

Uganda Martyrs University

THE PREMIER CATHOLIC UNIVERSITY IN UGANDA



HUMAN RESOURCE MANUAL

OCTOBER 2022

EAST AFRICAN COMMUNITY ANTHEM

Chorus

**Jumuiya Yetu sote tuilinde
Tuwajibike tuimarike
Umoja wetu ninguzo yetu
Idumu Jumuiya yetu.**

Verse 1

Ee Mungutwaomba ulinde
Jumuiya Afrika Mashariki
Tuwezeshe kuishikwa amani
Tutimize namalengo yetu.

Verse 2

Uzalendo pia mshika mano
Viwe msingi wa Umoja wetu
Natulinde Uhuru na Amani
Mila zetu na desturi zetu.

Verse 3

Viwanda nina hata mashambani
Tufanye kazi sote kwamakini
Tujitoe kwa halina mali
Tuijenge Jumuiya bora.

UGANDA NATIONAL ANTHEM

1. Oh, Uganda, may God uphold thee,
We lay our future in thy hands.
United, free for liberty
Together we'll always stand.

2. Oh, Uganda, the land of freedom,
Our love and labour we give;
And with neighbours all at our country's call,
In peace and friendship we'll live.

3. Oh, Uganda, the land that feed us,
By sun and fertile soil grown,
For our own dear land,
We'll always stand; The Pearl of Africa's crown.

UGANDA MARTYRS UNIVERSITY ANTHEM

1. Inspired by those by whose name we are called:
The Martyrs of Uganda,
Source of our strength, our courage, and our hope;
Guide us in virtue to lead the world.
Virtute et sapientia!

2. May we remain faithful to the name:
Uganda Martyrs University,
A place of love, where it is good to be;
Guide us in wisdom to lead the world.
Virtute et sapientia!

INTRODUCTION

This Human Resource Manual shall be cited as the UGANDA MARTYRS UNIVERSITY HUMAN RESOURCE MANUAL.

The Human Resource Manual shall constitute the University's Terms and Conditions of Service for employees. It shall complement and be read together with the Charter and the Statutes, as well as other policies made there under and all relevant laws of Uganda that may be in force at any given time.

In case of a conflict between the Charter and this Manual, the Charter shall prevail.

The Human Resource Manual shall apply to all employees appointed to the service of the University, and shall be administered by the Vice-Chancellor, the Deputy Vice-Chancellors, the Registrar, the Director Human Resources, the Chief Finance Officer, Dean of Students, Deans, Directors and Heads of Schools, Faculties, Institutes and Campuses or their authorized representatives.

This Human Resource Manual, terms and conditions of service, shall be subject to amendment from time to time by the Council, as circumstances may warrant.

If any matter arises which is not covered by this Human Resource Manual, it shall be brought to the attention of the Members of Management for decision. Where further action is required, the decision of Council shall be final.

This edition of the Human Resource Manual was sanctioned by the **92nd University Council, sitting on 26th February 2022.**

The Human Resources Directorate shall make available the Human Resource Manual.

Interpretation:

The interpretation and enforcement of this Manual shall vest in the University Council, whose interpretation shall be final in as far as it does not conflict with the Constitution of the Republic of Uganda 1995 (as amended), the Universities and other Tertiary Institutions Act 2001 (as amended), the Employment Act in force, the University Charter and any other relevant or related laws.

MANDATE, VISION AND MISSION STATEMENT OF UGANDA MARTYRS UNIVERSITY

Mandate of the University

The mandate of Uganda Martyrs University is stated in Section 103 of the Universities and Other Tertiary Institutions Act, 2001 (as amended). This section defines the mandate of a private University to be:

- (a) one that is accredited, and whose certificates, diplomas, degrees, and other academic awards by the university are recognized as of comparable and equivalent merit with those of other accredited and public universities in Uganda.
- (b) A body corporate with perpetual succession and a common seal and may sue or be sued in its corporate name and may for and in connection with its objects and functions:
 - i) Purchase, hold, mortgage and dispose of any property whether movable or immovable.
 - ii) Enter into any contract or transaction as may be expedient; and
 - iii) Do or suffer any other act or thing as bodies corporate may lawfully do or suffer.
- (c) Registered by the National Council for Higher Education.

Vision

To be a University that is nationally and internationally recognized for excellence in teaching, learning, research, advancement of knowledge and community engagement.

Mission

To provide quality higher education, training and research for the betterment of society guided by ethical values.

Core Values

Uganda Martyrs University will be guided by the following core values:

- a) Equality and openness
- b) Provision of high-quality education
- c) Academic freedom
- d) High ethical standards
- e) Solidarity with the community
- f) Zero tolerance to corruption
- g) Gender equality

Guiding Principles

- a) Transparency
- b) Accountability
- c) Reliability
- d) Respect
- e) Action based on institutional ethos
- f) Quality

Goals of the University

To provide high quality education based on Christian values and principles. That is to:-

1. Promote research and publication.
2. Create an education environment that will deliver specific programs to meet national and international expectations.
3. Enhance development of individual character without compromising human values.
4. Provide quality services that supports the fulfilment of the goals and objectives of the University.

Objectives of the University are to:

1. Provide high quality education which will prepare students for their future fields of occupation and service.
2. Cultivate and promote its chosen disciplines and specializations within the context of the knowledge of Christian principles by continually revising its academic and outreach programmes.
3. Encourage the development of individuals of democratic character, virtue, intellect, creativity, self-criticism, wisdom, skill, integrity, acumen, leadership, entrepreneurship and self-reliance.
4. Encourage our graduates to foster the social, economic, spiritual and moral development both of the individual and of society.
5. Facilitate the pursuit and dissemination of knowledge and research for the betterment of life in Uganda in particular, and for all human kind in general, in a way which will contribute to the promotion of our cultural heritage and environment.
6. Promote service outreach to the community, especially the vulnerable, poor and marginalised.

7. Create an academic community characterized by the non-negotiable values of services, solidarity, justice and respect for others.



DEFINITIONS

In the Human Resource Manual, unless the context otherwise requires:

Abscondment: “Absence from duty without permission” for a continuous period of 5 working days.

Allowances: Shall mean monetary benefits an employee is entitled to receive, especially within a set of regulations or for a specified purpose.

Appointing Authority: Shall mean the Uganda Episcopal Conference, the Council or the Vice- Chancellor or the delegate acting pursuant to the powers vested in the person.

Appointment: Shall mean the formal engagement of an employee in the service of Uganda Martyrs University, in accordance with the Human Resource Manual, the Charter and the Statutes.

Academic Departments:

Shall mean units which run their own Programmes and are established with a view of becoming a School, Faculty, Institute Campus, Branch or Continual College of the University.

Basic Salary: Shall mean salary exclusive of allowances of any kind.

Campuses: Shall mean accredited places where programmes of the University are taught/run by an administrator other than the Main University Campus.

Calendar Month: Shall mean any of the twelve months of the year; from January to December and “Year”

means a period of twelve complete months, calculated from any month of the year.

Casual worker: Shall mean a person employed to perform unclassified tasks on a day to day ad-hoc basis.

Chairman: Shall mean the Chairman of the University Council.

Child or Children: Shall mean an employee's natural, or legally adopted children) aged 18, or below registered with the University.

Conference: Shall mean the Registered Trustees of the Uganda Episcopal Conference also known as The Uganda Episcopal Conference.

Conflict of Interest: Shall mean a situation where an employee of Uganda Martyrs University, in a leadership position, has got to make a decision between his or her personal interest and the University interest because the personal interests are likely to affect or to be affected by the decision to be taken by a meeting or a body where he/she is a participant.

Constituent Colleges: Shall mean colleges or institutions or private tertiary institutions established or declared as constituent colleges with the approval of the National Council for Higher Education.

Contract of Service: Shall mean employment in the service of the University for a specific, prescribed period under such terms and conditions as shall be agreed upon and prescribed in a service agreement entered into between an employee and the University.

Dean/Director/Head: Shall mean a person appointed and designated by Council as Dean, Director or Head of Faculty, Institute, Campus, Branch, School, or Autonomous Department.

Disciplinary panel: Shall mean a panel of the University to adjudicate disciplinary cases or matters at the University from employment of the University in respect of all those in employment with the University, whatever the nature of employment

Dismissal: Shall mean the discharge of an employee from employment of the University.

Established Employees: Shall mean an employee who has satisfactorily completed the **Employment** prescribed probationary period and has been confirmed in service and notified in writing to that effect.

Employee: Shall mean a person employed by the University on the employment register of the University under a contract of service, on contractual, temporary, probationary, or casual terms.

Established Position: Shall mean the approved, established employee status of Uganda Martyrs University as stipulated in the job categories in this Human Resource Manual.

Faculty: Shall mean Schools, Faculties, Institutes, Campuses and Autonomous Departments as so established and or designated by the University Council.

- Gratuity:** Shall mean the money an employee on contract shall receive upon completion of the respective period of service expressed in terms of the number of years served multiplied by the current basic pay.
- Grievance:** Shall mean a complaint concerning an issue arising from an employee's work, workplace and or work environment within the University.
- Gross misconduct:** Shall mean a breach of the terms and conditions of service and/or the service regulations, professional, ethical or other law in force at the University.
- Gross neglect of duty:** Shall mean neglect of duty to a level construed by the Appointments Board as severe.
- Gross Salary:** Shall mean the basic salary plus allowances of any kind as the case may be
- Head:** Shall mean a person appointed and designated by the University Council as being accountable for a unit administratively.
- Home:** Shall mean a place of origin within Uganda as disclosed by the employee at the time of employment. For Non-residents, "home" shall be defined to mean the geographical area of boundaries constituting Kampala City, Capital of Uganda.
- Human Resource Manual:** Shall mean this Manual. Words and phrases defined in the Charter shall have the same meaning when used in this Manual.
- Husband/Wife:** Shall mean one husband/wife only, notwithstanding that the employee may be

permitted by law or custom to have more than one spouse. (The name of the Husband/Wife where applicable shall be submitted before commencement of the employment contract).The employee shall provide to the University particulars of one spouse and that is the spouse the University shall acknowledge and deal with in all circumstances involving the employee.

Honorarium: Honorarium shall be payable to an individual who has rendered services of special nature to the University.

Honorarium Merit Award: An Honorarium Merit Award shall be given to an employee of the University who consistently demonstrates exemplary performance, conduct, and contribution to the University's operations, and/or commendation by Management.

Immediate family: Shall mean a spouse and children of an employee, registered with the University.

Increment: Shall mean the annual increase in salary granted to an employee on merit until a maximum of a salary scale is reached.

Internship: Shall mean the attachment of a student to a University unit, for purposes of the student gaining hands on experience and knowledge.

Leave: Shall mean a period officially granted to a member of staff to be off duty for a specific number of working days as provided for in this manual.

Management: Shall mean a composition of Officers appointed by Episcopal Conference of the University for the purpose of leading, executing, directing and implementing the strategic and administrative operations of Uganda Martyrs University under the leadership and direction of the Vice Chancellor and shall include the Deputy Vice Chancellors, the Registrar, the Chief Finance Officer, Dean of Students and the Director of Human Resources among others.

Misconduct: Shall mean a breach of the terms and conditions of service and/or the service regulations, professional, ethical or other laws in force at the time.

Overtime: Shall mean any additional time by hours worked beyond and above the normal time the employee has been at work as per terms of the employment contract.

Principal: A Principal is the chief executive officer of a university college.

Probation: Shall mean a prescribed period for which an employee has to serve prior to being appointed to an established position and “Probationary Contract” means a contract of employment, which is not more than six months’ duration, is in writing and expressly states that it is for a probationary period.

Resignation: Shall mean termination of service with the University, at will by an employee, after giving

due notice as required by the Human Resource Manual.

Retirement: Shall mean leaving the permanent service of the University on an employee attaining the age of 70 years or on medical or other grounds as stipulated by Governing Council.

Senate: Shall mean a deliberative assembly, made up of the heads of faculties/departments and chaired by the Vice Chancellor or one duly authorised by the Vice Chancellor in case the Vice Chancellor cannot be present.

Staff: Shall mean all employees who have entered into a contract of service and appointed for teaching, research, administration and support duties.

Suspension: Shall mean a situation where an employee is caused to stay off duty temporarily pending an inquiry by management into a matter.

Teaching: Shall mean lecturing, actual teaching, drawing course outlines, setting course works, setting examinations and marking, supervision, research, guidance and interaction with students.

Term: Shall mean, in relation to an employee on contract, the period of service with the University as stipulated in one's contract.

Termination of Service: Shall mean the discharge of an employee from employment at the initiative of the employer or the employee for justifiable stated reasons provided in this Manual other

than misconduct, such as expiry of contract, attainment of age limit, etc.

The University Council: Shall mean the Supreme governing body of the University as appointed by the Uganda Episcopal Conference

The University: Shall mean Uganda Martyrs University.

University College: Shall mean college institutions that provide tertiary education but do not have full or independent university status.

Vice-Chancellor: Shall mean the Chief Executive Officer of the University who shall lead the management team of the University and is responsible overall for the academic, administrative and financial affairs of the University.

Volunteer: Shall mean an individual who has offered to render services and is authorised by the University under terms and conditions set by Management.

ABBREVIATIONS / ACRONYMS

ARDC	African Research and Documentation Centre
CEO	Chief Executive Officer
CFO	Chief Finance Officer
CV	Curriculum Vitae
DHR	Director for Human Resources
DoB	Date of Birth
DVC	Deputy Vice-Chancellor
HRD	Human Resource Directorate
IA	Internal Audit / Internal Auditor
ICT	Information Communication Technology
IRO	International Relations Officer
NCHE	National Council for Higher Education
NoK	Next of Kin
NSSF	National Social Security Fund
PA	Personal Assistant
PRO	Public Relations Officer
QA	Quality Assurance
QAA	Quality Assurance Administrator (s)
QAD	Quality Assurance Director/ Quality Assurance Directorate
QAO	Quality Assurance Officer (s)
UMU	Uganda Martyrs University
UMUSU	Uganda Martyrs University Students' Union
VC	Vice-Chancellor

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CHAPTER I

PURPOSE, ACCESSIBILITY AND PROVISIONS OF THE HUMAN RESOURCE MANUAL

This chapter introduces the purpose, accessibility and the revision of the Human Resource Manual. It also gives processes and procedures and guidelines on implementation.

1.1 Purpose

The purpose of this Manual is to:

- i. Define the obligations and rights of the different stakeholders of the University
- ii. Consolidate all Human Resource policies, procedures and practices for ease of reference;
- iii. Serve as a reference for the management of the Human Resource framework of the University.

1.2 Accessibility

The Manual shall be accessible to all stakeholders of the University.

1.3 Interpretation

The interpretation and enforcement of this Manual shall vest in the University Council, provided it does not conflict with the Constitution of the Republic of Uganda, the University and other Tertiary Institutions Act 7 of 2001 as amended; the Education Act, Cap 267 Law of Uganda; the Employment Act,

the University Charter and Statutes and any other relevant or related laws.

1.4 Provisions

- a) This Manual shall be cited as the Uganda Martyrs University Human Resources Manual (Version 3, 2022) as approved by the University Council to replace the 2013 and all earlier versions.
- b) The Human Resources Manual shall constitute the University's Terms and Conditions of Service for all categories of its employees. It shall **complement and be read together** with the **Employment Contract** and other **University Policies and Regulations** made there under and all **relevant Laws of Uganda** that may be in force at any given time. In case of a conflict between the Statutory Laws of Uganda and this Manual, the Statutory Laws shall prevail. As between the University Charter, and this Manual, the provisions of the Charter shall prevail.
- c) If any matter arises which this Manual does not cover, it shall be brought to the attention of the University Council for consideration and inclusion in the subsequent versions of the Manual.
- d) Matters not covered by this Manual but covered by other University policies passed by the University Council shall be equally binding to the employee.

CHAPTER II

UNIVERSITY JOB CATEGORIES

The following are the job categories, in the University establishment:

2.1 Management Committee

The Management Committee (“the Management”) shall form the forum where strategic objectives and long-term visions are developed. The Committee shall constitute the:

- Vice-Chancellor
- Deputy Vice-Chancellor(s)
- Chief Finance Officer
- Academic Registrar
- Director Human Resources
- Dean of Students
- University Secretary

2.2 Academic Positions

- Professor Emeritus/Emerita
- Professor
- Associate Professor
- Senior Lecturer
- Lecturer
- Assistant Lecturer
- Teaching Assistant

2.3 Head of Units

- Deans of Schools/Faculties/Institutes
- Directors of Campuses
- Principal
- Director Quality Assurance
- Director Outreach
- Director Research
- Director of Education Sustainable Development
- Head ICT
- Estates Manager

2.4 Research Positions

- Research Professor
- Research Associate Professor
- Senior Research Fellow
- Research Fellow
- Assistant Research Fellow

2.5 Library Positions

- University Librarian
- Senior Librarian
- Librarian
- Assistant Librarian
- Library Assistant

2.6 Administrative Positions

Administrative units are those units which support the teaching and learning in the University setting. At UMU these include: VC's office, Finance, Human Resources, ICT, Dean of Students' Office, Registry, Audit, Quality Assurance, Estates and Security. Those in Administrative Offices shall also do active teaching if they so wish.

2.7 Support Staff

Render services to support both academic and administrative staff.

- Estates Staff
- Catering Services Staff
- Cleaners

2.8 Casual Staff

They work on ad-hoc basis and are remunerated accordingly.

2.9 Volunteers

They render services to the University without pay.

CHAPTER III

EMPLOYMENT PROCEDURES

3.1 Appointing Authority

Uganda Martyrs University is an equal opportunity employer and thus appointment to all positions in the University service shall be based on the principle of MERIT.

3.1.1 Subject to the provisions of the University Charter and Statutes regarding the appointment of employees, powers of appointment to the service of the University shall be vested in Management, University Council and the Bishops' Conference

3.1.2 In accordance with the University Charter and Statutes, the Conference shall appoint the Vice Chancellor and the Deputy Vice Chancellor(s). Other members of Management shall be appointed by Council.

3.1.2.1 In accordance with the University Charter and Statutes, appointments to the offices of Deans, Directors and /or Heads of Departments shall be recommended by Senate or by Management and ratified by Council.

3.1.2.2 The Management of Campuses shall be vested in the Vice Chancellor and those chosen by Management. Umu Management shall appoint senior academics to become Campus Directors. Academic matters of Campuses shall be dealt with by the University Senate.

The Director shall be subject to the overall authority of the Vice Chancellor but supervised by the Deputy Vice Chancellor on academic and staffing matters and the Chief Finance Officer on matters of finance.

Directors shall be members of Senate.

The Recruitment and management of Campus staff shall be done by Management. Other responsibilities shall be as spelt out in the Campuses, and Affiliate Institutions' Policy.

3.1.2.3 Council shall ratify the appointment and promotion of employees at the Rank of Lecturer and above; and all Senior Administrative Officers on recommendation by the Staff Committee of Council.

3.1.3 Management shall appoint and promote employees at the rank of Assistant Lecturer and below; and all Administrative Officers on recommendation by Deans, Directors and Heads of Department.

3.2 Process of Appointments

3.2.1 Appointment of the Vice Chancellor:

In accordance with the Charter and Statutes, the Conference shall constitute a Search Committee comprising of 2 members of the Conference, 2 members of Council and 2 members of

Senate under the Chairmanship of the Chairperson of Council. The Committee shall identify possible candidates and interview them. The Committee shall recommend at least 3 candidates to the Conference which may appoint one candidate.

3.2.2 Appointment of the Deputy Vice Chancellor (s) and other Management Members

In accordance with the Charter and Statutes, the positions of Management shall be interviewed by the Staff Committee of Council and a report submitted to the University Council. The Committee may co-opt members for technical guidance.

3.2.3 Appointment of Academic and Administrative Staff:

Appointment to the positions of Lecturer and above; and Senior Administrative officers shall be interviewed by an internal committee set up by Management. The Committee shall submit a report to the Staff Committee and consequently to the University Council.

In accordance with the Charter and Statutes, appointment to the positions of Assistant Lecturer and below; and Administrative officers shall be interviewed by an internal committee set up by Management. The Committee shall submit a report to Management.

3.3 Recruitment

3.3.1 The Director, Human Resources shall be responsible for coordinating recruitment of University employees, in accordance with regulations laid down in this Manual.

3.3.2 Positions shall be deemed to be vacant as a result of the following:

- a) End of Contract;
- b) Resignation;
- c) Abscondment;
- d) Death;
- e) Termination of Contract;
- f) Dismissal;
- g) Retirement;
- h) Restructuring/establishment;
- i) Rejection of appointment offered; and
- j) Any other causes, and/or reasons.

3.3.3 Should any post fall vacant, the procedures laid down in the Charter and Statutes, supplemented by those set out in this Manual shall be followed.

3.3.4 All persons seeking employment with the University shall do so through written application. This policy, however, does not apply in the case of temporary employees.

3.3.5 The need to fill any vacant post shall be determined by the Head of the particular department in consultation with the

Deputy Vice Chancellor, who shall communicate in writing to the Director, Human Resources. In turn, the Director Human Resources shall process the application in accordance with this Manual. Filling the vacancy shall include:

- a) Promotion of the existing staff
- b) Re-appointment
- c) Secondment
- d) Advertising of the position

3.4 Advertising

Filling of vacant positions shall be done through advertising in accordance with the Human Resource Manual. Advertising shall be either internal or external. The advert shall include the following:

- a. Title of position;
- b. Faculty/Department;
- c. Work Station;
- d. Salary scale;
- e. Job requirements i.e. qualifications, skills, knowledge, experience, and other personal attributes;
- f. Nature of job (e.g. part-time, contract);
- g. Main duties and responsibilities;
- h. Mode of application;
- i. Closing date for applications;
- j. Equity statement (i.e. Uganda Martyrs University as an equal opportunity Employer)
- k. Full contact details of Uganda Martyrs University.

In case the advert does not attract a qualified candidate to fill the vacancy, the Human Resources Directorate shall re-advertise the position.

3.5 Offers of Appointments

- a. Letters of offer of appointments shall be signed by the Director, Human Resources or his/her nominee except those of the VC and DVC who are appointed by the Uganda Episcopal Conference.
- b. Save in exceptional circumstances, acceptance of offers of appointments made to successful candidates should reach the Director, Human Resources within a period of two weeks from the date of the offer.
- c. Failure to send notification of acceptance of appointment or otherwise within the period prescribed shall be deemed to be a rejection of the offer made and the offer shall lapse.
- d. Successful candidates to a first appointment shall attach three copies of passport size photographs of their current likeness to their letters of acceptance of the offer of a post.
- e. All staff shall be appointed in the services of Uganda Martyrs University and be assigned a home faculty/department for purposes of assessment.

3.6 Dates of Assumption of Duties

- a. The date of reporting for duty shall be indicated in the letter of offer.

- b. On reporting for duty, all new employees shall be required to fill Personal Data Forms. This information shall be updated with any changes during one's employment.
- c. The new staff shall be inducted by the Human Resources Directorate and the respective Faculties/Departments.
- d. On first appointment, the new employee shall be given extracts of the Human Resource Manual, which contains matters pertaining to his/her area of appointment.

3.7 Placement

- a. New employees shall report to the respective Faculty/Department after orientation and induction.
- b. New employees shall be assigned duties by their respective heads.

3.8 Tenure of Appointments

- a. All appointments, unless otherwise stated, shall be on contract for **three years** including probation. Shorter contracts shall be arranged. Contract appointments may be renewed or extended by mutual consent.
- b. Contracts shall be assumed to have ended unless renewed.

3.9 Probation

New employees shall be subjected to a probationary period of six months and may be extended for another six-month period due to failure to perform duties assigned.

3.10 Procedures of Confirmation

- a. An employee on probation shall be appraised twice, that is, after three months and at the end of the probation.
- b. Upon completion of the probationary period, the supervisor shall submit a comprehensive appraisal report to the Director Human Resources who shall submit it to the University Management for consideration.
- c. The report from Management shall be submitted to the Staff Committee and to the University Council for approval.

3.11 Renewal of Contracts

- a. An employee who wishes to renew his/her contract, shall apply to the Director, Human Resources, through his/her supervisor.
- b. An employee shall fill the appraisal form in consultation with the supervisor after which the employee shall submit the completed form to the Director Human Resources.
- c. The Director, Human Resources shall submit a report to Management for consideration.
- d. Management shall submit the report to the Staff Committee for onward consideration by Governing Council.
- e. After Council's confirmation, the Director Human Resources shall provide a letter of renewal of contract to the employee.

- f. In cases of non-renewal, the affected employee shall be availed with an opportunity to appeal to the Governing Council. In cases of court conviction, the opportunity to appeal shall not apply. After consideration of the appeal, the final decision shall be communicated to the concerned employee within 14 days after Council's sitting.

3.12 Types of Appointments

3.12.1 Temporary Appointment

- a. Temporary appointments above the level of a lecturer shall be made by the Vice-Chancellor on the recommendation of the Director, Human Resources.
- b. Temporary appointments of support and administrative staff below the level of a lecturer shall be appointed by the Director, Human Resources.
- c. The qualifications of temporary staff shall be comparable to the rank they are appointed against.
- d. An employee appointed on temporary terms shall enjoy such terms and conditions of service as may be specified in his/her letter of appointment.
- e. All temporary appointments shall not exceed a period of 12 months.
- f. At the expiry of the temporary appointment, the Director Human Resources shall advertise the position.

3.12.2 Visiting Professors and Lecturers

- a. All appointments of visiting Professors and Lecturers shall be in accordance with the existing UMU policies.
- b. Appointment of Visiting Professors and Lecturers shall be initiated by the Dean of the respective Faculty where he/she is to be placed.
- c. Appointment of Visiting Professors and Lecturers shall be made by the Vice Chancellor on the recommendation of the Director Human Resources.
- d. A Visiting Professor or Lecturer shall be appointed by Uganda Martyrs University for two years' renewable based on his/her status from the recognized parent institution.
- e. Uganda Martyrs University shall not take responsibility for the promotion of Visiting Academic Staff.
- f. A Visiting Academic Staff shall be entitled to an honorarium as agreed upon by the recipient and the University.

3.12.3 Contractual Appointments

- a. Contractual appointments shall be made between the University and the employee.
- b. Contractual appointments for members of Management shall be for a period of 5 years.
- c. Contractual appointments for academic, administrative and support staff shall be for a period of 3 years.

3.12.4 Acting Appointments

3.12.4.1 Acting in a vacant position

- a. When the position falls vacant, Management shall identify and appoint a qualified and competent staff to act for a period not exceeding one year.
- b. The employee in an acting capacity shall be entitled to all the benefits and privileges attached to the position.
- c. Upon the position falling vacant, Management shall advertise for the position.
- d. The position shall be filled with a substantive candidate following the laid down procedures for recruitment.
- e. An employee shall not hold two acting positions at the same time.

3.12.4.2 Acting on behalf of an incumbent

- a. The incumbent shall notify the Directorate of Human Resources in regard to his/her absence at the work station for 30 days.
- b. The Director Human Resources shall identify and appoint a qualified and competent staff to replace the employee on leave.
- c. The appointed employee shall act on behalf of an incumbent for the designated period of leave.
- d. The employee in an acting capacity shall be entitled to a responsibility allowance in accordance with the University policies on allowances.

- e. An employee shall not hold two acting positions at the same time.

3.12.4.3 Appointment of an Acting Vice-Chancellor

- a. When the position of a Vice-Chancellor falls vacant before a substantive one is appointed, Council shall constitute a search committee.
- b. The Search Committee shall request Management to identify three senior staff from whom Council can select and recommend to the Conference for the appointment.
- c. The Chancellor shall appoint the selected candidate

3.12.5 Recruitment of Non-Citizens

- a. A non-Citizen shall be appointed on condition of possessing a valid work permit
- b. One shall be required to present copies of his/her passport and work permit before taking up his/her duties with the University.
- c. A non-Citizen shall be employed on local contractual terms or, in exceptional circumstances, in terms negotiated by both parties prior to appointment.

3.12.6 Honorary Appointments

A Scholar with Professional specialization shall be entitled to an honorarium. The scholar shall demonstrate a significant contribution to teaching, curriculum development, programme design and research collaborations.

a) **Procedure for appointment:**

- (i) Nominations for honorary positions shall originate from the user Faculty;
- (ii) The application, accompanied by a Dean's recommendation letter, shall be submitted to the Director Human Resources;
- (iii) Applications shall be handled following the University guidelines for appointment of academic staff;
- (iv) Recommendations for appointment shall be submitted to the Director Human Resources if the appointment is for one or less than one academic year and to the Appointments Board if the appointment is for a period longer than one academic year;
- (v) After approval, by the appointing authority, a letter of appointment shall be issued by the Director, Human Resources; and
- (vi) If an appointment is not approved, this shall be communicated to the applicant and the sponsor by the Director, Human Resources.

b) **Renewal of Honorary Appointments:**

- (i) Honorary appointments shall have a limited tenure of three (3) years maximum;
- (ii) Renewal shall be subject to satisfactory performance in the post and will require evidence

- of continuing positive contribution to the strategic objectives of the host faculty/school/institute;
- (iii) Holders of honorary appointments shall be required to provide annual reports of their activities;
 - (iv) Applications for renewal shall be submitted at least three (3) months before expiry of the running appointment.

3.12.7 Medical Examination

All appointments shall be conditional upon receipt of a satisfactory medical report issued by a Hospital or recognised medical practitioner.

3.12.8 Employment Contract

All members of staff shall be required to sign an employment contract on assumption of duty. In case of conflict with Human Resource Manual and the employment contract, the Employment contract shall prevail.

CHAPTER IV

APPOINTMENTS AND PROMOTIONS CRITERIA FOR UNIVERSITY EMPLOYEES

4.1. Introduction

4.1.1 Appointments

Appointments at Uganda Martyrs University shall be on merit based on qualifications, abilities and qualities required of every position. The appointments of particular positions shall be benchmarked with the requirements of National Council for Higher Education (NHCE).

4.1.2 Promotions

In promotions for Academic Staff, evidence of Professional and Academic qualifications, teaching competencies, Research Awards and Publications, Service to the University and Outside Community shall be given due consideration. (Refer to Annex VII for scoring the different academic activities).

4.2 Appointment Criteria of the Academic Positions

4.2.1 Assistant Lecturer

a) Appointment

Shall be in possession of a Master's Degree in the relevant field obtained from a recognised University. Teaching experience shall be an added advantage.

b) Promotion

For promotion refer to the terms of appointment of the Lecturer in addition to 1 Community engagement within and 1 outside the University and participation in research projects of the faculty.

4.2.2 Lecturer

a) Appointment

Either PhD in the relevant discipline or Master's Degree in the relevant field obtained from a recognised University, minimum 3 years teaching experience and 2 Publications.

b) Promotion

For promotion, refer to the terms of appointment of Senior Lecturer in addition to 2 Community engagements within and 1 outside the University and participation in research projects of the faculty. 2 new additional publications since the last appointment.

1 peer review report on the publications. Demonstrated academic leadership at Faculty / Department Level.

4.2.3 Senior Lecturer

a) Appointment

PhD in the relevant discipline. Minimum 4 years teaching experience and 4 Publications.

b) Promotion

For promotion refer to the terms of appointment of Associate Professor in addition to 2 Community engagements within and 1 outside the University and participation in research projects of the faculty. 2 new additional publications since the last appointment. 1 peer review report on the publications and demonstrated academic leadership at Faculty/Department Level.

4.2.4 Associate Professor

a) Appointment

Either PhD in relevant field with minimum of 3 years teaching experience as Senior Lecturer or Master's Degree in a recognised professional discipline obtained from a recognised University. Minimum 5 years teaching experience as Senior Lecturer 5 Research Publications.

b) Promotion

PhD or its equivalent with exception of professional disciplines like Human medicine, Architecture and Accountancy. Three years' experience as Associate Professor.¹¹ Publications and at least five of them should have been published in the last three years; at least 4 articles in preferred journals since appointed Associate Professors. Publications of the candidate are subject to peer external assessment. 2 Community engagements within and 1 outside the University and proven record of academic leadership in teaching and research.

4.2.5 Professor

a) Appointment

Refer to promotion of the Associate Professor.

4.3 Appointment Criteria for Researchers

4.3.1 Research Professor

a) Appointment

PhD Degree, 5 years of service as Research Associate Professor, 11 research publications and evidenced contribution to the community.

4.3.2 Research Associate Professor

a) Appointment

Either PhD in relevant field with minimum of 3 years teaching experience as Senior Lecturer or Master's Degree in a recognised professional discipline obtained from a recognised University. Minimum 5 years teaching experience as Senior Lecturer and minimum 5 Publications.

b) Promotion

For promotion refer to the terms of appointment for Research Professor in addition to 2 Community engagements within and 1 outside the University.

4.3.3 Senior Research Fellow

a) Appointment

PhD Degree **or** Master's Degree obtained from a recognised University and registration for a PhD Degree, Three years of service as Assistant Research Fellow and minimum of 3 publications.

b) Promotion

For promotion refer to the terms of appointment for Associate Research Fellow in addition to 2 Community engagements within and 1 outside the University.

4.3.4 Research Fellow

a) Appointment

Master's Degree with an upper second grade, 3 years record in conducting research and progress in postgraduate study, Minimum of 3 research publications and 1 Community engagement within and 1 outside the University.

b) Promotion

For a Research Fellow to be promoted, refer to the terms of appointment for Senior Research Fellow in addition to 1 Community engagement within and 1 outside the University.

4.3.5 Assistant Research Fellow

a) Appointment

Bachelor's Degree with an upper second grade, 3 years record in conducting research and progress in postgraduate study, or shall be in possession of a Master's Degree obtained from a recognised University.

b) Promotion

For promotion refer to the terms of appointment for Research Fellow in addition to 1 Community engagement within and 1 outside the University.

4.3.6 Senior Editor

a) Appointment

Should be in possession of a PhD Degree; or registration for a PhD Degree or relevant Master's Degree obtained from a recognised University. Five years of service as Assistant Research Fellow, 1 Community engagement within and 1 outside the University.

4.3.7 Editor

a) Appointment

Should be in possession of a PhD Degree; or registration for a PhD Degree, or Master's Degree obtained from a recognised University Three years of service as Assistant Research Fellow. 1 Community engagement within and 1 outside the University.

b) Promotion

For promotion refer to the terms of appointment for Senior Editor in addition 1 Community engagement within and 1 outside the University.

4.3.8 Assistant Editor

a) Appointment

Master's Degree obtained from a recognised University or registered for a PhD Degree. Three years of service as Assistant Research Fellow. Minimum of 2 research publications 1 Community engagement within and 1 outside the University.

b) Promotion

For promotion refer to the terms of appointment for Editor in addition to 1 Community engagement within and 1 outside the University

4.4 Appointment Criteria for Library Staff

The major function of the Library Facility shall be: to provide reading materials to staff and students; co-operate with other academic libraries; preserve and transmit knowledge; contribute to the extension of frontiers of knowledge through provision of relevant materials to aid research and to enrich the University academic programme with up-to-date information, and helping users to obtain information from other sources. This shall be carried out with the aid of personnel led by the University Librarian.

4.4.1 University Librarian

This position shall be held for a 5 Year Term renewable once.

a) Appointment

PhD or its equivalent, 3 years' service as Senior Librarian. Appointment shall be determined by Council. 5 years' experience of research and 3 recent publications.

4.4.2 Senior Librarian

a) Appointment

Relevant Master's Degree obtained from a recognised University. Three years' experience in service as Librarian, 3 years' experience of research and 3 recent publications.

b) Promotion

For promotion refer to the terms of appointment of the University Librarian in addition to 2 Community engagements within and 1 outside the University.

4.4.3 Librarian

a) Appointment

Master's Degree (or its equivalent). Three years' experience in service as Assistant Librarian, 3 years' experience of research and 2 recent publications.

b) Promotion

For promotion refer to the terms of appointment of the Senior Librarian in addition to 1 Community engagement within and 1 outside the University.

4.4.4 Assistant Librarian

a) Appointment

Bachelor's Degree, 3 years' experience of service in a library and 3 years' experience.

b) Promotion

For promotion refer to the terms of appointment for the Librarian in addition to 1 Community engagement within and 1 outside the University.

4.4.5 Library Assistant

a) Appointment

Diploma in Records Management and Librarianship or similar field.

b) Promotion

For promotion refer to the terms of appointment of Assistant Librarian.

4.5 Appointment Criteria for Finance Department Staff

The Finance Department shall have the responsibility of ensuring that the University achieves value for money, therefore employees in the department headed by the Chief Finance Officer at the operational level shall ensure that timely and adequate collection of revenues and payment of expenditures is done. The finance department shall ensure provision of funds for the business's operations through coordination, monitoring of income and expenditures and proper reporting lines for decision making of Management.

4.5.1 Chief Finance Officer

a) Appointment

This position shall be held for a 5 Year Term renewable once.

Master's Degree, Should be a member of Institute of Certified Public Accountants of Uganda, Should have five years' experience as an Accountant or Finance Officer in a reputable organisation. The appointment shall be approved by the Conference.

4.5.2 Finance Officer in charge of Receivables

a) Appointment

Bachelor's Degree in Finance and Accounting (or its equivalent), ACCA or CPA in progress but should have completed all subjects in level 2, Two years' experience within the accounting field and have grounded knowledge of an Accounting Software.

b) Promotion

For promotion refer to the terms of appointment of the Chief Finance Officer in addition to 1 Community engagement within and 1 outside the University.

4.5.3 Finance Officer in charge of Payables

a) Appointment

Bachelor's Degree in Finance and Accounting (or its equivalent), Holder of ACCA or CPA completed all subjects in level 2, Two years' experience within the accounting field and have grounded knowledge of an Accounting Software

b) Promotion

For promotion refer to the terms of appointment of the Chief Finance Officer in addition to 1 Community engagement within and 1 outside the University.

4.5.4 Procurement Officer

a) Appointment

Master's degree **or** Bachelor's Degree in Procurement and Logistics (or its equivalent), Have Professional qualification CIPS (Chartered Institute of Procurement and Supply) or progress with at least Level 1 and 3 years' experience as a Procurement Assistant in a reputable organisation.

4.5.5 Assistant Procurement Officer

a) Appointment

Bachelor's Degree in Procurement and logistics (or its Equivalent)

b) Promotion

For promotion refer to the terms of appointment for the Procurement Officer in addition to 1 Community engagement within and 1 outside the University.

4.5.6 Accounts Assistant

a) Appointment

Bachelor's Degree in Finance and Accounting, Business Administration or equivalent, in progress and completed all papers in ACCA or CPA level 1, One year experience within accounting field and grounded knowledge of an accounting software.

b) Promotion

For promotion refer to the terms of appointment for the Finance Officer in addition to 1 Community engagement within and 1 outside the University.

4.5.7 Accounts Officer

a) Appointment

Bachelor's Degree in Finance and Accounting, Business Administration or equivalent, completed all subjects in ACCA or CPA level 2, Two years' experience within accounting field, Conversant with accounting software and 1 Community engagement within and 1 outside the University.

b) Promotion

For promotion refer to the terms of appointment of the Finance Officer in addition to 1 Community engagement within and 1 outside the University.

4.5.8 Cashier

a) Appointment

Diploma in Finance and Accounting, Business Administration or equivalent. One year experience within accounting field. Conversant with accounting software.

b) Promotion

For a Cashier to be promoted refer to the terms of appointment for the Accounts Officer in addition to 1 Community engagement within and 1 outside the University.

4.6. Appointment Criteria for the Internal Audit Function

Persons appointed in the Audit Department shall have a complete and thorough knowledge of the principles, theory and practice of accountancy. The auditor shall be familiar with the different systems of accounting and their aspects.

4.6.1 Chief Internal Auditor

a) Appointment

Possession of a Master's Degree or its equivalent, Five years of service as an Internal Auditor, member of (Institute of Internal Auditors) shall have a Certified Internal Auditors certification, His/her appointment shall be determined by Council and possess ACCA or CPA qualifications.

4.6.2 Internal Auditor

a) Appointment

Master's Degree or its equivalent in a relevant field. Three years' service as an audit assistant.

b) Promotion

For promotion refer to the terms of appointment for the Chief Internal Auditor in addition to 1 Community engagement within and 1 outside the University.

4.6.3 Audit Assistant

a) Appointment

Bachelor's Degree or its equivalent in finance and accounting, Two years of service as an Audit Assistant or Finance Department or equivalent in a reputable organisation.

b) Promotion

For promotion refer to the terms of appointment for the Internal Auditor in addition to 1 Community engagement within and 1 outside the University.

4.7 Appointment Criteria for Administrative Staff

Administrative employees of the University shall carry out all work supporting the core business of the university. The employees shall be under the different departments and directorates as stipulated in the organogram of the University and within the Charter and Statutes.

4.7.1 Director of Campus

Should have a PhD Degree or on track to attain a PhD or Master's Degree with a Post Graduate Diploma in Education as an added advantage, 3 years of managerial or administrative experience, Proven ability to mobilise financial resources, strong interpersonal skills.

4.7.2 Director of Human Resource

a) Appointment

Should have a PhD Degree or on track to attain a PhD or Master's Degree in Human Resource Management. Professional Membership is an added advantage Five years' experience as Human Resources Officer in a reputable institution, Strong interpersonal skills. Evidenced record of service to the community.

4.7.3 Senior Human Resource Officer

a) Appointment

Master's Degree in Human Resource Management or Public Administration and Management or in other Social Sciences, Four years' experience as a Human Resource Officer **or** Administrative Officer in a reputable Organisation strong communication and interpersonal skills. Problem solving qualities.

b) Promotion

For promotion refer to the terms of appointment for the Director Human Resource in addition to 2 Community engagements within and 1 outside the University.

4.7.4 Human Resource Officer

a) Appointment

Bachelor's Degree in Human Resource or Social Sciences. Two years of experience in a related job. Strong interpersonal skills.

b) Promotion

For promotion refer to the terms of appointment for the Senior Human Resource Officer in addition to 2 community engagements within and 1 outside the University.

4.8 Personal Assistant to the Vice Chancellor

a) Appointment

Master's Degree in Social Sciences and Humanities, Grounded in Computer operations, Knowledgeable in Office Secretarial duties and University operations. Five years' experience in a related job. High sense of responsibility and customer care. Strong interpersonal skills. Mature, confident and with a high sense of confidentiality.

4.9 Personal Assistant to the Deputy Vice Chancellor(s)

a) Appointment

Master's Degree in Social Sciences and Humanities, Grounded in Computer operations, Knowledgeable in Office Secretarial duties and University operations. Five years' experience in a related job. High sense of responsibility and customer care. Strong interpersonal skills. Mature, confident and with a high sense of confidentiality.

4.10 Academic Linkages Officer

a) Appointment

PhD or Master's Degree in Social Sciences and Humanities, Knowledgeable in collaborations and partnerships, grounded in research. Five years' experience in a related job. High sense of responsibility and customer care. Strong interpersonal skills. Mature, confident and with a high sense of confidentiality.

4.11 Registrar

a) Appointment

PhD Degree in Social Sciences or Education, Five years' experience in management position in an academic institution, administrative and organisational skills. Record of service to the community with evidence.

4.11.1 Deputy Registrar

a) Appointment

Master's Degree in Social Sciences and Humanities or its equivalent. Four years' experience in management position from an academic institution, administrative and organisational skills.

b) Promotion

For promotion refer to the terms of appointment for the Registrar.

4.11.2 Senior Assistant Registrar (Examinations & Transcripts)

a) Appointment

Master's Degree in Social Sciences and Humanities, three years' experience working in academic institution. With management, administrative and organisational skills.

b) Promotion

For promotion refer to the terms of appointment for the Deputy Registrar.

4.11.3 Senior Assistant Registrar (Admission & Statistics)

a) Appointment

Master's Degree in Social Sciences and Humanities, three years' experience working in an academic institution. With management, administrative and organisational skills.

b) Promotion

For promotion refer to the terms of appointment for the Deputy Registrar.

4.11.4 Assistant Registrar

a) Appointment

Master's Degree in Social Sciences and Humanities, two years' experience in working with an academic institution. With management, administrative and organisational skills.

b) Promotion

For promotion refer to the terms of appointment for the Senior Assistant Registrar.

4.11.5 Records Officer

a) Appointment

Bachelor's Degree in Records and Information Management or related field. Three years' experience in records management. With management, administrative and organisational skills.

4.12 Head Marketing and Public Relations (CM/PR)

a) Appointment

Master's Degree in Journalism and mass communication or Business Administration and Management. Five years' experience in Marketing and Public Relations work from a reputable institution. Strong interpersonal skills.

4.13 International Relations Officer

a) Appointment

Master's Degree in Social Sciences and Humanities or its equivalent in a relevant field. Three years' experience in a related job for a reputable institution.

4.14 Projects Officer

a) Appointment

Master's Degree in Project Planning or its equivalent in a relevant field. Versed with project proposal writing and management of projects. Three years' experience in managing projects in a reputable institution.

4.15 Senior Administrator

a) Appointment

Master's Degree in Social Sciences and Humanities or its equivalent. Five years' experience in Office and Administrative duties, with administrative and organisational skills.

4.15.1 Administrator

a) Appointment

Bachelors Degree in Social Sciences and Humanities or its equivalent in a relevant field. Three years' experience in Office and Administrative duties. With management, administrative and organisational skills.

b) Promotion

For promotion refer to the terms of appointment for the Senior Administrator in addition to 2 community engagements within and 1 outside the University.

4.16 Front Desk Officer

a) Appointment

Diploma in Social Sciences and Humanities or its equivalent in a relevant field. With customer care relations, communication and interpersonal skills.

4.17 Alumni Relations Officer

a) Appointment

Master's Degree in Social Sciences and Humanities or its equivalent in a relevant field. Three years' experience in a related position. Strong communication and interpersonal skills. Shall be a former student of Uganda Martyrs University.

4.18 Liaison Officer

a) Appointment

Master's Degree in Mass Communication and/or Journalism or its equivalent in a relevant field. Three years' experience in a related position. Strong communication and interpersonal skills.

4.19 Marketing Officer

a) Appointment

Master's Degree in Marketing, Mass Communication and or Journalism or its equivalent in a relevant field. Two years' experience in a related position. Strong communication and interpersonal skills.

4.20 Quality Assurance Directorate

The Quality Assurance Directorate through working closely with Academic and Administrative units ensures that there is quality and standards in areas of teaching, learning, assessment, research and administrative procedures within the University. The Directorate shall be headed by the Quality Assurance Director.

4.20.1 Quality Assurance Director

a) Appointment

Have a PhD or Master's Degree in Social Sciences or Humanities. 5 years' experience in higher education teaching and learning, 3 years' experience as a Head of an Academic Department with experience in curriculum development and review. Have strong communication and interpersonal skills.

4.20.2 Quality Assurance officer (Curriculum Development & Review)

a) Appointment

Master's Degree in Social Science or Humanities or its equivalent. Three years' experience in teaching and learning in higher institution of learning, have experience in Curriculum development and review. Strong communication and interpersonal skills.

b) Promotion

For promotion refer to the terms of appointment for the Quality Assurance Director in addition to 2 community engagements within and 1 outside the University.

4.20.3 Quality Assurance Officer (Research and Evaluation)

a) Appointment

Master's Degree in Social Sciences or Humanities or its equivalent. Three years' experience in teaching and learning in higher institution of learning, grounded in research and 1 recent publication. Strong communication and interpersonal skills.

b) Promotion

For promotion refer to the terms of appointment for the Quality Assurance Director in addition to 2 community engagements within and 1 outside the University. A minimum of 2 research publications.

4.20.4 Quality Assurance Officer (Facilities and Service Units)

a) Appointment

Master's Degree in monitoring and evaluation or its equivalent three years' experience in higher institution of learning. Strong communication and interpersonal skills.

b) Promotion

For promotion refer to the terms of appointment for the Quality Assurance Director in addition to 2 community engagements within and 1 outside the University.

4.21 Appointment Criteria for ICT Staff

ICT is a key resource of the University which provides strategic support for the realization of corporate objectives, values and development goals. Hence, the Head ICT shall ensure the realization of the above, in view of supporting academic and administrative units of the University.

4.21.1 Head ICT

a) Appointment

PhD or Masters in Information Technology, Five years working experience in related field and 1 Community engagement.

4.21.2 Network and Systems Administrator

a) Appointment

Master's Degree in Information Systems or Information Technology Three years working experience as Assistant Network and Systems Administrator

b) Promotion

For promotion refer to the terms of appointment for the Head ICT in addition to 1 Community engagement within and 1 outside the University.

4.21.3 Assistant Network and Systems Administrator

a) Appointment

Master's Degree in Computer Science or Information Technology or Bachelor's Degree with two years of work experience.

b) Promotion

For promotion refer to the terms of appointment for the Assistant Network and Systems Administrator in addition to 1 Community engagement within and 1 outside the University.

4.21.4 Digital Marketing Officer/Web Master

a) Appointment

Bachelor's Degree in Computer Science or Information Technology Three years working experience as a webmaster in a reputable organisation.

4.21.5 Computer Systems Support Technician

a) Appointment

Bachelor's Degree in Information Technology or Computer Science Three years working experience as computer systems support technician in a busy organisation.

b) Promotion

For promotion refer to the terms of appointment for the Network and Systems Administrator in addition to 1 Community engagement within and 1 outside the University.

4.21.6 ICT Technician

a) Appointment

Bachelor's Degree in Information Technology or Computer Science Three years working experience as computer systems support technician in a busy organisation.

b) Promotion

For promotion refer to the terms of appointment for the Network and Systems Administrator in addition to 1 Community engagement within and 1 outside the University.

4.22 Appointment Criteria for Support Staff

Support staff shall be appointed as the need arises and the following minimum criteria shall apply.

4.22.1 University Warden

a) Appointment

Bachelor's Degree in Social Sciences and Humanities or its equivalent. Two years working experience as a warden in a higher institution of learning. Strong interpersonal skills.

4.22.2 Assistant Warden

a) Appointment

Diploma in Social Sciences and Humanities or its equivalent. Strong interpersonal skills.

b) Promotion

For promotion refer to the terms of appointment for the Warden.

4.22.3 Sports Tutor

a) Appointment

Bachelor's Degree in Sports Science or its equivalent. Three years' experience as a sports tutor or as a Coach in a higher institution of learning.

4.22.4 University Counsellor

a) Appointment

Master's Degree in counselling psychology (or its equivalent). Three years' experience as a counsellor.

4.22.5 Senior Nursing Officer

a) Appointment

Professional Registration Certificate in Nursing and a Bachelor's Degree in Nursing or Public Health. Five years' experience as a nurse in a recognisable institution.

4.22.6 Nursing Officer

a) Appointment

Professional Registration Certificate/Diploma in Nursing or Public Health. Three years' experience as a nurse in a recognisable institution.

b) Promotion

For the Nurse to be promoted refer to the Terms of appointment for the Senior Nursing Officer.

4.22.7 Estates Manager

a) Appointment

Bachelor's Degree in Civil Work and Engineering or related field. Three years' work experience in relevant reputable institution.

4.22.8 Assistant in Estates

a) Appointment

Diploma in Civil Work and Engineering or its equivalent in a related field. Knowledge of basic mechanics and three years' experience.

b) Promotion

For promotion refer to the Terms of appointment for the Estates Manager.

4.22.9 Stores Officer

a) Appointment

Bachelor's Degree in Stores and Records Management, Procurement, Finance or related field. Three years working experience as a stores attendant.

4.22.10 Assistant Stores Officer

a) Appointment

Diploma in Stores and Records Management, Procurement, Finance or related field. Two years working experience as a stores attendant.

b) Promotion

For promotion refer to the Terms of appointment for the Stores Officer.

4.22.11 Stores Attendant

a) Appointment

Certificate in Stores and Records Management, Procurement, Finance or related field. One year working experience.

b) Promotion

For promotion refer to the Terms of appointment for the Stores Assistant.

4.22.12 Security Officer

a) Appointment

Degree or Diploma in Social Sciences and Humanities and specialized training in Security or its equivalent and trained in Security. Five years working experience as a security officer with a clean record.

4.22.13 Pump Attendant

a) Appointment

Certificate in Plumbing and one year work experience. Must be at least 18 years of age.

4.22.14 Senior Driver

a) Appointment

Diploma in Motor Vehicle Mechanics or its equivalent. Have communication and interpersonal skills. Have a driving permit with more than one class. Five years as a driver with a proven clean record.

4.22.15 Driver

a) Appointment

Certificate in Motor Vehicle Mechanics or its equivalent. Have communication and interpersonal skills. Have a driving permit with more than one class. Three years as a driver with a proven clean record. Have knowledge of basic mechanics. Ability to express oneself in English.

b) Promotion

For promotion refer to the Terms of appointment for the Senior Driver.

4.22.16 Guest House Manager

a) Appointment

Diploma in hospitality management or its equivalent. Bachelors' Degree as an added advantage. Ability to express oneself in English.

4.22.17 Guest House Attendant

a) Appointment

Certificate in hospitality management or its equivalent. Diploma as an added advantage. Ability to express oneself in English.

b) Promotion

For promotion refer to the Terms of appointment for the Guest House Manager.

4.23 Verification of Academic Documents

The Directorate of Human Resources shall authenticate applicant's documentations, testimonials and references.

4.24 Impersonation or falsification of documents

Cases of impersonation, falsification of documents or giving false /incomplete information shall lead to automatic cancellation of candidature or appointment or dismissal or prosecution in the courts of law.

4.25 Short Listing /Screening.

- i) Short listing of applicants shall be the responsibility of the Directorate of Human Resources in consultation with the user or technical department.
- ii) Those candidates who meet the minimum requirements for the position shall be shortlisted and invited for an interview.
- iii) Short-listing shall be done within a period of not more than **one month** from the closure of receiving Applications.
- iv) Short-listed applicants shall be given at least one week's notice through appropriate means.

4.26 Interview

The Director, Human Resources shall arrange for the interviews and where necessary seek technical expertise to assist in the interviewing process as need may arise.

4.27 Selection Process

a) The selection process may take the following form:

- i. Vetting and short listing the applicants to determine the most suitable.
- ii. Interviewing candidates to get the most suitably qualified; or voting into Office or by recommendation for appointment by Management or Council or through performance appraisal for cases of re-appointment in respect of staff already in service.
- iii. Where applicable, selection tests shall be administered to verify the competence of the applicant for the post in question. This shall be followed by a selection interview.
- iv. Appointing those suitably qualified.
Alternative recruitment Method:
- v. Notwithstanding the above provisions, the University Management **shall** secure eminently suitable candidates through other appropriate methods as approved by University Council from time to time.

4.28 Mode of Applying:

All persons seeking employment with the University shall do so through a written application addressed to the Director, Human Resources or as may be advised depending on the type of employment sought.

4.29 Criteria for promotion of Administrative Staff

a) Promotion of Administrative staff shall require that

- i. The vacancy above must exist; unless it is promotion to personal to holder position.
- ii. In case it is person to holder the candidate should be evaluated by immediate supervisor.

b) Procedures

- i. A Candidate applies for promotion through Head of Department
- ii. Evaluation by Head of Department is done and report is submitted to Management
- iii. Management forwards the recommendation to Staff Committee where applicable
- iv. The Governing Council makes decision
- v. Director, Human Resources gives feedback.

c) Ad Hominem Promotions

An employee shall be promoted in respect to his exceptional performance, without going through the normal procedures. Should the member in position vacate the position it shall be advertised and filled at the original grade and salary.

4.30 Criteria for promotion of Support staff

Promotion of support staff shall require that:

- i. The vacancy above must exist; unless it is promotion to personal to holder position.
- ii. In case it is personal to holder the candidate should have been evaluated by immediate supervisor.

Procedure:

- i. A Candidate applies for promotion through Head of Department
- ii. Evaluation by Head of Department is done and report is submitted to Management
- iii. Director, Human Resources gives feedback.

CHAPTER V

PERFORMANCE MANAGEMENT

5.1 General Provisions

- i. Performance Management shall be a continuous process involving an agreement between employee and supervisor on performance targets in every unit for every employee, formulating strategies to achieve the targets, evaluation and review of performance and agreeing on new targets.
- ii. Performance targets and key result areas shall aim at improving the productivity and development of all University employees.
- iii. Performance reports shall be the basis for determining performance gaps and training needs, promotion and other forms of rewards, review of job designs, and disciplinary action.
- iv. Performance Management shall be very critical to the achievement of the individual targets and University objectives. The Director, Human Resources shall formulate a performance management cycle.

5.2 Employee Performance Appraisal

- i. Appraisal shall be one of the key tools in performance management.
- ii. It shall be transparent and participatory involving the employee, peers, supervisor and clients.

- iii. Each employee shall be entitled to feedback of the appraisal from the immediate supervisor.
- iv. All appraisal reports from immediate supervisors shall be submitted through the Heads of Department to the Director, Human Resources.
- v. On the basis of the appraisal reports the appointing authority or Director Human Resources shall take appropriate action, including but not limited to promotion, training, retirement, transfer, recognition, special awards, disciplinary proceedings, etc.

5.3 Appraisal Instruments

Appraisals shall be conducted using specifically designed instruments for each job category.

5.4 Appraisal Interval

Periodical appraisal reports shall constitute an essential record on every employee of the University and therefore all members of staff shall be appraised at least once a year but the supervisor may appraise an employee as and when necessary.

5.5 Participation

- i. Employees, supervisors, line managers, HR personnel and University.
- ii. Management shall be duty bound to participate in the appraisal process at their respective levels.

- iii. An employee who fails to perform/play their role in the stipulated time shall face disciplinary measures.
- iv. An employee with a grievance about the appraisal process shall present it to the Director Human Resources in writing.
- v. Where an employee has a grievance about the appraisal process that involves the Director, Human Resources, they shall present it in writing to the DVC.
- vi. The Director, Human Resources, after consultation with the complainant's Head of Department/Unit shall handle the grievance and conclude it or present it to an ad-hoc Grievance Committee chaired by the Deputy Vice-Chancellor with a membership of not less than five.

5.6 Recognition and Awards

- i. As a means of motivating employees, the University shall encourage units to exercise innovativeness in terms of developing and implementing appropriate schemes of staff recognition and awards.
- ii. The Directorate of Human Resources shall coordinate the formulation of frameworks for determining excellence deserving recognition and awards across the different occupation categories.

5.7 Procedure

There shall be a University Staff Committee. The Staff Committee shall sit from time to time to consider promotion of staff, other than those to be appointed to Professorial position,

wherever there are vacancies; on satisfactory completion of probation, the staff shall be recommended by the Staff Committee to appropriate authorities for confirmation.

5.7.1 Composition of the Staff Committee of Council

The Members of Management shall nominate 2 academic and 2 administrative staff and Council shall nominate 2 members of Council. The 6 plus the Head/Supervisor of the person to be reviewed form the Staff Committee. The Chair shall be a member of Council and the Secretary shall be the Registrar.

5.7.2 Terms of Reference of the Staff Committee of Council

- i. To assess staff members of the rank of lecturer and above.
- ii. To advise on who is to be promoted.
- iii. To advise on whose appointment is to be confirmed after a probationary period.
- iv. To advise on renewal of contract.
- v. To advise on what to do when a staff member slackens in his/her performance.
- vi. To design formats and methodology for reviewing and assessing staff members; such formats are to include precise and open questions about what enhances or hinders the performance of a staff member.
- vii. To give feedback to the concerned member of staff.

5.7.3 Those to be appraised

Management should ensure and initiate appraisals to be done by the Staff Committee. All employees are to be appraised:

- i. The Members of Management by Council.
- ii. Deans and Heads, first by their colleagues and the appraisal forwarded to the *DHR* for a further appraisal by the Staff Committee of Council.
- iii. Professors by the Staff Committee of Council
- iv. Full-time academic staff members:
 - a. who are due for promotion;
 - b. who are to be confirmed in their appointment after a probationary period;
 - c. whose contracts are to be renewed;
 - d. whose performance is found to be slackening; by the Staff Committee.
 - e. Visiting (part-time) academic staff members by the Staff Committee.

5.7.4 Basis for Appraisal

The basis for appraisal of staff members shall be their performance and conformity to the rules and regulations of UMU. At every beginning of the contract, all categories of staff shall agree with their supervisors the deliverables that shall work as the measuring tool to be able to renew their next contracts.

5.7.5 Appraisal of Academic Staff

- a. Academic staff shall be appraised continuously using:
 - i. self-appraisal forms or other relevant methodology;
 - ii. appraisal forms by students at the end of each semester and academic year;
 - iii. information provided by the Deans;
 - iv. Classroom appraisals to be carried out by the Dean or his/her delegate.
- b. Provision is to be made to ensure that an academic staff is told and initiated into what is expected from the employees.

5.7.6 Appraisal of Administrative Staff

There shall be self-appraisal forms common to all categories of staff with a special section for specific staff, prepared by the Director, Human Resources.

5.7.7 Additional Provisions

- i. The Staff Committee, from time to time, shall evaluate its appraisal methods.
- ii. The appraisal methods shall be user friendly.
- iii. The appraisal exercise shall be carried out in a timely manner.
- iv. Members of the Staff Committee should draw up annual plans to guide them in carrying out their duties.

5.7.8 Performance Appraisal

Appraisal reports shall constitute an essential record on every employee of the University. Hence, all members of staff shall be appraised at least once a year or as may be determined from time to time by the Members of management. Deans shall be appraised against prescribed work targets. The University shall draw up guidelines for appraisal, which may include students appraisal and peer appraisal.



CHAPTER VI

ATTENDANCE AND WORKING HOURS

Effective and efficient time management is instrumental to the successful operation of the University. It shall be the responsibility of all University employees to manage their working time against output and this shall determine their continuity in service. An employee shall not be absent from duty without plausible excuse or permission of the competent authority. Punctuality and daily attendance constitute key requirements and shall be a must for all employees of the University.

6.1 Working Hours for Academic Staff

- i. The minimum and maximum teaching load is 12 hours and 15 hours per week, per lecturer, respectively. Hours beyond fifteen will be regarded as extra load and be paid for in accordance with Chapter X Section 10.6. Extra teaching load hours should not exceed 5 hours a week.
- ii. A contact hour shall be equivalent to one hour of lecture tutorial.
- iii. Academic staff shall be required to make preparations for the course they are required to teach, impart knowledge to learners and evaluate their performance. This shall involve drawing course outlines, setting and giving coursework assignments. Setting, invigilating, marking examinations and ensuring that marks are submitted within the stipulated time. Supervision of students as well

as counselling and guiding them shall be part of their duties.

- iv. Provision (a) above notwithstanding, a teaching load lower than twelve hours a week may be granted under special circumstances mutually agreed with the relevant committee of the Faculty for such reasons as studentship, supervising graduate students, special duties and any other reason that shall be stipulated in writing.
- v. The normal working days for academic staff shall be from Monday to Sunday as long as it is within 40-48 hours.

6.2 Working Hours for Administrative and Support Staff:

- i. The normal working hours shall be as follows; From 8:00am to 1:00pm and from 2:00pm to 5:00pm unless specified otherwise. That is; 8 hours per day. This is subject to proof of output/deliverables other than presence in office.
- ii. Employees are expected to report to work as scheduled and on time.
- iii. Where not possible to report in time, an employee shall find means of informing the supervisor.
- iv. Failure to send information may mean absence and shall be subjected to disciplinary action.
- v. It shall be the responsibility of the Head of department to monitor and enforce discipline in regard to employee attendance.
- vi. Monthly reports of office/duty attendance shall be furnished by the Heads of departments on a monthly basis.

- vii. However, for some categories of staff such as security guards, medical staff, drivers who by nature of their work may be required to report before 8:00am or leave beyond 5:00pm these shall work in shifts.
- viii. Where persons are employed in shifts, it shall be permissible to employ persons in excess of ten hours in any one day or forty eight hours in any one week, where the average number of hours over a period of three weeks exceeds neither ten hours per day, nor fifty six hours per week.
- ix. One-hour lunch break shall be granted to employees each day.
- x. The normal maximum working hours shall be 48 hours per week, or as may be agreed upon within the provisions of the Employment Act 2006 or any statutory modification thereof.
- xi. In the absence of a written agreement to the contrary, hours worked in excess of 48 per week shall be compensated as overtime as stipulated in Chapter X Section 10.6.
- xii. However, all employees are expected to willingly exceed these working hours whenever there is a backlog of work or by nature of their duty.

6.3 Absenteeism

- i. Any employee who is unable to report for duty due to sickness, or any other justified reason, shall inform the relevant supervisor as well as the Director Human Resources, by the quickest means possible, who shall then

make appropriate arrangements to make up for the employees schedule of duties during his/her absence. Failure to report without reasonable cause shall result in the employee concerned being issued with a warning letter and the number of days of absence being deducted from annual leave entitlement.

- ii. Where an employee absents oneself from duty without permission or reasonable cause, for more than 5 consecutive working days, he or she shall be deemed to have absconded from duty, and this may lead to automatic termination of the employee's services. Accordingly, a report shall promptly be filed to the Director Human Resources who shall institute disciplinary action, in accordance with the regulations on discipline.

6.4 Attendance and Time-Keeping

- i. All administrative units in the university shall provide and maintain an attendance register/attendance tracking mechanism where each employee shall sign in and out on every working day. The head of each unit shall monitor, evaluate and follow up on the employees' attendance records, and shall furnish the Director Human Resources with monthly attendance returns. The register shall have starting and closing times.
- ii. It shall be the responsibility of the Deans to monitor and enforce discipline in regard to academic staff attendance. Monthly attendance returns/reports shall be sent to the Director Human Resources by the 10th of the following month for administrative follow up and/or record purposes.

6.5 Public Holidays.

- i. All public holidays pronounced from time to time by Government shall be observed.
- ii. In some instances, due to the nature of work in the University, the Heads of Department shall assign some staff to work on such days. The staff shall be given a day off from work to compensate for the public holiday worked and should be taken within a month's time.

6.6 Time allowed for Consultancies

- i. Members of staff shall be allowed time to do private consultancy work outside Campus provided such consultancies are done outside working hours and have no effect of prejudicing the university's work.
- ii. The University shall also be contracted to do consultancies and ask staff members to perform these duties. In the circumstances the University retains 70% of the remuneration arising from such consultancies, unless the University and the selected staff shall agree to a different rate of remuneration.

CHAPTER VII

STAFF DEVELOPMENT & TRAINING

7.0 University Commitment

The University regards its employees as its most important assets and is committed to ensuring that all staff are trained to carry out their jobs.

The general Training Policy of the University, subject to availability of funds and smooth continuity of its operations, shall be to encourage facilitate systematic training of employees with the view to increasing individual skills, knowledge and exposure on issues and trends related to the University's interests. Training shall strictly be need-based and job- related as its ultimate goal is to ensure employee-efficiency, higher and sustainable levels of productivity as well as effective employee succession within the University. In this way, the internal capacity of the University shall be built up to keep abreast of changes and to provide more effective and efficient services to our students. See Statute IX, 3, f.

7.1 Responsibility for Training

At the beginning of each academic year, the Director Human Resources shall dialogue with Deans, Directors and Heads concerning training requirements and then design and prepare integrated annual training programmes. They should be based on identified training and development needs of the University

staff and available training facilities and/or opportunities outside the University for the benefit of Staff.

7.2 International Exchanges

The University may enter into agreements with sister institutions in view of fostering staff development. The DVC shall deal with these matters.

7.3 Selection/Conditions for Training

- i. Selection for who to train shall be by Faculty nomination and approved by the Members of Management. The nomination and approval is subject to satisfactory performance and conduct of an employee and shall take into account one's potential as well as job requirements.
- ii. It shall be demonstrated that the training is in the best interest of the University and that the employee needs the type of training for efficiency and capacity building for purposes of serving the University.
- iii. Other than induction, on-the-job and internal/in-house training, an employee on probation may normally not be eligible for University sponsored training that leads to an academic or professional qualification. University sponsorship may normally be considered for staff who would have completed three years of uninterrupted service to the University.
- iv. All written applications regarding training must be submitted to the Director Human Resources, normally at least three months in advance of commencement of short

training and at least six months for training of more than one year. The identification of place of study shall be done in consultation with the Members of Management.

- v. Any employee sponsored by the University or going for a course not exceeding three months approved by the University shall continue to draw one's basic salary. The employee shall also be entitled to normal salary increments.
- vi. If the period of a full-time course exceeds 3 months and leads to an award of a professional qualification, the matter is left to the Members of Management to decide upon.
- vii. In recognition of the fact that generally each member of staff is responsible for self-development through private study and practice; staff is encouraged to seek ways and means of developing themselves through training and employees who find their own sponsorship and the courses that are within the interest of the University shall be encouraged to take advantage of the scholarships provided that the employees shall obtain approval from management before applying for such scholarships and certainly before acceptance of the offer.
- viii. Anyone proceeding on studies not sponsored and/or approved by the University shall be considered to have absconded from duty and services shall be terminated immediately.
- ix. When a course sponsored by the University has been arranged for an employee, unjustified last minute cancellation shall render the employee liable to refund all costs incurred.

7.4 Professional Courses

- i. The University shall support and/or sponsor employees for training leading to award of professional or specialized academic qualifications and/or certificate relevant to the needs and operational requirements of Uganda Martyrs University.
- ii. 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 will be for those fields not adequately provided for in Uganda.

7.5 Seminars/Workshops

The University may support and/or sponsor employees for seminars and workshops that may be convened internally, locally or outside the country for specific purposes related to the University's operations. At the end of the seminar/workshop a written report shall be given to the DHR.

7.6 Attachments and Study Tours

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

7.7 Training-Related Issues

7.7.1 Performance and Reports

- i. The University expects employees sponsored for training to excel or pass examinations with good grades; and thus justify the cost, effort and intended benefits to 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.
- ii. In the event of sitting for examination, the member of staff sponsored for course/or undertaking course offered by 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. An employee, selected and/or sponsored for any course other than those on the internal training programme, shall submit a comprehensive report on the training undertaken to the Director Human Resources. The report should highlight the area and scope of the training, benefits derived as well as Action Plans against a prescribed time frame.

7.7.2 Training Costs and Allowances

- i. The University may offer full or partial scholarships to its employees. Where circumstances warrant, the University may consider giving an employee a loan for study purposes, if the employee fulfils such conditions as may

from time to time be set by the Members of Management, in accordance with regulations.

- ii. In case of full scholarship the University shall endeavour to meet the costs relating to training.
- iii. Where an employee is offered partial scholarship, the sponsorship shall be limited to the terms agreed upon.
- iv. Those employees who go on study leave shall receive no salary when on university or other scholarship. If housed by the University they shall vacate the house they were occupying.
- v. Employees who do part-time studies and continue working for the University shall receive half salary (since they are given a scholarship) and shall agree with the Director Human Resources in conjunction with the relevant Heads of Department on the number of hours to work per day. If they are housed by the University they shall keep the house.
- vi. The University shall not meet any maintenance, or travel expenses/costs within or outside the country, for the spouse or children of the employee if the latter decides to have them accompany him to a training venue.

7.7.3 Bonding

An employee 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. Depending on the cost and duration of such training, one shall pledge to serve the University for a specified period of time as shall be agreed in the bonding agreement.

7.7.4 The conditions are as follows:

- i. For every year or part thereof the bonding period shall be for a maximum of 5 years. Sandwich programme shall bond for half the time they are away. The Bonding period shall commence effective from the date of completion of training.
- ii. The terms and conditions of the training bond shall be explicitly set out in the bonding agreement. In the event of non-compliance with the bonding agreement, the staff member concerned shall be required to refund all monies expended to him/her by Uganda Martyrs University as well as sponsorship money obtained through the auspices of Uganda Martyrs University while undergoing training, reduced by the period served after returning from training.
- iii. In the event of non-compliance, facilitation shall not be paid unless the bonding Agreement is signed.

CHAPTER VIII

LEAVE

The University shall grant annual leave to staff every calendar year to accord them an opportunity to take paid time off from work for the purpose of having a break, so that they can rest and re-energise.

8.1 Arrangement of Leave

- i. The Head of Department in close collaboration with the Director Human Resources shall plan and administer annual leave.
- ii. Staff shall apply for annual leave, to the Director Human Resources, through their Head, at least three months before taking their leave.
- iii. The staff shall inform their Head of Department and provide addresses where they can be contacted.

8.2 Annual Leave

- i. At the end of each calendar year each Head of Department shall prepare a leave roster and submit to the Directorate of Human Resources for drawing up the University leave roster.
- ii. The Directorate of Human Resources shall be responsible for the monitoring of leave roster.
- iii. A filled leave application form, approved by the Head of Department shall be submitted to the Directorate of Human Resources at least two weeks before the date of commencement.

- iv. Female staff may have the option of taking the annual leave concurrently with their maternity leave as long as it is convenient to the University.
- v. Staff concerned shall ensure proper handover to the officer appointed to act in his/her absence or to the immediate supervisor.
- vi. Delayed resumption of duty on expiry of the leave period must be explained in writing.
- vii. Unjustifiable delay of resumption of duty on expiry of the leave period shall be interpreted as absence from duty, and the University's Regulations provisions on absence from duty shall apply.
- viii. Staff may be called from leave to execute urgent duties, and the remaining days of the leave may be postponed and taken at a later date convenient to the University.
- ix. The Head of Department reserves the right to postpone a leave if it is confirmed that the services of the staff are urgently needed by the University at that point in time.
- x. The staff shall take annual leave within that year or else it is forfeited.

8.3 Sick Leave

Staff of the University are entitled to sick leave. Sick leave shall be granted when the employee is unable to perform his/her duty because of illness, injury or medical examination according to the following procedure:

- i. Upon receipt of a recommendation from a designated hospital medical doctor, the Director, Human Resources in consultation with the Head of Department shall approve sick leave.

- ii. For all staff, fully paid sick leave shall be granted for a period not exceeding three (3) months in any calendar year.
- iii. The duration of sick leave is as per the Labor Law (Employment Act of Uganda). Any deviation on the same will require the Vice Chancellor's approval.

8.4 Extension of Sick Leave

- i. The Vice Chancellor may grant an extension of three months on half pay.
- ii. Any further extension shall be on half pay for a period of three months, after which no further extension shall be considered.
- iii. The respective Head of Department together with the Director, Human Resources may then recommend the employee for termination of service on the basis of ill health.
- iv. An employee on probation shall be allowed a maximum of 45 days' sick leave on full pay and another 15 days on half pay.
- v. If after the period the employee on probation is not yet in position to resume duty, such a person will be retired on health grounds.
- vi. The foregoing notwithstanding; HIV/AIDS related illness shall be handled in accordance with national guidelines and the University HIV/AIDS Policy laid out from time to time.

8.5 Maternity and Paternity Leave

- i. A female staff shall be entitled to maternity leave of sixty working days. In case the staff does not heal in the given period, she shall be entitled to an additional 45 days of maternity leave with half pay on the written recommendation of a registered medical doctor that such days are necessary for the medical condition of the mother or the child.
- ii. A male staff whose registered spouse gives birth shall be entitled to four (4) working days as paternity leave.
- iii. Without prejudice to other provisions, if the Head of Department, before the period stated in the said foregoing provision notices that owing to the state of pregnancy a female staff is clearly unable to carry out her duties in the University, the said staff may be asked to take leave not exceeding five days.

8.6 Compassionate Leave

- i. At the discretion of the Vice Chancellor or an Officer in Management authorised by him/her, 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.
- ii. Compassionate leave may be granted on no more than three occasions in a year and the total days thereof shall not exceed 14 days in a calendar year. Any deviation from this may be approved as circumstances warrant any other

additional days taken will be deducted from accrued annual leave.

- iii. In all circumstances, approved compassionate leave applications shall be submitted to the Director Human Resources for record purposes.

8.7 Study Leave

- a. Staff who intend to register for any type of training programme on full time basis shall apply for permission or study leave through the Head of Department to the Director Human Resources who shall present to Management, irrespective of the source of funding.
- b. Academic staff registered for Uganda Martyrs University study programmes shall be required to undertake some teaching workload in their respective departments as shall be reasonably determined by the Head of Department.
- c. Permission for study and/or study leave shall be granted where staff provide proof of the source(s) of funding and satisfy the provisions of both the University's training and Development Policy.
- d. The study leave granted shall not exceed the duration of the training programme as stipulated in the admission letter.
- e. Extension of study leave shall ONLY be granted to staff where:
 - i. The Head of Department has made a positive recommendation;
 - ii. The cause of the failure to finish in time is deemed to have been inevitable;

- iii. The applicant provides a progress report from his or her supervisor; and
- iv. One secures full funding to register for a PhD immediately after Master's Degree.
- f. Extension of study leave shall be considered after providing proof of the source(s) of funds to cover the extended period.
- g. The staff permission to study and/ or study leave shall only be valid when he or she has completed and signed the bonding agreement.
- h. Staff who proceed for training without permission or register for any form of training outside the policy does so illegally and shall be liable for disciplinary action, including but not limited to: suspension, termination or dismissal.

8.8 Leave without Pay

The University shall on request allow the staff leave without pay for a maximum of 90 consecutive days. In the event that this leave is requested for more than 90 consecutive days and the staff resides on Campus, such a person shall be requested to vacate the house by the Director Human Resources.

8.9 Sabbatical Leave

- i. Sabbatical Leave shall be granted by the Vice Chancellor, after the academic or administrative staff applying has worked for a minimum of two terms of service with the University.

- ii. The leave application shall be made in writing through the Director Human Resources, at least one year, before the planned sabbatical leave.
- iii. The purposes of the leave shall clearly be stated and it should be related to attending to special work assignments through which the University's interest and image shall be directly or indirectly served or enhanced.
- iv. Sabbatical Leave shall be for six months. An extension shall require a written application through the Director Human Resources to the Vice Chancellor.
- v. Approved Sabbatical Leave shall be on full pay. An extension of sabbatical leave granted shall be on half pay for a period not longer than three months. Thereafter, a further three months shall be taken without pay.

8.10 Compulsory Leave

A staff may be sent on compulsory leave under the following conditions.

- i. Has sickness warranting leave;
- ii. Failed to take leave when due;
- iii. To allow for investigation (staff on suspension shall be on half pay for 3 months pending results of the investigation).

8.11 Special Leave

Special leave shall be granted by the Vice-Chancellor or his Deputy Vice-Chancellor(s) to allow a staff do some special work for the University.

8.12 Academic Staff Fellowship

Staff who intend to go for fellowship shall be granted leave without pay.

8.13 Staff standing for Political Positions

Staff who intend to stand for political positions shall resign. In case they would wish to resume, they shall be required to apply afresh. If the position is still vacant they shall contest like any other new applicants.

CHAPTER IX
REMUNERATIONS
(Salaries and Allowances)

9.1 Salaries

Salary structures, scales, allowances and any other form of remuneration payable to staff shall be approved by Council from time to time.

- i. Every staff, upon engagement, shall be notified in writing of the amount of salary to be paid effective from the date one assumes duty, and the entry point shall depend on the approved salary scales.
- ii. Salaries for full time staff shall be paid on their account at the end of every month.
- iii. Part-time staff shall be paid on hourly rate to be determined by Council from time to time.
- iv. Salaries and other applicable allowances shall be subject to mandatory statutory and other agreed upon deductions.

9.2 Salary Increments

- i. The University may review salaries from time to time, taking into account the prevailing economic situations in the country and other pertinent factors. The salary increment shall not be automatic.
- ii. An employee shall by experience or responsibility have his/her salary raised to a higher scale as “personal to

holder” without necessarily being promoted to a higher position.

9.3 Acting Allowance (in place of incumbent)

Subject to regulations governing Acting Appointments an employee who is appointed to act in the place of an incumbent shall be remunerated by an appropriate Acting Allowance.

9.4 Acting Allowance (in a vacant Position)

Subject to regulations governing Acting Appointments an employee who is appointed to act in a vacant position shall be entitled to the salary and other benefits of that position.

9.5 Deanship Allowance

Responsibility allowance will be paid for duties and responsibilities assigned to Head of departments.

9.6 Overtime Allowance

- i. Overtime allowance shall be paid to Support Staff who work beyond normal working hours on the request of the relevant authority.
- ii. Overtime shall be paid at the rate of 1.5 multiplied by normal hourly salary on working days and 2.0 multiplied by normal hourly salary on public holidays and weekends.

- iii. Overtime is not automatic and should not exceed 2 hours per day and 44 hours per month.
- iv. No overtime shall be paid to Members of Management and to employees getting a responsibility allowance.

9.7 Extra load allowance

Extra load allowance shall be paid to an employee who has obtained prior authority from the Dean, through the DVC to the Director Human Resources for appointment.

The rate per hour shall be determined by Management from time to time.

9.8 Mileage Allowance

Where, at the discretion of Management, it shall be necessary or desirable for an employee to maintain and use his own vehicle to facilitate performance of official duties. Such employee shall be paid mileage or a fixed monthly allowance at such rates and subject to such conditions as approved by Management.

9.9 Transport on Official Duty

University employees, on official duty, shall be facilitated for their transport.

9.10 Airtime allowance

Staff who absolutely need facilitation in communication in order to execute University duties shall be paid airtime allowance determined by Management.

9.11 Honorarium

Honorarium shall be payable to an individual who has rendered services of special nature to the University.

9.12 Per Diem/Subsistence allowance

Per Diem shall be paid to an employee who will be required to travel on duty away from their duty station for at least a night.

9.13 Out of pocket allowance

Shall be payable to an employee that is on official duty of the University outside the workstation and returning on the same day.

9.14 Responsibility allowance

Responsibility allowance shall be payable to specified employees to cover expenses related to their responsibility burden and it shall form part of the consolidated salary.

9.15 Housing Allowance

Housing allowance shall be paid to employees who are not housed by the University. A Housing Unit shall be allocated to staff on availability and on application to have one. The accommodation shall be valued in monetary terms and taxed.

CHAPTER X

CODE OF CONDUCT

10.1 Introduction

The University attaches great importance to personal integrity and, hence, demand an exemplary level of efficiency and conduct from all employees. Therefore, every employee shall be encouraged to know, understand, and ensure that the following principles are always applied. Failure to comply with this code of conduct shall attract disciplinary action or dismissal.

10.2 Compliance with the Law

All employees shall be required to strictly adhere to all laws, rules, and regulations of Uganda.

10.3 Compliance with the Manual

An employee shall be required to have a detailed knowledge of the Rules and Regulations stipulated in the Manual and ignorance of the same shall not be an excuse for non-compliance.

10.4 University Culture

- a. The University shall promote a work culture in accordance with the Mission Statement of the University and the highest standards of professionalism. All

employees shall be rated and/or recognised primarily on the basis of deliverables, performance and personal conduct.

- b. The University shall show no preference for or discriminate against any employee or applicant for employment on grounds of race, colour, sex, religion, political opinion, social status or ethnic origin.

10.5 Accountability

The employee shall be required to be responsible for his/her work activities in accordance with Rules and Regulations.

10.6 Safety/Security

The employee shall be responsible and accountable for observing and maintaining the University's safety/security regulations as shall be prescribed from time to time.

10.7 Conflict of Interest

An employee shall be required not to engage in any activity that might cause a conflict of interest between him/her and the University.

- a. In case of financial or other interests in any university undertaking (that may pose as a conflict of interest), the employee shall without undue delay declare the same to the Vice Chancellor.

- b. Businesses run by spouses, partners, children and relatives are also categorized as businesses that may bring about conflict of interest and must also be declared.
- c. Failure to fully declare any interest that may be a source of conflict of interest or breaching any of the above conditions shall amount to a serious disciplinary offence, which shall lead to summary dismissal.

10.8 Corruption

The employee shall be required to abide by the policy of zero tolerance towards corruption whatever its nature and form.

10.9 Involvement in Political activities

An employee shall not engage in political activities during working hours. Adorning of clothing, badges or emblems demonstrating loyalty or support of political bodies shall be regarded as engaging in political activities and shall not be permitted while on duty.

10.10 Publication

No employee shall be allowed to communicate to the press or media on any matter on behalf of the University without express permission of the Vice-Chancellor. The Public Relations Officer of the University shall act on behalf of the Vice-Chancellor.

10.11 Attire

An employee shall be required to dress neatly, decently and professionally in accordance with the Institution's ethos. The University shall provide support staff with uniforms.

10.12 Sexual Harassment

An employee shall be required to exercise zero-tolerance to sexual harassment and shall be committed to create an environment that respects and protects the rights of fellow employees in accordance with the Uganda Martyrs Anti-Sexual Harassment Policy.

10.13 Drunkenness, drug abuse and gross language

An employee shall not be drunk, abuse drugs, quarrel and assault at work. This shall constitute a breach of conduct which shall call for disciplinary action following the procedures laid down in this Manual.

10.14 Fair treatment of all employees

All stakeholders of the University shall be required to exercise fair treatment to all employees and one another at all times in all matters.

10.15 Professional code of conduct

- a. An employee who subscribes to a particular professional body shall observe that body's code of conduct alongside that of the University.
- b. In case of conflict the University's code of conduct shall prevail.
- c. Where an employee is faulted by his/her professional body for having violated their code of conduct, the University shall likewise treat the case of that employee as a disciplinary matter.

10.16 Spouse and Family relationships

- a. The University shall not employ people of the same family in the same department.
- b. An employee shall declare his/her interest to the University whenever a family member applies to join the University service and such employee shall not participate in the interview, recruitment, supervision and promotion processes relating to the said family member.

10.17 Time Management and Execution of Duties

An employee shall observe time in the execution of duties.

10.18 Staff/Student Relationships

- a. Employees shall not indulge in relationships with students which may compromise their professional integrity and performance.
- b. Any employee accused by a student for sexual or other forms of harassment shall face disciplinary action. If the complaint is verified, appropriate sanctions shall be imposed.
- c. The same shall be true for a staff member accusing a student.

10.19 ICT Code of Conduct.

The ICT Code of Conduct shall always be revised and availed by the Head ICT whenever required.

CHAPTER XI

DISCIPLINE, DISCIPLINARY PROCEDURES & ACTIONS

11.1 Introduction

This Chapter focuses on the discipline of employees while at the University and the procedures that are followed to discipline employees and the measures to be taken.

There shall be a Staff Disciplinary Committee to regulate the discipline of employees and shall conduct its own affairs, subject to the authority of Management.

The Committee shall be composed of the Deputy Vice Chancellor, Chairperson of the Deans' Committee, University Lawyer, Director Human Resources, Dean of the Faculty/Head of the Department where the staff affected comes from and the Personal Assistant to DVC shall be the Secretary.

11.2 Conduct

Employees are:

- i. Required to perform their duties with diligence and loyalty, follow the lawful directions of their superiors and treat the students and their colleagues with civility and courtesy.
- ii. Expected to use such authority as a trust, influence and example to maintain a high standard of duty and conduct.

- iii. Expected to conduct themselves well so as not to bring the University into disrepute. It may constitute sufficient grounds for disciplinary action if an employee's conduct is deemed to be an embarrassment to the University.
- iv. Required at all times to discharge their official duties and responsibilities effectively and efficiently.

11.3 Misconduct

The following acts or omissions shall amount to misconduct:

- i. Insubordination to lawful authority of the University including refusal to obey a legitimate and lawful order from a superior officer.
- ii. Gross neglect of duty
- iii. Abuse of office of any kind including soliciting or accepting bribes and illegal commissions.
- iv. Taking part in an illegal strike
- v. Tendencies of discrimination
- vi. Forgery, falsifying or presenting false documents
- vii. Dishonesty, theft, fraud or embezzlement, misappropriation of University funds/property
- viii. Absenteeism without authority
- ix. Abscondment
- x. Negligence or wilful damage or destruction, misuse, loss, and theft of University property
- xi. Inciting fellow staff and/or students against University authority
- xii. Undermining the mission and policy of the University

- xiii. Being convicted of a criminal offence involving moral turpitude
- xiv. Incompetent
- xv. Indecent and immoral conduct
- xvi. Habitual drunkenness and other self-induced intoxication including use of illegal drugs and substances
- xvii. Behaviour/conduct embarrassing to the good image of the University or bringing it into disrepute
- xviii. Sexual harassment
- xix. Any other act or omission of a similar nature and or gravity deemed to be misconduct by the University.

11.4 Description of Misconduct

11.4.1 Absence from Duty

- i. Any absence from duty shall be reported to the relevant authority who shall subsequently notify the Director Human Resources.
- ii. Any absence on account of ill-health in excess of three days shall be supported by a medical report forwarded to the Director Human Resources. Failure to do so shall be considered as absence from duty without permission and reasonable cause in which case the employee concerned shall be issued with a warning letter.
- iii. Where an employee absents oneself from duty without permission or reasonable cause, for more than 5 consecutive working days, he/she shall be considered to have absconded from duty and shall face dismissal.

11.4.2 Abscondment

Absence from duty by an employee without permission for a continuous period of 5 consecutive working days shall amount to abscondment from duty. Such an employee shall be dismissed.

11.4.3 Persistent absenteeism

An employee who is persistently absent from duty with no justifiable reason may be dismissed from the University service at the discretion of the appointing authority.

11.4.4 Removal for Good Cause

An employee shall be dismissed by the appointing authority on account of a grave offence or gross neglect of duty or for other causes as stipulated. Removal for good cause shall follow the following procedure:

When in the opinion of Management there has been good cause as defined above, the Vice-Chancellor shall have power to suspend the appointment of an employee, provided that he or she shall forthwith report to the Chairperson of the appointing authority the fact of such suspension, together with the grounds for the action and any other statements on the case deemed necessary. The facts shall then be laid before the appointing authority. The appointing authority may interview the employee concerned, should it be considered necessary. Any member of staff shall be removed from office by the appointing

authority for what the authority after due consideration may deem to be “**good cause**”. No employee shall be removed by the appointing authority in exercise of the powers conferred by this rule unless such employee shall have been given an opportunity to have been heard by the appointing authority.

a) Professional and or ethical misconduct

An employee shall be dismissed by the appointing authority on account of being unprofessional or misconduct.

b) Conviction in a court of law

An employee shall be dismissed by the appointing authority upon conviction and sentence in a criminal case e.g. fraud, murder, rape, corruption, forgery, defilement, malicious damage to property, assault.

c) Any other offence considered grave by the appointing authority.

11.5 Disciplinary Procedures

Any employee who falls a victim of misconduct, shall be subjected to either verbal or written warning and/or appear before the Disciplinary Committee depending on the gravity of the offence committed.

The responsibility for initiating disciplinary proceedings and action lies entirely with the respective Heads/Supervisors who

shall promptly advise the Director Human Resources in writing.

11.6 Determining a minor and grave misconduct

In determining whether a particular misconduct is minor or grave, regard shall be to the effect of the misconduct on:

- i. the employee's duties;
- ii. the relationship with the University authority, fellow employees, and students;
- iii. University property.

11.7 Misconduct Procedures

- i. An employee who commits a minor misconduct in the first instance shall be liable to 1 (one) verbal warning by the Head of Department.
- ii. Subsequent minor misconducts shall attract 2 written warnings which shall be written by the Head of the Department and a copy shall be forwarded to the Director Human Resources.
- iii. When a second warning letter is issued, the Director Human Resources forwards a copy to the Members of Management who may give the employee a hearing.
- iv. If the situation for which a warning was given has not been corrected by the end of the period given in the second written warning, the employee may be suspended.
- v. An employee who has been suspended should appear before the Disciplinary Committee.

- vi. An employee who commits another minor misconduct after 2 written warnings or a grave misconduct shall be liable to dismissal or termination.
- vii. An employee who is suspended or dismissed has a right to a hearing by the Members of Management or Disciplinary Committee within seven days after being notified of the decision.
- viii. Any action resulting in summary dismissal or suspension may be reviewed by the Management.

11.8 Disciplinary Measures

After an investigation of charges against an employee has been carried out and the charges proved, the Disciplinary Committee shall recommend to Management following the sanctions outlined below:

- i. Forfeiture of pay if absent from duty without leave or reasonable excuse.
- ii. Deduction from salary of any amount of money to restore property negligently lost or damaged,
- iii. Deferment of increment;
- iv. Suspension from duty
- v. Termination of service with or without benefits;
- vi. Instant dismissal.

11.9 There shall be a University Staff Disciplinary Committee to adjudicate disputes and receive appeals from employees. The composition and proceedings followed by the Committee shall

be governed by the Statutes of the University and the Human Resource Manual.

11.10 Where appropriate, before any formal procedures are invoked, line managers shall seek to resolve matters informally.

11.11 Should the line managers fail to solve the matter, or should it be found to be of a serious and grave nature, the matter shall be referred to the Disciplinary Committee.

11.12 The employee shall be notified in writing about the disciplinary hearing and provided with all information regarding the allegations/complaints. The employee shall appear before the Committee following the Statutes and the Human Resource Manual.

11.13 The outcomes of the disciplinary proceedings shall be forwarded to Management in view of taking action in accordance with the disciplinary measures spelt out in the Human Resource Manual.

11.14 An employee shall have a right to appeal to Council against any sanctions issued as a result of disciplinary procedures as set out in the Human Resource Manual.

11.15 Disciplinary Proceedings for Management Members

11.15.1 There shall be a Council Disciplinary Committee to adjudicate disputes and receive appeals in regard to Members of Management.

11.15.2 The Council Disciplinary Committee shall be composed of the Legal Representative on Council and two other members selected by Council.

11.15.3 Where appropriate, before formal procedures are invoked, the Chairperson of Council shall seek to resolve the matter amicably.

11.15.4 Should the Chairperson fail to resolve the matter, or should it be found to be of a serious and grave nature, the matter shall be referred to the Disciplinary Committee of Council.

11.15.5 The member of Management shall be notified in writing about the disciplinary hearing and be provided with all information regarding the allegations/complaints. The member of Management shall appear before the Council Disciplinary Committee.

11.15.6 The outcomes of the disciplinary proceedings shall be forwarded to the Chairperson of Council in view of taking action in accordance with the disciplinary measures spelt out in the Human Resource Manual and guidelines.

11.15.7 The member of Management shall have a right to appeal to the Bishops' Conference against any sanctions issued as a result of disciplinary procedures.

11.16 Offences and Disciplinary Actions

The power to discipline an employee is vested in the relevant Appointing Authority defined in the Charter and in the Statutes. The Members of Management may take any of the following disciplinary measures against an employee:

- i. Verbal Warning
- ii. Warning in Writing
- iii. Suspension for purposes of investigation
- iv. Demotion
- v. Termination of Service
- vi. Dismissal
- vii. Summary Dismissal

11.17 Offences Resulting in Warnings, Demotion Suspension, Dismissal and Summary Dismissal

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

- vii. Acts or omissions that are prejudicial to the proper performance of duties or the University's image or status, whether within or outside the University.
- viii. Misuse or damage of University property will result in repair/replacement of the said property.

11.18 Warnings

a. These may be of two types:

- i) **Verbal warnings:** This type of warning may be given for cases like late-coming, absenteeism, leaving place of work before time or without permission or lack of seriousness at work.
- ii) **Written Warnings:** This type of warning is given when a member of staff who has been given verbal warning fails to correct his/her behaviour or commits other offences.

b. Formal written warnings shall specify:

- i) the identified deficiencies or inadequacies and improvements required;
- ii) any recommendations to assist the members of staff; and
- iii) the time within which improvement must be achieved and that disciplinary action will be taken if no improvement occurs.

c. A second written warning will serve as a final warning and is given where a member of staff has failed to achieve

the improvement required within the given period of time.

- d. Two written warnings in a year may lead to termination of employment.

11.19 Suspension

An employee who commits any of the following disciplinary offences is liable to immediate suspension for purposes of investigation:

- i. Wilful damage of University property.
- ii. Forgery, fraud, falsifying or presenting false documents and/or records for the purposes of disseminating wrong information, obtaining money or reward or favour.
- iii. Abscondment from duty for a period of 5 working days.
- iv. Breaching or contravening the University's prescribed operating rules, regulations and procedures likely to cause financial loss or damage of University property.
- v. Persistent failure or negligence of a Head to enforce discipline or follow prescribed University rules, procedures and standing instructions.
- vi. Any other offence under inquiry and which may reveal a cause for dismissal.

11.20 Suspension from Duty

- i. An employee shall be suspended from duty to enable commencement of investigations of particular allegations or preliminary findings. The employee shall also be

suspended from duty if apprehended on account of an offence that requires investigations or if criminal proceedings are about to be instituted against him/her or charges are pending against him/her in a Court of Law.

- ii. The Members of Management may, with regard to the nature of the offence and in the University's interest, order the suspension of such an employee on half pay, pending investigations and decision, for a period not exceeding four weeks.
- iii. A decision shall be taken by the Members of Management after conclusion of the employees' inquiry case. The Members of Management reserves the right to terminate an employee's contract should it believe that the continued employment of such an employee would prejudice or affect other employees' performance or compromise the University's interest.
- iv. Where a member of staff is re-instated, he/she shall be entitled to claim the half pay or salary withheld during the suspension period.

11.21 Dismissal

- i. The University Council shall nominate a Disciplinary Committee composed of not more than five members; disciplinary cases concerning Members of Management shall be dealt with by this Committee; the chairman shall be a Bishop member of the Council.
- ii. An employee shall be dismissed from the University on the grounds stipulated in this Charter or where it is deemed to be in the interests of the University. With

respect to Heads, Council shall refer the case to the Staff Committee.

- iii. An employee who is dismissed from service as a result of criminal conviction shall be given neither notice nor salary in lieu of notice. Further, the member of staff who is dismissed will forfeit the half salary withheld during the period of suspension. However, this forfeiture shall not apply to NSSF benefits.
- iv. The following shall be instances of offences punishable by dismissal from employment.

11.22 Summary Dismissal

An employee who is convicted by a court of law for a criminal offence involving moral turpitude or who commits any act of gross misconduct or any of the following disciplinary offences may be dismissed summarily and without any benefits.

- i. Theft, fraud, or embezzlement of University's funds and property;
- ii. Unauthorized access or removal, alteration, mutilation or destruction of University documents, records, information or any properties of the University
- iii. Acts likely to endanger the safety or life of or which may result in injury to another person, including gross negligence or misconduct, violence or fighting, injury or loss.
- iv. Soliciting or accepting bribes.

- v. Any conduct which indicates that the employee has fundamentally broken his or her obligations arising under the contract of service.

CHAPTER XII

TERMINATION, RESIGNATION AND RETIREMENT OF SERVICE

12.1. Introduction

Employees shall leave the services of the University under the following terms: Termination, Resignation and Retirement of Service.

12.2 Termination of Service

- a. Termination of service shall take place in the manner prescribed below:
 - i) Expiry of fixed term or completion of the specified task of contract of service.
 - ii) Death of an employee or incapacity to continue in employment.
 - iii) Abscondment or resignation.
 - iv) Retirement on reaching the statutory age limit.
 - v) Compulsory termination.
 - vi) Being declared redundant.
 - vii) Retirement on medical grounds.
 - viii) On termination of secondment, where applicable, in accordance with the terms of a secondment agreement.
- b. The University shall reserve the right to terminate services of an employee in accordance with the University Policies on Employment in this Manual; and employees shall terminate their services in a like manner.

- c. The notice of termination by the Director Human Resources shall be in writing and communicated to the employee. The employee concerned shall acknowledge receipt of the communication.
- d. On termination, the employee shall be entitled to terminal dues, if applicable, in accordance with the regulations, equivalent to:
 - i) Termination notice or payment in lieu.
 - ii) Payment in lieu of accrued leave.
 - iii) Accrued salary and allowances, if any, for the number of days worked up to the effective date of termination.

12.3 Compulsory Termination

This shall be for any of the following reasons:

- i. Abscondment or abandonment of duty.
- ii. Restructuring of the University (e.g, through merger/abolition of office).
- iii. Poor performance of duty
- iv. Grave misconduct

12.4 Age Limit of Service

Academic staff shall retire from University service on attainment of 70 years. Administrative staff shall retire at 65 years. Employees who have gone beyond the retirement age shall be retained on mutual agreement.

12.4.1 Health

- i. Employees shall be retired on health grounds in accordance with the University policies on sick leave.
- ii. On retirement, such an employee shall receive benefits accruing to him/her, in accordance with the policy in force.

12.5 Resignation from service

- i. An employee shall resign from the University after giving due notice in accordance with the terms of contract. The notice to resign shall take effect from the date such notice is accepted.
- ii. An employee shall be permitted to resign at short notice depending on prevailing circumstances.
- iii. Acceptance of resignation shall be subject to proper hand over of office and settlement of outstanding indebtedness if any. No resignation shall be accepted in case of an employee under investigation.
- iv. An employee shall receive his/her accrued emoluments and any other benefits, if applicable.

12.6 Retirement from service

- a. An employee shall be declared redundant and compulsorily retired if his/her job becomes unnecessary to the University's requirements.
- b. In such an event, he/she shall receive:
 - i) severance pay equivalent to three months' gross emoluments;

- ii) Any benefits accrued to him/her;
- iii) The University shall contribute to the actual transport costs for domestic property from the current location or residence to the next residence within Uganda in line with the individual's bio data;
- iv) The employee receives a Certificate of Service

12.7 Notice Period for Termination, Resignation and Retirement

For the employer and the employee to terminate services, the following conditions shall apply:

- i. No contract of employment shall be terminated unless notice of the intended termination is given in accordance with the law or terms of contract.
- ii. An employee who has served five years and below shall serve a notice of 1 month in view of termination of his/her contract.
- iii. An employee who has served five years and above shall serve a notice of 2 months in view of termination of his/her contract.
- iv. An employee who has served 10 years and above shall serve a notice of 3 months in view of termination of his/her contract.
- v. In the case of a Management member, a notice of 6 months shall be given.
- vi. This provision shall not apply to summary dismissal.

CHAPTER XIII

AN EMPLOYEE'S COMPENSATION

13.1 Compensation

- i. An employee of the University under the terms and conditions of appointment and compensation shall be entitled to compensation in case of a direct injury while on duty.
- ii. The terms of compensation shall not apply to an employee who has wilfully and intentionally injured him/herself.
- iii. When an employee dies while on duty from an injury suffered in the course of his/her duties, his/her dependants shall be compensated in accordance with the terms of contract and the Workman's Compensation Act, Cap.225.

CHAPTER XIV

HANDING OVER

14.1 Introduction

An employee being transferred or leaving the services of the University shall be required to fulfil the following conditions:

- i. An employee who is internally transferred shall make a handover report to the one coming in, witnessed by the immediate supervisor copied to the Director Human Resources within 7 days.
- ii. In case the transfer is from one Campus to another, then the University shall transport the employee within 14 days.
- iii. An employee who is exiting the services of the University shall be required to write a hand over report to the one coming in, in the presence of the Supervisor and the Director Human Resources. The handover shall be done within 14 days of notification of leaving the services.
- iv. When an employee handing over does not have a person in place to hand over to, either Management/Council shall appoint an acting officer to be handed over to. Or the person shall hand over to the Director Human Resources.

CHAPTER XV

GRIEVANCES PROCEDURES AND RIGHT OF APPEAL

15.1 Introduction

The University shall ensure that employees have a good working environment.

Any dispute or dissatisfaction with the interpretation or application of this Manual or any allegations that an employee has been subjected to unfair treatment, shall be considered a grievance and shall be processed through the following procedures that shall be reviewed from time to time as may be required.

15.2 Procedure

a. Channelling Grievances

- i. An employee with a grievance shall report to his/her supervisor, stating in full the reasons for the grievance and any evidence in support of the case.
- ii. Where the supervisor cannot handle the grievance, the matter shall be referred to the Head of Department.
- iii. Where the Head of Department cannot handle the grievance, it shall be referred to the Director Human Resources.
- iv. An employee or group of employees aggrieved, shall carry out work normally and shall not resort to any other action while grievance is in the process of redress.

- v. In case the aggrieved employee(s) is not satisfied with the decision made by the Director Human Resources, he/she shall appeal to Management within a period of 14 days.

b. Appeal to Management.

- i. Management shall engage the aggrieved employee and make a decision on the matter.
- ii. In case the aggrieved employee(s) is not satisfied with the decision made by Management, he/she shall appeal to Council within a period of 14 days.

CHAPTER XVI

MERIT AWARD, LONG SERVICE AWARD AND CERTIFICATE OF SERVICE

The University shall recognise and promote excellence in various aspects of an employee's work responsibilities, in the course of employment with the University.

16.1 Merit Award

- i. A Merit Award shall be given to an employee of the University who consistently demonstrates exemplary performance, conduct, and contribution to the University's operations, and/or commendation by Management.
- ii. The award shall be based on objective appraisal reports as originated and verified by the Supervisor.
- iii. Faculty and Departmental Board/Committee shall propose and justify name(s) to Management who shall approve those to be given a Merit Award.
- iv. The eligible employee shall be given a Certificate of Merit.

16.2 Service Award

16.2.1 Long Service Award

Long service award shall be given to an employee who has served with good conduct a period of two consecutive terms. The eligible employee shall be given a Long-Service Certificate and a gift.

16.2.2 Short Service Award

On honourably leaving the University an employee who has served with good conduct a period of one term shall be awarded a Certificate of Service.

16.3. Honorarium Merit Award

- i. An honorarium merit award shall be **a cash** merit given to an employee who has brought credit to the University.
- ii. It may also be granted to an employee who has produced or authored or devised an operating scheme or plan or system whereby the University's operations are greatly improved.
- iii. It shall be given at the discretion of the University.

CHAPTER XVII

DEATH OF AN EMPLOYEE AND ACCIDENTS

17.1 Introduction

17.2 Death of an Employee

- i. When an employee dies on duty, the University shall contribute towards burial expenses.
- ii. The University shall arrange for transport of employees to the burial place.
- iii. Upon receipt of death certificate or other evidence of death, the Director Human Resources shall arrange to effect payment of all benefits accrued to the legal representative/Administrator of the deceased's estate.
- iv. The University shall introduce the legal representative/Administrator to National Social Security Fund for the purpose of claiming accrued NSSF entitlements.
- v. If the deceased employee is housed by the University; the family/dependants shall be allowed to stay in the house for a period of three months from the death of the employee, unless circumstances dictate otherwise and the University in her discretion, resolves otherwise.
- vi. In the event of death of a registered spouse or natural or legally adopted child, the University shall make a contribution towards burial expenses. This shall be limited to one legal spouse and natural or legally adopted 4 (four) registered children under 18 years.

17.3 Accidents

- i. In accordance with the relevant provisions of the Workers Compensation Act, the Director Human Resources shall be required to report immediately every accident suffered by employees whilst on duty to the insurance company for advice.
- ii. A report of the accident shall be submitted to the Director Human Resources by the employee or their next of kin.
- iii. The Chief Finance Officer shall follow up on claim made to the Insurance Company.
- iv. Any compensation or contribution to medical expenses shall be in accordance with the Insurance laws of Uganda.

CHAPTER XVIII

WELFARE AND BENEFITS

18.1 Introduction

18.2 Housing

The University shall endeavour to accommodate its full-time staff on Campus, subject to the availability of residential houses. Priority shall be given to staff members whose responsibility necessitates residence on Campus. The electricity charges are the responsibility of the individual.

18.3 Shuttle Service

The University puts at the disposal of the staff a free shuttle service from and to Kampala or to any other location as the University may determine from time to time during working days. The practical arrangements are determined by the Transport Officer. Priority in use of this Shuttle shall be determined from time to time.

18.4 Recreation Facilities

The University may provide recreation facilities and encourage members to take advantage of them.

18.5 Counselling

The University provides counselling services and employees shall freely benefit from these services.

18.6 Spiritual Services

The University recognises and respects freedom of worship. Employees shall freely pray in any of their respective denominations, subject to observing other laws and directions of the University authorities.

18.7 Salary Loans

The University may recommend employees to access salary loans from Financial Institutions on terms mutually agreed upon between the employee and the Financial Institution. However, the University shall not be liable, in case an employee fails to pay back the loan for one reason or the other.

18.8 Meals

The University provides free lunch for employees.

18.9 National Social Security Fund (NSSF)

The University shall contribute 10% to National Social Security Fund for all her employees.

18.10 Health Insurance Scheme

- i. The University shall subscribe to a suitable Health Insurance Scheme to be approved by Council from time to time.

- ii. The employee shall contribute and the University shall contribute at the ratio herein provided.
- iii. Uganda Martyrs University shall pay a premium upfront to the service provider as shall be agreed from time to time of the premium. While employees shall pay the necessary deductions to make 100% of the premium from the salary. The Chief Finance Officer shall effect the payments.
- iv. This insurance shall not cover optical, dentures and treatment considered as extraordinary, such as open heart surgery and other similar medical interventions.

AMENDING THE HUMAN RESOURCE MANUAL

This Manual may be amended as and when the University deems it necessary to do so.



ANNEX I

JOB DESCRIPTIONS

UMU-1 Vice-Chancellor

The Vice-Chancellor is directly responsible to the Uganda Episcopal Conference and the University Council and shall:

- a. Be the Chief Executive Officer of the University.
- b. Be responsible for the academic, administrative and financial affairs of the University.
- c. Be responsible for the executive management of the University's operations.
- d. Responsible for the overall administration of funds and other assets of the University, in collaboration with Management;
- e. Be responsible for external relations, both local, national and international;
- f. Be responsible for building, promoting and preserving the good name and image of the University;
- g. Be responsible for legal matters;
- h. Enjoy such privileges and carry out such functions as may be provided for by the Charter and the Statutes.
- i. Leads a team of senior managers, monitor their performance in pursuit of the University's overall mission and for the fulfilment of policies established by the various governing and legislative bodies
- j. Provides technical leadership in developing and implementing the University's strategic plans to achieve its set goals and objectives.

- k. Ensures that the university council is fully informed about the condition of the University and important factors influencing it.
- l. Leads the academic development of the University, particularly by attracting, motivating and retaining renowned professors and scholars.
- m. Develops and maintains a social, spiritual, interpersonal and practical environment that keeps and motivates good quality working relationship among staff: encourages teamwork and leadership development.

UMU-2 Deputy Vice-Chancellor

The Deputy Chancellor is directly responsible to the Vice Chancellor and the University Council and shall:

- a. Coordinate the planning and management of the financial, human and physical resources of the University;
- b. Shall handle and adjudicate staff disputes;
- c. In conjunction with the DHR, coordinate the training and development of staff;
- d. Work hand in hand with the Procurement Officer in approving local procurement orders;
- e. Be responsible for maintenance of University facilities and equipment;
- f. Be an ex-officio member of Council and Council Committees;
- g. Shall deputize Vice Chancellor in his/her absence.
- h. shall coordinate with the different academic units and oversee the development and review of the academic programmes;

- i. shall work with the University Core Quality Assurance Committee in setting up, maintaining and improving the quality and standards of teaching and learning, scholarship, research and service to University;
- j. shall be expected to provide the strategic development and management of library and information services of the University;
- k. coordinate the Research and Publications of the University;
- l. Be responsible for the non-academic functions of the management, development and growth of Campuses, Colleges and other institutions.
- m. Ensure financial stability and reputation of UMU in accordance with national and international best practice norms;
- n. Provide leadership and oversight of the financial management functions across the University;
- o. Promote the institutional finance strategy and financial models to ensure appropriate resource allocation;
- p. Provide leadership and oversight of the budgetary, governance and treasury processes of the University;
- q. Coordinate the design, implementation, maintenance and development of appropriate human resource policies, procedures and systems, activities stipulated in the performance contract: infrastructure development, attract, develop and retain qualified and experienced human resources.
- r. Ensure proper planning, development, coordination and management of curricula for all undergraduate and postgraduate programs of the university.
- s. Perform such other functions that may be delegated by the Vice Chancellor or assigned by the University Council.

UMU-3 Registrar

The Registrar shall be directly responsible to the Deputy Vice Chancellor and shall:

- a. Be appointed by the Episcopal Conference in accordance with the Statutes;
- b. Work in close collaboration with the DVC in carrying out his/her duties for the general administration and coordination of all University matters both academic and administrative;
- c. Ensure that all information for all academic organization involved in the running of the University: the admissions, enrolment and registration of students, examinations, research, and postgraduate are handed in and conforms to the regulations of the University.
- d. Be responsible for the maintenance of Registers and other documents concerning Council, Senate, Academic Units and students.
- e. Coordinate all Academic Matters, Admissions, Registration of Undergraduate and Graduate Students.
- f. Oversee the maintenance and development of the student records system.
- g. Ensure provision of relevant, accurate and detailed student data, to support a wide variety of academic and administrative processes, including monitoring procedures, internal and external reporting requirements.
- h. Be responsible for coordination and management of all University Examination processes.
- i. Be Secretary to the Senate and its Committees.
- j. Ensure proper management of Academic Programs.

- k. Ensure that Academic Ceremonies such as Graduation are successfully organized.
- l. Be responsible for collaborative linkages with institutions and organizations whose mandate relates to University Education.

UMU-4 Deputy Registrar

The Deputy Registrar is appointed by the University Council, directly responsible to the Registrar, and shall:

- a. Be the Secretary to the Council and its Committees and the Senate;
- b. Be responsible for the maintenance of Registers and other documents concerning Council, Senate, Academic Units and students;
- c. Supervise all Academic matters, Admissions, Registration of Undergraduate and Graduate Students.
- d. Provide relevant and accurate student data, to support a wide variety of academic and administrative processes, including monitoring procedures, internal and external reporting requirements.
- e. Manage collaborative linkages with institutions and organizations whose mandate relates to University Education.

UMU-5 Chief Finance Officer

The Chief Finance Officer shall be directly responsible to the Deputy Vice-Chancellor and shall:

- a. Be appointed by the Episcopal Conference in accordance with the Statutes.
- b. Oversee the daily operations of the Finance Department.
- c. Approves expenses as per the approval framework.
- d. Manages monthly payroll process prior to disbursement.
- e. Oversee the whole budgeting process.
- f. Prepares month's management accounts for discussion with DVC, Management Committee, Finance Committee and financial reporting.
- g. Be in charge of and supervise human resource in the Finance Department.
- h. Prepare at the end of every financial year a statement of accounts for an annual audit and other management decisions showing a balance sheet and a statement of income and expenditure.
- i. Manage the University cash flow including funds for Donor Projects.
- j. Collect and account for all dues of the University including fees, sales and other payments.
- k. Keep correct records of monies due to the University from rents, fund raising, donations, subsidies, legacies, grants, professional services, investments, endowments, fees, etc.
- l. Disburse University funds against approved vouchers.
- m. Keep correct and accurate records of all assets and property (movable and immovable) of the University.
- n. Assist in the management of University business and attend meetings as may be lawfully required by Management.
- o. Keep the schedule of Insurance Policies and pay premium when due.
- p. Be in charge and supervise personnel who may be deployed in the Finance Department.

UMU-6 Director, Human Resources

The Director Human Resources shall be directly responsible to the Deputy Vice-Chancellor, and shall:

- a. Deal with all matters related to personnel, their requests, grievances, proposals and any other related matters.
- b. Be responsible for the development of training plans, administration, and following up, as well as monitoring and evaluating training.
- c. Bring any unfinished matter to Management for final decisions.
- d. Be responsible for staff welfare, sports, health, and environment and for security matters at the University.
- e. He/she shall preside over the Housing Committee meetings.
- f. Prepare in collaboration with the Registrar agendas for the Staff Committee.
- g. Subject to the provisions of the Statutes relating to the filling of vacancies by promotions, advertise vacancies locally in the press or other suitable media or overseas through appropriate agencies if desirable.
- h. Be responsible for effecting appointments, leaves, discipline and records pertaining thereof.
- i. Be responsible for conditions and terms of service of staff.
- j. Be responsible for the proper handing over
- k. Be responsible for the implementation of the Human Resources Manual.
- l. Initiating, developing or reviewing human resource management policy, manual, plans, strategies, guidelines, rules and regulations.
- m. Directing employee performance management within the University including supporting the setting of performance

standards, drafting performance contracts and conducting appraisals.

- n. Directing the administration of emoluments, benefits and work related compensations as stipulated by University policy or the law.
- o. Directing the determination of staff training needs and coordinating the development of staff capacity building strategies and plans in liaison with the various faculties and departments.

UMU-7 Senior Human Resource Officer

The SHRO is directly responsible to the Director, Human Resources and shall:

- a. Assisting the DHR in developing training plans and following up as well as monitoring and evaluating training.
- b. Work with the Director Human Resource to ensure proper staff welfare, sports, health, and environment and for security matters at the University.
- c. Work with the DHR to effect appointments, leaves, discipline and proper records keeping
- d. Ensuring that Human Resource Policies are followed.
- e. Responsible for staff performance appraisals
- f. Handle staff health insurance

UMU-8 Human Resource Officer

The HRO is directly responsible to the Senior Human Resource Officer and shall:

- a. Responsible for data and staff statistics. Provision of staff data and information as may be requested.
- b. Ensuring that staff files are updated (filing).

- c. Be responsible for the proper management of sick leave, maternity leave and annual leave
- d. Be the Front Desk Officer for the Directorate of HR.
- e. Be responsible for staff welfare.

UMU-9 Dean of Students

The Dean of Students shall be directly responsible to the Deputy Vice-Chancellor and shall:

- a. Be responsible for ensuring that students comply with the University rules and regulations.
- b. Oversee the general welfare of students as well as their social activities on the University campus.
- c. Be responsible, in liaison with the Academic Registrar, for general and particular matters relating to students' academic affairs and progress.
- d. Be responsible for handling complaints from students on academic grounds in liaison with Faculty Deans and Registrar.
- e. Offer advice to Uganda Martyrs University Students Union.
- f. Act as the liaison between the administration - UMUSU Executive and students.
- g. Work as a link between the Students Union and the University Management.
- h. Ensure that the students receive fair disciplinary proceedings at the University.
- i. Be a Secretary to the students Disciplinary Committee.
- j. Handle career guidance and organise orientation programmes.
- k. Be concerned with the health of the students in close collaboration with Health Insurance Providers and University Infirmary.

- l. Deal with international students and see to the dealings with the government offices such as passports, visas etc. This should be done in collaboration with the International Relations Officer.

UMU-10 Director of Campus

The Director of Campus shall be responsible to the DVC in matters of academic and finance and shall:

- a. Be the Chief Executive Officer of the Campus.
- b. Manage the financial activities of the Campus.
- c. Manage the academic affairs of the campus in collaboration with Deans and Directors of the academic units.
- d. Mobilise financial human and other resources for the campus.
- e. Coordinate with the Registrar and Deans for issues regarding students' admissions.
- f. To enforce overall policies of Uganda Martyrs University.
- g. Promote and market overall programmes and activities of Uganda Martyrs University.

UMU-11 Chaplain

The Chaplain shall be directly responsible to the Vice-Chancellor and shall:

- a. Care and enhance the spiritual well-being of the University community (Staff and students).
- b. Provide counselling/guidance to those who require it.
- c. Prepare an annual Chaplaincy report for the Vice Chancellor.

- d. Prepare, with the Treasurer of the UMU Pastoral Council, and submit an annual Chaplaincy financial report to the Chief Finance Officer.

UMU-12 University Librarian

The Librarian shall be appointed by the University Council and be directly responsible to the DVC, and shall:

- a. Assume overall responsibility for the development and management of the University Library services.
- b. Plan for and implement, in liaison with various departments of the University, the various projects and programmes of the Library.
- c. Familiarise him/herself with the various programmes offered by the University and liaise with the various faculty heads on issues regarding the development of the Library, to ensure that relevant information material is provided to the university community.
- d. Chair the Library Committee meetings.
- e. Keep in constant touch with developments in the world of information to ensure that relevant and up to date information is provided to the University staff and students.
- f. Co-operate with other University libraries in Uganda in order to ensure the sharing of resources and information where possible.
- g. Ensure the creation of Library data bases to enable the University community to have easy access to the University's information resources.
- h. Liaise with other information providing departments such as the ARDC and the ICT Department, to ensure that information to the users is provided in a co-ordinated manner.

- i. Plan for library staff development in collaboration with the DHR and keeping abreast with developments in their profession.
- j. Supervise staff and hold regular staff meetings.
- k. Undertake any other related duties as may be necessary to ensure the provision of an efficient and effective library service.

UMU-13 Deans

Deans are directly responsible to the DVC in the execution of their duties, they shall liaise with the Registrar. A Dean shall:

- a. Be the Administrative and Academic Head of the Faculty.
- b. Advise on the occasion of new appointments in the Faculty.
- c. See to it that members fulfil their administrative and teaching duties, such as regular update of course outlines and literature lists.
- d. Ensure time-tables operate as required.
- e. Chair the Faculty/Examination Board and its committees.
- f. Be the spokesperson of the Faculty on academic and administrative matters and promote scholarship and prestige of the faculty and the University.
- g. Be a member of Senate representing the Faculty.
- h. Be a scholar continuing with teaching and research in his/her academic field, guide students and staff and ensure high standards of scholarship.
- i. Advise the DVC on issues concerning the Faculty.
- j. Submit matters to Senate or other Authorities for approval/information.

- k. Work in close collaboration with the Public Relations Officer of the University in all matters concerning Manuals, Prospectuses and all other information materials.
- l. Work in close collaboration with the Registrar's Office for lecture time-tables, and examination time-tables; ensure that examination papers and course work mark sheets are collected by Friday of the Reading Week and Final assessment marks one week after the Final Assessment; and be responsible for keeping these records up to date, and for all other matters related to the administration of the Faculty.

UMU-14 Professors

- a. Oversee the design and development of the overall curricula.
- b. Teaching students for the allocated hours.
- c. Supervising research of the assigned students.
- d. Assess student performance in accordance to the stipulated rules and policy.
- e. Conduct research.
- f. Attend to student's academic concerns outside class time.
- g. Transfer knowledge including practical skills, methods and techniques.
- h. Challenge thinking, foster debate and develop the ability of students to engage in critical discourse and rational thinking.

Engage in service to the academic and wider community.

UMU-15 Associate Professors

- a. Publish original outstanding research in the area of specialization
- b. Attract research funding on an individual and collaborative basis
- c. Provide high quality post graduate supervision and teaching
- d. Play a significant role in curriculum design and review
- e. Develop innovative approaches to teaching
- f. Provide general support to colleagues and students in the area of specialization
- g. Take a leading role in knowledge transfer activities.
- h. Engaging in service to the academic and wider community.

UMU-16 Senior Lecturers

- a. Provide students with relevant and stimulating range of learning opportunities and experiences within the subject area.
- b. Engage in research and scholarly activities.
- c. To extend, transform and apply knowledge acquired from scholarship to teaching, research and appropriate external activities.
- d. Undertake teaching and student assessment as assigned.
- e. Supervise student research projects and progressively monitor student performance.
- f. Develop and produce appropriate learning materials on the basis of scholarly and research activity.

UMU-17 Lecturers

- a. Deliver lectures and seminars to students
- b. Design, prepare and develop teaching materials

- c. Assess student course work
- d. Set and mark examinations
- e. Support students through offering advise during consultations
- f. Undertake research projects
- g. Supervise student research
- h. Carry out administrative responsibilities related to the faculty or department

They are directly responsible to the Deans. Each Academic Unit has its own structure at undergraduate and post-graduate level. The following are the general University procedures:

- a. Academic staff members have, apart from formal teaching duties, an obligation towards students in matters of course work: tutorials, class tests, assignments, essays and seminar sessions.
- b. Different academic units have their own rules for calculating marks; therefore, the professor/lecturer should consult with their respective immediate supervisor for guidelines.
- c. Professors/lecturers should ensure that they are available for consultation according to the agreed upon times with the head of the academic unit. At least one hour per course, outside the teaching schedule, should be designated for consultation.
- d. Academic staff members who notice problems with a particular student should consult with the head of the academic unit or the Assistant Registrar, Student Affairs.
- e. Academic staff members should be punctual in fulfilling all responsibilities.

UMU-18 Assistant Lecturer

- a. Assist in delivering lectures and tutorials to students.
- b. Assist to design, prepare and develop teaching materials.
- c. Assist to assess student performance.
- d. Assist to supervise student research.
- e. Work with senior staff members on research projects.
- f. Engage in service to the community.
- g. Carry out administrative responsibilities related to the faculty or department.

UMU-19 Research Fellow

- a. Develop research objectives, projects and proposals.
- b. Conduct individual or collaborative research projects.
- c. Identify sources of funding and contribute to the process of securing funds.
- d. Extend, transform and apply knowledge acquired from scholarship to research and appropriate external activities.
- e. Write or contribute to publications or disseminate research findings using media appropriate to the discipline.
- f. Make presentations at conferences or exhibit work in other appropriate events.
- g. Collaborate actively within the Institution and externally to complete research projects and advance thinking.
- h. Participate in and develop external networks, for example to identify sources of funding, generate income, obtain consultancy projects, or build relationships for future activities.
- i. Mentor colleagues with less experience and advice on professional development.

- j. Supervise the work of others, for example in research teams or projects.
- k. Deal with standard problems and help colleagues resolve their concerns about progress in research.
- l. Assess, interpret and evaluate outcomes of research.
- m. Develop new concepts and ideas to extend intellectual understanding.
- n. Resolve problems of meeting research objectives and deadlines.
- o. Develop ideas for generating income and promoting research area.
- p. Develop ideas for application of research outcomes
- q. Decide on research programs and methodologies, often in collaboration with colleagues and sometimes subject to the approval of the head of the research program on fundamental issues.
- r. Plan, co-ordinate and implement research programs.
- s. Manage the use of research resources and ensure that effective use is made of them.
- t. Manage research budgets.
- u. Help to plan and implement commercial and consultancy activities.

UMU-20 Senior Assistant Registrar (Statistics, Senate and Admissions)

The Senior Assistant Registrar is directly responsible to the Registrar and shall:

- a. Deputizes the Deputy Registrar on issues related to Senate, Admissions and Statistics.

- b. Act on behalf of the Registrar as one of the signatories of the certified/verified academic documents.
- c. Head the Division and be responsible for the smooth, efficient running/working of the Division, maintain proper co-ordination and follow up with other Division for the betterment of the Department.
- d. Coordinate undergraduate admissions activities across the University and process admissions.
- e. Initiate, develop and maintain students' statistics database for the past, present and proper records management systems.
- f. Liaise with Schools, Faculties, Institutes, Departments, and other relevant institutions on matters related to admissions.
- g. Produce the annual statistics report containing information on all registered students for the various purposes and institutions as may be required.
- h. Update the University Management with the weekly undergraduate applications/admissions statistics.
- i. Advise on admissions policy and procedures, University entry requirements and the equivalence of qualifications.
- j. Ensure that all students admitted to the University have the required qualifications for respective programmes.
- k. Ensure safe custody of all documents and data relating to admissions.
- l. Work closely with the Campus/Affiliation Liaison Officer to register students in constituent colleges and affiliate institutions.
- m. Develop an annual manual on admission procedure and prepare joining instructions guidelines for admitted students.

- n. Prepare and revise programme brochures in liaison with the Faculties and the PRO's Office to ensure availability, quality and uniformity.
- o. Prepare and provide secretarial services to Senate meetings.
- p. Perform other duties as may be assigned from time to time.

UMU-21 Assistant Registrar (Statistics, Senate and Admissions)

The Assistant Registrar is directly responsible to the Registrar and shall:

- a. Deputise the Senior Assistant Registrar Senate, Admissions and Statistics.
- b. Update the undergraduate application form in liaison with the Deputy Registrar.
- c. Process undergraduate admission letters for the successful applicants and send them to the availed addresses.
- d. Call and advise the unsuccessful undergraduate applicants accordingly.
- e. Ensure that all undergraduate admitted students get registration numbers before they begin studying.
- f. Coordinate students and staff ID activities across the University campuses.
- g. Feed the Finance Department with details of all undergraduate registered students per semester for billing purposes.
- h. Feed Finance Department with details of all undergraduate students with special and supplementary examinations for billing purposes.
- i. Make a timely follow up on the undergraduate students files kept in the Schools, Faculties, Institutes and Departments.
- j. Attend to routine office telephone calls.

- k. Respond to queries sent via emails.
- l. Provide secretarial services to the University Admissions Board.
- m. Perform other duties as may be assigned from time to time.

UMU-22 Senior Assistant Registrar (Examinations and Transcripts)

The Senior Assistant Registrar attached to the faculties is directly responsible to the Registrar and shall:

- a. Deputize the Registrar in the absence of the Deputy Registrar on issues related to Examination and Transcripts.
- b. Head the Division and be responsible for the smooth, efficient running/working of the Division, maintain proper co-ordination and follow up with other Division for the betterment of the Department.
- c. Process and issue academic documents (Main Campus, branches and affiliates).
- d. Oversee the preparation of the General Lecture Timetable.
- e. Coordinate and organise the Final Examination Timetabling exercise.
- f. Coordinate the overall final examinations exercise.
- g. Ensure timely preparation and setting of all examinations.
- h. Ensure that examinations are marked and results released according to approved schedules.
- i. Handle examination irregularity/malpractice issues and appeal cases on examination matters.
- j. Certify students' academic documents on behalf of the Registrar and also verify documents brought by individuals or sent by Universities, organizations and different companies.

- k. Maintain a data bank of all results for the University Students.
- l. Liaise with Schools/Faculties on students' issues related to their results.
- m. Keep safe custody of all university properties in the office including the University seal.
- n. Work in collaboration with Campus/Affiliation Liaison Officer on student's issues in other Campuses and Affiliate institutions.
- o. Prepare and Provide Secretarial Services to the Graduation meetings.
- p. Perform the duties as may be assigned from time to time.
- q. Be responsible for the general block time-tables on the recommendation of Deans; prepare the general time-table; and allocate lecture halls in accordance with the timetable.
- r. Be responsible for final assessment time-tabling.
- s. Make sure that all Visiting Lecturers sign in to verify presence and attendance and inform the accounts' department.

UMU-23 Assistant Registrar (Examinations and Transcripts)

The Assistant Registrar is directly responsible to the Registrar and shall:

- a. Deputise the Senior Assistant Registrar in-charge of Examination and Transcripts.
- b. Maintain records of students' final awards and archive records of all students.
- c. In collaboration with SAR, provide Secretarial Services to the Graduation Committee and Departmental meetings.
- d. Capture students dissertation topics required for making transcripts.

- e. Follow up on the signing of transcripts and certificates from the respective offices/Faculties.
- f. Organize and arrange the archives in the basement and keep safe custody of students' files.
- g. Work in collaboration with the Procurement Officer to order for answer booklets and other office stationary.
- h. Perform the duties as may be assigned from time to time
- i. Be responsible for the general block time-tables on the recommendation of Deans; prepare the general time-table; and allocate lecture halls in accordance with the timetable.
- j. Be responsible for final assessment time-tabling.
- k. Make sure that all Visiting Lecturers sign in to verify presence and attendance and inform the accounts' department.

UMU-24 Assistant Administrator-Admissions and Statistics

- a. Print/photocopy updated application forms and ensure that all UMU Campuses and Diocesan Offices receive hard copies.
- b. Receive the filled application forms and call all the applicants to inform them that their applications are received.
- c. Enter all the applicants' bio-data into the database, sort the application forms and distribute them to the respective Faculties/Schools for vetting.
- d. Call the successful applicants to pick their admission letters from the availed addresses.
- e. Scan and send softcopies of admission letters and fees structure to all the successful international applicants.
- f. Prepare files for each admitted student and send them to the respective Faculties/Schools for registration.

- g. File minutes/information of the various University bodies and others, according to the instructions of the Registrar.
- h. File all the availed students' information especially the Students' result letters.
- i. Liaise with the Stores Department to verify ID deliveries before distributing them to the different Faculties and Campuses.
- j. Provide secretarial services to the Departmental meetings.
- k. Respond to queries sent via emails.
- l. Attend to routine office telephone calls.
- m. Perform other duties as may be assigned from time to time.

UMU-25 Records Officer

- a. Creating & maintaining the University databases to ensure quick retrieval of information.
- b. Developing record distribution and storage policies.
- c. Auditing the information that is created and stored within the University.
- d. Analysing the University's information needs and developing procedures to ensure these requirements are met.
- e. Referring to policy & legislative requirements in order to determine the length of time University records are kept.
- f. Potentially overseeing the transition from paper to electronic management systems.
- g. Locate physical files of students and other information as may be required.
- h. File agendas, minutes & reports to files
- i. Process requests/files information required by officers

UMU-26 Senior Assistant Registrar to the School of Postgraduate Studies

The Senior Assistant Registrar to the School of Postgraduate Studies is responsible to the Director of the School and shall:

- a. Deal with all application forms and letters of acceptance of postgraduate students.
- b. Make sure all files of postgraduate students are up-to-date.
- c. File all result letters and summary reports of academic results approved by Senate.
- d. Prepare academic transcripts.
- e. Make sure that postgraduate examination questions and related papers are prepared well in advance.
- f. Carry out any other duties assigned to him/her by the Director of the School.

UMU-27 Administrators

Faculty Administrators are responsible to the Registrar. In their day-to-day duties they work with the Head of the relevant faculty and shall:

- a. See to all matters of administration pertaining to the life of the faculty.
- b. Be responsible for the compilation of course outlines, syllabi/reading lists in Manuals produced by staff as well as reading lists by the same.
- c. Prepare the agenda and make sure that all minutes of the relevant faculty meetings are published in time.
- d. Prepare and distribute course assessment forms to their Faculty at the end of each semester for students' feedback. These forms are returned to the Dean.

- e. Make sure that full, up-to-date class lists and course work mark sheets are handed over to staff and additional lists, as required by those teaching common courses.
- f. Prepare the final mark sheets to be distributed with the examination questions.
- g. Prepare data files for entering student results letters at the end of each semester. Collect course work mark sheets by Friday of Reading Week and Final Assessment marks one week after the final assessment and enter data as collected.

UMU-28 Administrator at Campus

- a. Providing administrative support to the campus director.
- b. Preparing, organising and storing administrative data base of the campus.
- c. Handle petty cash and subsequent accountability;
- d. Taking inventory and monitoring all the assets of the campus
- e. Coordinating the activities of the staff at the campus
- f. Custodian of all campus keys
- g. Supervising the cleanliness of the campus
- h. Preparing campus meetings and taking minutes
- i. Secretary to meeting called by the campus director
- j. Coordinate with relevant authorities on administrative issues of the campus.
- k. Carry out any other duties assigned to him/her by the Director

UMU-29 Administrator, SPGSR

- a. Deal with all application forms and letters of acceptance of postgraduate students.

- b. Make sure all files of postgraduate students are up-to-date.
- c. File all result letters and summary reports of academic results approved by Senate.
- d. Prepare academic transcripts.
- e. Make sure postgraduate examination questions and related papers are prepared well in advance.
- f. Carry out any other duties assigned by the Director of the School.

UMU-30 Personal Assistant to the Vice-Chancellor and the Deputy Vice-Chancellor(s)

The Personal Assistant (PA) is directly responsible to the Vice-Chancellor/DVC and works in the Vice-Chancellor/DVC's Office. He/she shall:

- a. Be responsible for the smooth running of the VC/DVC's Office. The PA to the VC coordinates the activities of the PRO and the Internal Auditor.
- b. Attend all meetings chaired by the VC/DVC unless otherwise stated. The PA to the VC is secretary to the Members of Management.
- c. See to the correct keeping of the appointments of the VC/DVC and make these appointments.
- d. Prepare all documents needed for meetings of the VC/DVC.
- e. Be the Private Secretary of the VC/DVC.
- f. Be expected to welcome visitors to the VC/DVC's Office, ensure their visit runs smoothly and minute such meetings with visitors as may be required by the VC/DVC.
- g. Be expected to accompany the VC/DVC to meetings outside the University when necessary.

- h. Be responsible for organising the internal visits of staff and students to the VC/DVC's office.
- i. Handle all office matters as indicated by the VC/DVC.
- j. The PA to the VC shall see to the writing and implementation of International Projects.
- k. Be bound by confidentiality in respect to all matters pertaining to the VC/DVC's Office.

UMU-31 Personal Assistant to VC

- a. Coordinate the activities of the PRO and the Internal Auditor.
- b. Attend all meetings chaired by the VC unless otherwise stated.
- c. Secretary to the Members of management.
- d. See to the correct keeping of the appointments of the VC and makes these appointments.
- e. Prepare all documents needed for meetings of the VC.
- f. Be the Private Secretary of the VC.
- g. Welcome visitors to the VC's Office, ensure their visit runs smoothly and minute such meetings with visitors as may be required by the VC.
- h. Be expected to accompany the VC to meetings outside the University when necessary.
- i. Be responsible for organising the internal visits of staff and students to the VC's office.
- j. Handle all office matters as indicated by the VC.
- k. Be bound by confidentiality in respect to all matters pertaining to the VC's Office.

UMU-32 Personal Assistant to DVC

- a. Attend all meetings chaired by the DVC unless otherwise stated.
- b. See to the correct keeping of the appointments of the DVC and makes these appointments.
- c. Prepare all documents needed for meetings of the DVC
- d. Be the Private Secretary of the DVC.
- e. Be expected to welcome visitors to the DVC Office, ensure their visit runs smoothly and minute such meetings with visitors as may be required by the DVC.
- f. Be expected to accompany the DVC to meetings outside the University when necessary.
- g. Be responsible for organising the internal visits of staff and students to the DVC's office.
- h. Handle all office matters as indicated by the DVC.
- i. Be bound by confidentiality in respect to all matters pertaining to the DVC's Office.
- j. Attend all meetings chaired by the DVC unless otherwise stated.
- k. See to the correct keeping of the appointments of the DVC and makes these appointments.
- l. Prepare all documents needed for meetings of the DVC.
- m. Be the Private Secretary of the DVC.
- n. Be expected to welcome visitors to the DVC's Office, ensure their visit runs smoothly and minute such meetings with visitors as may be required by the DVC.
- o. Be expected to accompany the DVC to meetings outside the University when necessary.
- p. Be responsible for organising the internal visits of staff and students to the DVC's office.
- q. Handle all office matters as indicated by the DVC.

- r. Be bound by confidentiality in respect to all matters pertaining to the DVC's Office.

UMU-33 Academic Linkages Officer

- a. Being the Front Desk Officer for Academic Linkages in the Deputy Vice Chancellor Academic Affairs office.
- b. Being responsible for the day to day duties relating to Academic Linkages
- c. Being the person in charge of communications with partners
- d. Being the secretary to meetings relating to Academic Linkages (e.g., student and staff exchange)
- e. Keeping records of existing and potential academic collaborations.
- f. Tracking and be abreast with the status of existing memberships and collaboration MoUs.
- g. Bringing to the attention of the Deputy Vice-Chancellor, Academic Affairs upcoming
- h. MoU expiries, renewals and terminations for onward action.

UMU-34 Project Officer

The Project Officer shall be directly responsible to the Vice-Chancellor and shall:

- a. Ccoordinate all University Projects right from inception to implementation and closing stage.
- b. Write, review and / or revise project proposals.
- c. Establish clear project objectives and outcomes as well as an implementation plan in liaison with the project sponsors and beneficiaries.

- d. Coordinate with the projects implementation teams to ensure that procedures are respected and time schedules are met.
- e. Provide accurate and timely narrative and financial reports to management, sponsors and other stakeholders.
- f. Ensure that budgets are followed and accounts and financial reports of the projects are prepared in time.
- g. Monitor all projects resources.
- h. Provide information and advice to Management and other stakeholders regarding projects.
- i. Manage the projects in the absence of the respective project implementation supervisors.
- j. Ensure that those involved in projects adhere to the University accountability procedures.
- k. Perform any other duties as may be assigned by relevant University authorities.
- l. Liaise with project coordinators, as well as the Directorate of Research and Outreach
- m. Carry out any other duties as may be assigned by relevant University authorities.

UMU-35 International Relations Officer

The International Relations Officer (IRO) shall be directly responsible to the Vice-Chancellor and shall:

- a. Market Uganda Martyrs University in the East African Community, COMESA and Internationally.
- b. Attract faculty and students from other countries.
- c. Give advice and assistance to both prospective faculty, undergraduate and postgraduate international students at the University.

- d. Provide information about the courses offered, entry requirements, accommodation, fees structure and application procedures.
- e. Assist the international faculty and students to obtain resident visas.
- f. Welcome and induct new faculty and students to the University and provide them with relevant information about the University and the Country at large.
- g. Work and induct new faculty and students to the University and provide them with relevant information about the University and the Country at large.
- h. Work hand in hand with the Public Relations Officer to offer prospective faculty and students the necessary support from the time they start their application to Uganda Martyrs University to the time they leave the University.
- i. Deal with International Students and see to the dealings with government offices such as passports, visas, etc. This should be performed in close collaboration with the Procurement Officer.
- j. Organise functions that may bring them together and enable them to share their respective cultures and national celebrations with other faculty and students.
- k. Work hand in hand with the Public Relations Officer to ensure that the concerned students are properly guided regarding social life at campus and Uganda in general.
- l. Promote Uganda Martyrs University's interests outside Uganda.
- m. Liaise with Uganda Martyrs University Officers/Offices outside Uganda.
- n. Take on any other duty that may be required by the university from time to time.

- o. Carry out any other duties as may be assigned by relevant University authorities.

UMU-36 Head Marketing and Public Relations

The Head Marketing and Public Relations (HM/PR), who is also the Marketing Officer, is directly responsible to the Vice-Chancellor and shall:

- a. Be responsible for all publicity regarding the University: Prospectus, Pamphlets, Media, Web-page and contacts with other institutions.
- b. Be the secretary of the Ceremonies Committee, and the custodian of the academic gowns.
- c. Be the liaison between the University and the Alumni Association and promote its growth.
- d. Be responsible for organising the Annual Open Day, Careers' Opportunities Day and other Exhibitions.
- e. Be responsible for internal communications: notice boards, Newsletters.
- f. Be responsible for welcoming and receiving guests either in the country or on campus. This task has to be done in close collaboration with the Campus Warden.
- g. Be responsible for air-tickets bookings, purchase and reconfirmation, hotel bookings etc., for University personnel. He/she will be responsible for reconfirmation of air tickets of guests of the University.
- h. Promote and protect the image of the University as the Premier Catholic University in Uganda;
- i. Provide a strategic marketing direction and design so as to enable the University to impact positively on the various stakeholders;

- j. Design how we would like the whole world to see UMU, know UMU and experience UMU;
- k. Evaluate UMU's marketing strategies and provide alternatives for improvement;
- l. Share with the world what UMU does, what we believe and who we are as a University;
- m. Promote UMU's visual identity as a University of Excellence;
- n. Provide UMU's strategic public engagements with the world;
- o. Serve as a primary contact with the Media;
- p. Gather UMU news, share it with the outside world and have it archived for future use;
- q. Organize press conferences for the University;
- r. Organize a University Media Team in conjunction with the Institute of Journalism and Communication Studies;
- s. Organize for the regular publication of the University Magazine;
- t. Develop and manage the budget of the department.

UMU-37 Marketing Officer

The marketing officer will carry out market research to gain a clear understanding of what UMU's customers really want, identify new market opportunities, and help UMU create a market niche for its services.

- a. To increase awareness by reaching out to potential students through our Corporate Social Responsibility activities;
- b. Establish linkages in Schools and promote the marketing and subsequent improvement in enrolment of Ugandan students;

- c. Establish linkages and promote the marketing and subsequent improvement in enrolment of international students for UMU Programmes;
- d. Ensure that UMU's marketing messages and materials are appropriate, engaging, visually appealing, accurate and effective;
- e. Champion customer relationship management to build lasting relationships;
- f. Selling the University through promotional materials and souvenirs like calendars, Key holders, T-shirts, brochures etc.
- g. Identify opportunities for scholarships;
- h. Creating awareness and coordinating the process of taking on scholarships.
- i. Coordinate the development of the Marketing Strategy for the University's wider needs including campuses.
 - a. Coordinate the marketing activities of the University with the involvement of Faculty Deans, Heads of Department and Directors of Campuses.
 - b. Ensure that Faculties and Directors submit their marketing strategies that are in line with the University's goals and objectives.
 - c. Participate in all activities of marketing, advertising and promotions.
 - d. Work closely with the Public Relations Officer in building a sustainable image for Uganda Martyrs University.
 - e. Have the capacity to defend the name and image of the University in any forum.
 - f. Preparation and submission of Quarterly marketing reports to Head Marketing and Public Relations Officer.

UMU-38 Digital Marketing Officer – Web Master

The Digital Marketing Officer shall develop and employ a digital marketing strategy and ensure a stable online presence on the Web and all UMU Social Media Platforms:

- a. To revamp the UMU Website by adopting a rather new and flexible template that can capture relevant content of UMU activities;
- b. Be responsible for routinely collecting, writing and editing content for the University Website;
- c. Update relevant information from the Faculties and Departments on the website;
- d. Ensure that news and activities happening in the University is uploaded in record time to the website;
- e. Ensure that the website is updated from time to time with appealing designs;
- f. Reach out and respond to clients through University social media platforms including; (Facebook, Twitter, YouTube, Instagram, LinkedIn);
- g. Constantly upload information on all social media platforms.
- h. Ensure that the University social media platforms are boosted in order to have a wider coverage.
- i. Copyrighting and Content Management;

UMU-39 Internal Auditor

The Internal Auditor shall administratively report directly to the Vice-Chancellor, Audit Committee and shall:

- a. Perform the following audits:
 - i. Financial statement audits;
 - ii. Operational Audits;

iii. Compliance Audits.

- b. Conduct financial statement audits to determine whether the overall financial statements are stated in accordance with criteria set by the Members of Management and endorsed by the External Auditors. This involves examining books of accounts to see if proper records are kept in conformity with generally accepted accounting principles. All supporting documentation should be available for inspection.
- c. Verify whether financial information needed by the Members of Management for decision making is compiled and presented in a professional manner.
- d. Conduct operational audits to review any part of the University's operating procedures and methods for the purpose of evaluating efficiency economy and effectiveness and recommend to the Members of Management ways of improving the system.
- e. Conduct compliance audits to determine whether the various departments are following specific procedures, rules, or regulations set by the Members of Management. This includes determining whether accounting personnel are following procedures prescribed by the Finance Officer, reviewing whether the various taxes are being paid in a timely manner, examining contractual agreements with bankers and other lenders, etc.
- f. Maintain independence and be up-to-date with the various requirements of internal auditing. In no case is he/she to be involved in managing assets and enforcing compliance
- g. Audit and report to the Members of Management so that the Members of Management can take the required action.
- h. Coordinate with others in performing his/her duties.

- i. Be bound by confidentiality in respect to all matters pertaining to the Finances of the University and any other information that he/she may acquire in the course of carrying out internal audits.

UMU-40 Internal Audit Assistant

- a. Provide significant help and support to senior professionals to review the university's internal controls and procedures
- b. Analyze and evaluate the accuracy of accounting systems and procedures
- c. Review, develop and recommend changes in accounting systems and controls of the university
- d. Check and inspect the accuracy of accounts receivable and payable ledgers
- e. Study and test software and hardware systems of the University
- f. Develop and maintain the students and University partners' databases
- g. Create and manage budgets, balance sheets and other related financial statements
- h. Analyze and recommend changes in internal audit controls
- i. Ensure compliance with local, national and international audit policies and regulations
- j. Identify and evaluate procedures and policies in tax reporting processes
- k. Prepare audit paperwork in accordance with standards and requirements
- l. Establish working relationships with University staff, partners and students

UMU-41 Estates Manager

The Estates Manager shall be directly responsible to the University Engineer and shall:

- a. Maintain all buildings, furniture/fixtures on campus regularly.
- b. Maintain the water system, gas and electricity installations
- c. Make sure compost pits are clean and well-kept and that all garbage is collected from the compound and staff quarters.
- d. In close collaboration with any given contracted cleaning company he/she shall see to it that the compound and all public premises of UMU, including offices, classrooms, halls of residence, Guest House, Dining Hall and all staff compounds, are cleaned and maintained.
- e. Liaise with the Campus Warden and the Assistant Registrar for Student Affairs as needed.

UMU-42 Campus Warden

The Campus Warden shall be directly responsible to the Dean of Students and shall:

- a. See to the general welfare of students and their social activities in collaboration with other relevant authorities. Issue notes for visits to the hospital, to staff, to students (during evenings, week-ends and public holidays) in collaboration with the University Nurse. He/she shall also provide transport for sick students who cannot walk to the hospital.
- b. See to the general health of students in close collaboration with the University Nurse.

- c. Ensure the halls of residence are in habitable condition.
- d. Ensure that students observe rules of hostels.

UMU-43 Assistant Warden

The Assistant Warden shall see to the allocation of rooms in collaboration with the Dean of students.

UMU-44 University Counsellor

The University Counsellor shall be directly responsible to the Dean of Students and shall:

- a. Provide individual and group counselling to students and staff on a scheduled basis or through crisis interventions.
- b. Provide out-reach workshops and lectures to campus community.
- c. Provide consultation to staff, faculties and parents seeking assistance with trouble students or those with serious mental health issues.
- d. Facilitates peer programmes by training peer counsellors.
- e. Making a “Needs Assessment” in the university community and then plan for intervention.
- f. Provide Careers Guidance by explaining about qualifications, CVs and Cover Letters, applications for jobs, interview tips, job hunting, careers services, etc.

UMU-45 Finance Officer (in charge of Accounts Receivable)

The Finance Officer in charge of Accounts Receivable shall be directly responsible to the Chief Finance Officer and shall:

- a. Be answerable to the Chief Finance Officer subject to the overall authority of the Vice Chancellor and the DVC FA.

- b. Oversees all revenue received from students on Zee varsity.
- c. Manage monthly revenue from other sources such as electricity, water, rent, money generating projects, etc.
- d. Compiles the monthly figures for management accounts reports.
- e. Carry out any other function that may be required of him/her in the service of the University.

UMU-46 Finance Officer (in charge of Accounts Payable)

The Finance Officer in charge of Accounts Payable shall be directly responsible to the Chief Finance officer and shall:

- a. Oversee all payments throughout UMU.
- b. Prepares all payments for approval by the Chief Finance Officer including verification with the budget.
- c. Assists in the budgeting process throughout the University.
- d. Manages the overall approved budget and generates quarterly budget performance reports.
- e. Carry out any other duty assigned to him/her by the relevant authority.

UMU-47 Accounts Assistant

The Accounts Assistant shall be directly responsible to the Accounts Receivables Officer and Accounts Payable Officer and shall:

- a. Assist the Accounts Officers in compiling documents post physical inspection.
- b. Performs monthly bank reconciliations.

- c. Carry out any other duty assigned to them by the relevant authority.

UMU-48 Cashier

Works directly under the Chief Finance Officer and shall:

- a. Manages all cash disbursements following approval from the Chief Finance Officer and relevant authorities.
- b. Undertakes any ad-hoc requests with respect to cash management.

UMU-49 Procurement Officer

The Procurement Officer shall be directly responsible to the Deputy Vice Chancellor-Finance Administration and shall:

- a. Purchase goods and services as required by the University.
- b. Follow purchasing procedures and regulations and maintain purchasing records.
- c. Contact suppliers for price quotations, prepare requisitions and affix authorizing signatures before ordering
- d. Participate in the Annual Stocktaking.
- e. Participate in internal and external meetings, promoting procurement best practices.
- f. Carry out any other duty assigned to him/her by the relevant authority

UMU-50 Assistant Procurement Officer

The Assistant Procurement Officer shall be directly responsible to the Procurement Officer and shall:

- a. Assist in compiling departmental requisitions.
- b. Procure approved departmental items.
- c. Take water and electricity metre readings.
- d. Assist in preparing all utility bills and paying them.
- e. Participate in annual stock taking.
- f. Collect bank statements from the bank.
- g. Bank cheques and cash.
- h. Withdraw cash from the bank.
- i. Carry out any other duty assigned to him/her by the relevant authority.

UMU-51 Stores Officer

The Stores Officer shall be directly responsible to the Chief Finance Officer and shall:

- a. Supervise the personnel deployed in the Stores.
- b. Ensure that accurate and up to date records of the stores are kept.
- c. Inspect or cause to inspect all goods procured for the University.
- d. Maintain an up to date Fixed Asset Register.
- e. Organise regular stocktaking in the stores.
- f. Organise the End of Year Stock Taking.
- g. Ensure orderliness and cleanliness of the stores.
- h. Minimise wastage of the stores. Ensure that proper documentation of the stores is done (i.e., Purchase requisition, Goods Received notes, Goods Issued Notes, Bin Cards, Stores Requisition and Stores Ledger).
- i. Carry out any other duty assigned to him/her by the relevant authority.

UMU-52 Assistant Stores Officer

Works directly under the Stores Officer and shall:

- a. Prepare purchase requisitions.
- b. Inspect goods on arrival.
- c. Issue goods received notes.
- d. Keep stores records which include:
 - (i) Updating stores ledger
 - (ii) Updating bin card.
- e. Issue items to different final users.
- f. Issue goods issued notes.
- g. Carry out regular stocktaking in stores.
- h. Carry out any other duty assigned to him/her by the relevant authority.

UMU-53 Security Officer

The Security Officer is directly responsible to the *DHR* and shall:

- a. Attend to all security interests of the University especially of life and property as well as University Farm (UF) and water system. He/she shall liaise with the Security Committee.
- b. Patrol the University perimeters.
- c. Be in charge of the security guards of the University.
- d. Train the security guards.
- e. Organize the duty rota for security guards.
- f. Make regular reports to the *DHR* and advise him/her on how to improve the security of the University village.

UMU-54 University Nurse

The University Nurse is directly responsible to the DHR and shall:

- a. See to the general health of students and staff.
- b. Be available during infirmary hours.
- c. See to it that the necessary medicine is always available.
- d. Issue referral notes for students and staff who need medical assistance at Nkozi Hospital.
- e. Be available for emergency cases.

UMU-55 Sports Tutor

The Sports Tutor shall be directly responsible to the Dean of Students and shall:

- a. Be responsible for co-ordinating all games and sports at the University.
- b. Liaise with the responsible authorities to make sure that all the facilities required for games and sports are made available as needed.
- c. Liaise with students and staff to promote sporting activities at the University and with outside institutions.
- d. Prepare estimates for sporting activities development and present them to the relevant University authorities.
- e. Be responsible for submitting lists of sports participants for off campus sports activities to Deans and the Assistant Registrar (Student Affairs).
- f. Prepare and give regular sports reports to the *DHR*.

UMU-56 Alumni Relations Officer

The Alumni Relations Officer shall be directly responsible to the Advancement Officer and shall:

- a. Creating and Updating the Alumni Database.
- b. Coordinating UMU Alumni activities and functions.
- c. Liaising with the Directorate of Quality Assurance and the Research Directorate in carrying out tracer studies about our Alumni.
- d. Collaborate with the Alumni Leadership to strengthen the Alumni Association by regularly engaging the Alumni to actively participate in UMU activities and support UMU.
- e. Managing Alumni website and online communications with the alumni.
- f. Creating avenues of interaction between the Alumni and students.
- g. Through the alumni create internship or work opportunities to students and other alumni.
- h. Carry out any other duty assigned to him/her by the relevant authority.

UMU-57 Liaison Officer

Liaison Officer directly reports to the Vice Chancellor and shall:

- a. Acting under the authority of the Vice chancellor to coordinate and control any related standards activities.
- b. Facilitate communication between the Vice Chancellor and the Episcopal Conference.
- c. Facilitate communication between the Vice Chancellor and the Diocese.

- d. In consultation with the PRO, carry out career guidance activities in Schools and other organizations with potential students for UMU.
- e. Compile periodic reports about particular incidents, events or updates about important issues for UMU.
- f. Act as a link to the Association of Religious in Uganda and other relevant/potential partners.
- g. Have an up to date knowledge of the University and relay the same to all stake holders.

UMU-58 Senior Driver

Senior Driver is directly responsible to the Estates Manager and shall:

- a. Drive and operate assigned vehicle over designated routes or to specific destinations.
- b. Prepare and maintain records pertaining to vehicle operation including completion of mileage reports.
- c. Perform daily vehicle inspection and reports needed adjustments or repairs to Supervisor or Vehicle Services.
- d. Ensure timely scheduling and performance of vehicle maintenance
- e. Ensure vehicle passenger capacity is not exceeded
- f. Fuel vehicles.
- g. Perform minor maintenance and cleaning and of vehicle.
- h. Adhere to timely performance of service to meet required schedule.

UMU-59 ICT Graduate Intern

The ICT Graduate Intern is directly responsible to the Head, ICT and shall:

- a. Be part of a team of software developers in the Systems & Software Development lab building industry leading, robust and innovative software solutions that are fit for purpose and address the needs of the UMU community and beyond.
- b. Provide assistance to lecturers during practical sessions and develop multimedia and practical content for the eLearning
- c. Work on a real-world projects & exhibit them in the annual ICT conference
- d. Assist with the Analysis, Design, Development, Testing and Documentation of new software solutions
- e. Development of improvements to existing solutions as required by UMU
- f. Configure software development tools as required by UMU
- g. Assist in the estimation of tasks, identify possible obstacles and propose appropriate solutions
- h. Detect and predict code defects by peer reviewing code
- i. Any other duties assigned by the supervisor that may be required from time to time for the smooth running of activities at UMU.

UMU-60 ICT Security Administrator

The ICT Security Administrator is directly responsible to the Head, ICT and shall:

- a. Periodic review of UMU's ICT risk register and assessing the risks to UMU's computing systems and planning to minimize possible threats
- b. Upgrading existing security systems and/or designing new ones
- c. Testing security products and evaluating them

- d. Simulating security breaches to test procedures
- e. Making plans for and leading the disaster recovery process in case security is breached
- f. Carrying out corrective actions in the event of a breach
- g. Looking for weak points in the system and securing them
- h. Ensuring that international and national network security standards are met
- i. Preparing technical documentation and reports for users and managers.
- j. Any other duties assigned by the supervisor that may be required from time to time for the smooth running of activities at UMU.

UMU-61 ICT Support Officer

The ICT Support Officer is directly responsible to the Head, ICT and shall:

- a. Provide an efficient and effective helpdesk service, ensuring service level agreements are achieved and company best practice protocols are observed, and identifying common sources and trends and taking preventive action;
- b. Receive and take a log of all support requests and technical faults.
- c. Support the provision and maintenance of the network, associated hardware/software, and connectivity, managing any service disruptions within agreed service level agreements and identifying and resolving faults;
- d. Liaise with third party providers as required to identify and implement solutions;
- e. Together with the Network Administrator, undertake the building, configuring, imaging and deployment of all

company ICT equipment including patching and software updates;

- f. Assist and support the Systems Administrator in managing and monitoring the security of the systems, data and building, and controlling access rights;
- g. Support the delivery of various projects as required and maintaining 100% uptime;
- h. Maintain an up-to-date asset register for all hardware and software, provide information to the budget process and arrange secure disposal of end-of-life equipment in accordance with UMU's Procurement and Logistics regulations;
- i. Ensure all group users gain optimum benefit from ICT in their roles through developing good working relationships and providing appropriate information, support and training;
- j. Report any concerns regarding the security or use of company hardware and ICT to the Head ICT;
- k. Maintain an up-to-date knowledge of emerging technology trends and developments in areas of interest and relevance to the running of UMU's business processes;
- l. Directly supervise all student interns attached to the ICT department.
- m. Any other duties assigned by the supervisor that may be required from time to time for the smooth running of activities at UMU.

UMU-62 Web & e-Learning Officer

The Web & eLearning Officer is directly responsible to the Head, ICT and shall:

- a. Develop, maintain and manage websites and other online tools for the dissemination of content to internal and external public.
- b. Maintaining security for the university websites and monitoring traffic through the site.
- c. Enhancing the marketing function of the Communication and Marketing department by developing online marketing tools, making website traffic analyses etc.
- d. To develop capacity at the Public Relations department as well as Faculties and departments to enable them keep their website content up to date.
- e. Under the supervision of the Systems Administrator, be involved in the planning, installation, maintenance and training of users of university eLearning resources and be the interface person between University ICT Service department and eLearning service providers.
- f. Answering technical queries and advising on system and database upgrades relating to the University websites and Learning management Systems.
- g. Any other duties assigned by the supervisor that may be required from time to time for the smooth running of activities at UMU

UMU-63 Systems Administrator

The Systems Administrator is directly responsible to the Head, ICT and shall:

- a. Administer UMU's Active Directory
- b. Maintain network servers such as application servers, file servers, VPN gateways, and intrusion detection systems.
- c. Administer the university's mail server

- d. Maintenance of IP services like DNS, Web servers, Internet Gateways
- e. Support LANs, WANs, network segments, Internet, and intranet systems.
- f. Ensure that the design of all systems allows all components to work properly together.
- g. Ensure efficiency and availability of all Management Information Systems.
- h. Maintain network and system security as well as perform security updates and patches.
- i. Explore possibilities of new cost effective and/or open-source technologies based on Linux/UNIX
- j. Perform regular and scheduled back-up for the various pieces of data and systems as well as perform dummy recoveries of data and systems to ensure their integrity.
- k. Any other duties assigned by the supervisor that may be required from time to time for the smooth running of activities at UMU.

UMU-64 Network Administrator

The Network Administrator is directly responsible to the Head, ICT and shall:

- a. To ensure optimum operation of the UMU's network infrastructure that includes the data and voice network and the Network Operating Centre.
- b. To ensure reliable, adequate and cost-effective interconnection (voice and data) of the various segments at UMU.
- c. To ensure reliable and stable functioning of the Network Operating Center (NOC).
- d. Install, configure and administer cost effective and yet

reliable network services, preferably based on Open-Source technologies

- e. Install, configure, maintain network Equipment (mainly Cisco).
- f. To be responsible for all technical work relating to the UMU's Wide-Area Network (WAN) operation and related equipment.
- g. To ensure efficient access to the Internet at all times
- h. To keep track of all technology developments relevant to all components of a modern WAN and to regularly provide the Head ICT with information and advice on such changes for effective planning and decision making.
- i. To liaise with and supervise service providers on the technical aspect of the services they provide to the University and advise the Head ICT appropriately.
- j. To maintain proper documentation of Network Structure, Network Assets, Network problems and resolution for future reference.
- k. To monitor Network performance and implement performance tuning.
- l. Provide periodic updates on the state of the Network to the Head ICT.
- m. Any other duties assigned by the supervisor that may be required from time to time for the smooth running of activities at UMU.

UMU-65 Quality Assurance Director

- a. Sensitize UMU stakeholders on quality assurance issues
- b. Link up with both Academic and Support service units and regulatory bodies on issues of internal and external reviews, assessments and maintenance of quality in high education.

- c. Make use of analysed student assessments of staff for monitoring quality in the different units of the university
- d. Liaise with the curriculum review committee to ensure programme review at regular intervals before the programmes expire.
- e. Plan and budget for quality assurance directorate activities and ensure that all academic and non-academic departments have budgeted for quality assurance activities
- f. Work hand in hand with the deputy vices chancellors' offices.
- g. Give reports of quality assurance to senate

UMU-66 Quality Assurance Officer (s)

- a. Develop and review quality assurance procedures regarding curriculum development & review, research & evaluation and facilities & infrastructure.
- b. Advise and assist faculties and departments in carrying out self-assessment procedures on academic programmes
- c. Prepare regular reports for academic and non-academic units on quality assurance matters.
- d. Monitor and assess adherence to benchmarks/standards of external quality assurance bodies and write reports to advice on improvements.
- e. Assist faculties and departments in the preparation of improvement plans and monitor the implementation of these plans
- f. Give guidance in the review of academic programmes before they are submitted to NCHE
- g. Develop and administer tools for assessment of the quality of academic programmes and activities

- h. Monitor quality of teaching, practical work and industrial training
- i. Take minutes of QA committee meetings
- j. Assist in the training of university staff in QA issues
- k. Assist in the formulation of standards for all departments in the university
- l. Guide departments and units in the formulation and implementation of policies. Participate in the formulation of University policies
- m. Prepare and Monitor the quality of facilities and services in the University
- n. Participate in any activity that promotes the University's QA mechanism
- o. Any other duties that may be assigned by the relevant authorities.



ANNEX II

UGANDA COARTYRS UNIVERSITY

BIO DATA FORM

FOR ACADEMIC AND ADMINISTRATIVE STAFF

Names:

Date of Birth: Marital Status:

Current Post:..... Faculty/Department:

Date of first Appointment: Nationality:

Religion:

District of Birth: Parish: Village:.....

Home Address:

Phone Number (current):

Name of Next of Kin (NoK):

Relationship to (NoK):

Address of (NoK):

Phone Number of (NoK):

Names of children:

1. Date of Birth:.....
2. Date of Birth:.....
3. Date of Birth:.....
4. Date of Birth:.....
5. Date of Birth:.....

Place of previous employment:

Duration: Post:

I, ... confirm that to the best of my knowledge, the information above is true.

Signature: Date:

For official use:

Date of reporting:.....

Probation: Yes/No How long?

Salary per month:

Director, HR.....Date