a minor misconduct of similar severity even after receiving the warning letter, the supervisor shall report in writing to the University Secretary.

8.6 Disciplinary Procedure in a case of a major or gross misconduct

a) In event of major or gross misconduct, the misconduct might be serious enough to justify dismissal.
b) In such a case, the University Secretary on instructions of the Rector shall issue to the staff a notice to the staff to show cause why disciplinary action shall not be taken against him or her.
c) Where a staff is absent from duty or his or her whereabouts are unknown, the notice show cause letter shall be addressed to the staff's last known contact address such as registered email, telephone and he or she shall be given at least seven days to respond.
d) On expiry of the period specified in the notice to show cause, whether or not the staff has responded, the matter shall be presented by the University Secretary to the Rector.
e) Upon receipt of the report, the Rector may constitute ad hoc committee to investigate the matter for purposes of ascertaining all facts surrounding the misconduct.
f) The Ad hoc Committee shall invite persons with useful information in respect to the misconduct to provide the same to this Committee.
g) The Ad hoc Committee shall also conduct oral interviews where there is need to do so.
h) If a staff fails to appear before the Ad hoc Committee on the date, time and place as specified without any reasonable justification, it may proceed with the investigation in his or her absence and he or she shall be bound by its findings.

i) The Ad hoc Committee shall prepare a report and all other relevant evidence, documents and information related to the misconduct(s) and furnish its findings and recommendations to the Rector.
j) Where the Ad hoc Committee makes a finding that a staff committed a misconduct(s), the Rector may suspend him or her and cause the matter to be presented to the Appointments Committee to determine the disciplinary action(s) against him or her. If no decision is reached within a period of two (2) months, the staff shall remain suspended, but receive his or her full salary.
k) In the case of a misconduct, the Appointments Committee shall receive from the University administration a written report which describes the charges against the staff concerned and, more particularly, the circumstances surrounding the staff's act(s).
l) A staff before the Appointments Committee shall be provided with a copy of the file submitted to the Committee with a statement of the circumstances involved.
m) The staff standing before the Appointments Committee shall have the right to present any written or verbal statements or call witnesses. The University administration shall also have the right to summon witnesses.

8.7 Hearing

a) The Presiding Chairperson of the Appointments Committee shall read the charges to the staff concerned and ascertain from him or her whether the charge(s) are understood.
b) The Chairperson shall call upon the University administration to present the misconduct in the presence of the staff concerned and adduce such evidence as the administration may consider necessary.
c) Members of the Committee may ask questions in case there is need for the university administration to make some clarification(s).
d) Upon closure of the presentation by the university administration, the staff concerned should be asked to present his or her explanation in defence with respect to the misconduct before the Committee.
e) At any stage of the hearing, the Committee may summon any other staff or person to provide evidence which may be deemed relevant in determination of the misconduct.
f) A staff facing disciplinary action has the following rights.
    i. Has the right to be heard.
    ii. May cross-examine any person called as a witness in support of the evidence against him or her.

iii. Shall have the right to access and use documents, videos, and audios as in evidence.
iv. May accept at any time before the conclusion of the disciplinary hearing that he or she committed the misconduct.

8.8 Non-Appearance of the Staff at Hearing

a) Where the staff fails to attend the hearing without sufficient cause and the Committee is satisfied that the invitation notice was duly served on him or her, it shall proceed to determine the matter on the available evidence presented. However, if the committee believes that the staff was not duly invited shall adjourn in order for him or her to appear at the next hearing.
b) If the staff fails to appear for the second opportunity for the hearing without sufficient cause, the decision shall be taken as though he or she was present.
c) A staff member who is called as a witness but deliberately and/or stubbornly refuses to attend the Appointments Committee proceedings shall be liable for disciplinary action.

8.9 Adjournments

The Committee may, before or during the hearing of any disciplinary proceedings, adjourn the hearing until some other date upon such terms as it shall deem fit.

8.10 Decision of the Appointments Committee

a) After the conclusion of a hearing, the Appointments Committee shall immediately:
   i. Deliberate on the evidence presented by the university administration and the staff concerned and decide whether or not the staff committed the misconduct(s) levelled against him or her.
   ii. Take note of any aggravating or mitigating circumstances if the Committee finds that the staff committed the misconduct.
   iii. Formulate its opinion and pass any of the disciplinary sanction(s) as stipulated herein.
   iv. Direct the university administration to communicate the disciplinary sanction(s) to the staff concerned at least within three (3) days.

8.11 Disciplinary Sanctions

A staff who is found to have committed a misconduct may be liable to disciplinary sanction(s) imposed by the Appointments Committee.

8.11.1 Warning

This type of disciplinary sanction may be taken by the immediate supervisor without necessarily convening the Appointments Committee. Warning shall be in form of;

a) Verbal warning

This type of sanction may be imposed where the factors are not so aggravated and shall verbally be communicated to the staff, provided that, it is recorded in the staff personal file.

b) Written warning may be imposed where a staff fails to correct his or her behaviour or commits the same misconduct after being given a verbal warning. A written warning shall specify the identified deficiencies or inadequacies and improvements required.

c) Final written warning: A final written warning shall be given where a staff has failed to achieve the improvement required within the given period.

8.11.2 Recovery of any Financial or Other Losses

The University may require a staff, as a disciplinary sanction, to make good of the loss of financial or damage of the University's property caused by the staff's default or negligence.

8.11.3 Demotion

Demotion shall refer to a disciplinary sanction where a staff's rank or job title within the university structure is reduced. When a staff is demoted as a result of disciplinary sanction, he or she shall receive a salary for the post to which he or she has been demoted.

8.11.4 Dismissal

The Appointments Committee may dismiss a staff where he or she commits a misconduct as herein specified and in breach of the code of conduct. In dismissing a staff, the Committee may take into consideration any of the following;

a) Aggravating or mitigating factors
b) Gravity or seriousness of the misconduct
c) Circumstances surrounding the commission of the misconduct.

CHAPTER NINE: PROMOTION OF STAFF

9.0 Definition and Purpose

a) Promotion is an appointment to a higher office and is accompanied with a higher rank, responsibility and remuneration.
b) The University aims to provide career advancement opportunities for staff to develop and utilise their accumulated potential whenever possible, while at the same time recognising their outstanding performance.

9.1 Policy on Promotion

a) The University promotion policy is based on recognition of advancement in knowledge according to the teachings of Islam. Quran Surat Az-Zumar Ayat 9 (39:9) says;

> "…*Are those who know equal to those who don't know?*..""

b) It is in the interest of both the University and the individual, that staff are encouraged to seek and gain advancement in rank and grade within the University. Promotion is one of the motivating factors in recognition of advancement in knowledge.
c) Whilst the University reserves the right to appoint the most suitable person to any particular post, it is the University's policy to prioritise promotion of qualified serving staff wherever possible.
d) Promotion shall be based on merit with due consideration to the following factors:
    i. Job knowledge and technical competence
    ii. Performance and quality of work
    iii. Academic/professional/technical qualifications
    iv. Integrity and commitment to work
    v. Interpersonal skills and innovativeness
    vi. Personal and behavioural attributes
    vii. Availability of a vacant position and funds to remunerate the staff

9.2 Promotion of Academic Staff

a) The promotion of academic staff is not subject to the availability of vacant higher-grade posts, but based on the following principles;
b) The criteria of eligibility for promotion which is based on the following tenets;
    i. Teaching.
    ii. Student supervision.

iii. Research and Publication.
iv. Consultancy.
v. Service to the community.

c) Fair and equitable method of assessment so as to encourage a diverse range of applicants who get promoted.
d) Flexibility in assessment in order that the various ways in which staff contributes to achievement of the University's vision and mission can be rewarded on the basis of consistently applied standards.
e) Seventy-five percent (75%) of the publications must be affiliated to the University.

9.2.1 Academic Positions and Ranks

There shall be in the University the following academic positions or ranks:

a) Teaching Assistant/Research Assistant/Library Assistant
b) Assistant Lecturer/Assistant Research Fellow/Assistant Librarian
c) Lecturer/Research Fellow/Librarian
d) Senior Lecturer/Senior Research Fellow/Senior Librarian
e) Associate Professor/Associate Research Professor/Deputy University Librarian
f) Professor/Research Professor/Clinical Professor/University Librarian

9.2.2 Tracks for Promotion of Academic Staff

The criteria and eligibility for normal and fast tracks promotion of an academic staff is provided in the tables below.

Table 1. Normal Track Promotion of Academic Staff

Post	Criteria and Eligibility				
	Minimum Academic Qualifications	**Years of Teaching Experience**	**Research & Publications**	**Supervision**	**Service to Community**
Teaching Assistant/Research Assistant/Library Assistant	Bachelor's Degree with a First Class or Second-Class Upper Division	Not required	Not required	Not required	Not required
Assistant Lecturer/Assistant Research Fellow/Assistant Librarian	Masters Degree	Not required	Not required	Not required	Not required

Lecturer/Research Fellow/Librarian	PhD or hold a Masters for clinical disciplines	Not required	Not required	Not required	Not required
Senior Lecturer/Senior Research Fellow/Senior Librarian	PhD in the relevant field	3 years of good teaching experience as a lecturer.	Have three (3) or more published articles in recognized journals or books, or have published a good book with a locally and internationally recognized or reputable publishing house since last promotion.	Supervision of at least five (5) graduate students to completion	Required
Associate Professor/Associate Research Professor/Deputy University Librarian	PhD in the relevant field	Three (3) or more years of good teaching experience in IUIU since the last promotion or appointment as a senior lecturer.	Published, since the last promotion, at least six (6) articles in recognized journals or books, or have published a good book with a locally and internationally recognized or reputable publishing house, since the last promotion or appointment as a senior lecturer.	*Supervision of at least ten (10) graduate students to completion after the rank of Senior Lecturer*	Required
Professor/Research Professor/Clinical Professor/University Librarian	PhD in the relevant field	Three (3) or more years of good teaching experience in IUIU since the last promotion or appointment	Published, since the last promotion, at least six (6) articles in recognized journals or	Competence to supervise and guide postgraduate students and other members of staff.	Required

		as associate professor or associate research professor.	books, or have published a good book with a locally and internationally recognized or reputable publishing house, since the last promotion or appointment as associate professor.	Ability to shoulder administrative duties Supervision of at least fifteen (15) graduate students, including two (2) PhDs to completion after the rank of Associate Professor.	

Table 2. Fast Track Promotion of Academic Staff

Post	Criteria				
	Minimum Academic Qualifications	**Years of Teaching Experience**	**Research & Publications**	**Student Supervision**	**Service to Community**
Senior Lecturer/Senior Research Fellow	PhD in the relevant field	Two (2) years of actual teaching experience and having served for at least one (1) year at the rank of Lecturer.	Six (6) recognized publications in the area of specialization since last promotion or appointment to the rank of Lecturer. He or she should be the principal author of at least three publications.	Supervision of at least one (1) graduate student up to completion, with a dissertation/ thesis from which at least two (2) articles have been published in a recognized journal.	Required
Associate Professor/Associate Research Professor	PhD in the relevant field	Five (5) years of actual teaching experience and having served for at least one (1) year at the rank of	Eight (8) new recognized publications in the area of specialization since last promotion or appointment to the rank of Senior	Supervision of at least ten (10) graduate students including two (2) PhDs up to completion, with a dissertation/ thesis from	Required

		Senior Lecturer.	Lecturer (one of which must be a book).	which at least two (2) articles have been published in a recognized journal.	
Professor/Research Professor/Clinical Professor	PhD in the relevant field	Six (6) years of actual teaching experience and having served for at least one (1) year at the rank of Associate Professor.	Ten (10) new recognized publications in the area of specialization since last promotion or appointment to the rank of Associate Professor (one of which must be a book).	Supervision of at least twenty (20) graduate students including four (4) PhDs up to completion, with a dissertation/ thesis from which at least two (2) articles have been published in a recognized journal.	Required

9.2.3 Procedure for Promotion of Academic Staff

a) All academic staff seeking promotion shall do so through a written application addressed to the University Secretary but stating the department and faculty from which the said staff is attached.
b) Upon receipt of the application for promotion, the University Secretary shall forward the application to the department for assessment.
c) Where the promotion does not require publication, the department shall forward back the application together with recommendation and the appraisal form through the Dean to the University Secretary to process the application.
d) Where the promotion requires publication, the following procedure shall be adopted by the department;
    i. An Academic Staff Review Committee at the Department composed of senior members of the academic staff (at the rank of senior lecturer(s) and above, where possible) to review the promotion and performance status of the applicant in accordance with the criteria and eligibility.
    ii. The Head of Department shall forward the departmental report to the Dean who shall convene a Faculty Academic Staff Review Committee to scrutinize the recommendations of the Department on the eligibility of the applicant for promotion in accordance with the laid down criteria.

iii. The report from the Faculty shall be forwarded to the University Secretary through the Academic Registrar to ascertain whether or not the criteria has been followed.

iv. The University Secretary shall forward the report to the Rector through the Vice Rector (Academic Affairs) for approval for submission to the Appointments Committee, which considers whether or not the staff should be promoted.

e) Promotion shall come into effect on the date decided by the Appointments Committee.

9.2.4 Vetting of Publications

a) All publications submitted by staff for promotion shall be vetted.
b) Those applying for promotion to the rank of Senior Lecturer shall be vetted either internally or externally, but those applying for promotion to the rank of Associate Professor or Professor shall be vetted externally by at least two (2) additional Assessors at the level of full Professor.
c) Where the Academic Staff Review Committee at the Department and Faculty levels does not have senior members in the similar field with the applicant, they shall recommend a minimum of three (3) External Vetters to the University Secretary for appointment to vet the publications.
d) The rating of the publications shall provide on each criteria the justifications or any other aspect the Vetter may consider appropriate.
e) The Vetter shall be given up to a maximum of two (2) months' period to submit the assessment report.
f) The Vetter shall be remunerated as provided for in these regulations.

9.2.5 Co-Authored Publications

Applicants shall be awarded equal weight on the co-authored publications submitted because it promotes interdisciplinary studies. However, Applicants shall not present more than 50% of co-authored publications in which he or she is not a Principal Author. The onus will be on the applicant to prove that he or she is a Principal author.

9.2.6 Time Frame for Publications

The publications time frame shall be the publications which were produced after the date of making the applications, but not the date of successful promotion or appointments. In order to track the records or the dates of publications, the University Secretary shall state in the letter of award/appointment the date when the application was made.

9.2.7 Teaching Experience

a) The period when an applicant is not involved in teaching such as study leaves, shall not be counted in the teaching experience.
b) The teaching experience shall be cumulative with effect from the date of appointment.

9.2.8 Research

Research is a necessary component in academic life. All academic and library staff at the level of lecturer and above will be required to conduct research and or publish at least one article every year. The publications shall be considered in the promotion criteria as stated in these regulations.

9.2.9 Supervision of Postgraduate Students

Academic staff at the level of Lecturer and above shall be required to be involved in postgraduate programmes as a requirement for promotion in accordance with these Regulations. The degree of involvement should rise steeply when considering one for the post of full Professor.

9.2.10 Service to the Community

a) Academic staff shall be involved in the service to the community in order to create a positive change towards better living in the spiritual, economic, health, educational, skills improvement, etc.
b) Service to the community programme shall be considered in the promotion as provided for in these regulations.

9.3 Promotion of Administrative and Support Staff

a) The promotion of administrative and support staff shall be subject to the availability of a vacancy of post and funds in the university budget.
b) The criteria and eligibility for promotion shall be based on the following tenets;
    i. A staff has been confirmed in service of the university.
    ii. A staff spent atleast three (3) years in his or her current position.
    iii. A staff has shown remarkable creativity and competence with good character while performing the prescribed duties and responsibilities.
    iv. A staff has obtained a higher relevant professional qualification to the position and career since the last promotion or appointment.

9.3.1 Procedure and Guidelines

a) All administrative and support staff seeking promotion shall do so through a written application addressed to the University Secretary stating the position applied for.
b) Upon receipt of the application for promotion, the University Secretary shall ascertain availability of the establishment and the budget for the vacancy.
c) Where the University finds the staff eligible for promotion, a report shall be prepared and forwarded to the Rector with a recommendation.
d) Where the staff does not meet the required criteria or ineligible for promotion, the University shall inform them accordingly.
e) In consideration of the application for promotion, the following principles shall apply;
    i. Promotion is not automatic.
    ii. A staff who is aspiring for promotion has to meet the promotion criteria for the position applied for.
f) Notwithstanding the criteria for promotion as herein stated, and regardless of the period needed to promote an administrative or support staff from one grade to another, any staff may be promoted to a higher rank, upon a recommendation of the Rector and by decision of the Appointments Committee, provided that;
    i. the staff's qualifications and experience are compatible with the nature of the position concerned.
    ii. There is a vacant position.
    iii. No disciplinary sanction was administered on the staff during the last two (2) years.
g) Promotion shall come into effect on the date decided by the Appointments Committee.

CHAPTER TEN: PERFORMANCE MANAGEMENT

10.0 Introduction

Performance Management shall be a systematic process of managing the University and its staff to achieve an appropriate level of performance. The system involves enhancement of the effectiveness of the university by improving the performance of its staff through setting of objectives or performance plans, performance reviews or monitoring, feedback or implementation and development plan.

10.1 Purpose

The purpose of this chapter is to:

a) Provide a clear, coherent, fair, and equitable system for supervisors to use throughout the performance management process.
b) Summarise the underlying principle that performance management system is an ongoing process that takes place from the time a staff joins the University until he or she leaves and shall be used to support and develop staff throughout the employment period.
c) Ensure that management of staff performance is vital to the achievement of the University's mandate.
d) Provide for mechanisms for establishing individual staff expectations, monitoring, and appraising staff performance on agreed key performance indicators (KPIs).

10.2 Objectives the Performance Management Policy

The objectives of the Performance Management Policy are to ensure that:

a) Staff work is linked to the performance goals and objectives of the department, and the University as a whole.
b) Staff are aware of and understand performance expectations.
c) Communication between staff and their supervisors is enhanced.
d) Staff are coached on their job performance and provided with timely, continuous, and effective feedback, on areas of commendation and improvement.
e) Training and development needs of staff relevant to performance, professional aspirations and organisational needs are identified.
f) Records on performance inform and guide Management decisions relating to various staff.

10.3 Principles

The Performance Management Policy shall be guided by the following principles:

a) Attraction of talented persons who will identify with the University's vision, strategic goals, core values and objectives and commit themselves to achieving them.
b) Provision of appropriate training on performance management.
c) Sharing of information on individual departmental goals and targets, team roles, and expected outcomes for continuous improvement to meet changing internal and external demands.
d) Ensuring fair, transparent and procedure staff performance processes.
e) Provision of honest and evidence-based feedback in a timely manner to enable monitoring and evaluation of staff performance.
f) Motivation of staff to perform at high levels and apply appropriate reward(s) in a timely manner. Such rewards may include promotions, salary increments, allowances, awards, and training, among others.

10.4 Application

a) The Performance Management Policy applies to all staff of the University.
b) Every staff shall have his or her performance appraised and documented using the appraisal tool in a form as shall be provided by the Appointments Committee from time to time.
c) Supervisor(s) shall meet with the staff to be appraised for performance reviews, discussions as often as necessary following the performance management cycle in table 3 Below.
d)

Table 3. Performance Management Cycle

Months of the Performance Year	Performance Management Activity
1	Reviewing and setting targets (KPIs)
2-5	Implementation of the KPIs
6	Mid-term review and adjustment of targets
7-10	Implementation of agreed KPIs
11	Appraisal
12	Feedback

e) The appraisal year shall be based on the financial year of the University.

10.5 Performance Management Process

The Performance Management Process refers to the sequence of actions that supervisors are required to take when undertaking performance management of their subordinates.

10.5.1 Performance Planning

a) Each Department/Unit shall develop an Annual Performance Plan at the beginning of every academic year. The performance plan shall be in line with the priorities of the University as provided in the strategic plan and or decisions.
b) Individual performance plans shall inform the departmental Performance Plans.
c) At the beginning of each appraisal period, staff shall develop and agree on performance agreements with their supervisors at least one month before the commencement of the performance appraisal cycle. The agreements shall highlight performance indicators and targets.
d) The Performance Agreement shall include the outputs to be achieved and the key performance indicators/measures to be used.

10.5.2 Performance Monitoring

a) The respective Supervisor shall ensure that performance review meeting(s) with staff are regularly held, at least on a quarterly basis, to review the performance of the concerned staff against the agreed performance plan.
b) The respective supervisor(s) shall provide appropriate support and development and periodically check the progress of the staff's performance.
c) During monitoring, the performance targets or performance expectations can be adjusted if it is established that priorities have changed or are beyond the staff's control to perform.

10.5.3 Performance Appraisal

a) The performance appraisal process involves assessing whether the staff's performance has met required standards, identifying where standards have not been met and preparing a performance report and improvement plan.
b) The open appraisal system shall be used to encourage objectivity, transparency and fairness, and improve communication between the staff and the supervisor.
c) All staff shall be appraised by their immediate supervisors.
d) A staff on probation shall be subjected to appraisal, as provided in these regulations.

e) The performance appraisal meeting shall be held in an environment that allows for honest and uninterrupted discussion. The discussion shall focus on, among others, establishing the following.
   i. Whether or not the staff has met agreed performance targets.
   ii. The behaviour and skills of the staff.
   iii. Performance gaps/barriers.
   iv. The improvements required.
f) Performance rating shall be objective, fair, and equitable and shall not be based on non-merit factors.
g) In the event of supervisory change during the performance period, each individual who had supervised the staff for at least three (3) months or more shall discuss the performance with the staff, prepare feedback and forward it to the new supervisor.
h) The appraisal shall include the supervisor's comments and recommendations, an action plan for both the staff and supervisor and performance goals for the next performance period.
i) The appraisal report shall be discussed and signed by both the appraiser and the appraisee. The report from immediate supervisor shall be submitted through the Heads of Department/units, Deans or Directors to the University Secretary.
j) The University Sectary shall endorse a duly filled appraisal form for each staff at the end of the appraisal period.
k) The appraisal report shall be kept and used as a basis for confirmation in employment, contract renewal, promotion, counselling, training and development, special assignments, termination from service and other appropriate actions.
l) Each staff shall be entitled to feedback of the appraisal from the immediate supervisor and the University Secretary.

10.6 Managing Poor and Unsatisfactory Performance

a) A staff who fails to meet his/her performance standards and targets, shall be placed on a Performance Improvement Plan (PIP) through training, mentoring, coaching, and appropriate attachment among others.
b) An underperforming staff shall be placed on a six-months' Performance Improvement Plan clearly stating areas where improvement is required.
c) At the end of the six-months' period, the supervisor shall conduct a re-assessment of the staff performance and submit a report to the University Secretary.

d) If there is no improvement registered after the PIP period, the Rector shall take further action.
e) A staff who fails to improve his/her performance after execution of the measures as prescribed above shall be presented to the Appointments Committee for disciplinary action.

10.7 The 360 Degree Feedback

a) The University may adopt the 360 Degree Appraisal system as a performance assessment tool in order to provide room for multiple feedbacks.
b) The 360-degree feedback may focus on:
    v. Integrity
    vi. Teamwork
    vii. Accountability
    viii. Excellence
    ix. Equity
    x. Self-awareness
    xi. Interpersonal relations
    xii. Support for development
    xiii. Confidentiality
    xiv. Respect for others
c) Where the 360 Degrees Appraisal is applied, staff shall be assessed periodically by a number of assessors including but not limited to the Rector, supervisors, peers and external stakeholders among others.

10.8 Recognizing and Rewarding Performance

a) The Performance Management System shall be used as a tool for staff recognition and motivation.
b) The exceptional performance of individual staff and teams may be recognised through reward systems determined by Management from time to time.
c) Such systems shall be fair, and the criteria used for assessment shall be transparent and accessible to all staff.

CHAPTER ELEVEN: LEAVE MANAGEMENT

11.0 Introduction

Leave is defined as any duration for which a staff is officially approved to be not on duty. The wishes of an individual staff to take leave at a particular time may be considered subject to the demands of the job, and unless otherwise stated in these Regulations, shall be granted by the Rector.

11.1 Purpose

The main purpose of leave is diversion, recreation, relation, and recuperation with a view of restoration of improvement of a staff's effectiveness, efficiency, and output.

11.2 General Principles on Leave Management

a) Individual staff should cultivate an interest in what happens to their leave and where necessary inquire from the University Secretary about their position in this regard.
b) The University Secretary shall ensure that a leave schedule for the University is in place.
c) The duration of the annual leave shall be 30 calendar days.
d) Special leave of absence, study leave and leave without pay are a privilege granted to a staff depending on various circumstances.
e) Maternity leave is a right for all married female staff.
f) The period of leave taken shall include public holidays, Saturdays, Sundays, and National days that may fall therein.
g) A staff must return to duty from leave on the due date and failure to do so may render the staff liable to disciplinary action as may be decided after consideration of the circumstance(s) of the case.
h) Where such absence exceeds 14 (fourteen) calendar days without written notification and permission of absence, a staff shall be deemed to have absconded from duty.
i) Leave shall not be commuted into cash except in the following circumstances:
    i. When a staff passes away with approved earned leave and a death certificate from a responsible government body has been availed.
    ii. When the services of a staff are terminated other than by dismissal with approved leave to his or her credit.
    iii. Where a staff cannot take leave due to demands of the job.

j) The Rector shall approve leave in respect of all staff and no staff shall have the authority to approve his or her own leave.
k) No staff may go on leave before filing a request and obtaining formal authorization.
l) Staff may be recalled from leave in writing by the University Secretary to perform urgent duties and the untaken portion shall be taken at a later date.
m) Where a staff is recalled from leave, the University shall meet the travel expenses for returning to duty and going back.
n) The number of staff on study leave, leave-without-pay or sabbatical leave shall not exceed 10% of the total personnel in a department.

11.3 Types of Leave

The following are the types of leave that may be taken as appropriate:

a) Annual leave
b) Sick leave
c) Maternity leave
d) Paternity leave
e) Compassionate leave
f) Special Leave of Absence
g) Compulsory/Forced leave.
h) Study leave
i) Sabbatical leave
j) Leave Without Pay

11.4 Annual Leave

a) Annual leave is a right applicable to a contractual full-time staff when due, it shall be obligatory.
b) Annual leave is leave where all contractual full-time staff are eligible with the exception of:
    i. Employees whose engagement is less than six months.
    ii. Expatriate staff (TAC Members/International Staff) for whom provision will be included in the contract agreement.
c) After spending one year of active service at the University, a contractual full-time staff shall be entitled to an annual leave of 30 calendar days with full pay as well as allowances and all other benefits that they are normally entitled to while on duty.
d) All staff shall apply for annual leave at least 1 (one) month before its commencement on a prescribed Annual Leave Form (***see appendix ...***).

e) An accumulated annual leave, not exceeding 60 calendar days may be authorized and granted by the university administration. Any accumulated annual leave in excess of that ceiling shall be lost unless prior approval by the Rector was given for the postponement of the leave. At least half the annual leave shall be taken all at one time; the other half may be split up, provide that this does not hinder the normal functioning of the service concerned.
f) An annual leave may be interrupted or postponed because of pressing university service requirements. It shall be resumed as soon as working conditions allow it.
g) Where a staff is on study leave or sabbatical leave, he or she shall not earn Annual Leave.
h) Academic staff shall be required to take their annual leave during holidays/recess period, except in emergence situations.

11.4.1 Sickness during Annual Leave

a) When a staff falls sick to the extent of being admitted to a recognized health service facility during his or her annual leave, such a staff may be allowed to extend his or her leave by the number of days during which he or she was hospitalised provided he or she presents evidence to that effect.
b) The extension should be subject to the approval of the Rector through the recommendation of the University Medical Officer.
c) Any period of sickness beyond five days during a staff's annual leave shall be categorised as sick leave.

11.4.2 Sick Leave

a) Sick leave shall be a period in which a staff is absent from duty because of illness, or convalescence as certified by the University Medical Officer.
b) In case of inhibiting illness, a staff shall be entitled to a sick leave provided that he or she:
    i. Notifies his or her superior within 48 (forty-eight) hours.
    ii. Submit within 1 (one) week, a medical report to the University Secretary through the University Medical Officer stating the probable length of his or her absence.
    iii. The University shall have the right to order, if deemed necessary, a second medical opinion to be performed at a medical facility it approves.
c) A staff who is on sick-leave shall receive:
    i. Full salary as well as allowances and other benefits during the first 3 (three) months.

ii. Half the salary and all his or her allowances during the next 3 (three) months.
iii. Without pay during the next 3 (three) months.

d) In order for the sick staff to be entitled to the above benefits, the total number of sick-leave days, whether during one illness or several illnesses, must not exceed 9 (nine) months within a period of one year. The three above mentioned periods including working and none working days. He or she shall apply in writing and provide relevant medical certificate through the University Medical Officer should he or she wish to interrupt his or her sick leave and resume work.
e) If, after the time-limit of 270 days (9 months), the staff is not able to resume work, he or she shall be examined by the University Medical Officer on recommendation by the Rector. If he or she is deemed disabled forever, he or she shall cease to be a staff of the University and shall be paid three months basic salary. If he or she is not deemed disabled forever, then he or she shall remain on Leave-without-pay until recovery.

11.4.3 Maternity Leave

a) Female staff shall be entitled to 90 (ninety) days maternity leave with pay.
b) Maternity leave may be granted as and when applicable as recommended by the University Medical Officer.
c) If, for maternity purposes, a staff requires longer maternity leave, she shall obtain permission from the Rector and if granted, such additional leave shall be taken as part of annual leave.
d) Any period of sickness beyond five days during a staff's maternity leave shall be categorised as sick leave if she has no annual leave to her credit.
e) A staff who suffers a miscarriage shall proceed for maternity leave on the recommendation of the University Medical Officer.

11.4.4 Paternity Leave

a) The University shall grant paternity leave of 7 (seven) calendar days to its male staff whose spouse(s) give birth or miscarry.
b) The paternity leave shall be granted, subject to satisfactory information produced by the staff in question.

11.4.5 Compulsory or Forced Leave

a) Compulsory leave shall be granted to a staff under any of the following circumstances:

i. To allow for free investigation or inquiry. The forced leave should not exceed one (1) month.
ii. Sickness warranting quarantine or seclusion (a contagious disease) on the recommendation of a recognized medical practitioner. This shall be governed by the sick leave policy herein.

11.4.6 Compassionate Leave

a) The Rector may grant compassionate leave to a staff under special circumstances such as.
   i. Marriage of a staff.
   ii. Marriage of a staff's son or daughter.
   iii. Death of a spouse or child.
   iv. Death of the father or mother.
   v. Death of a brother or sister.
   vi. Death of the spouse's father of mother
b) The total leave in each case above shall not exceed seven (7) calendar days.

11.4.7 Special Leave of Absence

a) Special leave of absence is leave, other than the annual entitlement, study leave, sick leave, paternity leave and maternity leave, or compassionate leave, shall be granted for a specific purpose subject to approval of the Rector under the following circumstances:
   i. Where a staff is proceeding to another part of Uganda, in order to collect his or her children from school for the holidays or return them to school at the end of the holidays.
   ii. Where a staff suffers a personal catastrophe or tragic loss.
   iii. For performing Hajji, a special leave of 21 (twenty-one) days during the duration of the pilgrimage shall be granted only once during a staff's service at the University, and 14 (fourteen) days for performing Umrah.
   iv. When a staff is attending to a sick member of his or her family.
   v. A staff undertaking formal examinations to attain professional or academic qualification. The leave is limited to the day(s) of the examination only.
b) Special leave exceeding one month but not more than three months shall be approved by the Rector, if it's to carry out special duties beneficial to the University.

11.4.8 Study Leave

a) Study leave shall be granted to a staff to pursue further studies. The course content must be relevant to the performance needs of the University or career progression of the staff.
b) Study leave shall be in the following categories.
    i. Study leave with full pay. This shall apply to a staff who is self/IUIU sponsored and does not have any form of scholarship or external funding for the study program being undertaken. Such a staff shall be granted a study leave for the period of his or her study and receive 100% salary.
    ii. Staff leave with a given percentage pay. This shall apply to a staff who obtains a scholarship either internally or externally. A staff who obtains a full scholarship shall receive 50% of his or her salary during the period of study. A staff who obtains a partial scholarship and is granted study leave, shall receive 75% of his or her salary during the study period. A staff who secures a tuition waiver shall be considered as a staff on partial scholarship.
    iii. Study leave without pay. This may be granted to a staff who decides to undertake a study programme using his/her personal resources or obtains his or her own scholarship and does not want to be bonded by the University. A staff on study leave without pay must reapply for reinstatement into the services of the University at the end of the leave. The University may or may not accept the reinstatement.
c) Where a staff is granted study leave with pay, a bondage agreement on agreed terms shall be signed between the University and the staff concerned.
d) A staff who proceeds with full-time studies without permission from the Rector shall be regarded as having absconded from duty in accordance with the provisions of these Regulations.
e) A staff on study leave shall not be considered for promotion during that period.

11.4.9 Sabbatical Leave

a) Sabbatical leave shall be granted to a staff to join and work for another organisation or for the purpose of study or research or consultancy for a limited period.
b) While on sabbatical leave, the staff may focus his/her efforts on any of the following:
    i. Advancing frontiers of knowledge through research
    ii. Processing of research data and publishing the results in the form of scholarly papers and/or books.

iii. Consultancy work, where there is evidence of research involvement and benefit to both the University and the staff.

c) Sabbatical leave for a period of one year may be granted to a staff in Category 1 and Category 2 after seven years of service to the University only if it is in the interest of the University. At the end of the sabbatical leave, the staff shall submit a report to the Rector to show how he or she has spent the leave.

d) The University shall continue to pay the salary and housing allowance of the staff during the sabbatical leave. However, the University shall not be responsible for the transportation of the staff on sabbatical leave to and from the place that he or she will spend the sabbatical leave.

e) A staff interested in sabbatical leave shall apply to the Rector through the Head of Department and Dean. The application shall be supported by an acceptable research programme or an academic activity which shall be undertaken during the period and details of the institution where one intends to spend the Sabbatical.

f) Visiting staff spending their sabbatical leave at the University shall not be paid salary. However, the University may provide such staff with moderate accommodation, utilities and where appropriate transport at a rate determined by Management from time to time.

11.4.10 Leave Without Pay

a) Leave-without-pay shall be granted only in cases of:
   i. Accident or serious illness of a staff, his or her spouse, parent or any of his or her children.
   ii. Serious family matter.
   iii. National service, research, consultancy, which may be useful to the university.

b) The duration of leave-without-pay shall not exceed one year for the first two cases, and three years for the third case.

c) Leave-without-pay, if requested, shall be granted as a matter of right to a female staff member who has to raise a child under five years of age, in need of constant care because of disability. It may be renewed on yearly basis but shall not exceeding a total of three years.

d) A staff on leave-without-pay must request for re-instatement at least two months prior to the end of the leave-without-pay term. If the staff does not request re-instatement before the expiry of the leave, he or she shall be considered not interested in returning to the University and the University will terminate his or her services without notice. In any case, the University reserves the right to reinstate a staff on Leave-without-pay or not.

e) A staff on leave-without-pay may apply to cut-short his or her Leave and resume his or her duties by giving two months' notice but the University reserves the right to accept or not to accept the application.
f) No staff shall be seconded or placed on leave-without-pay unless he/she has served in the University for at least two years.
g) A staff on leave-without-pay shall not receive salary or other allowance and benefits from the University.

CHAPTER TWELVE: SECONDMENT AND CONSULTANCY

12.0 Secondment

The University may by special arrangement with an organ of government or the private sector or an international institution offer or be offered employment to a suitable person on Secondment terms.

12.1 Categories of seconded staff

Seconded staff are of two categories, which include received or given away by the university.

Both categories of the seconded staff shall be governed by the following terms.

a) A staff may be seconded to serve at a national administration of a Member State or an Islamic or international institution for a specified period of time agreed upon with the University.

b) Salary as well as staff's share for social benefits shall be borne by the requesting institution or organization or body.

c) Secondment shall become effective upon the consent of the staff and the decision of the Rector following an agreement between him/herself and the head of the requesting institution.

d) Upon expiry of the period of secondment, the staff of the University shall return to his or her original position. If such staff does not return after the period of secondment without formal resignation, he or she shall be deemed to have absconded.

e) A staff on secondment received by the University shall serve for a specified period as agreed between the seconded staff's parent institution and the University.

f) The staff shall be governed by and evaluated in accordance with these Regulations unless otherwise agreed upon by the University and the other body.

g) Terms of service for the seconded staff to the University will be subject to negotiations between the two parties or as otherwise may be specified in the Memorandum of Understanding signed between the University and the seconding Institution.

h) The period of secondment shall not be treated as a break in service.

i) A staff on secondment may pay his or her contributions into the most advantageous social security system available.

j) Both categories of secondment may be renewable for a period agreed upon by the University and the other Institution or body.

k) A staff may be internally seconded to another Unit or department within the University by authority of the Rector for a specified period of time when circumstances so demand.

l) The duties, terms of service and any change in the remuneration shall be specified in the letter of secondment issued by the University Secretary on the authority of the Rector.

m) All applicable allowances shall be paid to the staff by the receiving Unit or department or as otherwise may be directed by the Rector.

n) Upon expiry of the period of secondment to the unit or department, the staff shall revert to his or her original Unit or department.

12.2 Consultancy

a) The University may be contracted to do consultancy(s) and may assign a member of staff to perform such duties.

b) The University may retain at least 30% of the proceeds from the consultancy(s) or such amount as may be agreed upon with the Rector or any other officer delegated by the Rector.

c) Any staff member through the immediate supervisor may be permitted by the Rector to do private consultancy work on condition that it does not prevent such staff from performing University duties diligently.

CHAPTER THIRTEEN: STAFF RECORDS

13.0 Record

The term record shall mean recorded information regardless of form or medium, created, received and maintained by the University under its legal obligations, or in transaction of its business and providing evidence of the performance of those obligations or that business.

13.1 Policy

a) The policy dictates that all University records both manual and electronic shall be managed.
b) The University's information and records are a corporate asset and vital for ongoing operations and in providing valuable evidence of decisions, activities and transactions.
c) The University shall maintain Human Resources records for applicants, staff, and past staff in order to document employment-related decisions, evaluate and assess policies, and comply with government record-keeping or reporting requirements.

13.2 Individual Staff Files

a) The University Secretary shall be required to create individual staff files in which all documents and correspondences on the individual staff shall be maintained throughout the entire employment period.
b) A staff member's file shall contain all records related to his or her civil and administrative status and any other relevant documents.
c) The record shall be continuously updated and new changes, particularly relating to marital status, birth, academic qualifications shall be communicated to the Rector by the staff.
d) A staff shall be required to complete a bio data form as shall be provided by the University Secretary capturing basic details about him or her.
e) The initial records provided shall be taken as the true and authentic record and any changes thereafter shall require proof of authenticity beyond any doubt to the Rector.
f) The date of birth provided at the time of the staff's first appointment shall not be altered under any circumstances in the course of one's employment with the University except as may be proved to the satisfaction of the Rector.

g) All staff members shall be required to provide two passport size photographs which shall be attached to the individual staff file and updated after every five (5) years.
h) The University respects the right to individual privacy and as such, all staff records will be kept under a well-maintained and controlled system. The University will endeavour to balance its need to obtain, use, and retain employment information with a concern for each individual's privacy.

13.3 Records Management

a) The University shall establish registries for management of records. The records shall be managed according to existing regulations and standards of records management of the University.
b) All documents which affect the official record on a member of staff shall be kept properly regardless of the source.
c) The Central Registry shall open and maintain two files for each staff member from the date of appointment: namely (a) A personal open file; and (b) A personal confidential file.
d) Records in the personal open file shall include but not limited to;
    i. Extracts of minutes of the Appointments Committee,
    ii. Letters of appointment,
    iii. Acceptance of offer of appointment,
    iv. Confirmation in appointment,
    v. Adjusting salaries,
    vi. Changes in incremental dates,
    vii. Changes in names,
    viii. Transfer and posting letters,
    ix. Approved leave forms,
    x. Employee record forms
    xi. Copies of academic and professional certificates,
    xii. Passport size photograph,
    xiii. Performance appraisal reports,
    xiv. Official Oath and Oath of Secrecy, where applicable, and
    xv. Any other official records on an employee.
e) Records in the personal confidential file shall include but not limited to:
    i. Submissions to and minutes of Appointments Committee,
    ii. Cases related to discipline, medical records, and security related matters,
    iii. Letters of appointment and confirmation,
    iv. Performance appraisal reports,
    v. Application forms/letters,

vi. Interview scores,
vii. Official Oath and Oath of Secrecy, and
viii. Academic documents
ix. Other vital documents.

f) A staff's personal records shall be complete and up to date at any given time.

13.4 Access and Update of Personal Record

a) Access to personal files shall be restricted and authorized by the University Secretary. A staff shall make a written request to the University Secretary to access his or her file. Except that the staff shall have access to his or her personal file in the presence of the University Secretary or any other delegated officer
b) All requests for accessing and updating records shall be communicated to the University Secretary as soon as need arises but the staff shall be required to update their records as and whenever it deems necessary.
c) Falsification of records when discovered at whatever stage shall lead to disciplinary action.
d) The staff's attention shall be drawn by the University Secretary to any documentation of an adverse nature to the staff's service record placed on his or her personal file.

13.5 Transfer of Personal Records

a) All records of staff who have retired, died, or left the University after expiry of their contracts, shall be transferred to the Archives after processing and payment of their terminal benefits or gratuity.
b) Records from archives whenever required shall be retrieved according to existing regulations and procedures.

13.6 Preservation and Disposal of Records

a) Reliable information regarding the history of the University shall be preserved.
b) At regular intervals, University records shall be appraised according to existing Retention and Disposal Schedules to determine their administrative, historical, research or informational values, which shall warrant their transfer for permanent preservation in the university archives, where they shall be managed according to existing archives procedures.
c) No records shall be destroyed without a prior consent of the Rector.
d) Inspection shall be carried out periodically and fumigation of records against vermin shall be done regularly.

e) All records shall be preserved and any destruction of such records shall be within the existing policy.
f) Disposal action shall not take place without the assurance that the record is no longer required, and that no outstanding litigation or investigation is current or pending which would involve relying on the records as evidence.
g) A staff shall not be permitted to take official documents away from the office unless such documents are required for the execution of an assignment outside office.

CHAPTER FOURTEEN: COMMUNICATION

14.0 Purpose

The main purpose of communication is to encourage open and candid two-way communications between staff at all levels so as to build mutual understanding and trust as well as contribute to a constructive and cheerful working environment, high performance and organizational success.

14.1 General Principles

a) Staff shall have rights and obligations to express their views to their superiors about the University's activities and vice-versa.
b) Views raised by staff shall be respected, listened to and considered carefully.
c) There shall not be any prejudice against individuals due to differences in opinions.
d) Staff shall be well informed of the developments and major events of the University, in particular those that may have an impact on their jobs and/or welfare.
e) The University shall welcome suggestions regarding improvement of communication and staff relations.

14.2 Role of Management in Communication

a) Supervisors shall be responsible for understanding their staffs' concerns at work and shall share information and encourage solutions to those concerns.
b) Management shall treat matters raised by staff in a balanced and fair manner and in strict confidence.
c) Management shall facilitate publication of a quarterly newsletter about key events in the University and make the information accessible to staff.
d) Management shall put in place suggestion boxes at accessible places as a means of collecting the staff views or suggestions.

14.3 Communication on Behalf of the University

The Rector shall act as the spokesperson of the Council and coordinate functions of the Council with those of the executive Board.

14.4 External Communication

a) The authority to communicate on behalf of the University with agencies or bodies and outside individuals shall be vested in the Rector.

b) Any staff communicating to the public must only do so with the express permission of the Rector.
c) The University's files and documents shall not be accessed to outside bodies or agencies except with the authority of the Rector.

14.5 Internal Communication

a) The Chairperson and members of the Council shall normally communicate to staff through the Rector who is the Secretary to the Council.
b) The University may use corporate publications to communicate important messages and news to the different stakeholders including the staff.
c) The University may also publish information and articles of interest on the intranet or website.
d) Management and the supervisors may also use memos, meetings, reports, and workshops for communication with staff and vice-versa.
e) For official communication, staff shall use customised email addresses as allocated by the University.

14.6 Relations with the Media

a) All media inquiries shall be referred to the Rector.
b) All press releases, publications, or other official declarations shall be approved by the Rector.
c) Any inquiry by the public about staff references or other information concerning current or former staff shall be referred to the University Secretary.
d) The Public Relations Officer shall communicate on behalf of the University with permission from the Rector.

14.7 Role of Staff in Communication

a) Staff are encouraged to discuss their views about the University with their immediate supervisor, Heads of Unit or Department, the University Secretary and or the Rector.
b) Staff shall be responsible for seeking clarification from Management about the issues which are deemed to be hearsay and may hamper staff relations and demotivate staffs' morale.
c) Staff shall actively communicate their views, express their opinions, and raise their concerns verbally or in writing through the following appropriate channels:
    i. Staff briefing sessions.
    ii. Private interview sessions with superiors or University Secretary
    iii. Training and development sessions.

iv. Suggestion boxes.
v. During staff parties or other institutional social functions.
vi. Through the respective staff Associations.

14.8 Dispatch and Receipt of Correspondences

a) Delivery books shall be used to transfer correspondences from one Department to another and from one office to another within the University.
b) All communications shall be routed through all the relevant offices.
c) When a communication is routed through an office or Department, a copy of the communication should be attached for each office or Department, through which it has to pass. Where the final addressee of the communication is likely to consult another Department or officer concerning the subject matter of the communication, a copy may be forwarded to such department or officer.
d) An officer through whom the communication is being routed to a final destination should make observations, however brief, on the subject of the communication and initial it. If the staff requires more space for the observations, a separate memorandum with sufficient copies should be attached to the communication in question. The staff shall ensure the timely forwarding of the communication to the next level.
e) A copy of a given communication may be forwarded to its destination as an advance copy in instances where the officer who should sign it off has not been able to do so in time or it is anticipated that there might be delays in signing it off and yet the recipient requires the communication urgently. Advance copies provide advance information on the subject of communication which should be used to follow up the original communication for action.
f) When a staff writes an official communication, on behalf of his or her head of department or other responsible officer, he or she shall sign over his or her principal's designation e.g. "For Rector", "For University Secretary", "For Head of Department" or whatever the title of the responsible officer may be.
g) All correspondences received whether from public bodies, firms and private individuals are acknowledged and dealt with promptly. If the answer cannot be provided immediately, the communication should be acknowledged and action taken thereafter.

14.9 Secrecy of Information

a) All staff shall, on first appointment, swear and sign an oath of secrecy and allegiance.

b) All staff shall exercise a high degree of prudence, caution and secrecy in handling information and documents which come into their knowledge and possession in the course of their duty at the University.
c) No staff shall communicate without authorisation to any person or organ or body, any confidential information at his or her disposal, known to him or her by virtue of his or her official designation.
d) No staff shall disclose, publish or cause to make public, or assist in the publication of any materials or information connected to the University, except when executing normal duties or by authorisation of the Rector.
e) No staff shall perform any of the following acts pertaining to the University during his or her employment except with the consent of the Rector:
    i. Issue any verbal or written statement (for and or on behalf of the University) to the press, radio, or other mass media.
    ii. Allow or cause himself or herself to be interviewed on issues relating to policies of the University.
f) A staff who defaults on any of the acts above commits a misconduct and shall be liable for disciplinary action.
g) Where classified information comes into the possession of any unauthorised person due to the negligence of any staff, such staff shall be liable for disciplinary action.
h) A staff who is an expert or has special knowledge in any subject may give lectures/broadcast/telecast talks on the subject matter.

CHAPTER FIFTEEN: STAFF HEALTH AND SAFETY

15.0 Introduction

The University is committed to achieving a high standard of staff health and safety. Staff and other individuals acting on behalf of the University are required to take reasonable care of their personal health and safety as well as the health and safety of others in the University.

15.1 Purpose

The main purpose of the University's policy on staff health and safety is to promote a working environment that is safe and free of occupational hazards.

15.2 Obligations of the University

a) The University shall adhere to the principle that a healthy staff is more productive.
b) The University will make its best effort to build a conducive and healthy work environment, and it shall ensure its continuous improvement.
c) The University shall, therefore:
    i. Enforce and reinforce safe work practices that promote good health and safety.
    ii. Proactively identify potential dangers and develop control measures to make the workplace safer.
    iii. Support and promote wellness programs to improve staff wellness and productivity.
    iv. Take effort to keep the office equipment in good condition and make sure all safety devices are working properly.
    v. Maintain a safe and secure work place by providing security check points and guards at its premises and installations.
    vi. Sensitize staff on safety measures and the means to implement them.
    vii. Put in place functional and serviced firefighting equipment on the premises and insure premises against fire.

15.3 Reporting Health and Safety Concerns

a) Any accident, illness or potential safety hazard occurring on the University's premises shall be reported to the responsible officer who shall respond in the quickest way and take necessary measures.

b) The University shall take such measures as may be deemed necessary to ensure proper awareness, training, and supervision of all staff in matters pertaining to their health and safety.
c) In case of an emergency, professional medical help may be sought or an ambulance called as soon as possible.

15.4 Personal Protective Equipment

All staff working in hazardous environments that may expose them to injury or some other health risks may be provided with and required to wear protective gear.

15.5 First Aid

The University shall ensure that first aid facilities are available, maintained, and accessible at all its work place premises.

15.6 Regular Medical Examination/Immunization

a) The Rector may require a staff to undergo a medical examination where that staff is unable to perform his or her duties due to medical reasons.
b) Where undergoing a medical examination is required, the following procedure shall be followed:
    i. The immediate supervisor through the Head of Department/Unit shall inform the University Secretary of the inability of a staff to perform his or her duties arising from suspected health incapacity.
    ii. The University Secretary shall request the University Medical Officer to examine the staff concerned to confirm his or her health status within five working days.
    iii. On confirmation of the health status, the University Secretary shall inform the Rector for further action.

15.7 Fire

a) It is the responsibility of each staff to familiarise himself or herself with the fire safety equipment such as fire-fighting equipment, alarms, emergency exits and assembly points.
b) The University Secretary shall periodically arrange fire drill sessions aimed at enabling staff to learn how and when to respond before, during and after a fire outbreak.

15.8 Electrical Equipment

a) Any piece of equipment that is in a dangerous or worn-out condition shall be reported by the staff to the immediate supervisor.
b) Any electrical equipment that is not in use shall be switched off and unplugged from sockets.
c) Any equipment suspected to be faulty shall not be used.
d) Staff will be required to always turn off and unplug all equipment and lights after use and report any apparent electrical problems with equipment to the relevant officer.
e) Staff other than electricians shall not attempt to repair or interfere with electrical equipment or wiring them.

15.9 Full Compliance with The Law

The University shall comply with the provisions of any law that may come into force relating to Occupational Health and Safety at work and avoid any incidences that may otherwise lead to contravention of such laws.

CHAPTER SIXTEEN: STAFF TRAINING AND DEVELOPMENT

16.0 Introduction

Staff training and development shall refer to all activities undertaken to equip both teaching and non-teaching staff(s) with competencies (knowledge, skills and the right attitude) to enable them to diligently perform their duties and responsibilities and to prepare them for future or higher responsibilities.

16.1 Staff Training and Development Policy

The policy underlying staff training and development is to make the workforce effective, efficient and capable of initiating and executing appropriate programmes and activities for efficient delivery of the University's objective. The following principles will be guided as follows;

a) The University shall administer and implement types of training or development programmes in accordance with its strategic objectives.
b) The University Secretary shall work closely with the Heads of Department/Unit in assessing areas that need training and development support.
c) Training and development in the University shall be guided by the Staff Development Policy and Strategic Plan.
d) Staff training and development shall be a continuous process based on the University's needs, and planned activities, and shall be reviewed in accordance with the University's strategic objectives or as required by professional bodies.
e) The University shall support the training and development of staff(s) as a way of maintaining a competent and motivated workforce.
f) Staff development activities shall include training, attachments, mentoring, coaching, delegation, assignment of duties and other activities that support learning and development.
g) Departments and units shall identify training needs and recommend eligible staff for training and development activities.
h) The staff of the University shall be available for training whenever called upon.
i) The University Secretary in conjunction with Heads of Department or supervisors shall ensure that all job categories have training plans for effective training and development.

16.2 Objective of Training and Development

All training and development programmes organised by the University shall be geared towards the following objectives:

a) Improving productivity and promotion of excellence in individual, team and organisational performance in terms of quality, output and efficiency.
b) Developing the potential of staff for maximising mutual benefit to individuals and the University.
c) Developing and enhancing soft and technical, managerial and leadership skills of staff.
d) Facilitating positive organisational change and promoting new initiatives to further the vision and mission of the University.
e) Enabling effective planning, coordination, implementation and evaluation of training programmes.

16.3 Principles

Training and development are based on the following principles which shall guide all decisions:

a) The University shall invest in skill-based staff development that benefits it.
b) Staff training and development priorities shall be based on the strategic directions of the University or other areas identified as key to the University's success based on the availability of funds.
c) Objective assessment rather than availability of opportunity shall drive staff training and development implementation.
d) Staff development shall be driven by organisational demand for knowledge, skills and attitude.
e) Heads of Departments/Units shall be responsible for staff development initiatives in their respective departments.
f) The University shall consider training of its staff in compliance with the requirements of the recognised professional bodies.

16.4 Training Needs Assessment

a) A systematic assessment of training needs shall be periodically carried out and training recommendations shall be based on planned identified needs.
b) The responsibility for identification of training needs shall lie with individual staff, the respective supervisors and heads of department in the course of normal work and during the process of performance evaluation.

c) The identified needs and recommendations shall be included in the annual training and development plan by the University Secretary.
d) All training and development activities including those provided and/or sponsored by external organisations shall be evaluated.
e) Any staff who benefits from a training and/or development event must write a report of his/her learning experience within one month after the training.

16.5 Annual Training Plan

a) The University Secretary shall develop an annual training plan which Heads of Departments/Units shall consistently implement with each staff in a given position. This shall ensure consistency and all staff(s) shall have an equal opportunity to training programmes.
b) A training programme shall clearly outline training goals and strategies to accomplish them.
c) Expected training outcomes and strategies shall be emphasised. These are important to the success of the programme, as they provide direction for specific steps taken and methods used by trainers to develop the skills of staff.
d) Evaluation of training shall enable the University to measure outcomes of the training to make improvements and adjustments over time.
e) The structured training programme shall create certainty among staff about training opportunities and timelines and shall make budgeting for training more effective.
f) The University Secretary shall develop a training plan or programme framework for a year based on the following elements:
    i. Existing functional structure
    ii. Skills gap identified during performance appraisal process
    iii. Identified organisational needs
    iv. Availability of funds.
    v. Compliance with the requirements of relevant and recognised professional bodies.

16.6 Types of Training and Development

The various types of training shall include but not be limited to:

16.6.1 Staff's Induction and Orientation

a) Induction training aims at giving new staff information about the University, its objectives, standards, policies, as well as the job and the general terms and conditions of service.
b) The University shall orient new staff in order to introduce them to the purpose and work of the University; to highlight key areas in employment policies, practices, and benefits; and provide an opportunity for new staff to establish initial contact with existing staff and each other.
c) Each department shall ensure that it provides support and information to familiarise new staff(s) with the work of the department, and specific information related to their position as soon as assumption of duties.
d) The University Secretary in liaison with supervisors and Heads of Department/Unit shall develop standard orientation programmes for the departments.
e) The programmes shall include both general orientation as well as departmental orientation pertaining to the respective work of the particular departments.
f) The immediate supervisors shall be responsible for the implementation of the orientation programme.
g) New staff shall be made fully aware of their job expectations as well as the expectations of their immediate supervisors.
h) A record shall be kept of the orientation programme by the University Secretary after being assented to by the staff.

16.6.2 Pre-retirement counselling or training

The University secretary may take responsibility for arranging preretirement counselling and training for both retiring and non-retiring staff.

16.6.3 Short-term courses

a) The University staff are encouraged to undertake short post experience courses in specialised fields related to the University's operations (usually not exceeding three months). Courses may be attended locally or outside Uganda provided the staff(s) is confirmed in the service of the University or serving on a contract which is more than two years.

b) The participating staff should have demonstrated exemplary conduct; proven high potential; and productivity or achievement.
c) Upon return from the training, the staff shall prepare a formal training report and make a presentation to staff who are aligned to this area, as a way of information sharing and passing on such skills.

16.6.4 Specialised in-house training

a) In-house courses shall be organised in response to group training needs identified at organisational level. Such training will be on specific technical areas for skill acquisition and improvement.
b) The trainings shall be conducted in-house by senior staff or staff with the desired skills.
c) The University will strive to develop internal training capacity by training trainers, and providing library services, and training equipment.

16.6.5 On-the-job training

a) The University shall make use of senior and experienced staff(s) in specialised fields to carry out on-job training from time to time.
b) The staff and supervisor shall define specific personal training and development activities to address general and/or technical gaps.
c) Such training shall occur during office hours and be arranged by the staff and supervisor.
d) At the commencement of employment, the Head of Department shall delegate a staff who shall be responsible for the formal on-the-job training of the new staff during the probation period.

16.6.6 Off-the-job training

a) The University may, from time to time, identify training opportunities in external institutions for staff. These shall be determined according to the needs and organisational priorities. Such training shall be conducted by external agencies or companies, which directly address identified skill gap areas that could not otherwise be addressed internally.
b) The criteria for allowing external training shall be based on the availability of resources and staff's ability.

16.6.7 Seminars/workshops/conferences

a) This type of training is designed for a specific purpose and last a short duration.
b) The University shall support staff through seminars and workshops that may be convened internally, within or outside the country for specific purposes related to the University's operations and generally of short duration.
c) In cases where seminars or workshops are organised far away from staff's duty stations and staff is not compensated by another organisation, the University may meet the transport costs and per-diem at such rates as shall from time to time be prescribed by the Council.

16.6.8 Study tours and attachments

a) The University shall support staff(s) for attachments and study tours to local/overseas institutions in order to facilitate transfer of knowledge between sister institutions of similar character and/or work interests.
b) While on part-time attachments or short study tours conducted in the vicinity of their respective duty stations, staff will be entitled to payment of salary and where funds permit, out-of-pocket and other facilitation.
c) In cases where study tours and attachments are arranged far away from their duty stations and staff are not compensated by another organisation, the University shall meet their transport costs, and per diem at such rates as will from time-to-time be prescribed by the Council.

16.6.9 Academic and Professional Courses

a) The University shall encourage its staff to undertake professional course(s) relevant to the operational requirements (existing or envisaged).
b) The University may provide full or partial sponsorship to any staff to undertake academic and professional courses.
c) The criteria for sponsoring external training will be based on the training priorities of the university, availability of funds and the staff's ability to translate knowledge acquired into practice.
d) Where the university provides full-sponsorship, it may, where appropriate, cover all tuition costs, including incidental expenses and maintenance costs such as travel, accommodation, clothing, books, insurance, etc.
e) The university shall not meet any maintenance, or travel expenses/costs within or outside the country, for the spouse or children of the staff if the latter decides to travel with them to the training venue.

16.6.10 Academic Training Programs

a) A staff member confirmed into the University service shall be eligible for further training on such terms and conditions as may be specified in the Staff Development Policy of the University.
b) The eligibility, application and procedure for Academic Staff training shall be specified in the Staff Development Policy of the University.

16.6.11 Self-development

a) Staff(s) shall be encouraged to develop a planned learning and development culture and update themselves with latest information in their areas of specialisation.
b) Staff shall be responsible for periodically registering for membership with professional associations relevant to their work and as required by law and policy. Where possible, the University will facilitate the staff in this endeavour.

16.6.12 Retirement Training

The University will offer re-integration into society or retirement training programmes on a continuous basis to enable staff to prepare and plan early for retirement. This is intended to assist retiring staff to prepare for a return to life outside the university with alternative life skills, confidence and without fear of the unknown.

16.6.13 Management Development Programme

a) Staff with the responsibility of supervision shall be given relevant management skills training to enable them optimally attain results through team effort.
b) Staff who will have demonstrated potential to rise to management or leadership positions will equally be trained to attain such skills.

16.7 Self-sponsored Training

A staff may at his or her expense undertake further studies through distance learning/online, evening/weekend classes or any other medium of learning. However, the learning initiative should not compromise the Staff's performance and attendance to duty.

16.8 Professional Association Training

a) Staff may join any professional body or Association which does not contradict or infringe on the provisions of the University and these Regulations.
b) The University may pay membership and annual subscription fees to a professional body or association to which the staff belongs, where such membership is directly beneficial to the University.

16.9 E-Learning

The University shall endeavour to utilise the latest technology such as e-learning for the enhancement of staff knowledge and skills.

16.10 Monitoring and Evaluation of Training

a) The University shall prepare a training plan and be responsible for the overall monitoring and evaluation of staff(s) training and development activities by ensuring that the training and evaluation tool is in place.
b) Heads of Departments or Units shall be responsible for monitoring the training and evaluation of their Departments or Units. They shall ensure that training reports are prepared and submitted to the University Secretary.

16.11 Training and Development Roles

16.11.1 The Staff

a) The staff shall be responsible for self-training and development through:
b) Identification of own training and development needs in line with his/her position and bringing it to the attention of the supervisor.
c) Attend and actively participate in training and development activities that will enable him or her to perform his or her work more efficiently and effectively.
d) Managing his or her own learning and professional up-skilling.

16.11.2 Heads of Departments or Units

The respective Heads of Department or Unit shall be responsible for:

a) Identifying staff training and development needs;
b) Ensuring that the training and the development needs of all staff under their supervision are assessed and forwarded to the University Secretary for the possible inclusion in the annual training plan of the University;

c) Identifying appropriate and cost-effective training and development interventions;
d) Monitoring the efficiency and effectiveness of training undertaken by the staff under their supervision.

16.11.3 University Secretary

The University Secretary shall:

a) Develop an annual training plan in consultation with other respective Heads of Department and Units for the approval by the Rector.
b) Ensure that the training budget is implemented in accordance with the approved organisational annual training plan;
c) Ensure that training and development opportunities are equitably distributed to all staff based on the strategic direction of the University and identified needs
d) Advise on the appropriateness of releasing staff for further training depending on the prevailing University needs in consultation with the supervisor.
e) Monitor and evaluate training and development programmes undertaken;
f) Regularly develop guidelines and recommendations for staff training and development.

16.12 Training Reports

a) All staff sponsored for training locally or internationally are required to prepare and submit a training report to the respective Head of Department or Unit and the University Secretary within three (3) weeks of return from the training event.
b) Additionally, staff may be required to make presentations to selected staff and Management as a way of sharing their learning experiences.

16.13 Training Bond Undertaking

a) The University considers the support of staff development opportunities to be an investment in the individual staff and expects a reciprocal commitment.
b) This commitment shall take the form of a training bond, whereby the staff shall commit to repay the University a percentage of the cost of the training in case the staff leaves the University within a certain time period as shall be agreed upon.
c) A staff selected for sponsorship for professional or specialized job-related training shall voluntarily sign a written undertaking or bonding agreement with the University prior to starting the course.

d) The bond shall apply to staff who leave the University on their own will, or who are dismissed from the University for disciplinary reasons. The Bond shall not apply to a staff whose contract is not renewed or terminated due to retrenchment, restructuring or death.
e) The Rector shall at their discretion waive or reduce the amount of the bond payment due to the University in exceptional cases.
f) When funding has been provided through the University but from an outside source (e.g., partner organisation, donor, private sponsorship, etc.), the conditions of this policy shall also apply, and staff shall still be expected to stay in employment for the stipulated length of time after completing the study.
g) Bonding shall be determined by the duration and financial cost (tuition fees) of the training programme.
h) No training bond shall be required for short training programmes lasting less than three months.
i) Where the staff development programme exceeds 6 months, he or she shall be required to serve a bonding period from the time as provided for in the bond agreement.
j) If the staff leaves the University voluntarily before completion of the bond period, he or she shall be liable to the University for a percentage of the cost of the training calculated on a pro-rata basis.
k) The terms and conditions of the training bond shall be explicitly set out in the bonding agreement.
l) The Council shall reserve the right to make exceptional provisions to the above provisions.

16.14 Succession Planning

The intention of succession planning is to ensure continuity of service in case the incumbent is away from office for one reason or another.

16.14.1 Succession Planning Defined

Succession planning is an integrated, systematic approach to identifying, developing, and retaining capable and skilled staff in line with current and projected objectives.

16.14.2 Purpose of Succession Planning

a) The purpose of succession planning is to identify the staff(s) who have the current skills or the potential to develop skills that can help them move up or onto other positions.
b) The process of succession planning shall help to identify other areas of performance where staff may be weak and where training could help to manage and improve performance outcomes.
c) Where a Department or Unit has more than two staff, a deliberate attempt shall be made to expose and develop the skills of all the members.

16.14.3 Implementation of the Succession Plan

a) The University shall be responsible for drawing up a succession plan.
b) The University Secretary shall create awareness about future vacancies and various aspects of the position(s) so that tasks are given to those with the ability to replace the incumbent.
c) Succession planning shall involve identifying senior staff to mentor, nurture, coach and groom eligible staff for the identified vacancies with the aim of ensuring continuity of service at the university.
d) The supervisor shall:
    i. Identify the employee to be groomed in collaboration with the University Secretary;
    ii. Develop a succession plan in consultation with the University Secretary, to ensure that the prospective staff gains the requisite skills and knowledge for the position;
    iii. Expose the prospective staff to a broad range of experiences and tasks to ensure an understanding of the demands of the position and operations of the university.
e) The succession plan shall include a formalised process of mentoring or coaching and training in specific aspects of the position. Whenever possible, it shall be preferable to have more than one person identified as a prospective staff for the position.
f) To ensure continuity and stability when staff leaves, staff(s) may be paired for peer training.
g) Every staff shall have a discussion with the supervisor on an annual basis regarding his or her career aspirations. While the staff is not required to share any career goals, the interaction will allow an open discussion about future plans in line with the prospective position.

CHAPTER SEVENTEEN: SEPERATION/CESSATION OF SERVICE

17.0 Introduction

The University shall endeavour to create an environment that facilitates an amicable separation with a staff.

17.1 Purpose

The purpose of this chapter, is to:

a) Provide a framework for staff separation in which there is fair and consistent treatment of staff during the separation process.
b) Ensure that staff cessation from the service of the University is based on adequate reasons.
c) Ensure that provisions governing staff separation are complied with in all situations.

17.2 Forms of Separation

Separation shall take the following forms:

a) Where the University ends a contract of service by notice.
b) Expiry of contract for a fixed term.
c) Cessation of contract due to natural causes.
d) Resignation.
e) Retirement.
f) Redundancy.

17.3 Separation by Notice

a) The university or the staff shall give due notice in regard to the separation of service respectively. Separation of service means removal from the payroll as well as loss of the status of staff of the University.
b) The non-academic contractual full-time staff's services may be ended by the University or at the request of the staff, provided that the other party is notified thereof, at least one month in advance.
c) For contractual full-time academic staff, the notice of separation will be at least one month but to take effect at the end of the semester in which it is given. The Rector may remove the requirement for notice to take effect at the end of the Semester upon satisfaction that it is in the best interest of the University to do so.
d) The provisions herein on separation by notice shall not apply in the case of dismissal.

17.4 Expiry of Contract for a Fixed Term

a) Expiry of contract is where the contractual full time for a specific period of time specified in the letter of appointment expires.
b) In case a staff on contractual full-time terms does not inform the Rector in writing of intention to renew the contract, his or her contract shall be deemed to have ceased upon its expiry except where the labour law provides otherwise.
c) When the contract expires, the University may terminate the contract.

17.4.1 Expiry of Secondment Contract

a) Expiry of secondment contract means the termination of a staff's secondment to the University from a national administration of a Member State or an Islamic or international institution, at the request of his or her former administration or of the University.
b) In case secondment is ended at the request of the staff's former administration or of the University, the staff shall be notified thereof within three (3) months, if he or she belongs to the special category or to staff categories 1 and 2, and one month if he or she belongs to staff category 3 and 4.
c) In case secondment is ended at the request of the staff concerned, it shall be considered as a resignation, and should therefore have the required notification period appropriate to his or her category.

17.5 Cessation of Contract due to Natural and other Causes

The cessation of contract due to natural and other causes may take different forms as follows;

17.5.1 Death

The contractual full-time contract of staff shall cease at the end of the month in which the death occurs.

17.5.2 Incapacitation

a) Incapacitation refers to illness which prevents a staff from carrying out his or her duties for a long time or forever.
b) If a member of staff is prevented by illness from carrying out his or her duties, the contract may be terminated. Provided that the contract shall not be terminated except on a recommendation by the University Medical Officer to the Rector that the staff is not able to resume work.

17.5.3 Force Majeure

a) Any event which could not reasonably have been avoided by either party acting diligently in the circumstances which are beyond the reasonable control of a party and which make a party's performance of its responsibilities or impractical shall not be considered breach of contract provided that the party has taken all reasonable measures with the objective of carrying out the terms and conditions of the contract.
b) The party affected shall notify the other party as soon as possible and, in any event, not later than seven (7) days following the occurrence of such an event.
c) A contractual full-time shall terminate provided that the parties take all reasonable measures to minimize the consequences of any event of force majeure.

17.6 Resignation

a) Resignation shall mean voluntary termination of service with the University at will by a staff after giving due notice.
b) Resignation shall become effective only after a written notice has been made by the staff, wherein he or she unequivocally and unconditionally expresses his or her will to leave the University definitively.
c) In case of resignation, a staff must:
    i. Give a three (3) months' notice for staff belonging to staff in categories 1 and 2. The foregoing notwithstanding, academic staff can only resign at the end of Semester except in extreme circumstances approved by the Rector.
    ii. Give a one (1) month notice for the staff in category 3 and category 4.
d) All notices of resignations shall be addressed to the University Secretary.
e) The resignation of staff shall not be accepted under the following circumstances:
    i. Where a staff has not fully served the bonding period. Except that the Rector may approve the resignation on condition that the staff has made one (1) lumpsum repayment of all monetary or other expenses that have been incurred on him or her by the University in accordance with the contract agreement between him or her and the university.
    ii. Where a staff has not fully handed over all University equipment, property, and other obligations.
    iii. Where a staff is under investigation or suspension for a disciplinary action(s).

f) Acceptance or rejection of resignation shall be communicated to the concerned staff.
g) In the event that resignation is rejected, the grounds for refusal as well as the consequences shall be clearly stated in the letter to staff.
h) A staff on contractual full-time who resigns his or her office relinquishes all rights and privileges attached to that position.
i) When resignation is accepted, it becomes irrevocable. If, however, a staff wishes to rejoin, he or she will have to re-apply and the University reserves the right of re-employment.
j) Staff whose resignation has been rejected for good cause but goes ahead to leave service shall be deemed to have absconded from duty and liable for disciplinary action.

17.7 Retirement

Retirement from the service of the University may take different forms as stipulated herein.

17.7.1 Compulsory Retirement

Reaching the age of compulsory retirement, fixed at sixty-five (65) years for staff of categories 1 and 2, sixty (60) years for staff of categories 3 and 4. The Rector may extend the term of employment for a staff beyond the retirement age for a period not exceeding five (5) years if he or she deems that continuation of the staff's services is of benefit to the University.

17.7.2 Early Retirement

The objective of this policy is to provide a framework for managing early retirement incidents arising from either a change in the university structure or early retirement by choice. The procedure for early retirement is as follows;

c) A staff who is 55 years and above and has been in the University service continuously for at least ten (10) years or more is eligible for early retirement.
d) A staff who chooses to retire before the mandatory retirement age shall give notice in writing to the Rector of his or her intention to retire three (3) months before provided that the staff has a valid contract.
e) The University shall not deny a staff to proceed for early retirement unless there are justifiable reasons.
f) The retirement shall be effective upon acceptance by the Rector.

17.8 Redundancy

a) The Rector may administratively and in exceptional circumstances reduce the number of staff, but with approval of the Appointments Committee.
b) The criteria and procedure to be followed should be as follows:
    i. The University must comply with the labour laws as may be established from time to time.
    ii. Emphasis shall be on satisfactory performance. Factors such as attitude, capacity, efficiency, diligence, loyalty, health and adequacy of workload, excess manpower and other factors Management may deem appropriate shall be taken into consideration.
    iii. The Rector shall notify, within two months, the staff concerned of the termination of their services, and shall submit to the Council a detailed report describing the reasons for the reduction as well as the number of such staff.
c) The University may authorise payment of a redundancy package to a staff terminated from service as a result of a restructuring process or phasing out or abolition of certain positions in the University, rationalisation of duties, and where redeployment in a suitable capacity is not possible.
d) The calculation of the severance pay shall be negotiable between the university the staff. Provided that all the cash elements payable under this package will be subject to statutory deductions and any outstanding financial liabilities to the University.
e) Staff shall not be considered eligible for severance pay if their employment is terminated because of:
    a. Voluntary resignation;
    b. Voluntary early retirement;
    c. Misconduct;
    d. A breach of an employment agreement;
    e. Mandatory retirement;
    f. Permanent disability, or death.

17.9 Exit Interview

a) Except in cases of dismissal, upon separation from the University, each staff will be subjected to an exit interview in order to gather information regarding the individual situation and the University's operating structures.
b) The purpose of the exit interview shall be as follows;

i. To discuss, among others, the circumstances of the staff's separation and any issues or concerns that the staff faced during his or her tenure at the University.
ii. A report shall be written for every exit interview undertaken and discussed by Management with a view to identifying solutions to concerns raised and a copy filed in the staff's personal file.
iii. Pertinent issues requiring review and changes in policy shall be brought to the attention of the Council.

17.10 Handing-Over and Taking-Over of Office

a) A staff exiting the University, on transfer or promotion to another position is required to hand-over in writing to the immediate supervisor and a report submitted to the University Secretary. The report shall indicate the status of assignments, office property and any other relevant information.
b) The handover must be done by the last day of the staff's employment in that position.
c) Any staff who fails to comply as herein shall be subjected to disciplinary action.
a) Notwithstanding the above, a staff who ceases to be in the service of the University shall be required to discharge the following obligations before receiving his or her entitlements:
    i. Account for all moneys drawn from the University for official duty or assignment.
    ii. Surrender University identification documents, property, and any other University documents in his or her possession.

17.11 Certificate of Service

a) On separation of employment, the University at the request of the staff, shall provide the staff with a Certificate of Service indicating:
    i. The names and address of the university and staff.
    ii. The nature of the university's business.
    iii. Staff's tenure of service.
    iv. The designation of the staff prior to separation.
b) Certificates of Service are intended to give concise reference information to prospective employers of a staff who has left the service of the University.
c) The Certificate of Service shall not contain any judgment or an evaluation of the staff's work or any other information other than what is required, except where it is requested by the staff. Such information may be provided by the University in a separate document.

CHAPTER EIGHTEEN: MISCELLANEOUS PROVISIONS

18.0 University Funds

a) Any staff may be entrusted with funds in the course of employment. Failure to adhere to policies, procedures and guidelines regarding the management and handling of funds will result in the staff being held personally responsible for resulting losses incurred by the University.
b) The staff will be required to reimburse the University for the lost funds caused by one's failure to follow established guidelines and procedures, or due to negligence.

18.1 Personal Business During Office Hours

a) All University staff will be expected to refrain from conducting personal business during office hours. The use of university stationery, office supplies or internal communication systems for personal gain are prohibited in all instances and failure to comply will lead to disciplinary action.
b) If any staff uses university resources for personal gains, the University recover the lost resources using the most appropriate means to do so.

18.2 Whistle Blowing

a) As per the Whistle Blowers Act 2010, University shall provide for the procedures by which a staff or individuals may, in the public interest disclose information that relates to irregular, illegal or corrupt practices; to provide for the protection against victimization of persons who make disclosures; and to provide for related matters.
b) The staff or individual shall not be subjected to any victimization by the University or by any other person for having made a protected disclosure.
c) A whistle-blower shall be considered victimized on account of making a protected disclosure where:
    i. The whistle-blower being a staff is;
        - dismissed;
        - suspended;
        - denied promotion;
        - demoted;
        - made redundant;
        - harassed;
        - Intimidated;

ii. Not being a staff, he or she is subjected to discrimination or Intimidation by a person or an establishment affected by the disclosure.
iii. Where it is established that the information provided is malicious, damaging and defamatory, the whistleblower is shall be liable for dismissal.

18.3 Confirmation of Reading and Understanding the Staff Regulations

a) It shall be the duty of every staff to read and understand the Regulations.
b) The staff shall be able to appreciate his or her rights and obligations to the university as provided in the Regulations.
c) The staff shall be required to sign a form attesting to having read and understood the contents of the Regulations.

18.4 Grievances Procedure

a) All staff with any grievance(s) shall present it to the Head of unit or Department in writing. Upon receipt, the Head of Unit or department shall resolve the grievance(s).
b) Where the Head of Department or Unit fails to resolve the grievance, such grievance shall be referred to the University Secretary who shall handle the same.
c) Where a staff has a grievance with the Head of Department or Unit, he or she shall present such grievance in writing to the University Secretary who in consultation with the Rector shall present a proposal for constituting an ad hoc Committee of the Executive Board to handle and conclude the same.
d) Where a staff has a grievance with the University Secretary, he or she shall present such grievance in writing to the Vice Rector Finance and Administration who shall either handle the same or have an ad hoc Committee of the Executive Board Constituted to handle the same.
e) Grievances involving staff in top and special categories shall be handled by the Appointments Committee of the Council in a manner found suitable and appropriate.
f) Any grievance which cannot be resolved by the ad hoc committee as herein stated shall be referred to the Appointments Committee.

18.5 Addendum To Staff Terms and Conditions of Service

a) The Council shall provide appropriate additional guidelines to the Terms and Conditions of Service as may be deemed appropriate.
b) The University Council may amend Regulations from time to time.

APPENDIX I
STAFF IN THE SIX CATEGORIES

Top Category:

No.	Position
1.	The Rector

Special Category:

No.	Position
1.	The Vice Rector (Academic Affairs)
2.	The Vice Rector Finance and Administration)

Category 1: The Academic and Library Staff

No.	Position
1.	Professor/Clinical Professor/Research Professor/University Librarian
2.	Associate Professor/Associate Clinical Professor/Associate Research Professor/Deputy University Librarian
3.	Senior Lecturer/Senior Research Fellow/Senior Librarian
4.	Lecturer/Research Fellow/Librarian
5.	Assistant Lecturer/Assistant Librarian
6.	Teaching Assistant/Research Assistant/Library Assistant/Graduate Nursing or Midwifery Tutor/Qur'an Instructor
7.	Tutor

Category 2: Senior Administrative

No.	Position
1.	University Secretary
2.	Academic Registrar
3.	University Librarian
4.	University Bursar
5.	University Engineer
6.	University Medical Officer
7.	University Coordinator
8.	Deputy University Secretary
9.	Deputy Academic Registrar
10.	Deputy University Engineer
11.	Deputy University Medical Officer
12.	Deputy University Coordinator
13.	Internal Auditor
14.	Directors of Campuses
15.	Director Quality Assurance
16.	Director, Public Relations, Community Outreach and International Relations

17.	Director, Centre for Postgraduate Studies
18.	Director, Research Publication ad Innovations
19.	Director, Centre for Science, Innovations and Technology Transfer (CSITT):
20.	Director, Information and Communication Technology
21.	Director, Alumni Engagement
22.	Director, Endowment (Business) Arm
23.	Director, Institutional Planning and Development
24.	Deputy Director, Vocational Training Centre
25.	Deputy Directors of Campuses
26.	Deputy Director Quality Assurance
27.	Deputy Director, Public Relations, Community Outreach and International Relations
28.	Deputy Director, Centre for Postgraduate Studies
29.	Deputy Director, Research Publication ad Innovations
30.	Deputy Director, Centre for Science, Innovations and Technology Transfer (CSITT):
31.	Deputy Director, Information and Communication Technology
32.	Deputy Director, Alumni Engagement
33.	Deputy Director, Endowment Arm
34.	Deputy Director, Institutional Planning and Development
35.	Deputy Director, Vocational Training Centre
36.	University Farm Manager
37.	Deputy University Farm Manager
38.	Chief Security Officer
39.	Deputy Security Officer

Category 3: Administrative

1.	Assistant University Secretary
2.	Assistant Academic Registrar (Teaching & Learning)
3.	Assistant Academic Registrar (Admissions & Registration)
4.	Assistant University Engineer
5.	Assistant University Bursar
6.	Public Relations Officer
7.	Marketing Officer
8.	Senior Accountant
9.	Senior Auditor
10.	Senior Administrative Officer
11.	Principal Warden
12.	Senior Medical Officer
13.	Senior Engineer
14.	Public Relations Officer
15.	Accountant

16.	Administrative Officer
17.	Imam
18.	Senior Warden
19.	Medical Officer
20.	Engineer
21.	Senior Audit Assistant
22.	Legal Officer
23.	Human Resource Officer
24.	Senior Administrative Assistant
25.	Senior Accounts Assistant
26.	Assistant Warden
27.	Warden
28.	Custodian
29.	Senior Assistant Engineer
30.	Assistant Farm Manager
31.	Audit Assistant
32.	Administrative Assistant
33.	Administrative Secretary
34.	Accounts Assistant
35.	Guest House Manager
36.	Senior Records Officer
37.	Records Officer
38.	Sports Administrator
39.	Assistant Sports Administrator
40.	Assistant Engineer
41.	Security Officer
42.	Procurement Officer
43.	Purchasing Officer
44.	Assistant Purchasing Officer
45.	Store Manager
46.	Chief Security Officer
47.	Personal Assistant
48.	Computer Laboratory Officer
49.	Cyber Security Administrator
50.	Systems Administrator
51.	Website Content Manager
52.	Manager Printing Unit
53.	Medical Laboratory Technologist

Category 4: The Support Staff

No.	Position
1.	Senior Computer Laboratory Technician
2.	Computer Laboratory Technician
3.	Laboratory Technician
4.	Medical Laboratory Technologist
5.	Clinical Officer
6.	Nursing Officer
7.	Storekeeper
8.	Security Supervisor
9.	Security Guard
10.	Clerk of Works
11.	Draughtsman
12.	Enrolled Nurse
13.	Enrolled Midwife
14.	Electrician
15.	Guesthouse Supervisor
16.	Driver
17.	Farm Supervisor
18.	Office Assistant
19.	Housekeeper
20.	Library Security Assistant
21.	Grounds Workers
22.	Farm Worker
23.	Shamba boy
24.	Records Assistant
25.	Plumber