

UNIVERSITY OF SAINT JOSEPH MBARARA



Staff Promotions Policy

JANUARY, 2023

FOREWORD

The University of Saint Joseph Mbarara (USJM) encourages its staff members to seek promotion as a recognition and reward for teaching academic qualification, research, student supervision, administration, creative activity, leadership and community engagement, among others. The main objective of the policy is to set principles for recognizing and awarding performance and achievement through promotion.

USJM commits to a fair and consistent promotion process based on the principles of equal opportunity, merit-based and assessment of achievement relative to opportunity. To be promoted therefore, an applicant ought to demonstrate sustained performance and achievement at USJM that is commensurate with the levels to which they are applying to be promoted.

Promotion is a recognition that a staff member is more qualified or consistently performing or achieving at a higher level at which s/he was appointed. The quality and the impact of the applicant's work are therefore significant contributions.

VICE CHANCELLOR

University of Saint Joseph Mbarara (USJM)

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1.0 Introduction

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 stakeholders.
 - 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.

2. Definition of Key Operational Terms and Concepts

2.1 Head of Academics

These include: Faculty Deans, Directors of Institutes and Heads of Departments.

2.2 Academic growth

This refers to the progression through the academic hierarchy from the lowest rank to an upper rank: For example, Teaching Assistant to Assistant Lecturer up to a professor

2.3 Academic development

This involves active and visible participation in teaching, research and publication, seminars, workshops, conferences, study leave and, where appropriate, sabbatical leave.

2.4 Staff development

Embraces policies, practices and procedures designed to develop the knowledge or competencies, skills and attitudes of staff members in order to enhance the effectiveness and efficiency of an individual member of staff and the University in general.

2.5 Member of Staff

Refers to an individual employed by the University on a full-time basis as an academic, administrative staff or support staff.

2.6 Support staff

Refers to a category of members of staff who are neither academic nor administrative including all categories of technical staff.

2.7 University

Refers to University of Saint Joseph Mbarara (USJM)

2.8 Application

This policy applies to University of Saint Joseph Mbarara staff members employed on a full-time basis.

2.9 Guiding Principles

This Policy is based on the following guiding factors

2.9.1 Staff training and development

Promoting staff academic growth is based on training that contributes to the development of enhanced competencies, enhanced performance, leadership skills, motivation, loyalty and positive attitudes of staff members.

2.9.2 Staff engagement in research and publications activities

Academic growth and development of staff members crucially depend on their active engagement in research and publications activities.

2.10 Review of the Policy

The policy of promoting staff academic growth and development shall be reviewed in every three years.

3.0 Objectives

3.1 General Objective

Uphold the Vision and Mission and Core values of the University. The Policy will give an enabling environment for the academic and professional growth and development of its staff.

3.2 Specific objectives

This policy aims at achieving the following specific objectives:

1. To ensure the integration and uniformity of all human resource development initiatives, practices and processes.
2. To redress the imbalance in equity and equality resulting from past practices, including but not limited to gender equality.
3. To ensure rational and optimal use of resources available for human resource development.
4. To ensure a highly competent and skilled workforce of members of staff.
5. To provide training opportunities to members of staff to assist them towards their academic growth and development.
6. To provide guidelines on procedures and regulations governing staff training and development.

4.0 General Provisions

4.1 University Commitment

The University is totally committed to providing its members of staff with training opportunities to achieve excellence in teaching, research and publications and in the area of administration, thus promoting staff academic growth and professional development. In view of this the University shall do the following:

- i. Continue to operate an equal opportunities policy that does not discriminate against any members of staff on the basis of gender, disability or ethnicity;
- ii. Promote a culture of learning that nurtures and encourages continuous learning;

- iii. Ensure that its human resources are trained and developed in compliance with government regulatory requirements and as a strategy for skills development and employment equity;
- iv. Use education and training prudently and systematically in motivating individuals into excelling and fulfilling their potential for the mutual benefit of the University and themselves;
- v. Ensure that staff members are provided with opportunities to become excellent teachers, scholars, researchers and professionals in their fields;
- vi. Ensure that staff members have access to information provided by the University on training opportunities and programs for academic growth and to develop their managerial, leadership and technical abilities;
- vii. Provide in-house training and development programs, where appropriate, as a way of promoting the academic and development of its members of staff;
- viii. In certain cases, require that its own members of staff participate in in-house staff training programs and their contribution shall be accordingly recognized;
- ix. Support staff training and professional development with a view to enhancing their performance and output;
- x. Provide members of staff with opportunities to access available forms of training including studying for higher degrees, attending short courses, conferences, seminars and workshops in order to promote their academic growth and professional development; and
- xi. Reserve the right to determine, vary and review the main priority areas of training.

4.2 Staff academic growth and professional development

The University shall promote the academic, professional and administrative growth and development of its members of staff by:

- i. Providing training opportunities for junior staff to study for higher degrees;
- ii. Providing opportunities for senior members of staff to enhance and consolidate their professional, technical and administrative competencies and skills;
- iii. Supporting research and publication efforts of its members of staff;
- iv. Training its academic heads in managerial skills;
- v. Training its academic heads in leadership skills; and
- vi. Providing continuous professional development to its members of staff.

5. Staff Promotions

5.1 Introduction

The review of the USJM Academic Staff Promotion criteria was informed by the lack of clarity in requirements for promotion at different levels of academic ranks in the current criteria in the Human Resource Manual. It is also aimed at aligning the promotion criteria at USJM with the general requirements for academic ranks in the higher education landscape in Uganda.

The key objective of the review in the promotion criteria is to arrive at competitive, but fair decisions in recognizing, motivating and rewarding Academic Staff who demonstrate growth in scholarship and excellence in the inter-dependent functions of Teaching and Learning, Research, Services to the University and Community Service. In identifying individuals for promotion, the following criteria shall apply:

- i. Level of academic qualification;
- ii. Experience in teaching and learning;
- iii. Research and publication outputs;
- iv. Supervision of Students;
- v. Services to the University in terms of leadership and administration;
- vi. Professional practice and service to communities;
- vii. Code of Conduct; and
- viii. Performance Appraisal

The lowest promotional position shall be Assistant Lecturer. This means that the position of Teaching Assistant is not a promotional position. A person appointed at the rank of Teaching Assistant shall be appointed to the rank of Assistant Lecturer if a vacancy is available in the Department.

In recommending Academic Staff for Promotion, this Criterion shall be read together with Chapter Five of USJM Human Resource Manual.

5.2 Requirements for Promotion at various ranks

To achieve the promotions policy objectives, USJM shall follow the procedure below

5.2.1 Promotion of Academic staff

a. Departmental Appointments and Promotions Committee

- i. There shall be a Departmental Appointments and Promotions Committee that shall consist of 5 members of staff of the Department. The Committee members shall choose its chairperson and secretary.
- ii. The quorum for the Departmental Appointments and Promotions Committee shall be 3 (three) members who shall be at the same or higher rank than the promotional rank being assessed.
- iii. Where a department cannot form a Committee due to lack of eligible staff members, the Faculty / Institute Appointments and Promotions Committee shall handle the promotion cases for the department.
- iv. The term of office for the Committee shall be four (4) years.
- v. The Committee shall receive and acknowledge receipt of written applications / recommendations for promotion.
- vi. Where the Chairperson or Secretary of the Committee is absent or is a candidate, the members present shall choose from amongst themselves a Chairperson or Secretary for the meeting.
- vii. The applicant/ recommended staff shall provide copies of academic and professional qualifications, or an affidavit confirming ownership of the qualifications.
- viii. Where a member of the committee is an applicant / recommended staff, he/she shall not take part in the proceedings of the Committee.

The Committee shall:

- i. Scrutinize all applications/ recommendations for promotion;
- ii. Submit its recommendations to the Faculty/Institute Appointments and Promotions committee;
- iii. The decisions / recommendations of the Departmental Appointments and Promotions Committee shall be communicated to the Faculty/Institute;
- iv. Departmental Appointments and Promotions Committee meeting signed by all members who attended the meeting shall be annexed to the committee's report;
- v. The decisions/recommendations made about a particular promotion request/recommendation shall be communicated to the applicant in writing within 7 working days from the date of the meeting, clearly spelling out the justification for the committee's recommendations / decisions;
- vi. Where a member of staff is not satisfied with the decisions/recommendations of the Departmental Appointments and Promotions Committee, a formal appeal may be lodged to the Faculty/ Institute Appointments and Promotions committee within 14 (fourteen) working days of receiving the committee's recommendations/decisions; and
- vii. The appeal shall clearly indicate why the member of staff disagrees with the recommendations/decisions of the committee, and shall be copied to the Departmental Appointments and Promotions Committee.

b. Faculty / Institute Appointments and Promotions Committee

- i. There shall be a Faculty/ Institute Appointments and Promotions Committee which shall be chaired by the Dean of the Faculty or Director of the Institute.
- ii. The Faculty/Institute Appointments and Promotions Committee shall be made up of one representative of each of the departments of the Faculty / Institute.
- iii. The Faculty/Institute Administrator shall be the Secretary to the committee. The quorum for the Faculty/Institute Appointments and Promotions Committee shall be not less than half of the Committee membership.
- iv. The term of office for the members of the Committee shall be four (4) years. Where a member of the Committee is being considered for promotion, he/she shall not take part in the proceedings of the Committee.
- v. Where the Chairperson is being considered for promotion, the members present shall choose a Chair from amongst themselves.

The Faculty/Institute Appointments and Promotions Committee shall:

- i. Receive recommendations/decisions from Departmental Appointments and Promotions Committees and make recommendations to the University Management for submission to the Appointments Board.

- ii. Handle appeals regarding promotions from academic members of staff and make recommendations to the University Secretary for submission to the Appointments Board.
- iii. Communicate recommendations/decisions of the Faculty/Institute Appointments and Promotions committee to the University Management within 14 (fourteen) working days after the meeting.
- iv. Where a member of staff is not satisfied with the outcome of his/her appeal, he/she may appeal to the Appointments Board within 14 (fourteen) working days, detailing his/her grounds of disagreement with the Faculty/Institute Appointments and Promotions Committee recommendations/decisions.

c. University Internal Staff Appointments and Promotions Committee

- i. There shall be a University Internal Staff Appointments and Promotions Committee chaired by the Deputy Vice Chancellor (F&A) nominated by the Vice Chancellor and appointed by the Appointments Board.
- ii. The membership of the Committee shall be seven (7) members;
- iii. In carrying out its work, the committee may co-opt any other member as it deems necessary.
- iv. The quorum for the University Internal Staff Appointments and Promotions Committee shall be four (4) members.
- v. The term of office for members of the Committee shall be four (4) years.
- vi. Where the Chairperson is absent, the members present shall choose from amongst themselves a Chair for the meeting.
- vii. Where a member of the committee is being considered for promotion, he/she shall not take part in the proceedings of the Committee.

The University Internal Staff Appointments and Promotions Committee shall be responsible for

- i. Handling promotion of staff and making recommendations to the Appointments Board.
- ii. Carrying out any such other duties as may be assigned by the Appointments Board.
- iii. The recommendations/decisions of the Internal Staff Appointments and Promotions committee shall be communicated to the Appointment Board within 14 (fourteen) working days after the meeting.
- iv. Where a member of staff is not satisfied with the decision of the Committee, he/she may appeal to the Appointments Board within 14 (fourteen) working days.

d. The University Appointments Board

This Appointments Board shall:

- i. Handle applications/recommendation for promotion of staff;
- ii. Receive and handle recommendations for promotion from Faculty/ Institute Appointments & Promotions Committees and the Internal Staff Appointments and Promotions Committee;
- iii. Receive and consider promotion appeals against the decisions of the Internal Staff Appointments and Promotions Committee, and Faculty/ Institute Appointments & Promotions Committees;
- iv. Where the member of staff is not satisfied with the recommendations / decisions of the Appointments Board, he / she may appeal to University Council within fourteen working days of receiving the communication of the Appointments Board's decision; and
- v. The decision of the University Council on the appeal(s) shall be final.

5.3 Outlines for promotions requirements for various academic ranks

5.3.1 Assistant Lecturer

To be promoted to the position of Assistant Lecturer, applicants for promotion must have been Teaching Assistants at USJM. The following requirements shall apply:

- i. Hold a Master degree from a recognized institution
- ii. At least three (3) years of experience as Teaching Assistant.
- iii. Satisfactory Performance Appraisal in the last two years.

Demonstrate compliance with USJM and other relevant Code of Conducts

5.3.2 Lecturer

To be promoted to the position of Lecturer, applicants for promotion must have been Assistant Lecturers at USJM. The following requirements shall apply:

- iv. Hold a PhD from a recognized institution or on a PhD track (defended his or her Thesis)
- v. At least three (3) years of experience as Assistant Lecturer.
- vi. Satisfactory Performance Appraisal in the last two years.
- vii. Demonstrate compliance with USJM and other relevant Code of Conducts.

5.3.3 Senior Lecturer

To be promoted to the position of Senior Lecturer, the following requirements shall apply:

- i. Hold a PhD from a recognized institution.
- ii. Should have had at least three (3) years of teaching experience as Lecturer.
- iii. Should have had three (3) publications in the area of specialization in recognized Journals
- iv. Should have supervised three (3) Masters Students to completion
- v. Satisfactory Performance Appraisal in the last two years.

- vi. Demonstrate compliance with USJM and other relevant Code of Conduct.
- vii. Evidence of Service to the University beyond the schedule of duties.
- viii. Evidence of Service to the Community.

5.3.4 Associate Professor

To be promoted to the position of Associate Professor, the following requirements shall apply:

- i. Hold a PhD from a recognized institution.
- ii. Should have had at least four (4) years of teaching experience at USJM.
- iii. Should have had three (3) publications in the area of specialization in recognized Journals.
- iv. If appointed at USJM at the rank of Senior lecturer, the applicant should have had at least three (3) of the publications while serving at USJM.
- v. The applicant shall be the first author for at least Two (2) of the publications.
- vi. A published book by a reputable publisher in the area of specialty shall be equivalent to Two (2) published articles.
- vii. Should have supervised at least three (3) Masters Students to completion since promotion to Senior Lecturer.
- viii. Satisfactory Performance Appraisal in the last three years.
- ix. Demonstrate compliance with USJM and other relevant Codes of Conduct.
- x. Evidence of Service to the University beyond the schedule of duties.
- xi. Evidence of Service to the Community.

5.3.5 Professor

To be promoted to the position of Professor, the following requirements shall apply:

- i. Hold a PhD from a recognized institution.
- ii. Should have had at least three (3) years of teaching experience .
- iii. Should have had at least three (3) publications in the area of specialization in a referred Journals .
- iv. If appointed at USJM at the rank of Associate Professor, three (3) of the publications or exhibitions should have been while at USJM.
- v. The applicant shall be the first author for at least 3 publications.
- vi. Should have supervised at least three (3) Masters Students to completion since promotion to Associate Professor.
- vii. Should have supervised at least one (1) PhD student to completion or an additional two (2) Masters Students to completion while at USJM.
- viii. A published book by a reputable publisher in the area of specialty shall be equivalent to three (3) published articles.
- ix. Satisfactory Performance Appraisal in the last two years.
- x. Demonstrate compliance with USJM and other relevant Codes of Conduct.
- xi. Evidence of writing fundable research projects & proposals.
- xii. Evidence of Service to the University beyond the schedule of duties.
- xiii. Evidence of Service to the Community.

a. Clinical Professions

All applicants for promotion in Clinical professions must have obtained at least a Master's degree from a recognized institution of higher learning. All other requirements for the positions above apply.

b. Evaluation of publications

All publications presented for promotion to the rank of Associate Professor & Professor shall be evaluated. Before the publications are submitted to the external Vetter, they must be cleared of plagiarism by Quality Assurance office.

c. Date of Promotion

The date of promotion of a member of staff shall be the date of assumption of duty in the higher post unless specifically stated by the appointing authority and is clearly indicated in the promotion letter.

Table 5.1: Parameters for USJM Academic Staff Promotion

Post	Academic Qualification (s)	Teaching Experience (Years)	Number of Publications	Number of graduate students supervised	Additional responsibility USJM	Teaching Experience at a University	Belonging to professional bodies	Code of Conduct	Community service
Assistant lecturer	Master degree	3	Nil	Nil	Nil	3	Required	Required	Required
Lecturer	Master degree and on a PhD track	3	Nil	Nil	Required	3	Required	Required	Required
Senior Lecturer	PhD	3	3	3 to completion	Required	3	Required	Required	Required
Associate Professor	PhD	3	3	3 to completion	Substantially Required	4	Required	Required	Required
Professor	PhD	3	3	3 to completion and one must be a PhD	Substantially Required	5	Required	Required	Required

NOTE: Supervision of 2 Postgraduate students to completion =01 PhD student supervision to completion

Table 5.2: Library Department

Promotion of Library Staff has both Academic Staff and Non-Teaching Staff. Promotions for Academic Library staff shall be handled using the procedure for promoting Academic Staff, whereas promotions for the Non-Teaching Staff shall be handled using the procedure for Non -Teaching Staff

Post	Minimum Academic Qualifications	Years of Professional Library Work	Publications	Community Service	Service to the University	Performance appraisal	Code of Conduct
Librarian 1	Master's Degree in LIS	3 years	Not required	Required	Required	Satisfactory	Satisfactory
Senior Librarian	PhD (LIS)	6 years	Three referred publications in the area of specialization	Required	Required	Satisfactory	Satisfactory
Associate Library Professor	PhD (LIS)	9 years	Three publications since last promotion	Required	Required	Satisfactory	Satisfactory
Library Professor	PhD (LIS)	10 years	Five new referred publications since last promotion	Required	Required	Satisfactory	Satisfactory
University Librarian	PhD (LIS)	12 years 3 of which should have been at Senior managerial experience.	Five new referred publications since last promotion.	Required	Required	Satisfactory	Satisfactory

5.4.1 Teaching Assistants

- i. Teaching Assistants will remain in this position at the University for a period of time not exceeding three years to allow them to study for and obtain a Master degree
- ii. A Teaching Assistant who has been on the staff training Programme for three years and fails to obtain a Master's degree without extenuating circumstances shall be referred to Council for appropriate action

5.4.2 Assistant Lecturers

- i. Assistant Lecturers will remain in this position at the University for a period of time not exceeding four years to allow them to study for and obtain a Doctoral degree.
- ii. An Assistant lecturer who has been on the staff training Programme for more than four years and fails to obtain a doctoral degree shall be referred to Council for appropriate action.

5.4.3 Lecturers

- i. Lecturers shall stay in this position at the University for a period not exceeding four years to allow them to do research and accumulate the number of publications required for promotion to the rank of Senior Lecturer.
- ii. A lecturer who spends six years or more without meriting promotion to the rank of Senior Lecturer shall be considered for discontinuation from University employment
- iii. A lecturer who reaches retirement age before promotion to the rank of Senior Lecturer shall be retired.

5.4.4 Senior Lecturers

- i. Senior Lecturers shall stay in this position at the University for a period not exceeding four years to allow them to do research and accumulate the number of publications required for promotion to the rank of Associate Professor.
- ii. A Senior lecturer who reaches retirement age before promotion to the rank of Associate Professor shall be retired.

5.4.5 Associate Professors

Associate Professors shall stay in this position at the University for a period not exceeding six years to allow them to do research and accumulate the number of publications required for promotion to the rank of Professor.

5.5 Incentives for further study

The University shall put in place incentives for its members of staff to study as provided for below:

5.5.1 Rewarding achievement of a higher academic qualification

In an effort to boost academic members of staff capacity which ultimately contributes to their academic growth and professional development, the University shall encourage its members of staff to take up further studies by rewarding achievement of additional qualifications in any of the following ways where applicable:

- i. Promotion of a member of staff from a lower academic rank to a higher one;
- ii. Salary increment;
- iii. Continued employment by the University; and
- iv. Any other legal form of rewarding approved by Council.

5.6 Promotion for Non-Teaching Staff

- i. Each Department shall have a Committee responsible for reviewing administrative and support staff applications for promotions and make appropriate recommendations to Appointments Board through the University Internal Staff Appointments and Promotions Committee.
- ii. The Committee shall comprise five most Senior Members in the Department.
- iii. The Quorum shall be 2 /3 of members in the Department and shall be chaired by the Head of Department.
- iv. Where a Head of Department is a candidate or where two or more members of the Department are being considered or where the Department has fewer members, the committee shall co-opt members from a higher status committee.
- v. All Applications for promotion shall be forwarded with appropriate recommendations in form of minutes by the Head of Department to the Secretary to Council for onward submission to the Appointments Board.
- vi. Re-designation shall not amount to promotion.
- vii. Available vacancies may be advertised internally or externally.
- viii. To qualify for promotion one must have served for at least 3 years at the grade from which he/she is promoted.
- ix. Promotion Criteria:

Parameter	Score
Job Specification	
Academic/Professional Qualifications	
Conduct with core values of the USJM	
Time of service (3 Years at USJM)	

5.7 Eligibility Criteria for Promotions

The eligibility criteria of promotions for both academic and non-teaching staff may be reviewed from time to time by the University Council.

5.8 Amendment of The Manual

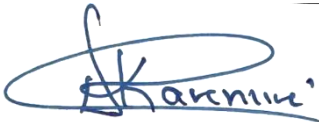
The Manual is subject to amendment from time to time by relevant authority. The Manual was approved by University of Saint Joseph Mbarara Governing Council on this.....day of

Signed by:



Rev Fr Gervase Nsekanimanya Diido

CHAIRMAN



Rev Fr Dr Deus M Karemiri (PhD)

VICE CHANCELLOR