

UNIVERSITY OF SAINT JOSEPH MBARARA (USJM)



HUMAN RESOURCE MANUAL

DECEMBER 2020 (*as amended*)

FOREWORD

This Human Resource Manual is cited as the UNIVERSITY OF SAINT JOSEPH MBARARA (USJM) HUMAN RESOURCE MANUAL 2020 and will be herein referred to as that. It shall complement the Employment Act (2000) and other laws and regulations of Uganda as well as regulations put in place by the competent authorities of the University with their authorized representatives.

The Manual is approved by the University Governing Council under Min. 029/GC/003/2020 and shall be subject to amendments, from time to time, as circumstances may arise.

VICE CHANCELLOR

University of Saint Joseph Mbarara

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ACRONYMS

AoM	:	Archdiocese of Mbarara
DVC (F&A)	:	Deputy Vice-Chancellor (Finance and Administration)
GC	:	Governing Council
HoD	:	Head of Department
HRM	:	Human Resource Manager
ICT	:	Information Communication Technology
NCHE	:	National Council for Higher Education
NSSF	:	National Social Security Fund
USJM	:	University of Saint Joseph Mbarara
VC	:	Vice-Chancellor

DEFINITIONS

In this Manual, unless the context otherwise requires, what is presented here shall mean:

Academic Staff:

Members of staff who are involved in teaching and research. This shall also include the Library staff of the rank of Librarian and above.

Administrative Staff:

Members of staff who offer support and technical services other than academic service to the University.

Appointment:

The formal engagement of a member of staff in the service of the University, in accordance with this Manual and other policies of the University.

Appointing Authority:

Any person or office authorized to offer an appointment under this Manual or under any other approved policy.

Basic Salary:

Salary excluding allowances.

Child:

A member of staff's biological or legally adopted child aged below 18 years and registered with the University.

Contract:

Employment in the service of the University for a specific and prescribed period under such terms and conditions as shall be agreed upon and entered into between a member of staff who accepts to serve the University.

Established Position:

An approved and established post of the University as stipulated in the job categories in the Manual.

Governing Council:

A body appointed by the Head of the Foundation Body to govern the University.

Foundation Body:

The institution which founded the University, in this case the Archdiocese of Mbarara.

Gross Salary:

The basic salary plus allowances of any kind as the case may be.

Human Resource Manual:

This Manual.

Immediate Family:

A spouse and children of a member of staff, registered with the University.

Increment:

An increase in salary granted to a member of staff on merit until a maximum of salary scale is reached.

Management:

The top Management Team of the University, namely: The Vice-Chancellor, Deputy Vice-Chancellor(s), Academic Registrar, University Finance Officer, Dean of Students, and Librarian. Management shall include such other members as shall be determined by the Governing Council or the Foundation Body.

Probation:

A prescribed period for which a member of staff has to serve prior to being confirmed to an established position.

Resignation:

Termination of service with the University at will by a member of staff, after giving due notice as required by this Manual.

Retirement:

Permanently leaving the service of the University at the age of 65 or on medical grounds.

Staff:

A person employed by the University under a contract of service, whether on permanent, temporary, probationary, or casual terms.

Staff on Established Employment:

A member of staff who has satisfactorily completed the prescribed probationary period and has been confirmed in service and notified in writing to that effect.

Term:

In relation to a member of staff on contract, the period of service with the University as stipulated in his/her contract.

University:

University of Saint Joseph Mbarara (USJM).

CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND

The Archdiocese of Mbarara (AoM) started a university as part of its mission and mandate to establish educational institutions of different levels to share in the salvific ministry of Christ by being the salt and light to the world. The founders coined the name: University of Saint Joseph Mbarara (USJM), for the university from St. Joseph, foster father to Jesus and the patron Saint of the pioneer St. Joseph Technical School, whose tradition of hard workmanship and community responsive education, USJM is to uphold.

The personal qualities and values of St. Joseph, the worker, such as integrity, hardworking, commitment, are behind this tradition, and the University will uphold them. USJM aims at total orientation and focus on tertiary education that meets community needs and engineers socioeconomic transformation. It delivers relevant, affordable, high quality, inclusive and community-responsive university education. The University of Saint Joseph Mbarara derives its vision and mission from the Christian understanding of the integral growth of a person.

- i. **Vision:** A leading center for integrated community responsive university education.
- ii. **Mission:** To provide holistic education for sustainable development.
- iii. **Motto:** Foster Excellence and Integrity (*Praestantia et Integritate Foveat*)
- iv. **Slogan:** For and With the Community
- v. **Philosophy:** Community-Responsive and Engaged university education
- vi. **Core Values**
 - a. God fearing,
 - b. Integrity,
 - c. Excellence,
 - d. Accountability,
 - e. Community responsiveness
- vii. **Objectives:**
 - a. To provide relevant university education.
 - b. To promote research and innovation among students.
 - c. To nurture citizens of integrity and sense of common good.
 - d. To nurture students with demand-oriented skills.
 - e. To promote best practices in institutional governance.
 - f. To promote pastoral mission of the church

It is USJM commitment to encourage the development of each individual through education at all levels, stressing in particular the creation/promotion of an environment where intellectual and moral values are priorities. Since the person is at the center of all growth and development, both at individual and societal levels, all members of the community respect each other in an attempt to create an environment of openness and trust. The University is committed to promoting justice, respect, solidarity, human rights, equality, and environmental protection, both in its own community and society in general.

1.2 PURPOSE

The human resource Manual (HRM) provides a framework for managing an organization's workforce, ensuring consistency, fairness and compliance with laws and regulations. The rationale for an HRM includes:

- (a) **Clear Communication**; it lays down clear policies, procedures, and expectations for employees, managers, and personnel.
- (b) **Consistency**; it ensures uniform application of policies and procedures reducing biases and errors.
- (c) **Employee guidance**; it serves as a reference for employees to understand their roles responsibilities, benefits and institutional culture.
- (d) **Managerial support**; It assists managers in making informed Human Resource related decisions and taking appropriate action.
- (e) **Risk management**; it mitigates risks associated with employment practices' such as discrimination, harassment and unfair labor practices.
- (f) **Organizational alignment**; it aligns HR practices with the institutions mission, vision, and strategic objectives.
- (g) **Continuous improvement**; it encourages regular review and updates to HR policies and procedures, ensuring they remain relevant and effective.

A comprehensive HRM, promotes positive work environment, support, employee growth and development, and maintains a competitive edge in the institution.

CHAPTER TWO: JOB CATEGORIES

The following are the job categories, offices, grades, and positions in the University establishment:

2.1 Vice-Chancellor's Office

- a) Vice-Chancellor;
- b) Deputy Vice-Chancellor (s);
- c) Administrative Secretary (s).

2.2 Academic Registrar's Office

- a) Academic Registrar;
- b) Deputy Registrar(s);
- c) Senior Assistant Registrar(s);
- d) Assistant Registrar(s);
- e) Faculty Administrator(s);
- f) Administrative Secretary(s).

2.3 Human Resource Office

- a) Human Resource Manager;
- b) Human Resource Officer (s).

2.4 Dean of Students' Office

- a) Dean of Students;
- b) Warden;
- c) Counsellor;
- d) Sports Officer(s);
- e) Administrator;
- f) Nurse.

2.4 Members of the Management Committee

The members of the Management Committee of the University shall form the forum where strategic objectives and long-term visions are developed for the University. The Management Committee shall comprise of the following:

- a) Vice-Chancellor;
- b) Deputy Vice-Chancellor(s);
- c) University Bursar;
- d) Academic Registrar;
- e) Director of Quality Assurance;

- f) Dean of Students;
- g) University Librarian;
- h) University Chaplain.

2.5 Chaplaincy

There shall be a University Chaplain.

2.6 Academic Positions

- a) Professors;
- b) Associate Professors;
- c) Senior Lecturers;
- d) Lecturers;
- e) Assistant Lecturers;
- f) Teaching Assistants.

2.7 Research Positions

- a) Research Associate Professor;
- b) Senior Research Fellow;
- c) Research Fellow;
- d) Research Assistant.

2.8 Heads of Faculties and Academic Departments

- a) Faculty Dean;
- b) Heads of Departments.

2.9 Library

- a) Senior Librarian;
- b) Librarian;
- c) Assistant Librarian;
- d) Library Assistant.

2.10 Finance Office

- a) University Bursar;
- b) Internal Auditor;
- c) Accountant;
- d) Liaison Officer(s);
- e) Procurement and Disposal Officer(s);
- f) Resource Mobiliser;
- g) Cashier.

2.11 Quality Assurance Office

- a) Director Quality Assurance;
- b) Deputy Director(s);

- c) Administrator(s).

2.12 Administrative Staff

- a) Legal Officer;
- b) Public Relations Officer;
- c) Systems Administrator(s);
- d) Assistant Systems Administrator(s);
- e) Faculty Administrator(s);
- f) Administrative Secretary(s);
- g) Planner;
- h) Records Officer.

2.13 Estates Department

There shall be Estate Officers.

2.14 Support Staff

- a) Front Desk Officer
- b) Secretaries
- c) Drivers
- d) Messengers
- e) Security Guards

CHAPTER THREE: EMPLOYMENT PROCEDURES

3.1 Appointing Authority

All powers and authority regarding the appointment of officers, academic staff, administrative staff, and other categories of staff to the service of the University shall be vested in the Board of Trustees, Governing Council, and Management as shown hereunder:

- a) The Chancellor in consultation with Board of Trustees shall appoint members of Management and any other member of staff that the said Body might wish to reserve itself as its prerogative.
- b) The authority to make Acting Appointment is vested in the Vice-Chancellor on behalf of the Council.
- c) The Governing Council shall appoint the other staff, including, but not limited to: Professors, Associate Professors, Senior Lecturers, Lecturers, Assistant Lecturers, Teaching Assistants, Librarians, Administrators, Senior Researchers, Researchers, Accountants, and Auditors on recommendation of the Appointments, Welfare, and Disciplinary Committee.
- d) The Vice-Chancellor shall appoint staff in acting capacity, make temporary appointments, appoint part time staff, Visiting Professors, and Visiting Lecturers on recommendations of the responsible Head of Department through the Faculty Dean and DVC (F&A).

3.2 Recruitment

- a) Recruitment is designed to ensure that the University identifies, attracts, hires, and retains qualified and competent staff who qualify for defined jobs and responsibilities.
- b) The DVC (F&A) shall be responsible for coordinating recruitment of University staff, in accordance with regulations laid down in this Manual and in accordance with other statutory laws.
- c) For all posts, the Appointments, Welfare, and Disciplinary Committee shall direct on the form of advertisement, including duties attached to the post, qualifications and experience required, and closing date of receiving applications.
- d) All persons seeking employment with the University shall do so through written applications addressed to DVC (F&A).

3.3 Types and Terms of Employment

- a) Staff of the University may be appointed on full time or part time basis, on probation, or for a specific term.
- b) Appointment to established positions shall be normally for three (3) years (probationary period of six (6) months (inclusive) and renewable under the terms specified in this Manual.
- c) All appointments on contract or by letter of temporary appointment shall be subject to the rules laid down in this Manual and other University policies.

3.4 Procedures of Appointment

- a) The VC, on behalf of the Governing Council, shall sign and issue letters of appointment to academic staff, administrative staff, and other member of staff of the University as specified in this Manual.
- b) Appointment letters shall indicate the date of reporting and the appointee shall sign the copies indicating acceptance of the offer.
- c) All relevant officers shall be informed of all appointments of staff for action as far as supervision is concerned. The appointments shall become effective from the date of assumption of duty.
- d) On reporting for duty, all new staff shall be required to fill Personal Data Forms specifying, among others things, their educational and employment backgrounds, family status, and particulars of spouse and children. This information is to be updated by any changes during one's employment.
- e) On first appointment, the new member of staff shall be given the Manual, which contains key matters pertaining to the job.

3.5 Appointment, Probation, and Confirmation

- a) All new staff shall be issued with appointment letters.
- b) All new permanent staff shall be required to serve a probationary period of six (6) months.

- c) The probationary period shall be with effect from their date of commencing employment in that position. It is intended to provide opportunities for both the member of staff and the University to evaluate the working relationship before making a commitment to permanent employment.
- d) Prior to the end of the probation period, the relevant HoD shall evaluate the performance of the new member of staff and recommend whether to be confirmed. The evaluation shall be based on the USJM performance appraisal system.
- e) Management shall consider the recommendation of the supervisor as submitted by DVC (F&A) and make an appropriate recommendation to the Appointments, Welfare, and Disciplinary Committee.
- f) Having completed the performance assessment before the expiry date of the probation period, this assessment shall be reviewed by the DVC (F&A) and a recommendation to the competent authority shall be made about confirmation. In most cases, a member of staff shall be confirmed if their performance meets requirements. If there are areas where performance or the approach to work does not meet University requirements, the member of staff shall not be confirmed and shall be required to end their employment on or before the expiry date of the probation period.
- g) In a few cases where it is warranted, the probation period may be extended once. Extension of probation requires the approval of the relevant appointing authority. In cases where probation is extended, the performance shall be assessed again prior to the new extended expiry date. Probation cannot be extended further after this; so, the decision thereafter is to confirm the staff or to ask him/her to leave.
- h) The staff shall be advised in writing, prior to the expiry date of probation, of whether or not he/she has successfully completed probation. For an employee who is confirmed, there is normally no increase in salary after probation, unless this was specifically provided for in the letter of appointment. The salary shall be reviewed at the next standard salary review time after the end of probation.
- i) If the University decides to extend the probation, the member of staff shall be notified in writing of this extension. After the expiry of the extension period, the HoD shall once again evaluate the performance and decide whether to recommend confirmation of the new member of staff or not.

- j) All confirmations of employment shall be in writing and issued by the relevant officer as stipulated in the appraisal tool.

3.6 Renewal of Contracts

- a) Three months before the expiry of a contract, the employee shall express his/her intention to renew his/her contract to the HRM.
- b) Three months to expiry of a staff's contractual period and upon receipt of the employee's expression of interest, the appraisers shall submit a comprehensive, objective, fair, and accurate appraisal report on the member of staff concerned to the Management Committee.
- c) The Management Committee shall discuss the report and recommend to the Governing Council through the Appointments, Welfare, and Disciplinary Committee whether the contract should be renewed or not.
- d) The Appointments, Welfare, and Disciplinary Committee shall discuss the report and recommend to the Governing Council whether the contract should be renewed or not.
- e) The Vice-Chancellor shall, on behalf of the Governing Council, convey the decision, once made, to the member of staff concerned within fourteen (14) days of the Council's decision.

3.7 Filling Vacancies

- a) The need to fill any vacant post shall be identified by the responsible officer who shall bring it to the attention of the DVC (F&A) who shall, in turn, communicate it in writing to the VC.
- b) The VC shall consult the Appointment, Welfare, and Disciplinary Committee on the need to fill the vacant post(s).
- c) An Advertisement shall be made in line with recruitment procedure (as provided in Section 3.2).

3.8 Job Placement

New staff shall report to the DVC (F&A) who will have arranged an appropriate induction programme in collaboration with the responsible officer.

3.9 Types of Appointments

3.9.1 Temporary Appointment

- a) All temporary appointments shall be made by the VC on the recommendation of the relevant HoD through the relevant procedures provided that no such appointment shall exceed twelve (12) months. Such temporary appointment shall not be renewable.
- b) At the expiry of the temporary appointment, the position shall be advertised either internally or externally depending on the circumstances.
- c) Temporary appointments of the support staff and administrative staff shall be done by the VC in consultation with the user department.
- d) A member of staff appointed on temporary basis shall enjoy such terms and conditions as may be specified in his/her letter of appointment.
- e) The qualifications of temporary staff shall be of the rank they are appointed against.
- f) These appointments shall be tabled before the Appointments, Welfare, and Disciplinary Committee for noting.

3.9.2 Visiting Professors and Lecturers

- a) Appointment of Visiting Professors and Lecturers shall be made by the VC on recommendations of the responsible HoD through the DVC (F&A). A Visiting Professor or Lecturer may be appointed for such a period of time as may be appropriate, renewable on recommendation of their respective units and supported by their mother institutions.
- b) A visiting academic staff shall not be entitled to a salary but may receive honorarium as agreed upon by the recipient and the University as recommended and agreed upon by the HoD and Faculty Dean.

3.9.3 Acting Duty Appointments

- a) The authority to make acting appointments is vested in the VC.
- b) There are two types of acting appointment, namely when a member of staff is appointed to act in a vacant post, and when the substantive holder of the post is not performing the functions of his/her office for any given reason and it is foreseen that he/she will be absent for more than thirty (30) days, or when re-organization or structural changes require of him/her to perform other duties.
- c) An acting appointment shall not exceed six (6) months.
- d) The VC shall report such appointments to the Appointments and Welfare Committee for noting.

3.10 Handling Acting Appointments

3.10.1 Procedure for Handling Acting Appointments

- a) A member of staff shall receive a written letter of appointment to act for a continuous period not exceeding six (6) months and may be renewed.
- b) A member of staff in an acting position shall not be entitled to all the benefits attached to the post. However, the member of staff shall be paid an acting allowance, subject to the regulations governing the allowance.
- c) To enable development of the potential of other in-service staff, normally, a member of staff shall not hold two acting positions at the same time.

3.10.2 Special Duty Appointments

- a) Special duty appointments shall be vested in the relevant authority.
- b) A special duty appointment is a case where a member of staff is officially required to carry out additional duties and responsibilities of a vacant post. It becomes necessary when there are circumstances which do not qualify for an acting appointment.
- c) The member of staff on special duty appointment shall be properly appointed for a continuous period of six (6) months.
- d) Normally, a member of staff shall not hold more than one position of special duty at the same time.
- e) A member of staff appointed on Special Duty under this Manual shall be remunerated as set out in the regulations governing duty allowance.

CHAPTER FOUR: ATTENDANCE AND WORKING HOURS

Effective and efficient time management is needed for the successful operation of the University. It constitutes a primary requirement for all University staff to remain in the continuous service of the University. A member of staff shall not absent him/herself from duty without permission of the competent authority and/or immediate supervisor. Under this Manual, punctuality and daily attendance constitute key requirements for all staff in the service of the University.

4.1 Working Hours

- a) The normal office hours for all staff shall be: Monday to Friday: 8.00 am - 5.00 pm.
- b) For weekend and evening programmes, arrangements shall be made accordingly.
- c) Activities that do not fall in these time brackets shall be carried out as sanctioned by the University.
- d) All staff shall be available for students and the public during the times allocated for specific purposes.

4.2 Consultancies

The University may be contracted to do consultancies and ask a member of staff to perform these duties. The University retains thirty per cent (30%) of the emoluments accruing from consultancy. In some cases, this percentage may be reviewed in light of the conditions of the one offering the consultancy.

4.3 Absenteeism

- a) A member of staff who is unable to report for duty due to sickness, or any other justified reason, shall inform the relevant supervisor by the quickest means possible.
- b) Failure to report without reasonable cause for more than two consecutive working days will be considered as abscondment from duty and the member of staff shall face disciplinary action.
- c) Accordingly, a report shall promptly be filed by the relevant supervisor to the HRM who shall institute disciplinary action, in accordance with the regulations on discipline.

4.4 Attendance and Time-Keeping

- a) Each Department shall maintain an attendance register for the staff. The register shall have starting and closing times.

- b) It shall be the responsibility of the supervisor to monitor and enforce discipline in regard to staff attendance. Monthly attendance returns/reports shall be sent to the HRM at the end of each month for administrative follow-up and/or record purposes.

CHAPTER FIVE: STAFF PERFORMANCE APPRAISAL

5.1 Performance Appraisal

This is a regular mechanism put in place by the University to evaluate the performance of its member of staff. Each member of staff shall be appraised annually. Failure/refusal to be appraised constitutes an offence that is penalized according to the University rules and regulations. The basis for appraisal of a member of staff shall be their performance in conformity with the appointment letter and terms of reference as well as the spirit, values, objectives, and the rules and regulations of the University.

5.2 Purpose

The purpose of the Performance Appraisal is to:

- a) Assist the members of staff in reviewing their performance on an annual basis. The annual reports shall include the appraisal by the appraisee him/herself and be kept by the HRM.
- b) Enhance the operational efficiency of the University as well as improve the productivity and development of all University staff.
- c) Maximize objectivity in appraising staff using previously agreed objectives or prescribed work targets, against which promotion will be based.
- d) Give a feedback to the appraisee in an appropriate form.
- e) Give a confidential report on the appraisee by the supervisor where particular circumstances justify it, or when Management calls for it.

5.3 Performance Appraisal Committee

There will be a University Performance Appraisal Committee specifically for reviewing the performance of members of staff. This Committee will sit from time to time to consider performance of staff.

5.3.1 Composition of the Performance Appraisal Committee

The Committee shall have two (2) Senior Academic Staff, two (2) Senior Administrative Staff and one (1) Member of Quality assurance. The Head/Supervisor of the person to be appraised shall be ex-officio. No member of Management shall be a member of this Committee.

5.3.2 Terms of Reference of the Performance Appraisal Committee

The terms of reference of the Performance Appraisal Committee shall be, but are not limited to the following:

- a) To advise on whose appointment is to be confirmed after a probationary period.
- b) To advise on who is to be promoted or demoted.
- c) To advise on renewal of contract
- d) To advise on performance.
- e) To review the format and methodology of the appraisal tool and recommend for possible adjustments.

The Committee shall elect its Chairperson at the first sitting.

5.4 Those to Be Appraised

5.4.1 Academic Staff

Academic staff shall be appraised at the end of each academic year using self-appraisal forms or other relevant methodology, course evaluation forms by students at the end of each semester, and information provided by the supervisor.

5.4.2 Administrative Staff

The administrative staff shall be appraised at the end of each academic year using self-appraisal forms or other relevant methodology, and information provided by the supervisor.

5.5 Staff Performance Appraisal Procedure

- a) Performance appraisal is the assessment of the performance of an employee in relation to the objectives, activities, outputs, and targets of the job over a specific period.
- b) There shall be periodic performance reviews for the purpose of monitoring staff performance as follows:
 - (i) Upon completion of the probation period.

- (ii) On an annual basis for all employees.
- (iii) When the job occupied has been re-evaluated.
- (iv) Upon special request.
- c) Performance appraisal forms shall be used in the evaluation of staff performance.
- d) The employee's immediate supervisor is responsible for conducting the performance appraisal and ensuring that each employee under his/her supervision completes the appraisal form.
- e) The Appraisal Committee shall make final recommendations and prepare summary reports for discussion by top Management.
- f) The process of staff performance appraisal shall involve:
 - (i) Setting key outputs for the assessment period.
 - (ii) Developing key performance indicators;
 - (iii) Monitoring performance throughout the appraisal period.
 - (iv) Assessing the level of performance of the employee.
 - (v) Assessing core competencies to identify areas where some training or development is required.
 - (vi) Developing an action plan and identifying support needed to improve performance.
 - (vii) Setting fresh targets for the next period.
 - (viii) Giving feedback to employees on their performance.

5.6 Procedure for Dealing with Poor Performance

- a) If an employee's performance is not up to standard, an informal discussion shall be held between the employee and the supervisor to try to establish the reasons for the unsatisfactory performance and to agree on the actions required to improve performance.

- b) If, however:
- i. It is established that the established standards cannot reasonably be attained, they shall be reviewed.
 - ii. It is established that the performance problems are related to the employee's personal life, appropriate support shall be provided.
 - iii. It is established that the poor performance emanates from a change in USJM standards, the standards shall be explained to the employee and help shall be offered to obtain conformity with the standards.
 - iv. It is apparent that the poor performance constitutes misconduct, appropriate disciplinary measures shall be evoked.
 - v. It is established that the poor performance is as a result of poor supervision, it shall be brought to the attention of the supervisor who shall be guided on effective supervision.
- c) Should the employee show no (or sufficient) improvement over a defined period, a formal meeting shall be arranged with the employee. The HRM shall attend the meeting. The aim of the meeting shall be to:
- i. Explain clearly the shortfall between the employee's performance and the required standards.
 - ii. Identify the causes of unsatisfactory performance and to determine whether any support or training/retraining can be given.
 - iii. Obtain the employee's and supervisor's commitment to reaching the standard.
 - iv. Agree on a reasonable period for the employee to reach the required standard and agree on a monitoring system during that period.
 - v. Tell the employee what will happen if that standard is not met.

- vi. The outcome of the meeting shall be recorded in writing, a copy of which shall be given to the employee and another copy kept in the employee's personal file.
- d) At the end of the review period, a further formal interview shall be held, at which time:
- i. If the required improvement has been made, the employee shall be told of this and encouraged to maintain the improvement.
 - ii. If some improvement has been made but the standard is not met yet, the review period shall be extended.
 - iii. If there is no discernible improvement, it shall be brought to the attention of the employee and Management shall determine whether to re-deploy him/her in the University depending on his/her competencies or decide to terminate his/her services.

5.7 Recognising and Awarding/Rewarding Performance

- a) As part of the performance management system, USJM shall have an award/reward and recognition scheme.
- b) The scheme shall be guided by the following principles:
 - (i) Awards/rewards shall be based on performance. Individuals, teams, and divisions that meet or exceed the key commitments outlined in their performance plan shall be recognised. Awards/Rewards shall, therefore, not be influenced by other factors other than performance on the job.
 - (ii) The awards/rewards shall depend on the available resources.
 - (iii) The scheme shall be applied fairly, equitably, and consistently.
 - (iv) The scheme shall be applied transparently and staff shall have a voice in developing and reviewing the scheme. Decisions taken and the criteria used in the awards/rewards shall be explained to staff expeditiously.
- c) Criteria for identifying high achievers:
 - (i) Group selection shall be based on, among others:

- 1 Completion of key outputs.
- 2 Timely production of reports.
- 3 Proper utilisation and accountability of funds and other resources.

(ii) Individual selection shall be based on the following:

1. Individuals must have exceeded key commitments outlined in the performance plan.
2. In exceptional circumstances, individuals shall be awarded/rewarded for innovations or outstanding contribution towards the corporate goals.
3. Long, clean, and unbroken period of service.
4. USJM shall design and issue questionnaires to staff to solicit their views on those who merit recognition.

d) The awards/rewards shall include, but not be limited to:

- i. Employee recognition certificates.
- ii. Mementoes/Presents.
- iii. Letters of commendation.
- iv. Concessionary trips.
- v. Cash bonuses/vouchers.
- vi. Salary increments.
- vii. Promotions to higher positions.

CHAPTER SIX: STAFF PROMOTION

6.1 Promotions

Promotion shall mean advancement to a better job opportunity in terms of greater responsibility, higher status, and higher salary scale and/or better benefits.

6.1.1 Criteria for Promotion

- a) For academic, administrative, and support staff, promotion shall be based on merit in terms of qualifications, experience, relative competence, ability, and conduct as well as on seniority as stipulated by the National Council for Higher Education (NCHE) and other applicable legal provisions.
- b) For academic staff promotion, the criteria to be used shall include the following:
 - i. Standard of research.
 - ii. Academic and professional qualifications.
 - iii. Quantity of publications.
 - iv. Teaching competence.
 - v. Performance in other academic activities'
 - vi. Service to the University and community.
 - vii. Membership to recognised professional bodies awards.
- c) For non-academic staff promotion, the criteria to be used shall include, but not limited to the following:
 - i. Work experience.
 - ii. Relevant additional qualifications.
 - iii. Competence.
- d) Where members of staff are substantially of the same calibre, an interview shall be conducted to determine who should be promoted.
- e) The candidate who seeks promotion shall apply through his/her supervisor and/or the Faculty Dean, where applicable, who shall forward the application to the HRM.

CHAPTER SEVEN: STAFF DEVELOPMENT AND TRAINING

7.1 Training Philosophy

The University recognizes the key role played by its staff towards the attainment of its goals and objectives. It is, therefore, committed to make sure that all staffs access appropriate training such that they will be well equipped and prepared to carry out their jobs as well as manage the current and future job challenges.

7.2 Aim of Staff Development and Training

The aim of staff development and training, subject to availability of funds and smooth continuity of its operations, shall be to encourage and/or facilitate systematic training in view to increasing an individual's skills, knowledge, and exposure to issues and trends related to the University policies and interests. Training shall strictly be needs-based and job-related as its ultimate goal is to ensure efficiency, higher and sustainable levels of productivity as well as effective continuation of service within the University. In this way, the internal capacity of the University will be built up to keep abreast of changes and to provide more effective and efficient service to our students and the community at large.

7.3 Staff Development Committee

There shall be a Staff Development Committee to handle and advise on training and staff development matters. The DVC (F&A) office shall be the secretariat for the Committee.

7.3.1 Composition of the Committee

The Committee shall be composed of the following members:

- a) Deputy Vice-Chancellor (F&A) as Chairperson.
- b) Academic Registrar.
- c) University Bursar.
- d) Chairperson of Faculty Deans.
- e) Representative of Administrative Staff.
- f) Representative of Academic Staff

- g) Representative of Support Staff
- h) The committee may co-opt other members where necessary.

7.3.2 Functions of the Committee

The Committee shall be responsible for:

- a) Recommending members of staff for sponsorship, fellowships, and other awards for further training whenever opportunities arise.
- b) Implementing the staff training policy.
- c) Designing and regularly reviewing the staff development plan.

7.4 Responsibility for Training

At the beginning of each academic year, the DVC (F&A) shall dialogue with the supervisor and the Committee about training requirements and then design and prepare appropriate training programmes depending on availability of resources. They should be based on identified training and development needs of the University staff and available training facilities and/or opportunities inside or outside the University for the benefit of staff and the University. For avoidance of any doubt, sponsorship by the University means that either the University provides means for the training and/or the member of staff gets means through the auspices and recommendation of the University.

7.5 Institutional Exchanges

The University may enter into agreements with other institutions in view of fostering staff development. The Vice-Chancellor shall deal with these matters and report to the Governing Council for ratification.

7.6 Selection and Conditions for Training

- a) Selection for training shall be through nomination by Department, endorsement by Staff Development Committee and eventual approval by the management.
- b) The training must be in the interest of the University and that the member of staff does the type of training for efficiency and capacity building for purposes of serving the University and the community better.

- c) Other than induction, on-the-job and in-house training, a member of staff on probation may normally not be eligible for University sponsored training that leads to an academic or professional qualification. University sponsorship shall normally be considered for staff who would have completed three (3) years of uninterrupted service to the University.
- d) All written applications regarding training must be submitted to the Chairperson Staff Development Committee normally at least three (3) months in advance of commencement of short training and at least six (6) months for training of more than one (1) year. The identification of place of study shall be done in consultation with Management.
- e) Any person sponsored by the University or going for a course not exceeding three (3) months approved by the University shall continue to draw his/her basic salary. The member of staff shall also be entitled to his/her normal salary increments. If the period of a full-time course exceeds three (3) months and leads to an award of a professional qualification, the member of staff forgoes his/her basic salary until resumption of duty.
- f) Staff who find their own sponsorship and training opportunities which fit within the objectives and interests of the University shall be encouraged to take advantage of such opportunities and shall follow the procedures of application as stipulated in section as in roman (v) above.
- g) Anyone proceeding to studies not sponsored and/or approved by the University shall be regarded to have absconded from duty and his/her services shall be terminated immediately if he/she does not appear for duty.
- h) When a course sponsored by the University has been arranged for a member of staff, unjustified last-minute cancellation shall render the member of staff liable to refund all costs incurred.

7.7 Professional Courses

- a) The University may support/sponsor staff for training leading to award of professional or specialized academic qualifications and/or certificate relevant to the needs and operational requirements of the University.
- b) As much as possible, the University shall make full use of training institutions available in Uganda for professional and specialized training. Training outside the country shall be for those fields not adequately provided for in Uganda.

7.8 Seminars and Workshops

The University may support and/or sponsor staff for seminars and workshops that may be convened internally, locally, or outside the country for specific purposes related to the University's operations and needs. At the end of the seminar/workshop, a written report shall be given to the Vice-Chancellor through the Chairperson of Staff Development Committee and deliberate effort shall be made by the concerned staff to implement the outcomes of the seminar or workshop.

7.9 Attachments and Study Tours

The University may support and/or sponsor staff for attachments to local study tours or overseas institutions in order to facilitate transfer or exchange of knowledge between sister institutions of similar character and/or work interests.

7.10 Training-Related Issues

7.10.1 Performance and Reports

- i. The University expects staff sponsored for training to excel or pass examinations with good grades, and thus justify the cost and effort put into the training by the University. In case of failing on the first attempt of one examination, the University shall not pay expenses for repeating. If the failure is repeated in subsequent papers, the scholarship may be terminated in consultation with the sponsoring agency.
- ii. In the event of sitting an examination, the member of staff undertaking a training sponsored by or through the University, may be granted study leave of up to two weeks (14 days) within any one given year, if necessary, to prepare for and sit the examinations. Any extra days required shall be taken from annual leave.
- iii. A member of staff, selected and/or sponsored for any course other than those on the internal training program, shall submit a comprehensive report on the training undertaken to the Vice-Chancellor through the Chairperson of Staff Development Committee. The report shall highlight, among others, the area and scope of the training, progress being made, benefits derived as well as action plans against a prescribed time frame for implementing the acquired knowledge and/or skills.

7.10.2 Training Costs and Allowances

- i. The University may offer full or partial scholarships to its staff. Where circumstances warrant, the University may consider giving a loan for study purposes, if the staff fulfils such conditions as may from time to time be set by the University.
- ii. Where a full scholarship is offered by or through the University for training, the University shall endeavor to meet the full costs of training.
- iii. Where a member of staff is offered partial scholarship, the sponsorship shall be limited to the terms agreed upon.
- iv. Those members of staff who go on study leave exceeding three (3) months shall receive no salary when on University or other scholarship. If housed by the University, they shall vacate the house they were occupying. Staff who do part time studies shall be given a University scholarship and continue working for the University. They shall receive half salary and shall agree with the DVC (F&A) in consultation with the relevant HoD on the number of hours to work per day. If they are housed by the University, they shall keep the house.
- v. The University shall not meet any maintenance, or travel expenses/costs within or outside the country, for the spouse or children of the member of staff if the latter decides to have them accompany him/her to the place where the training takes place.

7.11 Bonding

A member of staff selected for sponsorship for professional or specialized job-related training shall sign a written undertaking or bonding agreement with the University prior to starting the course/program. The following criteria shall apply:

- i. He/she shall be bonded for a period twice as long as the time spent on study.
- ii. The bonding period shall commence from the date of resumption of duty.
- iii. The terms and conditions of the training bond shall be explicitly set out in the bonding agreement.
- iv. In the event of non-compliance with the bonding agreement, the member of staff concerned shall be required to refund all monies expended on him/her by the University as well as sponsorship money obtained through the auspices of the University while undergoing training. Such monies shall be refunded within a period not exceeding twelve (12) months.

CHAPTER EIGHT: LEAVE

8.1 Annual Leave

- a) After twelve (12) months of continuous service, every member of staff is entitled to an annual leave of thirty (30) days with full pay, in accordance with the various leave entitlements as approved from time to time by the Governing Council.
- b) Leave not taken at one's own will in the year when it is due, shall be forfeited unless the member of staff's leave or part thereof was not taken at the express request of the University in writing. One, therefore, cannot claim leave or part thereof retroactively.
- c) Members of Management may, having regard to the necessity/demand of services, recall a member of staff from leave notwithstanding that the member of staff's leave has not expired.
- d) Where a member of staff is recalled from leave prematurely, the remainder of the leave shall be deferred, and the University shall meet his/her travel expenses for returning to duty or going back on leave.
- e) Where a member of staff fails to return on duty on the due date, he/she shall be regarded as being absent from duty without permission.
- f) Nobody shall be allowed to resign when he/she is on leave.
- g) The employer shall not terminate his/her employment when he/she is on leave.

8.2 Arranging Leave

- a) It is the responsibility of the supervisor to plan properly for annual leave in close collaboration with HRM and in accordance with regulations in force.
- b) In order to enable proper planning and processing, it is important that the staff apply for leave, to the HRM through their supervisor at least three (3) months before taking their leave.
- c) Before departing for leave, the concerned staff shall inform their supervisor and provide addresses where they can be contacted should need arise.

8.3 Sick Leave

- a) Sick leave shall mean a period during which a member of staff is genuinely absent from duty owing to serious illness and convalescence. He/she must have a medical certificate testifying to the fact provided by a registered medical practitioner.
- b) Notification and accompanying medical certificate shall be given immediately or, in exceptional circumstances, within the first three (3) days of absence to the HRM. The concerned supervisor shall be subsequently notified.
- c) A member of staff on probation shall be allowed a maximum of thirty (30) days sick leave on full pay and another 15 days on half pay.
- d) If after this period the member of staff on probation is not in position yet to resume duty, he/she will be retired on health grounds.
- e) The University may send or allow a confirmed member of staff to take three (3) months sick leave on full pay and an extra two (2) months on half pay, on recommendation of a qualified medical doctor. After this period, if the member of staff is still in ill health, the University may terminate the work contract and grant full terminal benefits, if applicable.
- f) In all extended circumstances, a recommendation and certificate should be issued by a competent doctor and authenticated by doctor(s) designated by the University and forwarded to HRM.

8.4 Maternity Leave

- a) A member of staff who is pregnant is entitled to sixty (60) days of maternity leave with full pay to be taken starting with the day of giving birth or miscarriage. In some cases, the leave can be advanced if the member of staff concerned produces certificate from a qualified medical practitioner.
- b) A member of staff may take additional days as sick-leave on the written recommendation of a registered medical doctor if such days are necessary for the welfare of the mother or the child. In such a case, the conditions of a sick leave shall apply.

8.5 Paternity leave

Male members of staff, whose wife has delivered a baby, is entitled to four (4) working days' paternity leave with full pay outside the normal annual leave entitlement.

8.6 Compassionate Leave

- a) This refers to a period of absence from work granted to someone as the result of particular personal circumstances, such as the death of a close relative.
- b) At the discretion of Management, compassionate leave on full pay shall be granted to staff in cases of sickness, hospitalization or death of a parent, a spouse or natural/legal or adopted child for up to five (5) working days, on submission and approval of an application.
- c) Compassionate leave may be granted on not more than three (3) occasions in a year. Any deviation from this must be approved by the HRM, as circumstances may warrant. Any other additional days taken will be deducted from accrued annual leave.
- d) In all circumstances, approved compassionate leave applications shall be submitted to the HRM.

8.7 Study Leave

All requests for study leaves must be routed through the respective supervisors, HRM to the Vice-Chancellor for the final approval, in accordance with USJM regulations.

8.8 Leave without Pay

A member of staff may request for leave without pay from the Vice-Chancellor through his/her supervisor and HRM.

8.9 Sabbatical Leave

- a) Sabbatical leave may be granted by the Vice-Chancellor, after seven (7) uninterrupted calendar years of service with the University, to a member of staff for purposes of attending to special work assignments through which the University's interest and image will be directly or indirectly served or enhanced. The application shall be made in writing through the HRM at least one year before the planned sabbatical leave.

- b) Sabbatical leave for Vice-Chancellor shall require the approval of the Governing Council.
- c) Such leave shall be granted to staff above the categories of Senior Lecturers (for academic staff), and Senior Administrative staff (for non-academic staff).
- d) Sabbatical leave shall normally be for six (6) months. An extension shall require a written application through the HRM to the Vice-Chancellor for approval.
- e) Duly approved sabbatical leave shall be on full pay. An extension of sabbatical leave granted shall be on half pay for a period of not more than three (3) months. Thereafter, a further three (3) months may be taken without pay.

8.10 Forced Leave

Staff may be asked to go on forced leave for any of the following reasons:

- a) For health reasons if this is deemed necessary by Management; or
- b) In order to allow an investigation to take place.
- c) The employee on forced leave shall be paid half (50%) of his/her salary.

8.11 Special Leave

This is granted by the Vice-Chancellor to allow a member of staff to do some special work for the University.

CHAPTER NINE: REMUNERATION AND ALLOWANCES

9.1 Remuneration

The staff of the University shall be remunerated according to the salary scale structure and policies approved by the University Governing Council as may be updated from time to time.

9.2 General Norms

- a) Every member of staff, upon engagement, shall be notified in writing of the amount of salary to be paid to him/her.
- b) On first appointment, a member of staff shall be paid a salary with effect from the date he/she assumes duty and shall be paid according to scales approved by the Governing Council. The entry point shall depend on qualifications, experience, and the nature and scope of duties and responsibilities involved in the post.
- c) Salaries for full time staff shall normally be paid in accordance with terms specified in their respective appointment letters.
- d) Part time staff shall be paid at a rate determined by the Governing Council.
- e) Salary and other applicable allowances shall be paid according to the terms outlined in the appointment letters and with the mandatory statutory deductions.

9.3 Salary Advances

Salary advance may be given in special cases to a member of staff if money is available. This advance shall be ordinarily at the discretion of the Accounting Officer (VC) in consultation with the University Bursar and normally it should not exceed half of one month's salary.

9.4 Allowances

An allowance is the payment in cash additional to salary payable to a member of staff to facilitate the proper execution of an assignment or duty. Such allowances shall be paid in accordance with the University financial regulations.

9.5 Acting Allowance

- a) Where a member of staff is asked to cover the duties of another person, he/she may be paid an acting allowance.
- b) Subject to regulations governing acting appointment of a member of staff who is appointed to act in the place of an incumbent shall be given an appropriate acting allowance.
- c) Such allowances shall be paid in accordance with the university financial regulations.
- d) The allowance shall be for a clearly defined period of time, usually until the incumbent comes back to his/her post or the post is filled.

9.6 Responsibility Allowance

This is payment made to a member of staff who has been assigned special responsibilities. Such a member of staff shall receive a responsibility allowance at rates approved by the University Governing Council from time to time.

9.7 Overtime Allowance

- a) This refers to payment made after somebody has added hours to his/her normal working hours and it shall only be paid on the request of the relevant staff through the supervisor to the Accounting Officer.
- b) To be remunerated, such hours worked outside of the normal working hours shall be agreed upon in advance. Such hours shall be allowed at the discretion of the Accounting Officer. The work and time to be considered must be specific and clear.
- c) Overtime shall be paid at the rate spelt out in USJM financial regulations.
- d) No overtime shall be paid to members of Management and to staff getting a responsibility allowance.
- e) Academic staff that go beyond their teaching load shall be remunerated according to rates as spelt out in the USJM financial regulations.

9.8 Transport Allowance on Official Duty

University staff on official duty shall be facilitated for their transport according to USJM financial regulations.

9.9 Mileage Allowance

Where it is necessary or desirable for a member of staff to use his/her own motor vehicle to facilitate performance of his/her official duties, such staff shall be paid mileage allowance or a fixed monthly allowance at rates as spelt out in USJM financial regulations.

9.10 Airtime Allowance

Members of staff who qualify for facilitation to communicate when executing University duties shall be paid airtime allowance as spelt out in USJM financial regulations.

9.11 Per Diem/Subsistence Allowance

Such an allowance shall be payable to members of staff required to travel on duty away from their duty station for at least a night. Such a per diem shall be fixed as spelt out in USJM financial regulations.

9.12 Day Allowance or Travel Duty

Day allowance or travel duty shall be payable to a member of staff on official duty off station for a task not requiring spending a night off station for its execution as spelt out in USJM financial regulations.

9.13 Honorarium

Honorarium shall be paid to an individual who has rendered services of special nature to the University as spelt out in USJM financial regulations.

CHAPTER TEN: RECOGNITION OF SERVICE

The University shall recognize and promote excellence in various aspects of individual member of staff's work responsibilities, in the course of one's career with the University.

10.1 Merit Award

- a) A member of staff of the University who consistently demonstrates exemplary performance, conduct, and contribution to the University's operations shall be eligible for a Certificate of Merit, and/or commendation by Management to the University Governing Council.
- b) The award shall be based on objective appraisal reports as originated and verified by the immediate supervisor.
- c) Faculty and Departmental Boards shall propose, with reasons, the names to Management who shall select those to be given a Merit Award.

10.2 Service Awards

10.2.1 Long Service Award

A member of staff who has had satisfactory service and good conduct over a period of twelve (12) consecutive years shall be awarded a Long Service Certificate and a gift by the University.

10.2.2 Short Service Award

On honorably leaving service, a member of staff of the University who has rendered at least six (6) years satisfactory service shall be given a Certificate of Service by the University.

10.3 Honorarium

- a) An honorarium is a cash merit award given to a member of staff who has in some way brought credit to the University.
- b) An honorarium may also be granted to a member of staff who has produced or authored or devised an operating scheme or plan or system by which the University's operations are greatly improved.

- c) This honorarium shall be paid as per USJM financial policy.

CHAPTER ELEVEN: DEATH OF A MEMBER OF STAFF, FUNERALS, AND ACCIDENTS

The following provisions have been put in place to apply when a member of staff who is a Ugandan citizen dies or loses a relative whose category is catered for herein. In cases of a member of staff who is not a Ugandan citizen, special arrangements shall be put in place and agreed upon in writing as part of conditions and terms of reference under employment contract. Similarly, special arrangements shall be put in place to cater for a member of staff who dies outside Uganda.

11.1 Death of a Member of Staff

- a) When a member of staff dies on duty or dies as a result of injuries sustained during the course of service, a copy of the death certificate or other evidence of death shall be forwarded to the DVC (F&A).
- b) When a member of staff dies in service, the University shall meet the cost of the transportation of the body from where the member has died to the place of burial.
- c) In the event of the death of a member of staff while still in the service of the University, the DVC (F&A) shall arrange to effect payment of all dues accrued to the legal representative of the deceased.
- d) The University shall pay death gratuity, in accordance with the regulations.
- e) Payments shall be subject to the production of a death certificate or other evidence of death.
- f) The University shall introduce the legal representative to NSSF for the purpose of claiming accrued NSSF entitlements.

11.2 Funerals

- a) On the death of a member of staff, the University shall contribute towards burial expenses as spelt out in the USJM financial policy.
- b) In addition, the University shall provide transport, within Uganda, to take the deceased and the immediate family to the place of burial.
- c) In the event of death of a registered spouse or natural or legally adopted child, the University shall contribute towards burial as spelt out in the USJM financial policy. This

shall be limited to a legal spouse and biological or legally adopted children under eighteen (18) years.

11.3 Accidents and Death

When a member of staff gets an accident or dies while executing officially a duty of the University, the relevant provisions of the Workers Compensation Act 2000 shall apply. Among other things, the DVC (F&A) shall report immediately every accident suffered by member of staff whilst on duty to the insurance company for advice. Full details of the accident must be submitted to the DVC (F&A) on matters involving staff. The University Finance Officer shall follow this up when University property, including vehicles, is involved.

CHAPTER TWELVE: CODE OF CONDUCT

12.1 Importance of Good Conduct

The University is committed to maintaining the highest possible professional, moral, ethical, and educational standards. The University attaches great importance to personal integrity, and demand an exemplary level of efficiency and conduct from all staff of the University, considering the teaching of the Catholic Church. Therefore, all members of staff of the University shall observe this Code of Conduct and carry out their duties and relate to others in a professional and responsible manner.

12.2 Compliance with the Law

The University shall always strive to adhere strictly to the laws, rules, and regulations of Uganda and those of the University, and shall require the same adherence from its entire staff.

12.3 Compliance with the Rules and Regulations of the University

- a) All members of staff of the University are required to be very familiar with what is required of them by the rules, regulations, policies, and other related requirements of the University, including this Manual. Ignorance of such requirements shall not be an excuse for non-compliance.
- b) Where a member of staff is deemed to be in breach of this Manual and/or any other rules, appropriate disciplinary action shall be taken.

12.4 University Culture

- a) The University promotes a work culture and behaviour in accordance with its vision, mission, objectives, and core values. All members of staff shall be appraised on the basis of their input, performance, attitude, and personal conduct.
- b) The University is an equal opportunity employer. It shall show no preference for nor discriminate against any member of staff or applicant for employment on grounds of race, colour, sex, religion, political opinion, status, social, or ethnic origin.

12.5 Accountability

The University requires that all its members of staff act at all times in a reasonable, accountable and responsible manner and that they always comply with the University's prescribed policies, rules, standing instructions, and procedures.

12.6 Safety and Security

- a) Each member of staff shall make sure that he/she does not do anything that may endanger or put at risk other members of staff in relation to what he/she does or does not do, says, or conducts him/herself. The same shall be required of him/her in respect of University property.
- b) Each member of staff shall use and manage University property with care and shall report for action any property that needs repair or is missing.
- c) Each member of staff is obliged to bring to the attention of the relevant University authority anything that might compromise the safety and/or security of people and property in the University.
- d) A member of staff shall not change anything in the different installations, including physical, water, electronic, and electric fittings.
- e) Members of staff are strictly forbidden from alienating, selling, or damaging University property.
- f) The University shall provide what is required for the security and/or safety of people and University property, including occupational health, fire prevention and environmental protection.
- g) Members of staff individually and collectively are obliged to observe and maintain what is put in place to promote safety and security of people and University property, especially by cooperating with the security guards of the University.

12.7 Conflict of Interest

- a) A conflict of interest exists when a relationship of two people very closely related is likely to compromise objectivity in perception of duty and judgment. The University requires that no member of staff shall be engaged in any activity which involves conflict of interest in areas including, but not limited to, assessment of students and staff, procurement, and recruitment process.
- b) Members of staff are required to declare to the relevant authority any conflict of interest relating to relative, fiancé(e), spouse, friend so that alternative arrangements can be made with regard to how to deal with this situation.

- c) A member of staff shall declare his/her interest to the University whenever a family member, relative or fiancé(e) member applies to join the University service and such member of staff shall not participate in the interview, recruitment, supervision, and promotion processes relating to the said family member or friend. Breach of this regulation constitutes sufficient grounds for disciplinary action against such a member of staff.
- d) The University shall take special care when they employ both wife and husband or family member in the same department. A member of staff is never allowed to be under the direct supervision of their relatives working for the University.

12.8 Integrity and Honesty

The University maintains a policy of zero tolerance towards any form of corruption and fraud. Disciplinary action shall be taken if it is discovered that there has been any form of behavior or action by a member of staff which indicates that they have given or received an unauthorized reward or have used their office or position to obtain a favor, recognition, or a service.

12.9 Public Affairs

The University and its staff shall neither engage in any form of political activity nor allow its premises to be used for any political campaigning or electioneering without written permission of the Vice-Chancellor.

12.10 Divulging Information on the University

The Vice-Chancellor shall be the official spokespersons of the University or any other authorized officer(s). As such, no other member of staff is authorized to communicate to people, the press or media information on behalf of the University or on personal initiative without permission of the Vice-Chancellor.

12.11 Dress Code

A dress code is very important for all staff of USJM. All staff shall adhere to the Public Service Dress Code of Uganda:

- a) Neat personal appearance and decent dressing is a requirement for all members of staff during their stay at the University.

- b) Proper dress code shall be considered to be clean and decent attire that reflects the professional nature of the member of staff's position.
- c) Dress codes that are inappropriate and which expose body parts beyond acceptable moral levels must be avoided.

12.12 Appraisal

A member of staff shall be appraised on the basis of integrity, punctuality, diligence, competency, efficiency, effectiveness and personal conduct, and in relation to the vision, mission, objectives, and core values of the University.

12.13 Sexual Behaviour

The University does not tolerate any form of sexual misconduct or harassment between staff and staff, or between staff and students. Any form of sexual misconduct shall be dealt with in accordance with USJM Sexual Harassment Policy.

12.12 Sobriety

Use of intoxicants is not allowed and members of staff are not allowed to be intoxicated when on duty. Those who get drunk and/or abuse substances shall face appropriate sanctions.

12.15 Civility

Members of staff are required to use correct language and behave with civility among themselves, or when relating to students and University visitors and clients. Quarreling and assault at work constitute a breach of good conduct which shall call for disciplinary action against the member of staff found guilty of any or several of them.

12.16 Fair Treatment of all Staff

University officers shall exercise restraint and fairness in the treatment of members of staff under them at all times in all matters.

12.17 Proper Execution of one's Duties

Each member of staff is required to properly carry out his/her duties in accordance with his/her letter of appointment and University rules and regulations. This includes making sure that one is present and being on time at his/her work station and executing his/her work properly. Late arrival at work and for meetings, early departures, failure to observe deadlines and engaging in conversations during

time of working which is time wasting and distracts of other staff, shall constitute grounds for disciplinary action.

12.18 Staff and Student Relationships

- a) Members of staff shall engage in relations with students which promote the latter's social, psychological, and academic growth.
- b) Members of staff shall not indulge in relationships with students which may compromise the staff's professional integrity and performance, or may compromise the students' welfare or wellbeing and/or performance.

12.18 Marriage Relationships and Marital Status of Members of Staff

- a) No member of staff shall in any way indulge himself or herself in a marriage relationship with a student who is still pursuing her/ his course of study.
- b) This being a Catholic-founded University, it cherishes both spiritual and moral values. Members of staff shall, therefore, be exemplary and engage in healthy relationships as they execute their duties. In this regard, all members of staff who wish to marry while at this University are encouraged to do so in a legal manner.

CHAPTER THIRTEEN: DISCIPLINARY & GRIEVANCE POLICY AND PROCEDURE

13.1 Disciplinary Policy

It is the policy of USJM that if a disciplinary action has to be taken against any employee, it shall:

- a) Be undertaken in cases where good reason and clear evidence of the violation exists.
- b) Be appropriate to the nature of the offence.
- c) Take place when an employee is aware of the standards that are expected of them or the rules to which they are required to comply.
- d) Be demonstrably fair and consistent with previous action in similar circumstances.
- e) Allow the employee the right to be present with (a) colleague(s) during any formal proceedings.
- f) Allow the employee to know exactly what charges are being made against him/her and respond to the charges.
- g) Allow the employee the right of appeal against any disciplinary action.
- h) Allow the employee the right to be given an explanation for any penalty imposed.
- i) Ensure that, except for gross misconduct, no employee is dismissed for a first breach of discipline.

13.2 Disciplinary Code

13.2.1 Misconduct

Misconduct shall include violations of USJM's rules and regulations that affect the continuity and efficiency of its operations, which do not amount to gross misconduct. Misconduct may result in either verbal or written warnings, as per the progressive disciplinary process. The severity of the penalty shall increase for each violation, leading to a final written warning.

The following are examples of offences that may result in verbal or written warnings:

- a) Leaving one's place of work without prior permission from the immediate supervisor.
- b) Lateness.
- c) Insolence, abuse, or rudeness to another employee, student, customer, or member of the public.
- d) Unsatisfactory work performance as measured against set targets or goals.
- e) Abuse of time during assigned working hours.

- f) Interfering with other employees' performance of their duties.
- g) Performing unauthorized personal work during working hours.
- h) Failure to follow procedures.
- i) Minor violations of safety rules.
- j) Negligence at the work place or in the course of duty.
- k) Failure to perform assignments or to obey reasonable lawful instructions given by a supervisor.
- l) Behaving in a manner which brings or could bring the USJM into disrepute.
- m) Behavior that shows lack of respect for the dignity of others.
- n) Behaving in a culturally insensitive manner.
- o) Unauthorized use or possession of USJM property.
- p) Undisciplined conduct during interaction with investors.
- q) Any other conduct that is likely to be prejudicial to the proper performance of duties.

3.12.2 Gross Misconduct

Gross misconduct includes any violation of USJM's rules, regulations and procedures, to such a degree that continued employment of the individual is not desirable. The following are examples of offences that amount to gross misconduct warranting dismissal after a disciplinary hearing:

- i. Abandonment of one's employment or absconding from one's place of work for a period of three (3) consecutive days or three (3) days in one week, or four (4) days in one (1) month without permission. For employees who are part time workers, a different standard shall be set by the Head of Department and approved by the Vice-Chancellor, depending on the nature and schedule of work.
- ii. Any actions, or series of actions, that lead(s) or could lead to the University losing funds.
- iii. Any scheme designed to defraud USJM, its donors, or associates of funds or property.
- iv. Embezzlement of USJM's funds.
- v. Creation of false receipts or expenditure statements to justify expenditure of USJM funds.

- vi. Solicitation of funds from the public in the name of USJM without the approval of the Vice-Chancellor.
- vii. Repeated failure to meet financial obligations.
- viii. Acceptance of any bribe, inducement, or soliciting for reward for services rendered.
- ix. Sabotage of the USJM's operations.
- x. Deliberately abusing, destroying, damaging, or defacing USJM property or of others.
- xi. Commercial use of USJM property for personal gain.
- xii. Reckless driving of USJM vehicles.
- xiii. Any action or series of actions, that amount to a fundamental breach of duties as defined in an employee's contract.
- xiv. Incompetence – where an employee lacks the skills or capacity to carry out the job assigned.
- xv. Gross insubordination.
- xvi. Any negligent act that might endanger the safety or lives of others or that might result in damage to or destruction of life and USJM's property.
- xvii. Willful or repeated violations of safety rules.
- xviii. Failure to cooperate fully in an authorized internal investigation.
- xix. Drunkenness at the workplace or consumption of alcohol during working hours.
- xx. Theft of any property in general, and the USJM's property in particular.
- xxi. Breach of confidentiality policy.
- xxii. Misuse of any USJM property.
- xxiii. Gambling – where the gambling interferes with the employee's ability to perform his/her duties.
- xxiv. Possession or use of narcotics.

- xxv. Possession of unauthorized firearms or other dangerous weapons at the workplace or in the course of duty.
- xxvi. Conviction of any criminal offence whether or not related to the employee's duties.
- xxvii. Conflict of interest.
- xxviii. Using position or employment for personal benefit and to the USJM's detriment.
- xxix. Sexual harassment.
- xxx. Bullying.
- xxxi. Discrimination (including, but not limited to racial, ethnic, or gender discrimination).
- xxxii. Falsely claiming sickness or other benefits, or giving incorrect information in order to receive additional benefits.
- xxxiii. Accessing pornography at the workplace or in the course of duty.
- xxxiv. Spreading malicious rumors, gossiping, sowing discord, discrediting USJM.

13.3 Disciplinary Penalties

The University may impose any of the disciplinary penalties:

13.3.1 Verbal Warning

A verbal warning may be given by the immediate supervisor for minor offences, such as late coming, absenteeism, leaving place of work before time or without permission, or failure to maintain the expected standards of performance. The supervisor shall maintain a record of verbal warnings, copies of which will be issued to the Human Resource Department for proper filing.

13.3.2 Written Warning

The written warning shall only be used after a verbal warning has been given and no change in performance and/or conduct has occurred. The written warning shall be issued by the Head of the Division. All written warning shall include:

- a) The nature of the offence.
- b) Past action or warning taken for similar violations.

- c) The details of the disciplinary action taken.
- d) The expectations or improvements required of the employee and the future disciplinary action which will be taken against the employee if the offence is repeated within a specified period of time; and
- e) The right of appeal and the steps the employee should undertake if they wish to appeal.

The warning letter shall be clearly explained to the employee and the employee shall be requested to acknowledge receipt of the warning letter. A copy of the written warning shall be sent to HRM for retention in the employee's personal file.

13.3.3 Final Written Warning

The final written warning shall only be used after verbal and written warnings have been given to the employee and no change in performance and/or behavior has occurred. A final warning shall make it clear that further default may result in dismissal. The final warning shall be issued by the immediate supervisor.

13.3.4 Dismissal

An employee may be dismissed as the final step in accumulation of offences for which a verbal warning notice, first and final written warning notices had been issued with the applicable notice periods or payment in lieu of notice as stipulated in the Employment Act 2006. The dismissal letter shall be issued by the Vice-Chancellor.

13.3.5 Summary Dismissal

Serious offences amounting to gross misconduct, such as fighting, fraud, theft, threats of violence, the sale or possession of drugs, abuse of alcohol while on duty, sexual misconduct, etc. shall attract summary dismissal in line with Section 613 of the Employment Act 2006.

13.4 Disciplinary Procedures

13.4.1 Counselling

Should a supervisor become dissatisfied with the behavior or conduct of an employee, the former shall bring it to the attention of the employee and endeavor to find out the causes and advise the employee accordingly.

13.4.2 Investigation

Thorough investigations into an offence allegedly committed by an employee shall be carried out before any formal disciplinary action is taken. The concerned employee shall be informed as soon as it is practicable that such an investigation is taking place. In certain circumstances, such as alleged fraud/theft, the preliminary investigation shall be undertaken without the involvement of the employee in order to determine whether there is any substance in the allegation.

The employee, where appropriate, shall be given one week's notice by the HRM to attend investigatory interviews. However, the nature of the allegation (e.g. theft or physical violence) may require an investigatory interview to be taken without notice.

After the investigations, the outcome shall be communicated to the employee in writing within one (1) week by the HRM.

13.4.3 Suspension

The University Governing Council or Vice-Chancellor may suspend an employee from duty on half pay on the following grounds:

- a) Offences that require investigations to be carried out.
- b) Where criminal proceedings are about to be instituted against an employee or charges are pending to him/her in Courts of Law.
- c) Suspension shall be in writing, specifying the cause and period of such suspension.

Besides:

- a) An employee who is suspended must hand over the office and all official property in his/her possession to his/her immediate supervisor.
- b) Suspension shall not exceed four (4) weeks or the duration of the inquiry whichever is shorter in accordance with Section 63 of the Employment Act.
- c) Once investigations are completed, the University may proceed to impose any disciplinary action as deemed fit.
- d) Where an employee has been exonerated s/he will be paid the arrears of the proportion of his salary held during suspension.

13.4.4 Interdiction

- a) An employee suspected to have committed a criminal offence while in the employment of the University shall be interdicted with no pay as the case proceeds but for not more than six (6) months
- b) An employee convicted of a criminal offence by Courts of Law shall be liable to termination or dismissal depending on the nature and gravity of the offence and his/her record of conduct.
- c) An employee convicted of a criminal offence that was committed against USJM or any of its employees, students, or member of its Founding Body shall be dismissed.
- d) An employee convicted of a criminal offence outside USJM and is sentenced to prison may be liable to dismissal.
- e) An employee charged with a criminal offence and is suspended, but finally is acquitted by Courts of Law, may be reinstated.
- f) USJM may, where appropriate, involve the police and other government organs in disciplinary matters, such as fraud, theft, or violence.
- g) In case of conflict between the Laws of Uganda and the provision in this Manual, the former shall take precedence.

13.4.5 Disciplinary Hearings

Disciplinary hearings shall be conducted by the Disciplinary Committee and the Disciplinary Committee shall comprise of all the Heads of Departments, the Head of Legal, the Academic Registrar who shall be the Secretary and a staff representative nominated by the staff. The Chairperson for the Disciplinary Committee shall be the Deputy Vice-Chancellor in charge of Human Resources. The Disciplinary Committee may co-opt other members of staff to the Committee as may be appropriate on a case by case basis. Where a decision is not unanimous, a majority decision shall apply. The quorum for the Disciplinary Committee shall be half of the total number of its members, two of whom shall be substantive Heads of Departments.

- a) The employee shall be notified by the HRM who shall give at least five (5) working days' notice. The employee may request an alternative date, not exceeding additional five (5) days onto the notice period issued to prepare his/her case.

- b) The letter for the hearing shall inform the employee of:
- i. The reason for the hearing.
 - ii. The date, time, and location of the hearing.
 - iii. The right to be represented or accompanied.
 - iv. That the hearing may be suspended if further investigations are required.
 - v. That the hearing provides an opportunity for the employee to respond to the allegations but that it shall be held in their absence unless a satisfactory explanation of failure to attend is given.
- c) Any documents to be used at the hearing by either side shall be circulated to all those destined to attend the hearing at the earliest opportunity and, in any case, not exceeding twenty-four (24) hours before the hearing.
- d) The employee shall be informed of the complaints against him/her and shall be given an opportunity to respond to the allegations.
- e) The employee shall be given a hearing which shall be conducted by the Disciplinary Committee. A person of the employee's choice shall be allowed to be present at the hearing and the person shall be also allowed to sit close to the employee.
- f) In the event that an employee fails to respond to the summons and the panel is satisfied that he/she was duly served, the disciplinary hearing shall proceed in the employee's absence and in such cases, shall not accept any representation made by the employee's representative unless such representations provide a reasonable explanation for the employee's absence. In the event that the employee is absent for reasonable cause, the hearing shall be adjourned to another convenient date.
- g) The Disciplinary Committee shall finally compile a report with appropriate recommendations to Management.
- h) Disciplinary cases involving the Vice-Chancellor, Deputy Vice-Chancellors and the Directors shall be handled by the University Governing Council. In such cases, the University Governing Council shall constitute Ad Hoc Disciplinary Committees as may be deemed

necessary. Once constituted, it shall follow the same policy and procedures, but shall report to the Chairperson of the University Governing Council.

13.4.6 Right of Appeal

- a) An employee shall have the right to appeal against any disciplinary action taken against him/her to the Vice-Chancellor or the University Governing Council, as the case may be. For disciplinary cases involving the Vice-Chancellor, Deputy Vice-Chancellors and the Directors, appeals shall be to the Chairperson of University Governing Council.
- b) The employee shall give notice in writing to the Vice-Chancellor and/or the University Governing Council setting out the grounds of the appeal within two (2) weeks from the date of issue of the disciplinary action.
- c) The Vice-Chancellor and/or the University Governing Council Chairperson shall review all the documentation in relation to the offence, the disciplinary actions, including the disciplinary hearing and shall decide whether it is necessary to hear further evidence or to uphold the earlier disciplinary decision taken. Under such circumstance, no disciplinary action shall be taken until the outcome of the appeal is known.
- d) The Vice-Chancellor and/or the University Governing Council shall deliver the decision to the employee in writing, within two (2) weeks from the appeal hearing date.
- e) In the event that the Vice-Chancellor and/or University Governing Council does not grant the appeal against a dismissal, the effective date of dismissal shall be maintained.

13.4.7 Duration of Oral and Written Warnings

All formal warnings shall normally remain in force for a period of two (2) years. Details of all warnings shall be filed in the personnel file of the concerned employee. After this time, subject to the employee's conduct and work performance having been satisfactory throughout that period, the warnings shall be deemed spent. This means that in normal circumstances, once spent, the warning shall not count in determining the outcome of any future disciplinary action unless there is a history of such spent warnings for similar offences.

13.5 Grievance Handling Procedures

13.5.1 Meaning of Grievance

- a) A grievance is a complaint related to an employee's work within the authority. A grievance can arise from pay, conditions of work, harassment, and inequality of treatment.
- b) The aim of the procedure is to establish a proper channel for employees to voice out their grievances and to settle grievances and the procedure shall apply to all USJM employees.
- c) Regardless of the issues involved in the grievance or the individuals involved, no employee shall suffer retaliation for involvement in employee grievances. All grievances shall be handled independently and be handled in strict confidence. Grievances which are made anonymous shall not be handled.

13.5.2 Principles of the Procedure

The procedure is based on the following principles:

- a) An employee has the right to be accompanied by a work colleague at every stage in the formal procedure. The procedure is internal to USJM and does not allow external representation.
- b) All grievances shall be made in writing and in all cases, guidance shall be sought from the HRM.
- c) A formal record of the hearing shall be given to the employee.
- d) The time scales set out may be extended with the agreement of the parties.
- e) Where more than one (1) employee has lodged a complaint relating to the same issue, the complaints may be dealt with simultaneously in the interest of fair and consistent decision making.
- f) Where an employee has sufficient grounds to believe that s/he has not been fairly treated in any respect, s/he has the right to appeal against such decision(s).
- g) An employee desiring to raise any grievance shall, in the first instance, discuss the grievance with the immediate supervisor.

- h) Failure to reach a satisfactory solution, the complainant shall present the grievance in writing to the immediate supervisor within three (3) working days.
- i) The supervisor shall provide a reply, in writing within three (3) working days.
- j) If the grievance is not resolved, it shall be forwarded to the Head of Department who shall handle the grievance and respond within three (3) working days.
- k) If the grievance is not resolved with the Head of Department, the grievance shall be forwarded to the Vice-Chancellor.
- l) Where a grievance is against the immediate supervisor, employees shall present their grievance to the Head of Department who shall respond within three (3) working days. Failure to find a solution, the grievance shall be forwarded to the Vice-Chancellor.
- m) Where a grievance is against the Head of Department, it shall be presented to the Vice-Chancellor.
- n) If an employee considers that the grievance is unlikely to be resolved through discussions with the supervisor or Head of Department or if it is of a very sensitive or serious nature which requires the attention of Management, the employee shall raise the grievance directly with the Vice-Chancellor.
- o) In all instances above, the Vice-Chancellor shall provide a response within five (5) working days.
- p) Where the grievance is against the Vice-Chancellor, the employee shall present his/her grievance to the University Governing Council.

13.5.3 Right to Appeal

- a) Should the complainant wish to appeal against the decision of the Head of Department, they shall do so in writing to the Vice-Chancellor within five (5) working days. The Vice-Chancellor shall appoint an Appeals Committee comprising of Directors which will attend to the staff appeals.
- b) The outcomes of the appeal shall be communicated to the employee within five (5) working days.

- c) If a member of staff is still dissatisfied with the decision of the Appeals Committee, s/he may appeal to the University Governing Council. The decision of the University Governing Council shall be final.
- d) The above grievance handling procedure shall not prevent a staff from having recourse to any remedy available under the law.

CHAPTER FOURTEEN: TERMINATION OF EMPLOYMENT

14.1 Termination of Appointment

Staff may cease to be employees of USJM under the following circumstances:

- a) Redundancy arising from:
 - i. Financial constraints,
 - ii. Downsizing.
 - iii. Phase-out and program me closure.
- b) Termination of contract.
- c) Resignation.
- d) Retirement due to age limit.
- e) Dismissal through a disciplinary process.
- f) Expiry of a specified contractual period of employment.
- g) Incapacity due to physical, medical, or mental ill health.
- h) Frustration of contract arising from imprisonment.
- i) In case of hazards, such as war, strike, or epidemic.
- j) Death.
- k) Any other justifiable reasons.

14.2 Termination Due to Redundancy

- a) An employee's contract may end involuntarily as a result of redundancy if circumstances dictate that his/her services are no longer needed by the USJM. Redundancy shall therefore occur when a job ceases to exist.
- b) The generally acceptable principle shall be "Last In First Out" (LIFO).
- c) Employee to be made redundant shall be given a redundancy package or severance pay as approved by the University Governing Council.

14.3 Termination of Contract

The University or an employee reserves the right to terminate employment by giving written notice or payment in lieu of notice as follows:

- a) Not less than two (2) weeks if the service has lasted six (6) months but less than twelve (12) months.
- b) Not less than one (1) month if the service has lasted twelve (12) months but less than five (5) years.
- c) Not less than two (2) months if the service has lasted five (5) years but less than ten (10) years.
- d) Not less than three (3) months if the services have lasted ten (10) years and above.
- e) A contract for a probationary period may be terminated by either party by giving not less than two (2) weeks' written notice of termination, or by payment of seven (7) days' salary in lieu of notice by the employer.

14.4 Summary Dismissal

An employee may summarily be dismissed only in event of gross misconduct as defined in this Manual.

14.5 Retirement

a) Mandatory Retirement

The mandatory retirement age for employees shall be 60 years but 65 years for Associate Professors and Professors.

b) Post-retirement Employment

Post-retirement employment may be considered provided that the health of the retiring employee and their performance are satisfactory, subject to:

- i. The needs of USJM.
- ii. Difficulty in finding a replacement.
- iii. Special skills and knowledge of the job.

Post-retirement employment shall be recommended by management and approved by the University Governing Council. Post-retirement shall be on contractual basis normally for a period of two (2) years, subject to renewal by mutual consent.

c) Retirement in Public Interest

An employee may be retired in public interest at the discretion of the University Governing Council.

14.6 Expiry of Employment Contract

An employee shall cease being an employee of USJM upon the expiry of his contract.

16.7 Incapacity to Work Due to Ill Health

An employee who is totally incapacitated due to ill health and is unable to perform his/her duties may be terminated provided that Management has exhausted all efforts to find an alternative position for that employee, taking into account the employee's health conditions and competencies.

16.8 Frustration of Contract Arising from Imprisonment

An employee who cannot complete his/her contract because of imprisonment for a conviction shall have his/her contract terminated.

16.9 Clearance on Termination of Services

- a) The operational efficiency of the University demands that all members of staff of the University effect proper handover of office and/or University properties prior to exit from the service and relinquishing assigned or delegated responsibilities or change of office.
- b) When a member of staff hands over his/her duties and responsibilities to another person, the procedure should be systematic and thorough. The handover report should be to the immediate supervisor copied to the DVC (F&A).
- c) The physical handover is to be witnessed by the DVC (F&A) and any other officer as nominated by the relevant authority.
- d) Up to two (2) full working days shall be devoted to handing over at whatever level; and during this time, a copy of the co-signed report, by the outgoing, incoming member of staff, and the witness shall be submitted to the DVC (F&A).
- e) All staff whose services with the University are terminated shall hand in all USJM property in their possession and they shall fill the staff clearance forms attached herein as Appendix 6 and submit a detailed handover report to the Head of Department.

16.10 Exit Interview

The HRM will conduct an exit interview for the departing employee to obtain a better understanding of the employee's needs and to solicit feedback on USJM's policies and practices so as to improve the overall working environment and conditions.

16.11 Certificate of Service

USJM shall provide a certificate of service (Appendix 7) to an employee whose contract of service has been terminated. The certificate shall not contain any judgment or evaluation of his/her performance in the course of his/her employment with the University.

16.12 Severance Pay

USJM shall pay severance pay where an employee has been in continuous service for a period of six (6) months or more and where any of the following situations apply:

- a) Where an employee is unfairly dismissed by USJM as determined by the University Governing Council or a Court of Law of competent jurisdiction.
- b) Where an employee dies in the service of USJM other than by an act occasioned by his/her own serious and willful act.
- c) Where the employee's contract is terminated because of physical incapacity not occasioned by his/her own serious or willful conduct.

Severance allowance shall not be paid in circumstances where:

- a) An employee is summarily dismissed with justification.
- b) Termination has resulted from abandonment of his/her employment or absconding from his/her place of work.
- c) The contract which is terminated is a probationary contract.

The amount of severance pay shall be determined by the Board but shall in any case not exceed one (1) year's salary of the employee.

CHAPTER FIFTEEN: MID-TERM & TERMINAL BENEFITS

15.1 Terminal Benefits

The retirement age for all staff shall be 60 years but 65 for Associate Professors and Professors. On attaining the retirement age or leaving the service of the University, all members of staff who have completed a minimum of six (6) continuous years of service shall receive terminal benefits applicable to them as indicated below:

15.2.1 Service Gratuity

- i. Service gratuity is a token of recognition of services rendered to the University. It shall be paid to members of staff who are on contract and have completed their term successfully.
- ii. It is computed in the following manner: half of one (1) month's current gross pay multiplied by the number of years served in the University.
- iii. A member of staff dismissed from service of the university shall forfeit service gratuity.

15.2.2 Benefits upon Death of an Employee

In the case of an employee dying during the term of contract of service, his/her heirs or legal representatives shall be entitled to the wages and any other remuneration due to the employee at the date of death. This is in addition to the University's contribution to funeral expenses as spelt out in the USJM financial policy.

CHAPTER SIXTEEN: HEALTH & SAFETY

16.1 HIV/AIDS Workplace Policy

- a) USJM recognizes the existence of HIV/AIDS in Uganda. It is particularly cognizant of its prevalence among the young and productive age group in the workforce.
- b) USJM recognizes the seriousness of the HIV/AIDS and other terminal illnesses/epidemic and their impact on the workplace. USJM also recognizes that persons with HIV/AIDS or any other terminal illness are able to continue providing positive contributions to the USJM, if supported and if they work in a conducive environment.
- c) It is USJM's policy that there will be no discrimination, either direct or indirect, in any area of recruitment or employment on grounds of HIV status.

16.1.1 Purpose

The purpose of this policy is to promote the health and productivity of employees of USJM by developing and implementing effective HIV/AIDS sustainable prevention and care.

16.1.2 Objectives

The objectives of the HIV/AIDS policy are:

- a) To provide a supportive working environment that promotes prevention of HIV/AIDS infection for all employees.
- b) To provide a supportive environment to all staff who are living with HIV/AIDS and their immediate families.
- c) To mitigate the impact of HIV/AIDS at the workplace.
- d) To promote individual and collective responsibility in the fight against HIV/AIDS among staff and their immediate families.
- e) To promote implementation of good practices and coping mechanisms.

16.1.3 General Principles

The principles of this policy are derived from the provisions of the Constitution of Uganda (1995), Universal declaration of Human Rights Charter (1948), and the International Labor Organization (ILO) Code of Practice on HIV/AIDS and the World of Work (2001).

16.1.4 Equal Rights, Opportunities, and Obligations

USJM is committed to creating a work environment that recognizes and values the special skills and contribution of all its employees. It shall endeavor to be an equal opportunity employer by establishing an USJM free of discrimination based on health, ethnicity, or social status. All employees are entitled to the same rights and employment obligations irrespective of their HIV/AIDS status; and employees with HIV/AIDS shall be treated with compassion and understanding.

16.1.5 Protection against Discrimination

All employees living with HIV/AIDS shall be protected against stigmatisation and discrimination at USJM. USJM shall accord terminally ill employees with dignity and respect at all times and shall implement non-discriminatory policies and procedures in managing individuals who have HIV/AIDS.

16.1.6 Confidentiality

- a) Any employee willing to declare their status may voluntarily do so to persons of their choice, whom they feel they can confide in.
- b) The person receiving such information shall hold it in absolute confidentiality.
- c) Persons with HIV/AIDS or any other terminal illness who do not wish to declare their status are free not to do so.

16.1.7 Right to Work

- a) Persons with HIV/AIDS or other terminal illnesses shall not have their contracts of service terminated by reason of such illness except in circumstances where they have been certified unable to work by a doctor.
- b) Management shall make policies that make reasonable accommodation and adjustments as timely, in a manner and location for employees suffering from HIV/AIDS or other terminal illnesses to enable them carry out their work.

16.1.8 Pre-employment Testing

USJM shall not carry out pre-employment HIV AIDS testing as part of assessment for fitness to work. Screening for HIV/AIDS shall not be a condition of employment and/or promotion.

16.1.9 Voluntary Screening

USJM shall encourage employees to conduct voluntary HIV/AIDS testing as a means of knowing their status for pro-active action.

16.1.10 Right to Counselling

Management shall ensure that employees with HIV/AIDS, and other terminal illnesses and disability have access to counselling services, relevant information, and support groups where practicable. Such employees shall be allowed time off to attend counselling sessions, if they are within the prescribed working hours.

16.1.11 Voluntary Termination

Employees suffering from HIV/AIDS or other terminal illnesses may apply for voluntary termination of contract in the following circumstances:

- a) Where continued employment may endanger the health of the concerned member of staff or the lives of other members of staff
- b) Where the sick employee's condition may endanger the property of the USJM.

16.1.12 HIV/AIDS Interventions

USJM shall adopt a consistent approach to the prevention and the management of HIV/AIDS consequences. Interventions shall include:

1. Training/Awareness Raising
 - a) USJM shall provide employees with up-to-date information on HIV/AIDS to enable them to protect themselves from HIV infection and to cope with the presence of HIV/AIDS. At least, annual workshops shall be conducted to give employees the opportunity to discuss HIV/AIDS.
 - b) USJM shall develop and regularly disseminate information on the magnitude of the pandemic, impact, and developments in scientific research, especially those relating to prevention.

2. Prevention and Staff Protection

- a) USJM shall encourage voluntary counselling and testing by providing information about its advantages.
- b) USJM shall identify convenient voluntary counselling and testing centers for use by employees and their families.

3. Care and Support

- a) USJM understands that people with HIV/AIDS may have special needs in the workplace. Every reasonable effort shall be made to accommodate these needs, within the limits of what is practical in any given situation.
- b) USJM shall assist employees to access antiretroviral (ARV) treatment, where necessary. Such employees shall sometimes be given light work depending on the availability of such light work and on the health of the employee.

16.2 Occupational Safety & Health Policy (OSH)

USJM is committed to achieving a high standard of occupational safety and health for employees at work by ensuring that:

- a) All potential hazards in the workplace are identified and that practical measures are taken to eliminate preventable hazards and reduce the effects of non-preventable hazards.
- b) Employees are adequately trained to competently carry out the health and safety aspects of their duties.

16.2.1 Occupational Safety & Health Responsibilities

a) Improvement Team

The Human Resource Department shall create the improvement team which constitutes members of staff from the all departments and has the responsibility for on-going coordinating of the OSH programs by:

- i. Ensuring that all workplace accidents are properly investigated and that corrective action is implemented.

- ii. Receiving and evaluating safety and health reports from employees and making recommendations to Management for any required changes in the work environment.

b) Training on Safety

The Human Resource Department shall from time to time organize safety and health programs aimed at equipping employees with the knowledge and skills to perform their duties in a safe manner. In addition, the department shall monitor and review the safety management systems and perform regular audit on safety and health performance. The Human Resource Department shall specifically be responsible for:

- i. Installing and regularly inspecting first aid kits and ensuring that they are appropriately equipped. Each box shall be clearly marked and strategically placed so as to be readily accessible and shall be managed by someone qualified in first aid.
- ii. Ensuring that all firefighting equipment is regularly inspected and serviced.
- iii. Ensuring that adequate numbers of employees are trained in providing first aid in case of emergencies, and in handling fire equipment.
- iv. Ensuring that facilities provided for employees, such as lavatories and kitchens are maintained in a clean and hygienic state, with adequate sanitary facilities.
- v. Ensuring that premises are kept clean and in a safe condition.

c) Employee's Responsibilities

Employees shall comply with the safety and health measures instituted by the USJM and cooperate in all safety related issues. They shall be fully aware of their personal responsibilities regarding occupational safety and health and they shall be constantly alert to potential risks and hazards related to their activities; and shall avoid improper behavior or operation that may lead to accidents or occupational diseases or injury. It shall be the responsibility of every employee to:

- i. Take all reasonable and practical steps to ensure the health and safety of oneself, and of colleagues and individuals working at USJM premises.

- ii. Act upon advice and recommendations made by the USJM and to observe and carry out all instructions laid down by Management.
- iii. Report immediately to the Human Resource Department instances of damage or accident and all actual or potential hazards.
- iv. Suggest to improvement team, as appropriate, ways and means of improving health and safety at the workplace.
- v. Cooperate fully in the investigation of accidents.
- vi. Participate fully in USJM's safety and health program.

CHAPTER SEVENTEEN: GENERAL PROVISIONS

17.1 Interpretation

The interpretation and enforcement of this Manual shall be vested in the Vice-Chancellor subject to the rules and procedures as laid down herein.

17.2 Terms and Conditions of Service

This Manual is part and parcel of every member of staff's Terms and Conditions of Service and anyone who violates its provisions shall be subject to appropriate disciplinary action, in accordance with its provisions.

17.3 Amendment and Revision

The University Governing Council may amend this Manual from time to time and the employee shall be informed of the amendments.

17.4 Amendment of The USJM Human Resource Manual

The manual is subject to amendment from time to time by relevant authority.

The manual was approved by the University of Saint of Joseph Mbarara Council on this.....day of

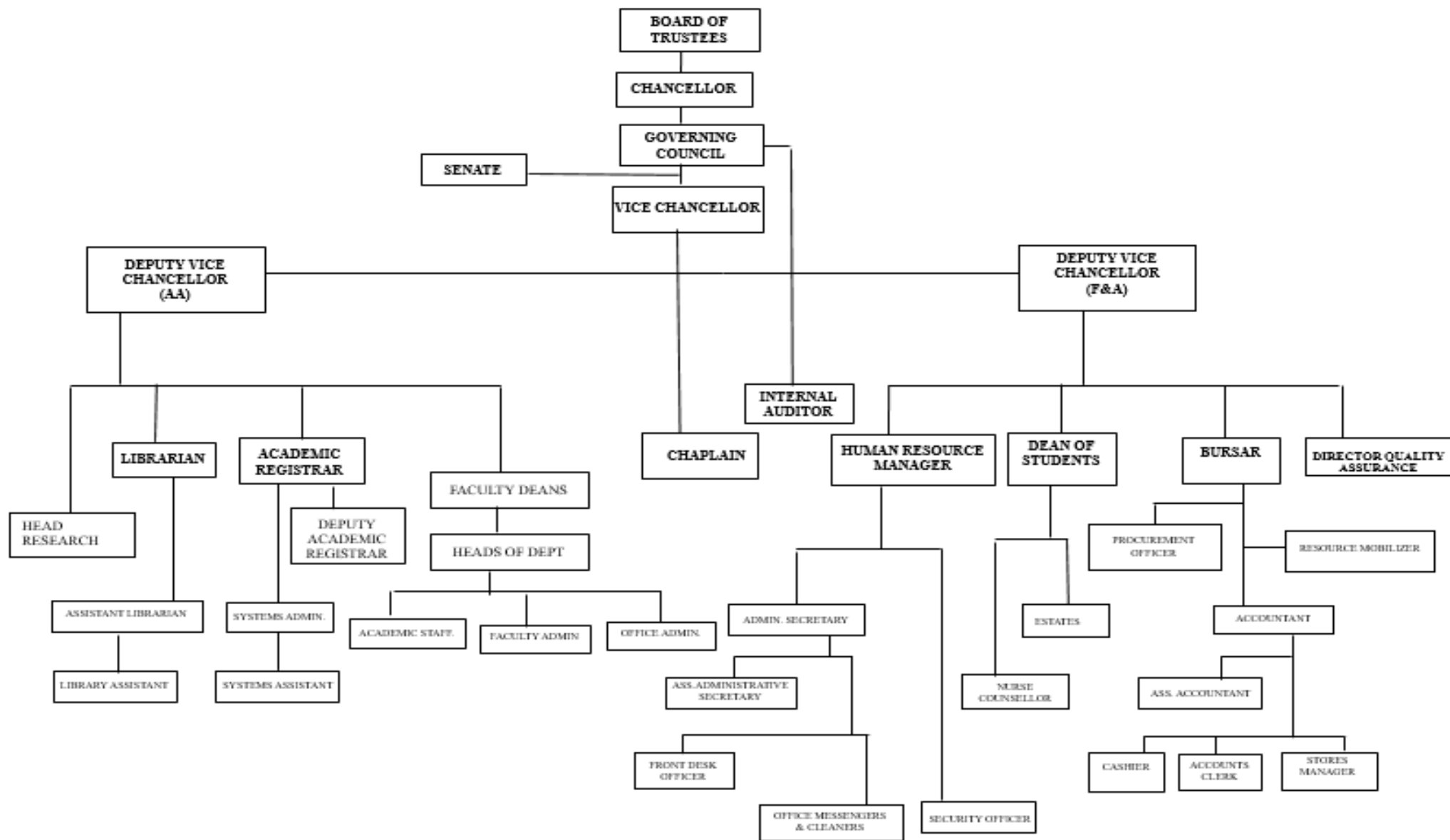


Rev Fr Gervase Nsekanimanya Diido
CHAIRMAN GOVERNING COUNCIL



Rev Fr Dr Deus M Karemiri (PhD)
VICE CHANCELLOR

APPENDIX 1: Organogram- University of Saint Joseph Mbarara



APPENDIX 2: EMPLOYMENT CONTRACT FOR TEACHING STAFF

I am glad to inform you that at its ... meeting on, under Min....., the University Governing Council confirmed your appointment on contractual basis. You are, therefore, asked to sign a contract agreement as laid out below:

THIS CONTRACT OF EMPLOYMENT is made the ... day of between UNIVERSITY OF SAINT JOSEPH MBARARA of P. O. Box 218, Mbarara and of NIN:, Telephone:, Email:

IT IS HEREBY AGREED AS FOLLOWS:

1.0 APPOINTMENT

- 1.1 The basic terms and conditions of your employment are as set out in this contract of employment, the University Human Resource Manual and such other policies and procedures and rules as may be put in place from time to time by the University.
- 1.2 Your job title is: Assistant Lecturer, Lecturer/Senior Lecturer....
- 1.3 You shall be responsible to.....
- 1.4 The base place from which you shall perform your duties under this Agreement shall be the University's premises at Nyamitanga, Mbarara, Uganda. The University may, however, require you to work at such other locations from time to time as conditions and business may require.

2.0 PERIOD OF EMPLOYMENT

- 2.1 Your employment under this Agreement starts on, after completion of the probationary period (from ...to....). The contract will be for three ... years inclusive of the probationary period and may be renewed on such terms as may be agreed by both parties.
- 2.2 This contract may be terminated according to the provisions of the USJM Human Resource Manual (Chapter 10).

3.0 DUTIES

For the duration of this employment agreement, your responsibilities shall be, but not limited to the following:

1. To teach and supervise students of University of Saint Joseph Mbarara;
2. To develop and continually improve the curricular of your courses and/or subjects;
3. To actively participate in the University examination processes which include, but not limited to the following:
 - a. To set and process University examinations in time;
 - b. To develop a marking schemes for the courses taught; and
 - c. To carry out progressive assessment and mark examination scripts of the courses taught;
4. To research and publish academic articles and/or books, especially in your area of specialization;
5. To advise students and colleagues on appropriate subject matters consistent with your academic background and training;
6. To mentor young academicians;
7. To actively participate in all scheduled University activities; and
8. To carry out any other duties as may be assigned to you by competent authority.

4.0 REMUNERATION AND OTHER BENEFITS OF EMPLOYMENT

4.1 The University shall pay you a monthly consolidated gross salary of UGX.....); except the months of July and August. The said salary shall be payable monthly by direct payment to your bank account or by cheque. Your gross salary shall be subject to lawful deductions, including taxes and social security contributions.

4.2 You will be eligible for participation in all employee welfare benefit plans provided to the University employees; in accordance with, and subject to the terms and conditions of such plans, as they may be modified from time to time by the University at its sole discretion; and you will be informed of the changes.

5.0 HOURS OF WORK

5.1 You are expected to be on duty according to the timetable and other associated schedules as stipulated in the USJM Human Resource Manual.

6.0 OTHERS

As, you are expected to maintain, among other things, the following qualities and skills:

1. Confidentiality, flexibility, tact, discretion, prudence and diplomacy;
2. Good communication skills, and interpersonal relationships;
3. Team-working skills; and
4. USJM and time management skills.

Once more, I am happy to welcome you to USJM as Assistant Lecturer... If you accept this offer, please, sign and return a copy of this letter to.... Congratulations.

I remain,

Vice-Chancellor

ACCEPTANCE

I, accept the terms and conditions as spelt out in this appointment letter.

Signed..... Date.....

APPENDIX 3: EMPLOYMENT CONTRACT FOR NON-TEACHING STAFF

I am glad to inform you that at its ... meeting on ... under Min.... the University Governing Council confirmed your appointment on contractual basis. You are, therefore, asked to sign a contract agreement as laid out below:

THIS CONTRACT OF EMPLOYMENT is made on ...(date)... day of ...(year), between UNIVERSITY OF SAINT JOSEPH MBARARA of P. O. Box 218, Mbarara and of NIN... Tel.: Email:

IT IS HEREBY AGREED AS FOLLOWS:

1.0 APPOINTMENT

- 1.1 The basic terms and conditions of your employment are as set out in this contract of employment, the University Human Resource Manual, and such other policies and procedures and rules as may be put in place from time to time by the University.
- 1.2 Your job title is
- 1.3 You shall be responsible to
- 1.4 The base place from which you shall perform your duties under this Agreement shall be the University's premises at Nyamitanga, Mbarara, Uganda. The University may, however, require you to work at such other locations from time to time as conditions and business may require.

2.0 PERIOD OF EMPLOYMENT

- 2.1 Your employment under this Agreement starts on, after completion of the probationary period (from to...). The contract will be for three ... years inclusive of the probationary period and may be renewed on such terms as may be agreed by both parties.
- 2.2 This contract may be terminated according to the provisions of the USJM Human Resource Manual (Chapter 10).

3.0 DUTIES

For the duration of this employment agreement, your responsibilities shall be, but not limited to the following:

1. Receiving messages and handling correspondences;
2. Typing, photocopying, and filing of documents;
3. Ensuring order and security of the Academic Registrar's Office;
4. Ensuring that admission letters are issued to respective recipients in time;
5. Handling appointments and reminding the responsible officer(s) ahead of the scheduled time;
6. Ensuring that academic documents and office equipment are well maintained and safeguarded;

7. Actively participating in all scheduled University activities; and
8. Undertaking any other duties as may be assigned from time to time by the relevant authority.

4.0 REMUNERATION AND OTHER BENEFITS OF EMPLOYMENT

- 4.1 The University shall pay you a monthly consolidated gross salary of UGX..... The said salary shall be payable monthly by direct payment to your bank account or by cheque. Your gross salary is subject to lawful deductions including taxes and social security contributions.
- 4.2 You will be eligible for participation in all employee welfare benefit plans provided to the University employees; in accordance with, and subject to the terms and conditions of such plans, as they may be modified from time to time by the University at its sole discretion and you will be informed of the changes.

5.0 HOURS OF WORK

- 5.1 You will be expected to be on duty from 8:00am to 5:00pm as stipulated in the USJM Human Resource Manual. However, you may be required to work beyond the specified time.

6.0 OTHERS

As an, you are expected to maintain among, other things, the following qualities and skills:

1. Confidentiality, flexibility, tact, discretion, prudence and diplomacy;
2. Good communication, customer service and interpersonal relationships;
3. Team-working skills;
4. USJM and time management skills; and
5. Negotiation skills.

Once more, I am happy to welcome you to USJM as Administrative Secretary. If you accept this offer, please, sign and return a copy of this letter to.... Congratulations.

I remain,

Vice-Chancellor

ACCEPTANCE

I, accept the terms and conditions as spelt out in this appointment letter.

Signed..... Date.....

APPENDIX 4: USJM ACADEMIC STAFF PERFORMANCE APPRAISAL FORM

UNIVERSITY OF SAINT JOSEPH MBARARA (USJM)

ACADEMIC STAFF PERFORMANCE APPRAISAL

Staff performance appraisal is a management tool for establishing the extent to which set targets within overall goals of an organization are achieved. Through staff appraisal, performance gaps and development needs of an individual employee are identified. The staff, therefore, cannot perform to their full potential unless they are told how well they are doing and are helped to improve performance. The appraisal process offers an opportunity to the appraisee and appraiser to dialogue and obtain a feedback on performance. This, therefore, demands a participatory approach to the appraisal process and consistence in the use of guidelines by all members of staff.

Supervisors are urged to be honest and objective in the evaluation for the benefit of both the institution and the member of staff.

PARTICULARS OF STAFF (To be filled by Staff)

Name: _____

Email Address: _____

Phone _____

Faculty: _____

Date joining: _____

Designation: _____

Qualifications:	Award	Date
------------------------	--------------	-------------

Report to Title: _____

Date of Appraisal: _____

EVALUATION OF ACADEMIC STAFF BY DEANS

Performance shall be defined as:

- Excellent 5
- Very good 4
- Good 3
- Satisfactory 2
- Unsatisfactory 1

	KEY PERFORMANCE INDICATORS	Self-rating	Dean's rating	Mark Agreed upon	Comment
(A)	TEACHING/LEARNING				
i	<p>Facilitation of student Learning through provision of instructional support The staff prepares a course outline for each course assigned, appropriately integrates theory with practice.</p> <ul style="list-style-type: none"> • Quality of content of literature assigned to students • Relevancy of recommended textbooks • Students discussion groups maintained by the Lecturer 				
ii	<p>Provision of systems for instructional monitoring of student performance. (Staff maintains clear, firm and reasonable work standards in due dates; checks all students' performance; regularly provides prompt feedback and encourages student growth</p>				
iii	<p>Examinations Standard of examination questions;</p>				

	Prompt preparation and submission of marks				
	<ul style="list-style-type: none"> The questions cover the whole course 				
	<ul style="list-style-type: none"> Is available for examination invigilation as scheduled on the examination timetable; adheres to the examination regulations 				
iv	Research Supervision Staff is available to provide supervisory guidance to students; supervises all students assigned to him/her by the department within acceptable time frame				
v	Students evaluation Staff has been evaluated by students and covers the syllabus; gives relevant topics and examples; is clear in communication				

(B)	COMPETENCIES	Self-rating	Dean's rating	Mark agreed upon	Comment
i	Job knowledge: Has knowledge of subject matter; pedagogical methods of delivery; new developments in the discipline; performance evaluation; research procedures; where to get information relevant to his/her job				
ii	Interpersonal skills and relations: Deals with students, visitors, peers, appropriately				
	Client/service-oriented management:				

iii	Focuses on student needs; identifies and anticipates the need and then takes action				
iv	Dependability and consistency: Responsible, steadfast and can be called upon for difficult and pressured challenges				
v	Quality of work: Staff completes work assigned; follows instructions; meets deadlines				
vi	Attendance: Staff is punctual, reliable, available and dependable; attends Faculty and University meetings				
vii	Decision making and problem analysis: Applies rules and standards to work; assesses situations and makes sound decisions.				
viii	Team work: A team player; always works in the best interest of USJM				
ix	Organization and planning: Organizes, plans and forecasts work skillfully to meet job needs				
x	Work motivation: Interest in the job, work effort, seeks additional assignments and responsibilities, and takes action to achieve satisfactory results				
xi	Resource use: Effectively uses resources available to accomplish work assigned				
xii	Innovation and creativity:				

	Generates and champions new ideas and initiatives in the Faculty				
xiii	Records keeping: Maintains complete and accurate students records and other relevant records				
xiv	Communication: Ability to convey and understand information				
xv	Service to USJM: Demonstrates commitment to the development of the Faculty initiatives, actively participates in the Faculty committees and/USJM-wide activities as elected or assigned				
xvi	IT knowledge: Can comfortably use a computer to accomplish assigned duties				
xvii	Safety and health observance: Regularly attentive to safety and health regulations				
xviii	Extra-role activities: Assists in the registration and orientation process, organizing seminars and conferences and attends meetings				
xix	Professional development: Updates content area skills/knowledge; remains abreast of ongoing developments and practices in his/her professional content area(s)				
xx	Work ethic: Hardworking, available, ethical in signing the teaching book, does not request students to cost share,				

	devoted, cooperative, does not stay away from work without good reason				
xxi	Vision: Understanding of USJM vision, mission and core values				
xxii	Integrity: Trustworthy and honest				
xxiii	Conflict resolution: Resolves conflicts quickly and fairly by implementing appropriate procedures which lead to positive outcomes				
xxiv	Tenacity and reliability: Has potential to grow his/her capacity for work; has ability to initiate and carry out assignments unsupervised; demonstrates interest in carrying out assignments				
xxv	Work relationships: Effectiveness in working harmoniously with other members of staff; facilitating and stimulating team cooperation; and harmoniously working with other persons and/or organizations in official capacity; recognizes authority and complies well				
xxvi	Other comments:				

Overall Performance Level

Excellent	Very Good	Good	Fair	Poor
5	4	3	2	1
80 %	70-79 %	60-69 %	50-59 %	Attained results <50 %

(Tick the relevant box)

I certify that the appraisal report was discussed and agreed with the employee.

Supervisor: Name:..... Sign..... Date:.....

Tel:

Member of staff being evaluated – Please **check** or **tick** only **one box** accordingly.

I do not agree with the appraisal report (attach explanation).

I agree with my appraisal report as written down by the supervisor.

Member of staff: Name..... Sign..... Date.....

Corrective measures to be taken

1. _____
2. _____
3. _____
4. _____

Dean's Comments:

.....

Signature Telephone

FOR OFFICIAL USE ONLY:

Director Quality Assurance Comments

.....
.....

Academic Registrar's Comments

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

DVC/HR's Comments and Approval

.....
.....

APPENDIX 5: USJM ADMINISTRATIVE STAFF APPRAISAL FORM

UNIVERSITY OF SAINT JOSEPH MBARARA (USJM)

ADMINISTRATIVE STAFF APPRAISAL

Staff performance appraisal is a management tool for establishing the extent to which set targets within overall goals of an organization are achieved. Through staff appraisal, performance gaps and development needs of an individual employee are identified. The staff, therefore, cannot perform to their full potential unless they are told how well they are doing and are helped to improve performance. The appraisal process offers an opportunity to the appraisee and appraiser to dialogue and obtain a feedback on performance. This, therefore, demands a participatory approach to the appraisal process and consistence in the use of guidelines by all members of staff.

Supervisors are urged to be honest and objective in the evaluation for the benefits of both the institution and the member of staff.

PARTICULARS OF STAFF (To be filled by Staff)

Name: _____

Email: _____ Address: _____

Phone _____

Faculty: _____

Date joining: _____

Designation: _____

Qualifications: Award Date

Report to Title: _____

Date of Appraisal: _____

EVALUATION OF SUPPORT STAFF BY SUPERVISOR

Performance shall be defined as:

- Excellent 5
- Very good 4

- Good 3
- Satisfactory 2
- Unsatisfactory 1

	KEY PERFORMANCE INDICATORS				
	COMPETENCIES	Self-rating	Supervisor's rating	Mark agreed upon	Comment
i	Professional knowledge and skills: Has knowledge of his/her job and can perform to realize the set goals				
ii	Interpersonal relations: Has good customer care; deals with students, visitors, peers, appropriately; focuses on peoples' needs; takes action				
iii	Quality of work: Completes work assigned; follows instructions; and meets deadlines				
iv	Time management: Staff is punctual, reliable, available and dependable; always maximizes time in accomplishing set targets				
v	Decision making and problem analysis: Applies rules and standards to work; assesses situations and makes sound decisions				
vi	Team work: A team player; works well with others; promotes the interests of USJM				
vii	Organization and planning: Organizes, plans and forecasts work skillfully to				

	meet job needs; effectively uses resources available to accomplish work assigned				
viii	Work motivation: Interest in the job, work effort; seeks additional assignments and responsibilities; and takes action to achieve satisfactory results; listens and ready to learn and improve				
ix	Innovation and creativity: Self-driven; generates and champions new ideas and practices; makes right decisions at the right time; able to use the available means for the given purpose				
x	Equipment and record keeping: Maintains University equipment; keeps complete, accurate job records and other relevant documents				
xi	Communication: Able to convey and understand information				
xii	Loyalty: Complies with lawful instructions of supervisor; promotes the vision, mission and core values of USJM				
xiii	Safety and health observance: Regularly attentive to safety and health regulations				
xiv	Extra-role activities: Willingness to participate in extra-role activities, including meetings and weekend programs				
xv	Professional development: Updates content area skills/knowledge; remains abreast of ongoing developments and practices in				

	his/her professional content area(s)				
xvi	Work ethic: Hardworking, available, ethical and devoted, cooperative; does not stay away from work without good reason				
xvii	Dress code and presentation: Decent in dress and presentation; uses polished language in public				
xviii	Integrity and confidentiality: Trustworthy, honest; can be confided in and keeps secrets				
xix	Flexibility: Heeds correction; can take advise with ease; able to take up other responsibilities or be changed from one assignment to another				
xx	Tenacity and reliability: Is dependable; has potential to grow his/her capacity for work; has ability to initiate and carry out assignments unsupervised				
xxi	Other comments:				

Overall Performance Level

Excellent	Very Good	Good	Fair	Poor
5	4	3	2	1
80 %	70-79 %	60-69 %	50-59 %	Attained results <50 %

(Tick the relevant box)

I certify that the appraisal report was discussed and agreed with the employee.

Supervisor: Name:..... Sign..... Date:.....

Tel:.....

Member of staff being evaluated – Please **check** or **tick** only **one box** accordingly.

I do not agree with the appraisal report (attach explanation).

I agree with my appraisal report as written down by the supervisor.

Member of staff: Name..... Sign..... Date.....

Corrective measures to be taken

1. _____
2. _____
3. _____
4. _____

Supervisor's Comments:

.....
.....

Signature Telephone

FOR OFFICIAL USE ONLY:

Director Quality Assurance Comments

.....
.....

DVC/HR's Comments and Approval

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

APPENDIX 6: USJM STAFF CLEARANCE FORM

Instructions: This form is to be used as part of the exit procedures for all USJM staff. The Human Resource Manager is to ensure this form is completed before the member is paid the terminal dues.

PERSONAL DETAILS	
Name	
File Number	Date of Departure
Position	
Supervisor	
FINANCE CLEARANCE	
I certify that there is no outstanding action in relation to (please check):	
<input type="checkbox"/> Salary advances (if applicable)	
<input type="checkbox"/> Other (please state):	
Signature for release	
INFORMATION SYSTEMS CLEARANCE	
I certify that the following items have been handed in:	
<input type="checkbox"/> Computer and peripherals have been handed over	
<input type="checkbox"/> Office telephone	
<input type="checkbox"/> Other:	
Signature for release	
ADMIN /HR CLEARANCE	
I certify that the following items have been handed in:	
<input type="checkbox"/> All office keys	
<input type="checkbox"/> Office furniture	
<input type="checkbox"/> Identity card	
<input type="checkbox"/> Medical cards	

Signature for release	
HEAD OF DEPARTMENT CLEARANCE	
I certify that the following items have been handed in:	
Signature for release	
FACULTY DEAN CLEARANCE	
I certify that the following items have been handed in:	
Signature for release	
ACADEMIC REGISTRAR CLEARANCE	
I certify that the following items have been handed in:	
Signature for release	
DVC/HUMAN RESOURCE MANAGER CLEARANCE	
I certify that all the necessary clearances have been duly completed.	
Signature for release by HRM	
HANDOVER COMPLETED (Vice-Chancellor)	
I certify that	
<input type="checkbox"/> The Handover Form' has been completed.	
Signature for release	

APPENDIX 7: USJM STAFF CERTIFICATE OF SERVICE

UNIVERSITY OF SAINT JOSEPH MBARARA (USJM)



P. O. Box 218, Mbarara - Uganda
Tel: (+256) (0)393224635
(+256) 772 065669
(+256) 705706680

Certificate of Service

This certificate is awarded to

.....

in recognition for your outstanding performance during the year

*The entire Management of University of Saint Joseph Mbarara
and the Faculty of.....are proud of you.*

.....
VICE-CHANCELLOR

.....
DEPUTY VICE-CHANCELLOR