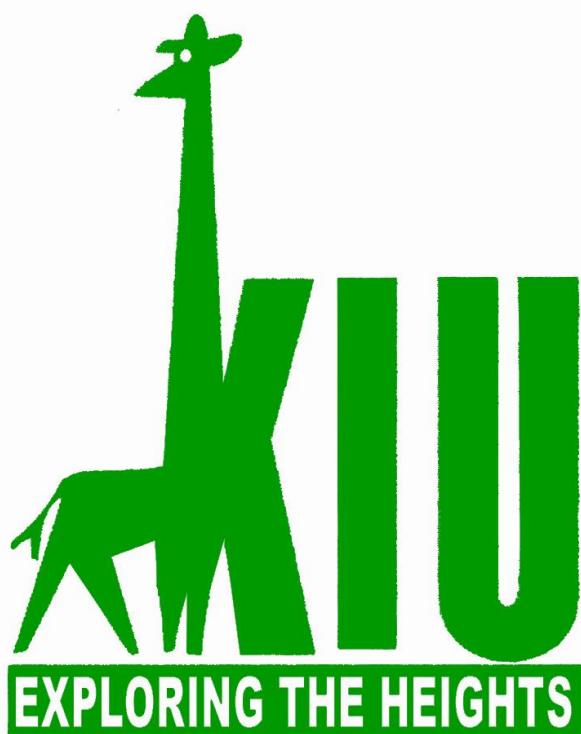


# HUMAN RESOURCE MANUAL



KAMPALA INTERNATIONAL UNIVERISTY

REVISED 2024

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## LIST OF ACRONYMS

KIU	-	Kampala International University
VC	-	Vice Chancellor
DVC	-	Deputy Vice Chancellor
DVC F&A	-	Deputy Vice Chancellor Finance and Administration
DVC AA	-	Deputy Vice Chancellor Academic Affairs
DAA	-	Director Academic Affairs
DHR	-	Director Human Resources
UNIT	-	Schools and Colleges
UAPC	-	University Appointment and Promotions Committee
DAPAC	-	Departmental Appointment and Promotions Advisory Committee

## PREAMBLE

Kampala International University (KIU) is a private institution established on core principles to provide high quality educational programmes that equip students and graduates with skills to develop their potential and explore the heights nationally, regionally, and globally. To realize these operations, the University must employ highly skilled and experienced staff to manage and run the Institution.

Staff members as a human resource, are one of the most important factors of production and in order to deliver what is expected of this Institution, they must be managed with diligence in accordance with established rules, regulations, and procedures. Human resources are a critical component in order to achieve the objectives and goals of the University through policy implementation. It is against this background that, this staff Manual for Kampala International University has been developed.

## **VISION**

To become a premier institution of international repute that prepares students for the world of work and for an inclusive society.

## **MISSION**

To respond to societal needs by designing and delivering an education guided by the principles and values of respect for society, economy and environment.

## **CORE VALUES**

Kampala International University has devised a variety of values which guide the employees of the university. Among these are:

- **Excellence:** Through teaching and research, individually and corporately, to continuously raise standards for excellence, and deliver services beyond expectations.
- **Teamwork:** Foster and nurture the value of teamwork and sense of belonging, while at the same time have a passionate commitment to a shared vision so as to fulfill the objectives of KIU.
- **Internationality:** Pursue curriculum content, a globally relevant learning and employability culture befitting the international community of students and staff drawn from various countries.
- **Integrity:** Embrace integrity, and nurture the culture of professionalism, honesty and fairness both in the official and private arena.
- **Diligence:** The university expects all its employees to be hard working and conform to KIU's work ethic
- **Principles of equal opportunity employment:** KIU is an equal opportunity employer. Equity and transparency shall be the principles to guide the relationship between the University authority and staff to promote quality higher education and research through the advancement and the welfare of our staff.

## **1.0 GENERAL EMPLOYMENT POLICY**

This Human Resource Manual is a summary of policies, procedures and practices related to

human resource management at Kampala International University.

The purpose of this manual is to;

- (i) Define the obligations and rights of the University as the Employer.
- (ii) Specify the obligations and rights of the employees of Kampala International University.
- (iii) Serve as a reference framework for the management of the Human Resources in Kampala International University.

The Directorate of Human Resources is responsible for the development, implementation and review of the content of this manual. The Director thereof shall make it accessible to all current and new employees of the University. Heads of Units in partnership with Director Human Resources, are responsible for human resource management within their own staff teams, and should make reference to this manual, to ensure institutional consistency in the application of these practices.

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 Employment Act in force, any other relevant and applicable or related laws in Uganda and the University Charter.

The HR Manual shall constitute KIU'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, all relevant laws of Uganda that may be in force at any given time. In case of a conflict between the law and this manual, and in the event that harmonisation of the same shall not be possible or practicable, the Law shall prevail.

### **1.1 STATEMENT OF PHILOSOPHY**

Kampala International University wishes to maintain a work environment that fosters personal and professional growth for all employees. Maintaining such an environment is the responsibility of every staff. Because of their role, managers/Heads of Units and supervisors have the additional responsibility to lead in a manner which fosters an environment of respect for and highest productivity from each person.

It is the responsibility of all staff to:

- i. Comply with the constitutive instruments of the University, terms and conditions of employment and respect all authority of the University.
- ii. Foster cooperation and communication among each other.
- iii. Recognise each other's contribution to the greater development of the institution.
- iv. Treat each other in a fair manner, with dignity and respect.
- v. Promote harmony and teamwork in all relationships.
- vi. Strive for mutual understanding of standards for performance expectations and communicate routinely to reinforce that understanding.
- vii. Encourage and consider opinions of other employees or members, and invite their participation in decisions that affect their work and their careers.
- viii. Encourage growth and development of employees by helping them achieve their personal goals at the KIU and beyond.
- ix. Seek to avoid workplace conflict and if it occurs, respond fairly and quickly to provide the means to resolve it.
- x. Administer all policies equitably and fairly, recognizing that jobs are different but each is important; that individual performance should be recognized and measured against predetermined standards and that each employee has the right to fair treatment.
- xi. Recognize that employees in their personal lives may experience crisis and show compassion and understanding.

## **2.0 EMPLOYMENT**

### **2.1 EMPLOYMENT EQUITY**

Kampala International University is an equal opportunity employer and employs personnel without regard to race, ancestry, place of origin, colour, ethnic origin, language, citizenship, creed, religion, gender, marital status, physical and/or mental handicap or financial ability. While remaining alert and sensitive to the issue of fair and equitable treatment for all, KIU has a special concern with the participation and advancement of members of three designated groups that have traditionally been disadvantaged in employment: women, visible minorities, and persons with disabilities. Appointment to all positions in the University service is based on the principle of MERIT.

The University Council shall approve all establishments and shall be responsible for all appointments through the Appointments and Promotions Committee of Council, **Save as may otherwise be provided.**

## **2.2 TERMS OF EMPLOYMENT**

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

### **a) Permanent Terms**

Appointment on permanent terms shall be the type of employment where the period of service is up to the mandatory retirement age of 65 years; subject to other provisions contained in this manual. If the University shall be desirous of further retaining the services of such employee, then it will be on contract basis and on such terms and conditions as the University shall stipulate in the contract.

### **b) Contractual Terms**

Appointment on contract shall be the type of employment where the terms of employment are as defined in a particular contract of employment or letter of appointment between the University and an employee. An employee may change status from permanent terms to contractual terms, and vice-versa through application and subject to formal approval by the appointing authority.

### **c) Part time terms**

Appointment on Part-time Terms shall be the type of employment where the working hours per week is 12 hours at the minimum and the maximum will be determined from time to time by the University Council.

### **d) Casual terms**

Appointment on casual Terms shall be the type of employment where an employee is engaged to perform defined tasks on a day to day basis and whose remuneration is on a piece rate basis.

### **e) Honorary Terms**

Appointment on Honorary Terms is the type of employment which attracts no remuneration from the University and is only extended to persons of academic and /professional distinction as determined by council.

**f) Adjunct Terms**

Appointment on Adjunct Terms is the type of employment where a member of staff of one department may render part time services to another department on agreed terms. The terms and conditions of employment shall be agreed upon between the employee and the employer (The University).

**2.3 CATEGORIES OF EMPLOYEES**

Employees of the university shall comprise of the following categories;

**a) Academic staff**

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

They shall include the following;

- i. Professor or Research Professor
- ii. Associate Professor or Associate Research Professor
- iii. Senior Lecturer or Senior Research Fellow
- iv. Lecturer or Research Fellow
- v. Assistant Lecturer or Assistant Research Fellow
- vi. Teaching Assistant or Research Assistant
- vii. Research Fellow
- viii. Research Assistant/Tutorial Assistant
- ix. Honorary Chair
- x. Library staff designated Academic

**b) Library Staff**

Library Staff shall comprise:

- i. University Librarian/Library professor
- ii. Deputy University Librarian/Associate Library Professor
- iii. Other Library Staff designated as academic

**c) Administrative staff**

Administrative staffs are those engaged to render managerial support in the fulfillment of the mission of the University.

They shall include;

- i. Heads of Administrative Units
- ii. Library staff designated as administrative
- iii. All other non-teaching staff serving under agreed terms of service

**d) Support staff**

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

**e) Casual staff**

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

**f) Consultants**

The University may seek services of external Consultants on assignment basis. Consultants are individuals or firms with whom the University has signed an agreement for a specified period of time and for a specified assignment (s). Consultants are not employees of the University and are not eligible for benefits that accrue to employees. Standard Consulting contracts may be used subject to any review thereof by University Legal Counsel. The Vice Chancellor will approve all hiring of Consultants.

**g) Volunteers**

These shall be persons authorised in writing by the Director Human Resources upon application to render services through a specific unit for a specific period of time not exceeding six months or for a period as may be determined by the University. A volunteer shall not receive salary from the university but may be paid an allowance subject to availability of funds.

**h) Internships/Industrial training/Attachment**

The university may accept students for attachments to any of its units for training purposes. Such students shall apply for attachment to the Director, Human Resources through their respective institutions or KIU departments or Units. While on industrial training, students shall

not be entitled to any remuneration and shall fully comply with all regulations as spelt out by the recipient unit.

**i) Expatriate Staff**

These shall be persons whose domicile/Nationality is specified, as other than Uganda and who shall have been retained in the employment of the University as such.

**3.0 RECRUITMENT AND SELECTION**

The Recruitment and Selection Policy aims at attracting candidates with knowledge, skills and competencies required for achieving the University's objectives.

**3.1 RECRUITMENT POLICY**

The University recruitment policy shall be premised on the following principles:

- i. Ensuring that the right numbers of employees, of the right quality are available at the right time.
- ii. Upholding transparency, objectivity, equal opportunity in the recruitment and selection process. All vacant positions shall be advertised internally or externally in the press clearly stating the job and specifications as well as the main duties involved.
- iii. Vacant positions shall be filled on the basis of assessed ability of the applicant to measure up or exceed the staff specifications established for the positions. All appointments shall be strictly on the basis of merit.
- iv. Appointment shall be subject to availability of a vacancy against a particular post in the approved University establishment.
- v. Transparency
- vi. Employee-centeredness: The University shall endeavor to meet the realistic expectations of a prospective employee regarding job satisfaction, remuneration, job security and career aspirations.
- vii. Ensuring that the process is fair, just and non – discriminatory on any basis.

**3.2 NOTIFICATION AND ADVERTISEMENT OF VACANCIES**

Posts shall be deemed vacant as a result of the following: End of contract, retirement,

resignation, dismissal, death, physical or mental incapacity, restructuring of departments/establishment, rejection of appointment offered; and any other causes, and/or reasons. Notification of vacancies shall be as follows:-

- i. The Head of Unit shall report the vacant post to Deans/ Principals/Directors who shall subsequently present it to the Appointments Committee of a Faculty/School for review. If approved, a report shall be made to the Director of Human Resources and/or DAA (See Annex Form C, Reference 3.2)
- ii. The DHR shall then inform the DVC- F&A and give a report that ascertains that the proposed new staff are catered for in the existing budget or can be accommodated in the budget for the coming year, and the hiring of the proposed new staff complies with the University recruitment policies generally; before the HR recommends the recruitment of the new staff.
- iii. If the Deputy Vice-Chancellor, Finance and Administration is satisfied that the new staff can be hired without straining the finances of the University, and that it complies with the University's recruitment policies, he or she shall notify the Appointments and Promotions Committee of Council.
- iv. The Deputy Vice Chancellor Administration and Finance shall authorize the Director Human Resource to advertise the new posts unless; it will have been decided that the position be filled by internal promotion. (refer to 3.6.3: advertisement for new posts)
- v. The provisions in (iv) above notwithstanding, the posts of the rank of Professor and Associate Professor and their equivalent in Administration and Library shall be advertised without exception. The other posts may or may not be advertised provided that any failure to advertise or appointment without advertisement shall not invalidate the appointment of the employee.

### **3.3 APPLICATION**

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 from time to time depending on the type of employment sought. (See Annex Form A, Reference 3.3)

### **3.4 PROCESSING APPLICATIONS AND VERIFICATIONS**

- i. Applications are received by the Directorate of Human Resource and either forwarded to the relevant department for review and assistance with the short listing or are processed by the Directorate in consultation with the user unit.
- ii. After closing date for accepting application forms from candidates, the DHR shall send the applications to relevant departments for short listing.
- iii. Before applicants are contacted, the University should carry out the background checks before the applicants are invited for interviews, especially the expatriates.

### **3.5 APPOINTING AUTHORITY**

The powers to appoint, confirm, promote, and terminate services of University staff, are vested in the University Council exercised through the Appointments and Promotions Committee of Council.

### **3.6 COMPOSITION OF APPOINTMENTS AND PROMOTIONS ADVISORY COMMITTEES**

#### **3.6.1 Departmental Appointments and Promotions Advisory Committee**

- i. The Department Appointment/Promotions Committee shall consist of at least 5 senior members of staff of the Department. The Committee shall consider applications at the rank of senior lecturer or equivalent and below. Where a department is understaffed and lacks quorum, the applications shall be considered at Faculty/School/College level.
- ii. Only persons, whose ranks are higher or equivalent to the person being considered for appointment or promotion, shall constitute the Committee.
- iii. The quorum for the Departmental Appointments and Promotions Advisory Committee shall be three (3) members.
- iv. Where the Head of Department is a candidate, or where two or more members of the departmental committee are being considered, the Dean shall assume the chair of the Departmental Appointments/Promotions Committee meeting called for that purpose.
- v. Where the Faculty/School/College cannot form a committee due to lack of eligible staff members, the Committee shall co-opt members from related fields to assess the application.

- vi. The task of the Committee shall be to scrutinize all applications for appointment and review employees for promotion. The Committee shall also evaluate employees annually and submit its recommendations to the Appointments and Promotions advisory Committee through the relevant Dean/Principal.
- vii. The decisions of the Committee shall be communicated to the faculty, school, or College Appointments and Promotions Committee in form of minutes which should bear the
- viii. Signatures of all members who attend the meeting and membership at any one time should not be below three.

### **3.6.2 Faculty /School/College Appointments/Promotions Advisory Committee**

- i. A faculty, school, or College shall have a committee which shall be chaired by the Dean/Director/ Principal.
- ii. The Faculty /School/ College Committee shall be made up of at least one representative from each Departmental Committee.
- iii. Only persons with qualifications higher or equivalent to the person being considered for appointment or promotion shall constitute the Committee.
- iv. The quorum for the Faculty /School/ College Appointments and Promotions Advisory Committee shall have at least one member from each of the departments.

#### **The Terms of Reference for the Faculty /School/ College committee shall be:**

- i. To receive recommendations from Departmental Committees and make recommendations to the Appointments and Promotions Committee;
- ii. To make recommendations to the Appointments and Promotions Committee Board on cases of appointment of Professors and Associate Professors;
- iii. To make recommendations to the Appointments Board and Promotions Committee on cases of conflicts; and to handle cases of Appointment/promotion from understaffed departments.
- iv. The decisions of the above committees shall be communicated to the Appointments and Promotions Committee Board in the form of minutes which should bear signatures of all the members who attend the meeting and membership at any one time should not be below three.
- v. Where a faculty/school/institute is understaffed and cannot constitute a committee, due to lack of eligible staff members, the committee shall co-opt members

composed of Deans/Directors/Professors in related fields to assess the application.

- vi. Where a Dean/Director is the candidate, the committee shall appoint a Chairperson from among the members present to assess the application.
- vii. In case of controversy within a Faculty/ School/College lack of clarity on any issue, the relevant Dean/Director/Principal can be invited to appear before the Promotions and Appointments Committee to assist in resolving the problem.
- viii. An employee who is not satisfied with the Appointments and Promotions Committee's ruling can appeal to the Staff Tribunal.

### **3.6.3 Advertisement of vacant posts**

When a post falls vacant and cannot be filled through an internal promotion, it shall be advertised.

### **3.6.4 Recruitment and advertisement guidelines**

The Director Human Resources may use Job descriptions and personal specifications to provide a clear and informative summary of the main duties of job and skills desirable of a candidate. e.g;

- i. Title of the post being advertised
- ii. Organizational background
- iii. Organizational level and to whom the post reports
- iv. Purpose of the job
- v. Core competences for the job
- vi. Closing date and other requirements
- vii. Requirements to attach copies of academic documents, Curriculum Vitae, Name and contact Address for reference
- viii. Applications should be addressed to Director Human Resources.
- ix. Terms and conditions of service

- x. Any other as may from time to time be determined by the University.

### **3.7 SHORT LISTING AND INTERVIEWS**

- i. Short listing of applicants shall be the responsibility of the Directorate of Human Resource which shall coordinate the exercise in close consultation with the user or technical department as the case may be.
- ii. The short listing shall always be guided by agreed criteria as well as the provisions in the advertisement or other job related factors as may be considered applicable by the short listing committee. Meeting the minimum requirements stipulated in the advertisement is not a guarantee for being shortlisted.
- iii. Short listing shall be done within a period of not more than **one month** from the closure of receiving applications.
- iv. Shortlisted applicants shall be given reasonable notice for interviews specifying time, and place of interview by a posted or hand delivered letter, email or phone call.
- v. The chairperson of the short-listing panel will return the application forms to DHR and confirm in writing the name of the applicants to be interviewed.
- vi. The DHR will arrange for the interviews in consultation with the Secretary Appointments and Promotions Committee of Council.

The selection process may take the following forms:

- i. By interviewing candidates to get the most suitably qualified;
  - ii. By vetting the credentials of candidates to determine the most suitably qualified;  
and
  - iii. Through performance appraisal for cases of re-appointment in respect of staff on contract
- a) Where applicable, selection tests shall be administered to verify the competency of the applicant for the post in question. This may be followed by a selection interview.
  - b) Where the Appointments and Promotions Committee of Council feels that a

recommendation for the interview panel is not satisfactory, the Chairperson of such a panel committee shall be invited to appear before the Appointments and Promotions Committee of Council, to explain the recommendation before the said Committee makes a final decision.

### **COMPOSITION OF THE INTERVIEW PANEL**

The interview panel shall consist of at least the Principal/Dean/Director of a unit; technical persons from relevant disciplines, quality assurance representative, the DHR as the Secretary.

### **3.8 SELECTION AND APPOINTMENT PROCESS**

The Appointments and Promotions Advisory Committee either as the main Committee or through its sub-committees shall select or appoint applicants to specific established posts.

### **3.9 TYPES OF APPOINTMENTS**

#### **3.9.1 Appointment on Permanent Establishment**

- a) Where an individual employee has been found suitable for the post after serving on probation or has had the probationary period waived s/he will be appointed on permanent basis.
- b) All employees of the University on permanent establishment shall subscribe to any of the approved terminal benefit schemes.
- c) The following conditions shall apply to all permanent established appointments;
  - i. Undergo a medical examination to determine the fitness of the appointee to perform the duties of the job in short to medium term.
  - ii. Probation periods are determined and set out in the relevant letter of appointment as a matter of policy.
  - iii. Additional conditions shall be prescribed for particular appointments and shall be applicable to specific functional areas.

#### **3.9.2 Temporary Appointment**

- i. Temporary appointments shall be permitted essentially to relieve low staffed departments while arrangements are being made to fill the posts substantively. Such posts shall only be authorized by the Vice Chancellor.

- ii. Temporary appointments shall be held against established posts.
- iii. Temporary appointments shall not be entitled to regular rights, benefits and privileges but may be paid monies authorized in the day to day performance of duty.
- iv. Temporary appointments shall be limited to a period not exceeding six (6) consecutive months for any one contract.
- v. The University appointments Committee reserves the right to cancel temporary appointment without notice on grounds of operational needs or proper performance or unprofessional and unethical conduct

### **3.9.3 Acting Appointment**

- i. An employee shall be regarded to be in a post when he/she has been legally appointed to act in writing by the appointing authority. He or She should be qualified for the post.
- ii. An employee appointed to act in a post shall receive an acting allowance.
- iii. An employee shall be appointed to act in a vacant post and shall sign as Acting for the purpose of internal communication.
- iv. All acting appointments shall not exceed a period of twelve (12) consecutive months without review. Arrangements shall be made in the course of that period to have the post filled substantively.
- v. When an employee acting in a post competes for it and earns a promotion to it the effective date of his or her appointment on promotion shall be the date when University Appointments and Promotions Committee (UAPC) appoints him/her substantively on promotion and not the date he or she assumed duty on acting basis.

### **3.9.4 Short Term Acting Appointment**

- i. When the substantive holder of a post is temporarily away for a short period of time, in any case not exceeding three months, another staff shall be called upon by the Vice Chancellor to perform the duties of that higher post.
- ii. The appointment shall be termed as short term acting appointment and the staff member shall receive duty allowance.
- iii. The post held on short term acting appointment shall not be deemed vacant as in the case of an acting appointment.

## **3.10 OFFER OF APPOINTMENT AND ACCEPTANCE**

- i. Offer of Appointment shall be made in writing by the Director Human Resources,; and

Heads of Units of relevant departments shall receive copies of such offers of appointment; DVC-F & A shall sign all appointment Letters of the senior staff (Academic and Administrative staff) and all academic staff while the Director, Human Resource shall sign the appointment letters of other lower cadres.

- ii. The Appointment letter shall embody the following: name of appointee, contact address effective date of appointment, rank appointed to, reporting relationship, terms of appointment, validity period of appointment, salary scale and allowances, any other entitlements as applicable and the acceptance option. The appointment letter shall specify the domicile of a member of staff, specifying his or her home town and country.
- iii. The appointee shall be required to accept the offer of employment within 14 days from the date of offer, or any such time as may be stipulated in the offer either by written letter of acceptance or by filling and signing in the space provided on the appointment letter.
- iv. Failure of the selected candidate to comply with the requirement in (c) above shall be regarded as a rejection of the offer, and may result in the post being offered to the second-best applicant without further interview or the post will be re-advertised if the Appointment's Committee sees it necessary.
- v. The effective appointment of a staff member shall be presumed to come into effect on the day he/she assumes duty as officially confirmed in writing to the Director Human Resources by his/her Dean/Principal/immediate supervisor or as may be stipulated in the appointment letter or contract of employment.

### **3.11 VERIFICATION OF DOCUMENTS**

The Directorate of Human Resources reserves the right to authenticate the submitted documents in such manner as shall be deemed necessary; which include the employment record and salary history, stated qualifications and referees.

### **3.12 REFERENCE LETTERS**

All appointed employees shall be required to furnish the Directorate of Human Resource with original letters of reference from at least two of the referees stated on the resume of the appointee within 14 days of appointment which shall be verified to the extent possible.

### **3.13 JOB DESCRIPTIONS**

Job descriptions shall be formulated for all positions in the University and will be reviewed and updated periodically. All employees of KIU shall be provided with an up-to-date Job Description in view of the following;

- a) Align existing jobs with the internal structure of KIU.
- b) Review job contents periodically to ensure that duplications and unnecessary tasks or responsibilities are eliminated to enable KIU streamline its systems.
- c) Ensure that all positions in the University have a positive impact on the achievement of its strategic plan.

#### **3.13.1 Key Aspects of a Job Description**

The Job Description shall show the following details;

- i. The job title
- ii. Reporting lines (direct and indirect)
- iii. Department and School, College, Faculty, Directorate, Institute or as the name of the Unit may be.
- iv. The job summary
- v. Duties and responsibilities
- vi. Skills and qualification required
- Vii. Key Result Areas and Key Performance Indicators

### **3.14 EMPLOYMENT DOCUMENTATION**

Following the appointment of a candidate, the Human Resource Directorate shall create a personal confidential file to include all documents related to the hiring process and information collected in future.

Key standard information that will be contained in the individual staff members' file shall include:-

- i. Employment Application form
- ii. Application letter
- iii. Resume/ curriculum vitae
- iv. Copy of contract/ Offer of appointment letter
- v. Acceptance letter
- vi. Reference letters
- vii. Copy of confirmation letter

- viii. Copies of academic documents
- ix. Employee bio data form
- x. Passport photo
- xi. Job description
- xii. Bank information
- xiii. Copy of NSSF card
- xiv. Names and address of next of kin
- xv. Appraisal records
- xvi. Disciplinary records
- xvii. Promotion, transfer, commendation letters
- xviii. Any other document that relates to the employment history of an employee.

The decision of the UAPC shall appear in the minute of that particular meeting at which the decision is taken. The terms attached to the appointment shall be stated against the name of the person appointed

### **3.15 INDUCTION/ORIENTATION**

Induction is the first step in building a two way relationship between the University and the new employee. The induction shall serve the purpose of introducing the new employee to the work environment as well as to the various aspects of the employees work.

- i. Induction shall be mandatory to properly initiate all new staff (hired, promoted or transferred) into their new tasks.
- ii. The induction programme shall be arranged by both the Directorate of Human Resource and the relevant Dean/ Principal or immediate supervisor as soon as the employee reports. The induction programme duration shall not exceed one month.

### **3.16 PROBATIONARY PERIOD**

- i. The maximum length of a probationary period is **six months**, but it may be extended for a further period of not more than six months with the agreement of the employee.
- ii. An employee shall not be employed for a probationary period of service **on more than one occasion** by the University unless he/she is engaged for work of a different nature.
- iii. A contract for a probationary period may be terminated by either party by giving not

less than fourteen days' notice of termination, or by payment of fourteen days' wages in lieu of notice by either party.

- iv. New employees on contractual terms may also be subjected to probation for a period as may be specified in their contract with the University.
- v. Notwithstanding the provisions of (i) above, the appointing authority **may waive** the whole or part of the probationary period of service in certain cases especially where the employee has offered prolonged service beyond the probationary period on temporary terms.
- vi. An employee shall not be promoted during his or her probationary period of service.

### **Recommendation for probationary period**

The probationary period stipulated shall be wholly served by the staff to avoid inconsistencies in running both academic and administrative functions/programmes.

### **3.17 CONFIRMATION**

An employee who has successfully completed his/her probation may be confirmed in the University service with effect from the date of expiry of their probationary period.

The procedure for confirmation shall be as follows:

- i. An employee concerned shall, through the Head of Academic or Administrative Department/Unit, submit an application, a Curriculum Vitae and a statement of achievements to the Director, Human Resources, **two months before the expiry of the probationary period**
- ii. Where the performance of an employee due for confirmation is found satisfactory, the Head of Academic or Administrative Department/Unit, shall forward to the Director, Human Resources, a recommendation from the Departmental Appointments and Promotions Advisory Committee that the employee should be confirmed.
- iii. Where the Departmental Appointments and Promotions Advisory Committee finds the performance of an employee due for confirmation to be unsatisfactory, the head shall so inform both the appointing authority and the employee in writing and indicate clearly

the recommendation of the committee.

- iv. Confirmation in all cases must be processed within the probationary period of an employee. In the event that this is not done and the probationary period expires, the employee shall be entitled to have their confirmation **back dated** to the date it was first due.
- v. Heads of unit who fail to process confirmations of employees within the probationary period shall face disciplinary action as shall be determined by the Appointing Authority.

#### **4.0 PROMOTION POLICY**

- i. The University shall foster an environment that encourages internal promotion for staff with the aim of rewarding successful performers. This shall be done in consistence with the virtues of impartiality and transparency.
- ii. Staff shall be promoted on the basis of skills, experience and performance. This shall be supplemented with job related training and educational opportunities to improve performance and job satisfaction.
- iii. Normal track promotion interval shall be two years provided that the promotion applicant has received satisfactory appraisal.

#### **4.1 Academic Staff**

Staff wishing to be promoted shall apply to his/her Head of Department (HOD) giving reasons why he/she should be promoted.

##### **a) Promotional Policy Objectives**

- i. To promote Academic Staff whose performance demonstrates particular merit in teaching/Lecturing (and related duties) including research, publication, invigilation, research supervision, examination and marking, administration, service and leadership in the University, professional practice and community service;
- ii. To provide a transparent and impartial method of assessment so as to encourage a diverse range of applicants to get appointed and promoted.
- iii. To enable flexibility in evaluation of staff in order that the various ways in which they contribute to achievement of the University's vision can be rewarded on the basis of reliably applied standards.

### **PhD Requirement as a Prerequisite for Promotion/Appointment to Lecturer Position**

The qualification of PhD for Lecturer position shall be applied for appointment and promotion to all positions and disciplines except those that are exempted (Refer to Section C). Applicants who hold a third class (pass) Bachelor's degree plus a PhD degree are eligible for appointment to the position of lecturer since the PhD qualification is an indicator of academic maturity.

### **Exemption to PhD requirement to Lecturer Position**

- i. Scholars in Clinical disciplines are exempted from the requirement of a PhD qualification for promotion to Lecturer position as long as s/he holds a Masters Degree in a related field. A Clinical Scholar shall be defined as a holder of a first degree in a clinical discipline, for example, Human Medicine, Dentistry, Nursing, Speech Therapy, Pharmacy and his/her work is related to patient care.
- ii. The definition of Clinical Scholar as stated above shall apply to the various categories as follows:
  - a) Teaching Assistant  
A first degree in the relevant discipline
  - b) Assistant Lecturer  
A first degree in a clinical discipline and having registered and successfully passed all the first year courses in a relevant Master's Degree Program
  - c) Lecturer
    - i. Clinical Scholar who holds a Master's degree in a clinical discipline shall be appointed to Lecturer position
    - ii. The promotion of a Clinical Scholar shall be based on achievements in research, refereed publications, textbooks, and, where appropriate, (found in dissertations and/or excellent publications), professional practice and in teaching ability. Objective evidence of these could also be found in teaching awards or Fellowship awards.

### **D (i) Exempted Clinical Disciplines**

The Exempted Clinical disciplines shall include the following: -Anaesthesia, ENT, Family Medicine or Community Practice, Internal Medicine, Microbiology, Obstetrics and Gynaecology, Paediatrics and Child Health, Surgery, Pathology, Ophthalmology, Orthopaedics, Dentistry, Nursing, Pharmacy and Public Health.

### **(ii) Exempted Non Clinical Disciplines**

#### **LAW**

Holders of Legal qualifications (Holders of Bachelors degree; post-graduate diploma in Legal Practice, Masters and PhD shall be considered as follows);

##### a) Teaching Assistant/Tutorial

- A first Degree in Law (LLB)

##### b) Assistant Lecturer

- A first Degree in Law (LLB)
- Post- Graduate Diploma in Legal Practice(LDC)
- At least 1-year teaching experience

##### c) Lecturer

- Masters in Law (LLM)
- 3 –years of teaching experience
- 1 Publication

##### d) Senior Lecturer

- A PhD in Law
- Supervision of at least 3 post graduate students to completion
- 3- years of teaching experience
- 7 –Recognized publications in peer reviewed journals/book chapters
- Community service required.

### **Non-exempted Disciplines**

The Basic Science Scholars shall not be exempted and shall be required to obtain a PhD qualification before being appointed or promoted to lecturer position. The basic science and para-clinical disciplines shall include: - Anatomy, Biochemistry, Physiology, Pharmacology, toxicology, microbiology, parasitology and pathology (except clinical pathology), Medical Illustration; and limited areas in Pharmacy like Pharmaceutical Chemistry or Mathematics.

**Multi-Tracks in Handling Promotions/Appointments**

KIU shall use a flexible promotions and appointments criterion as follows: -

- i. Ordinary Track Promotion:
- ii. Fast Track Promotion: Provision for New Entrants Track
- i. At least two of the following shall constitute evidence of pedagogical skills as defined under teaching experience: 1) Teaching, 2) Mentoring to a particular group of people; 3) Supervision of other staff, research team, consultancy team; 4) Supervision of students and 5) Qualification in pedagogical skills.
- ii. The number of publications shall be specified as per Table 1.1.

**Table 1.1 NEW ENTRANTS REQUIREMENTS:**

**(Provision for new entrants at all academic levels shall be as indicated in this table)**

Minimum requirement (Bachelor’s Degree)

Teaching Assistant	First class or Second Upper Division or equivalent
Assistant Lecturer	First class or Second Upper & Master’s Degree or for law (LLB and PDLP)
Lecturer	PhD or Master’s degree in exempted /Fast track fields
Senior Lecturer	PhD or Master’s degree in exempted field; evidence of pedagogical skills and 8 recognized publications in area of specialty and contribution to community.
Associate Professor	PhD or Master’s degree in exempted field; evidence of pedagogical skills; 11 recognized publications in area of specialty and at least 4 publications within the last three years at the time of application and contribution to community.
Professor	PhD or Master’s degree in exempted field; evidence of pedagogical skills; 21 recognized publications in area of specialty; at least 5 publications within the last three years at the time of application and contribution to community.

**Table 1.2 PROMOTION FOR PROVISION FOR FAST TRACK REQUIREMENTS**

<b>Post</b>	<b>Minimum Requirement</b>
Lecturer	<ul style="list-style-type: none"> <li>• PhD or Master's Degree in a Clinical Discipline or exempted disciplines</li> </ul>
Senior Lecturer	<ul style="list-style-type: none"> <li>• PhD or Master's Degree in a Clinical Discipline</li> <li>• 2 years of actual teaching Experience and having served at least 1 year at the rank of Lecturer</li> <li>• 5 recognized publications in area of specialty</li> <li>• Supervised at least 2 graduate students to completion since last promotion</li> <li>• Contributed to community</li> </ul>
Associate Professor	<ul style="list-style-type: none"> <li>• PhD or Master's Degree in a Clinical Discipline</li> <li>• 5 years of actual teaching Experience and having served at least 1 year at the rank of Senior Lecturer</li> <li>• 6 new recognized publications in area of specialty since last promotion to rank of senior Lecturer</li> <li>• Supervised at least <b>4graduate students</b> to completion since last promotion</li> <li>• Contributed to community</li> </ul>
Professor	<ul style="list-style-type: none"> <li>• PhD or Master's Degree in a Clinical Discipline</li> <li>• 6 years of actual teaching Experience and having served at least 1 year at the rank of Associate Professor</li> <li>• 10 new recognized publications in area of specialty since last promotion to rank of Associate Professor</li> <li>• Supervised at least 4 graduate students, to completion since last promotion, one of whom must be a PhD student. In the event that there are no PhD candidates, twice the number of Masters Students shall be equivalent to one PhD.</li> <li>• Contributed to community</li> </ul>

**Table 1.3 ORDINARY TRACK PROMOTIONS**

<b>POST</b>	<b>MINIMUM REQUIREMENTS</b>
Teaching Assistant	Bachelor's Degree with a First class or Second class Upper Division

Assistant Lecturer	Bachelor's Degree with a First class or Second class Upper Division or Master's Degree
Lecturer	PhD or Master's Degree in Clinical Sciences
Senior Lecturer	PhD or Master's Degree in Clinical Sciences 3 years of Teaching and two years of teaching 3 recognized publications in the area of specialization. At least one of the publications should have been produced since appointment or promotion to the rank of Lecturer. Supervised at least 2 Graduate students to completion Contributed to community
Associate Professor	PhD or Master's Degree in Clinical Sciences 8 years of Teaching 3 new recognized publications in the area of specialization since promotion to rank of Senior Lecturer. Supervised at least <b>3 Graduate students</b> to completion. At least 2 Graduate Students to completion since last promotion. Contributed to community
Professor	PhD or Master's Degree in Clinical Sciences 10 years of Teaching 5 new recognized publications in the area of specialization since promotion to rank of Associate Professor. Supervised at least 5 Graduate students to completion. At least 2 Graduate Students to completion since last promotion. Contributed to community

A member of the academic staff who wishes to be promoted shall apply to his/her head of department giving reasons why he/she should be promoted. The application shall include up-to-date curriculum vitae and two or three publications of the applicant.

#### ***4.2 Research Staff***

*The University shall use the following criteria to appoint research staff.*

***Director:***

*Staff has 5 years contract that should be renewed once; have a PhD with a minimum of 10 years of proven research; a minimum of 30 publications in reputable peer reviewed Journals or book chapters; evidence of grant awards; ability to shoulder heavy administrative duties; recognized community service and membership to professional organizations.*

**Research Professor:**

*Staff should have a PhD with a minimum of 8 years of proven research; a minimum of 25 publications 4 of which are in peer reviewed Journals or books; evidence of grant ; recognized community service and membership to professional organizations.*

**Research Associate Professor:**

*Staff should have a PhD with a minimum of 6 years of proven research; a minimum of 12 publications 2 of which are in peer reviewed Journals or books; evidence of successful research proposals; a significant contribution to the intellectual life in area of specialty; recognized community service and membership to professional organizations.*

**Senior Research Fellows:**

*Staff should be a PhD holder; minimum of 5 years of proven research; minimum of 8 publications in peer reviewed journals; not less than 10 research reports and contribution to the intellectual life in area of specialty.*

**Research Fellow:**

*Staff should be a PhD holder; 3 years minimum of proven research experience; a minimum of 3 peer reviewed publications and at least 2 research reports.*

**Graduate Fellow:**

*Master's Degree (coursework and Dissertation), Bachelors Second Class-Upper Division or its equivalent.*

**Research Secretary:**

*Staff must have a Masters Degree; with a minimum of 10 years of proven research experience, 6 publications in peer reviewed journals; proven work experience of public relations activities; and evidence of previous administrative work and grants management.*

**4.3 Library staff**

The University shall have two cadres of Library staff namely Academic and Administrative Library staff.

### **a) Academic Library Staff**

The Academic Librarians shall be expected to conduct research, publish, and carry out other academic activities as a contribution to the academic growth of the University.

#### **i. Promotion and Appointment Criteria**

This shall be composed of the following elements:

- Academic and professional qualifications
- Publications
- Professional Library work/ Professional Practice
- Research
- Information Literacy Instructions and Innovations
- Other Academic Activities (Conferences/seminars attended and papers presented, lecturing, editors of periodicals, developing Library/Information courses, supervision of students, etc.)
- Service to the University and the Community
- Membership to Professional Bodies
- Conduct

#### **ii. Promotional Interval**

- No member of staff shall be promoted while on probation.
- Staff serving on probation shall be eligible for confirmation after 6 months of service..
- Staff shall be eligible for promotion after they have served in the lower grade for a period of not less than **three years**. The Academic Librarians shall be expected to conduct research, publish, and carry out other academic activities as a contribution to the academic growth of the University.

#### **iii. Promotions for Library Staff**

As is the case with other academic staff in the Faculties/Schools/College/Institutes, promotion of Library academic staff shall not be limited to available established posts. The main consideration for the promotion of any member of staff from one scale to another, i.e. between University scales, shall take into account the satisfaction of the academic professional

qualifications, professional proficiency or ability, research, publications and other requirements for the higher position.

#### **iv. Comparison with the teaching academics**

Except for the two areas of Teaching and Supervision of Graduate students, which have been substituted with Professional Library work and Information Literacy Instructions, the rest of the elements for the Library Promotional criteria are exactly the same as those of the teaching academics. In addition,

Some Librarians teach various University courses/programmes and carry out various other academic activities.

#### **v. Promotion of Academic Librarians**

- a) The promotion of Academic Librarian I to Senior Librarian equivalent to Senior Lecturer and then to Deputy University Librarian/Associate Library Professor should be based on the academic/scholarly activities carried out by Librarians.
- b) The requirement of a PhD, as it is the case for teaching academics, shall apply to Librarians' promotion starting from Senior Librarian position. This is because the Librarian I position combines the Assistant lecturer and Lecturer positions.
- c) The Librarian 1 position is responsible for handling routine library tasks and duties, which do not require a PhD.
- d) Promotion to the position of Librarian requires a Master's degree in LIS, some research and professional library work experience shall suffice.
- e) An administrative Librarian who attains a PhD in Library and Information Science focusing on a topic relevant to the University library work shall be allowed to change from administrative to academic terms.

#### **vi. Promotion to/Appointment**

- a) The promotion/appointment and promotion of Academic Librarian II shall follow the existing guidelines governing the promotion appointment of other academic staff at the same level of qualifications.
- b) The promotion and appointment of administrative Librarian II shall follow the guidelines governing the appointment of other administrative staff at the same remuneration level.

**vii) The Position of University Librarian**

- a) The position shall be externally advertised, when it falls vacant or is due to fall vacant and the incumbent is not eligible for or does not merit re-appointment.
- b) The University Librarian shall have a PhD in LIS. He/she shall have served for at least 12 years in an academic library environment, 3 of which at a managerial level.
- c) He/she shall have mentored LIS professionals by teaching or supervising their research work and/or setting up LIS units. Five (5) new publications/conference papers will be required.
- d) At the end of the contract of an incumbent, he/she may remain in the University Library service as a Library Professor

**Table 1.4 Appointments /Promotion of Academic Library Staff**

<b>Post</b>	<b>Requirements</b>
Librarian II Assistant	Bachelor’s Degree with an Upper or First class in BLIS
Librarian Archivist	Master’s degree in LIS;3 years of professional library work; Information Literacy instructions and community contribution
Senior Librarian	PhD in LIS; 6 years of professional library work; 3 new recognized publications in the area of specialization since last promotion; Information Literacy instructions and community contribution
Associate Library Professor	PhD in LIS; 9 years of professional library work; 3 new recognized publications in the area of specialization since last promotion; Information Literacy instructions and community contribution
Library Professor	PhD in LIS;10 years of professional library work; 5 new recognized publications in the area of specialization since last promotion; Information Literacy instructions and community contribution
University Librarian/ Professor	PhD in LIS plus managerial experience;12 years of professional library work; 5 new recognized publications in the area of specialization since last promotion; Information Literacy instructions and community contribution

**b) Administrative Librarians**

The promotion of Administrative Librarians shall follow the procedure as approved for promotion of administrative staff in the University. On the basis of the above measures, the

University Council approved the new University Library structure for categorization of staff as academic and administrative and also the criteria for appointment, promotion and titles of Library staff.

**Table 1.5 Structures for Administrative Librarians**

<b>Post</b>	<b>Minimum Requirements</b>
Senior Librarian	MLIS plus 9 yrs experience
Librarian I	MLIS
System Administrator I	MSc
Head Binder	MFA+ Bindery, yrs. Experience
Librarian II	BLIS
System Adm. II	BSc
Assistant Binder	BFA
Administrative Assistant	B.Sc./ B.A 3 yrs experience Age flexible
ICT Technician	Dip ICT

#### **4.4 Promotion Procedures and requirements**

##### **4.4.1 Academic staff**

##### **4.4.2 Promotion to the rank of Research Professor or Associate Research Professor**

- i. The head of department shall send the application (of those applying to be promoted to the rank of Professor/Associate Professor) to the Dean of the Faculty without comment.
- ii. The Dean shall convene a meeting of the Faculty Appointments and Promotions Committee to consider the application(s), constituted as follows:
  - Four (4) members including the Dean, and three others who shall be
  - Professors;
  - One of the Professors shall be the Chairperson; and,
  - If the Faculty does not have Professors, the Dean shall request the Deputy
  - Vice-Chancellor, Academic Affairs, in writing to appoint Professors either from other Faculties/Schools within the University or from other Universities to serve on the Committee.

- iii. The Committee shall consider the application(s) and make recommendations to the Appointments and Promotions Committee through the Deputy Vice-Chancellor, Academic Affairs, stating clearly the grounds for its recommendations.
- iv. Appointments and Promotions Committee shall consider the Faculty Appointments and Promotions Committee's recommendations in making its decision but shall not be bound by these recommendations.

**Promotion to the rank of Senior Lecturer or Senior Research Fellow; Lecturer or Research Fellow; and Assistant Lecturer or Assistant Research Fellow**

- i. The Head of department shall convene a meeting of the Departmental Appointments and Promotions Committee to consider application(s) from members of staff who wish to be promoted either to the Senior lecturer rank or to the lecturer rank.
- ii) The Committee shall comprise five (5) members four of whom shall be at senior lecture rank and above.
- iii) The head of department shall be the chairperson of the Committee provided that he/she is at senior lecturer rank and above. If the Committee is considering applications for promotion(s) to senior lecturer rank, and the head of department is not a Professor, he/she shall invite the Dean of the Faculty in writing to chair the meeting.
- iv) The Departmental Committee shall make recommendations to the School or Faculty Committee; that will review and then submit to the Director Academic affairs, stating very clearly the grounds for its recommendations.
- v) The Director Academic affairs and the DHR shall then submit to the Secretary of the UAPC who shall consider the Departmental Appointments and Promotions Committee's recommendations in making its decision, but it shall not be bound by these recommendations.

**4.5 Promotion to the rank of Senior Librarian or Senior Administrator**

A senior librarian or a senior administrative staff who wishes to be promoted shall apply to his or her Head of Department (the University Library is regarded as a department).

**Category One (1) Posts**

- i. The head of department shall send the application(s) for promotion to the most senior post(s) in the University Library administration, (i.e. category 1 posts) to the Chairperson of the University Management Committee through the Human Resource Manager without comment.
- ii. The University Management Committee shall consider the application(s) and make recommendations to the Appointments and Promotions Committee through the Deputy Vice-Chancellor, Administration and Finance, stating very clearly the grounds for its recommendations.
- iii. The Appointments and Promotions Committee shall consider the recommendations of the University Management Committee in making its decision but it shall not be bound by these recommendations.

#### **Category Two (2) Posts**

- i. The head of department shall convene a meeting of the Departmental Appointments and Promotions Committee to consider the application(s) for promotion to category 2 posts. The Committee shall comprise of at least seven (7) members including all senior members of staff in the department. The head of department shall be the Chairperson of the committee.
- ii. The Committee shall make recommendations to the University Management Committee through the Human Resource, stating very clearly the grounds for its recommendations.
- iii. The University Management Committee shall consider the recommendations of the Departmental Appointments and Promotions Committee in making its decision but it shall not be bound by these recommendations.
- iv. The University Management Committee shall report its decisions to the Appointments and Promotions Committee for ratification.

#### **4.6 Effective Date of Promotion**

Promotion shall come into effect on the date decided by the Appointments and Promotions Committee.

#### **5.0 REMUNERATION**

Remuneration shall be in the form of salary, allowances, benefits and any other forms of reward payable to the various categories of employees as shall be determined by University Council from time to time.

The University shall remunerate all its employees with equitable salaries and allowances on a monthly basis taking into consideration the respective staff rank, job responsibility, qualifications, experience, special responsibilities and the risk, if any, that may be involved in executing responsibilities of the appointment.

## **5.1 SALARY**

### **Salary scales**

- i. Salaries of the staff members of Kampala International University shall be determined in accordance with the salary scales decided and adopted by the University Council from time to time.
- ii. The salary of each respective employee shall be specified in his or her appointment letter, contract, or agreement.

### **Salary Increment**

An established employee who has completed the mandatory probationary period of service and whose performance is proved to be outstanding shall be eligible for an annual salary increment.

### **Concessional salaries**

Notwithstanding the salary scales adopted by the University Council, the University may negotiate concessional salaries with willing workers provided that this does not compromise the quality of the services provided.

### **Salary Review**

The University Management Committee may, from time to time, but in consultation with the Appointments and Promotions Committee and the Finance and Strategic Planning Committee, propose a review of the existing salary scales for consideration and approval by Council.

### **Salary Confidentiality**

An employee's salary is a confidential matter between the employee and University, and it is not to be discussed with anyone other than the employee's immediate supervisor and Human Resources personnel on a 'need-to-know' basis

### **Payroll Procedures**

- i. The Director Human Resources shall ensure that proper records of all employees are maintained for the purpose of making monthly salary and wages payments and acquisition of other benefits.
- ii. Where an employee has not accounted for official advances, or has had willful or careless destruction or lost University property and such other unjustified causes, compulsory deductions shall also be effected from the employee's salary.
- iii. Each employee may be provided with a pay slip on a monthly basis, which shows a breakdown of the salary, the various deductions and the net take home pay.

### **Tax Liability**

All salaries and benefits shall be subject to taxation or other legally allowable deductions according to applicable laws and regulations of the country. Employees are responsible for their own personal tax liability.

### **Salary Advance**

Staff members shall be allowed to take salary advance on written request which shall be submitted to the Director Human Resources and shall be granted under the following terms;

- i. Salary advance shall not exceed one month's gross pay due to the employee after putting into consideration any running salary loan monthly installment.
- ii. Salary advance will be recoverable in not more than three (3) equal consecutive installments.
- iii. The request for salary advance should be submitted in a reasonable timeframe to allow ample time for processing.

### **Salary/Staff Loans**

The University will provide loans to staff internally or it may recommend eligible members of staff for salary loans from their respective financial institutions using the employee's salary as

collateral.

In the event of external loans, KIU shall have a Memorandum of Understanding with an established and approved respective financial institution and KIU's liability shall be limited to:-

- i. Deduction at source remitting to the financial institution.
- ii. Informing the financial institution when the staff is retiring from University service/when the contract expires or is otherwise determined.
- iii. Remitting any residual or terminal benefits

In the event of internal loans, the following guidelines shall apply;

- i. Salary loans shall not exceed 30% of the employee's annual net pay
- ii. Salary loans will be recoverable in not more than twelve (12) equal consecutive installments.
- iii. The request for salary loan should be submitted in a reasonable timeframe to allow ample time for processing.

## 5.2 ALLOWANCES

### **General Allowances**

Some allowances shall form part of the consolidated salary for some categories of staff as indicated in their appointment letters.

The rest of the allowances shall be as indicated below **and are payable subject to availability of funds as authorized and budgeted for:**

### **Acting Allowance**

- i. Any member of staff who is called upon, within the normal framework of his or her work, to assume temporarily the duties and responsibilities of a post higher than his or her own, shall during the exercise of these duties, be entitled to an allowance equal to 50% of the substantive position salary.
- ii. A member of staff in acting capacity shall, remain entitled to privileges of his or her substantive rank.
- iii. Nobody shall serve in a higher position in an acting capacity for more than one year.

### **Extra Duty Allowance**

Any member of staff who may be required to carry out extra duty shall be entitled to compensation according to University financial regulations governing extra duty allowance as may be approved from time to time by Council.

### **Overtime**

- i. All overtime must be authorized by the Deputy Vice Chancellor Finance and Administration in advance of execution.
- ii. Time in lieu of overtime pay must be taken within twelve (12) months and it must be scheduled with the agreement of the Employer based on its operational requirements. .
- iii. Employees in managerial or supervisory roles are exempt from the overtime provisions.
- iv. Business travel for conferences, meetings, etc, which cause an employee to depart or arrive home on a non workday does not constitute overtime.
- v. If travel is part of the employee's job, or could be reasonably expected to occur in the course of performing one's duties, it is merely an inconvenience.

### **Per Diem**

- i. Any member of staff, who is assigned duties outside his or her permanent place of work and away from his or her place of abode, shall be granted per diem.
- ii. The per diem shall be paid upon presentation of an assignment order indicating the purpose of the trip, its probable duration, and the place(s) of destination.
- iii. The per diem for assignment within and outside Uganda shall be determined according to the per diem tables (*See Schedule Two, Reference 5.2*) determined and approved by Council.
- iv. The allowance referred to herein, shall be paid before departure for the assignment.

### **Transport Allowances**

#### **Transport expenses for a local assignment**

Any member of staff of Kampala International University who is assigned duties away from the University Campus, but does not travel by a University vehicle, shall receive an appropriate transport allowance determined in accordance with the schedule of transport allowances approved by Council.

### **Travel in East Africa**

Travel expenses for members of staff within East Africa shall be granted by road/water and in very exceptional circumstances by air, but with the approval of the Vice Chancellor.

### **Travel on Appointment or Termination of Appointment**

- i. Any member of staff whose “home” is outside East Africa shall be regarded as an expatriate and shall be entitled, on appointment, to free passage for himself or herself, his or her spouse and two biological or legal children below eighteen (18) years of age.
- ii. Upon expiry of contract, an expatriate member of staff, shall be entitled to free passage to his or her “home” for himself or herself, his or her spouse and two biological or legal children below eighteen (18) years of age, provided that the passages are taken up within three months from the date of expiry of contract.
- iii. Where the contract has been renewed, an expatriate member of staff shall be entitled to return air tickets for himself or herself, his or her spouse and two of biological or legal children below eighteen (18) years of age.
- iv. In case an expatriate member of staff terminates his or her appointment prematurely or, if he or she fails to give due notice of his or her resignation, or, if his appointment is terminated by Council for good cause, he or she shall be held to have forfeited his or her passage rights, and Council, having regard to all the circumstances, shall determine what proportion of passage, if any, will be paid in that respect.
- v. Where an expatriate member of staff on probation or first appointment voluntarily terminates his appointment within six months after arrival at the University, Council shall be entitled to require from him or her the return of one half of the cost of passages and expenses paid by the University in respect of himself or herself and family.
- vi. On appointment or termination, members of staff whose ‘homes’ are within East Africa shall receive appropriate transport allowance determined in accordance with the schedule of transport allowances of 30% of his/her salary.

### **Travel by air**

A member of staff traveling by air shall travel economy class and by the most direct itinerary unless otherwise directed by the Vice Chancellor.

## 5.3 BENEFITS

### **Medical**

- i. The University shall provide medical treatment for an employee, his or her spouse, and two of his/her biological dependent/legal children, where resources permit.

### **Death**

- i. In case of death of an expatriate member of staff, or one of his or her dependants, the University, shall defray the cost of transporting the corpse to his or her home country. The University shall bear the same expenses in case a member of staff dies outside East Africa while on official duty.
- ii. Where a member of staff dies while at work, or while traveling to his or her place of work, the University shall be required to transport the employee's body to the place of burial notified by that employee's next of kin.
- iii. Where a member of staff dies during the term of a contract of service, his or her wages and any other remuneration due at the date of death shall be payable to his or her legal heir(s) or legal representative as the case may be.

In the event of death of an employee's immediate family member as nominated in the completed funeral beneficiary form (*See Annex Form G, Reference 5.3*) KIU shall pay a funeral benefit to the employee to assist in funeral expenses and transportation of the body. At a rate enlisted in the schedule (*See Schedule One, Reference 5.3*)

and will be adjusted from time to time as the University Council may deem necessary.

All employees shall complete the funeral Beneficiary Form at the time of employment. The procedure will entail upon the death of your nominated immediate family member, a letter from the local council, death certificate or police report must be submitted to the Human Resources Office in order to receive the benefit.

### **National Social Security Fund (NSSF)**

The University will make a contribution to NSSF of 15 percent of gross salary each month on behalf of each employee. Legally, employers are required to contribute 10 percent of monthly gross payments to NSSF on behalf of each employee. Employees are required to contribute 5 percent of monthly gross salary payments to the scheme.

## **Insurance**

Workman's compensation is a legal requirement by government that all private employers insure their employees against any work related accidents. If an employee is injured or passes on in an accident that is work related, the insurance firm will compensate him/her as per the guidelines stipulated in the policy agreement between KIU and the Insurance firm.

## **6.0 ATTENDANCE AND LEAVE POLICY**

### **6.1 WORKING HOURS**

The regular office hours for Kampala International University are 8 a.m. to 5:00 p.m. Monday to Friday, excluding public holidays. However, due to academic programmes that run in the evening and on weekends, relevant staff shall be required to work outside this regular schedule.

Employees are required to notify their supervisors, in advance, of planned days away from the office/duty. Unplanned absences from the office/duty should be reported to the employee's supervisor as soon as could reasonably be expected.

At the discretion of the immediate supervisor, depending on circumstances, employees may be allowed to work from home for specific periods of time, in any case not exceeding 7 working days. .

### **6.2 LEAVE**

#### **Annual Leave**

- i. Every employee of Kampala International University shall, once in every calendar year, be entitled to thirty (30) calendar days leave with full pay to be taken at such time during such calendar year as may be agreed between the University and the employee.
- ii. Every member of staff of Kampala International University shall be entitled to a day's holiday with full pay on every public holiday during his or her employment.
- iii. Annual leave not taken at one's own accord in the year, when it is due, shall be forfeited, unless the employee's leave or part thereof was not taken at the expressed request of the University in writing.
- iv. The Vice Chancellor may, having regard to the necessity or demand of services, recall an employee from leave notwithstanding that the employee's leave had not ended.

- v. Where a member of staff is recalled from leave prematurely, the remainder of the leave shall be deferred, and the University shall meet his or her travel expenses for returning to work and going back on leave.
- vi. An employee, who overstays after his or her leave without giving good cause, shall forfeit his or her salary for the period of absence and shall also be liable to disciplinary action.
- vii. When a member of Staff resumes duty after annual leave, his or her immediate supervisor shall notify the Human Resource Department in writing that such an employee is back from leave.

### **Annual Leave for Expatriates**

An expatriate employee shall be entitled to annual leave of thirty (30) calendar days per twelve (12) months of service. However, this leave shall be taken locally and if he or she opts to take it in his home country, then he or she shall bear the costs of travel.

### **Arranging Leave**

- i. It shall be the responsibility of the Heads of Departments to plan properly and administer annual leave in close collaboration with the Human Resource Department.
- ii. Every department shall have a leave roster at the beginning of each calendar year a copy of which shall be availed to the Director Human Resources.
- iii. An employee will apply for leave through his or her Departmental Head at least three (3) months before leave is taken in order to enable proper planning and processing.
- iv. Before going on leave, an employee shall provide his or her leave address and telephone contact, in case of need to recall the employee before the expiry of leave.
- v. Academic Staff will always be advised to take their leave at a time when the University is in recess.
- vi. A member of staff who is on leave may be called upon to return to work, if his or her services are urgently required by the University. In such a case, the employee shall be entitled to compensatory leave equal to the number of days so worked.

### **Leave form**

Staff intending to take leave will complete a leave form (*See Annex Form I, Reference 6.2*), which will be obtained from Human Resource Office comprising of three parts to be filled. Part A will be filled in by the employee seeking to go on leave; Part B shall be filled by the immediate supervisor, PART C shall be filled in by the Director, Human Resource filling in the

days that the employee is entitled to; and Part D will be filled in by the Deputy Vice Chancellor – Finance and Administration specifying that leave has been authorized or rejected.

### **Sick Leave**

- i. In case of inhibiting illness, a member of staff shall be entitled to sick leave provided that he or she:
  - o Notifies the University as soon as possible
  - o Provides a medical report by a medical Doctor appointed by the University stating the probable length of his or her absence within three days from the date of indisposure; and
  - o Accepts to be subjected to a second medical examination and report by a medical doctor appointed by the University, if the University deems it necessary to demand so.
- ii. A member of staff who is on sick leave shall receive:
  - o Full salary and allowances during the first three months;
  - o Half salary and half of the allowances during the next three months; after which he or she would be subjected to a medical examination; and
  - o No salary or allowances after the six (6) months provided for in (a) and (b) above.
- iii. Where, after the time limit of six months, the member of staff is still unable to resume work, the University may terminate his or her employment contract on grounds of poor health and grant his or her full terminal benefits, if applicable.

### **Maternity Leave**

- i) A female employee shall be, as a consequence of pregnancy, entitled to sixty (60) working days maternity leave with full pay, of which, at least four weeks, shall follow the child birth or miscarriage
- ii) A female employee shall have the right to return to the job which she held immediately before her maternity leave or to a reasonably suitable alternative

job on terms and conditions not less favorable than those which would have applied had she not been absent on maternity leave.

- iii) The computation of maternity leave shall be such that it will not be deducted from annual leave.
- iv) Every female member of staff, where applicable, shall be entitled to maternity leave, except one who is serving on a fixed term contract.
- v) Maternity leave for employees on temporary contracts will be unpaid.
- vi) A member of staff who takes maternity leave while still on probation will have the probationary period extended by a period equal to the maternity leave taken.
- vii) A staff member may commence her maternity leave
  - o Any time from four (4) weeks before the expected date of birth of her child, unless otherwise agreed between the staff member and her supervisor.
  - o On a date when a medical practitioner certifies that it is necessary for the staff member's health or that of her unborn child. This should be during the third trimester, otherwise before such a time it would be considered as sick leave.
- viii) In compliance with the basic conditions of employment, no female member of staff may come back to work from maternity leave within a period of less than four (4) weeks after delivery of miscarriage, unless a medical practitioner certifies that she is fit to do so.

#### **Notification for maternity leave**

- i) A staff member going on maternity leave must notify the University through the supervisor in writing of the date on which she intends to commence maternity leave and when she intends to return to work.
- ii) Notification should be given at least four (4) weeks before the staff member commences her maternity leave to allow time for human resource planning.
- iii) A pregnant member of staff shall be given time off for routine visits to ante-natal clinics but she shall inform her immediate supervisor.
- iv) Any additional time off required for medical reasons shall be taken as sick leave.

### **Miscarriage**

- i) A staff member who has had a miscarriage during the third trimester of pregnancy or bears a still-born is entitled to a maternity leave of six weeks after the miscarriage or still-birth, whether or not she had commenced her maternity leave at the time of the miscarriage or still-birth.
- ii) Where a staff member has had miscarriage or still-birth and needs additional time off work either for medical reasons or compassionate, she may apply for sick leave, compassionate leave or unpaid leave as the case may be.

### **Flexible Working Hours for nursing mothers**

- i. A member of staff who has had a baby may apply for flexible working hours for up to four months after return to work from maternity leave.
- ii. The maximum hours to be allowed per day for the arrangement herein shall be two hours.

### **Paternity Leave**

A male member of staff whose wife has had a baby may request for paternity leave of up to Four (4) calendar working days with full pay in a year.

### **Compassionate Leave**

A member of staff may request and be granted compassionate leave of up to five working days with full pay in a year to enable him or her to attend to his or her family important events, like, marriage, and death of a family member.

Additional compassionate leave may be granted at the discretion of the Deputy Vice Chancellor, Finance and Administration for reasons not covered elsewhere in this manual. These requests should be discussed in person with the DVC and followed by a written submission.

### **Study Leave Policy objective**

Kampala International University encourages its members of staff, especially academic staff, senior administrative staff, and senior library staff, to upgrade their qualifications. This

objective is achieved through granting study leave with full pay and by offering other requisite incentives.

### **Study Leave**

- i. Where a member of staff is granted study leave with full pay, a bonding agreement on agreed terms as spelt out in the “Staff Development Programme Regulations” shall be signed between the University and the staff benefiting from the study leave.
- ii. A member of staff, who receives a scholarship to further his or her education or training from a source other than the Kampala International University, may be granted leave with or without full pay for the duration of his or her study. However, the Staff Development Programme Regulations shall still apply to him or her.

### **Examination Leave**

- i. An employee who undertakes continuing education relevant to the University's interest with a view to attaining professional certification or an academic qualification by formal examinations, may be granted examination leave of up to (10) working days in a Semester.
- ii. For a staff member to qualify for leave in above, the examination must be by an approved examination or professional body or institution of higher learning recognized by the Ministry responsible for Education.
- iii. The examination leave shall not be deducted from the annual leave.

### **Leave without Pay**

- i. Leave without pay means a situation where a member of staff is allowed to be away from duty without losing his or her employee status with the University in terms of staff category, rank, and promotion rights.
- ii. During the period of leave without pay, salary and allowances of the concerned member of staff shall be suspended.
- iii. Leave without pay may be granted for the following purposes:
  - o Prolonged illness, which does not qualify under sick leave; and
  - o Further training, research, or consultancy through which the University's interests and image may be directly or indirectly served or enhanced.
- iv. The duration of leave without pay shall not exceed three months for the first case 3(a) and three years for the second case 3(b) above.

- v. A member of staff on leave without pay shall request re-instatement at least one month before the end of his or her leave.

### **Sabbatical Leave**

- i. A senior academic or professional staff who has worked for Kampala International University for eight (8) years without interruption shall be entitled to one year sabbatical leave with full pay to be taken whenever the employee concerned deems it convenient to take it.
- ii. Before an employee applies for sabbatical leave, he or she shall first secure a host institution.
- iii. Sabbatical leave shall be granted for postdoctoral research or lecturing (or both) or training, provided that in each case, the activity directly or indirectly serves or enhances the interests of the University. Sabbatical leave shall be granted at the discretion of the Vice-Chancellor, subject to exigency.
- iv. The University shall not be responsible for the transport of the member of staff going on sabbatical leave either to or from the host institution.
- v. At the end of his or her sabbatical leave, the member of staff shall be required to submit a report on his or her research or professional activity that he or she might have engaged in during his or her leave, to the Vice-Chancellor.

### **Statutory Holidays**

KIU observes the following thirteen (13) national holidays each year and any other that will be declared by the Government as a public holiday from time to time. During these holidays, the offices are closed and full-time and certain categories of part-time employees are entitled to full pay Those holidays marked with an asterisk are based on the lunar calendar and may change from year to year and will be based on official published days.

New Year's Day (1 Jan)	Labor Day (1 May)
National Resistance Movement Day (26 Jan)	Martyrs' Day (3 June)
Women's Day (8 March)	Heroes' Day (9 June)
*Idd el Fitr (Varies)	Independence Day (9 Oct.)
*Idd Aduha (Varies)	Christmas Day (25 Dec.)
*Good Friday (Varies)	Boxing Day (26 Dec.)
*Easter Monday (Varies)	<i>Any other public holidays declared by the Government</i>

### **Absenteeism**

- i. No member of staff may absent himself or herself from work without permission from his or her immediate supervisor.
- ii. Where a staff member is unable to report for duty, he or she shall inform his or her immediate supervisor immediately and in any case not later than three working days.
- iii. In case a member of staff is absent from work for seven working days, consecutively, the immediate supervisor should report to the Human Resource Department and such member of staff's salary shall be suspended pending disciplinary action.

### **Returning from Leave**

- i. When a staff member returns from leave he/she should immediately inform his/her HOD or Dean/Director, where there is no HOD, in writing.
- ii. The HOD/Dean/Director/University Librarian of the Department/Faculty/School /Library to which the staff belongs should immediately communicate the staff's return from leave in writing to the Director Human Resource. The communication should be copied to the Director Finance Department and the relevant officers.
- iii. Failure to return from leave on the due date, without reasonable explanation, will immediately attract a disciplinary action since it is a form of misconduct.

- iv. It should be realized that the University Librarian/Dean/Directors/HOD have no power to grant leave to any member of staff no matter how short the leave may be. Anyone who contravenes this rule risks financial retribution. All leave requests should be addressed to DHR through the respective supervisors.

### **Compensatory Pay or Leave**

- i. The University may, under extreme necessity, require an employee to work on a public holiday or a non-working day (Sunday). In such a case, the employee shall be entitled to a day's holiday with full pay at the expense of the University on some other day that would otherwise be a working day.
- ii. In case a member of staff works on a public holiday that employee shall be entitled to a day's holiday or full in lieu of the public holiday.

## **7.0 PERFORMANCE MANAGEMENT**

### **7.1 PERFORMANCE POLICY**

Kampala International University recognizes performance management as a prerequisite for improvement of individual and University performance. Performance Management in KIU is intended to:

- i. Ensure that all staff contribute to the mandate and strategic objectives of KIU;
- ii. Create a performance management culture;
- iii. Keep staff informed of the areas where improvements are required;
- iv. Identify the means by which those improvements can be achieved;
- v. Assess the overall performance of staff; and
- vi. Guide administrative decisions, including but not limited to, confirmation in appointment, renewal of contract, promotion, and human resource development.

The Guidelines are intended to assist all stakeholders in the performance management process and promoting consistency in the general application of the Performance Management System, as well as uniformity in the interpretation and evaluation of performance appraisal criteria.

Performance management in KIU follows a three step process: performance planning (or performance agreement), performance monitoring, and performance evaluation or appraisal. These steps are informed by the following philosophical underpinnings:

- i. Planning and performance management is a two way process involving the supervisee and supervisor.
- ii. Appraisal of performance must be based on objective, job-related criteria developed and understood in advance by both the appraiser and appraisee.
- iii. The appraisal of job performance is based on observable and measurable job behaviors and not on personality or other subjective factors.
- iv. Setting objectives for future performance growth is as important as appraising performance Performance management shall be guided by key performance indicators as determined by the University.

## **7.2 ROLES OF STAKEHOLDERS IN THE PERFORMANCE MANAGEMENT SYSTEM**

Effective performance management rests upon clarifying roles and responsibilities of different stakeholders in the performance management process. Below are the different stakeholders and their respective roles as far as performance management in KIU is concerned:

### **Vice Chancellor**

Responsible for the institutionalization of performance Management in KIU and ensuring that a strategic annual work plan is developed and cascaded to various levels in the University.

### **Deputy Vice Chancellors**

The Deputy Vice Chancellors are the overall supervisors for the implementation of the key performance management systems in the directorates and units they are responsible for in the University.

### **Director of Human Resources**

- i. Coordinate development of institution and directorate work plans
- ii. Co-ordinates implementation of the performance management system within KIU
- iii. Give guidance to staff on the performance management system
- iv. Ensure that deadlines for handling each step of the performance management process are met.

### **Other Directors, Heads of Departments**

- Ensure that each jobholder is aware of KIU's/Directorate's/Departmental/Sectional work plan and objectives.
- Ensure development of individual work plans and setting of performance targets in the department / section.
- Ensure compliance with set time frames in the performance management process
- Ensure that each job holder knows and understands what he/she is accountable for and what needs to be done to succeed
- Monitor progress and manage the appraisee's performance by regularly providing feedback and communicating with the appraisee
- Ensure that supervisees prepare individual annual work plans that are aligned with the annual strategic work plan and mandate of KIU
- Request and receive reports from supervisees at the specified timelines
- Ensure that resources as indicated in the supervisee's individual work plan are provided
- Coach and mentor supervisees as and when necessary
- Carry out annual appraisal of supervisees' performance
- Report on training needs of all supervisees to the Directorate of Human Resources

### **Individual Employees**

- Request for departmental work plan and objectives from the supervisor to be able to develop an individual work plan
- Discuss departmental work plan with supervisor
- Develop an individual work plan
- Indicate resources required to implement the individual work plan and discuss them with the supervisor
- Give regular feedback on his/her performance to the supervisor and point out any problems being encountered.
- Prepare performance reports and avail them to the supervisor as and when they are required.

### **7.3 APPRAISAL INSTRUMENT**

Appraisal shall be conducted using specifically designed instruments for each category of staff/designation. (*See Annex Form J, Reference 7.3*)

### **7.4 APPRAISAL INTERVALS**

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 (**April**) but the supervisor may appraise an employee as and when necessary.

### **7.5 PERFORMANCE MANAGEMENT CYCLE**

#### **Performance planning**

Every academic year, the University Council shall develop a strategic annual work plan using the corporate strategic plan. The annual work plan should clearly define key result areas (KRAs), key performance indicators (KPIs), targets (planned levels of performance), and outline required resources.

University management shall communicate plans to lower levels to undergo the same planning process. After management has completed the planning process, supervisors shall complete the process with individual members of their teams by agreeing on key deliverables, setting targets and defining key performance indicators, and specifying resource requirements.

Individual performance plan (performance agreement) specifies the expectations. It **MUST** stipulate, among others, outputs (key results), targets, performance indicators and the necessary resources. Performance planning for individuals should be undertaken in the month of April of every year for confirmed staff and at the commencement of employment for new employees and should be consistent with KIU's annual work plan as follows:

- i. Agreeing on the key result areas for each job holder during the performance appraisal period
- ii. Setting performance Targets (planned performance for each key result area
- iii. Formulation of performance indicators. For each target, appropriate qualitative and quantitative performance indicators should be developed. Performance indicators allow

recognition or verification when targets/objectives have been successfully accomplished.

### **Performance monitoring**

In addition to the continuous monitoring of performance, the appraiser shall organize a mid-term/progress review of performance in December of each year for all confirmed staff and half-way the assessment period for staff serving on probation.

The purpose of the mid-term performance review is to accord both the appraiser and appraisee the opportunity to jointly review the progress made by the appraisee in accomplishing performance targets agreed upon at the beginning of the performance management period. It also provides the appraiser and appraisee with an opportunity to gauge progress towards achievement of targets and can trigger remedial action. The appraiser must give at least a week's notice to the appraisee specifying the date, time and place of the meeting.

### **End of cycle review/Annual Performance appraisal**

At the end of the annual performance evaluation period (**June of every year**), using the standard performance appraisal tool, work plan and performance criteria appropriate for the position as the basis for the discussion, evaluation meetings will be scheduled between employee and supervisor in accordance with the evaluation cycle. Employees are encouraged to be prepared for evaluation sessions with self- evaluations (either formally using the evaluation tool to conduct a self-appraisal or informally making notes of areas that the employee would like to discuss with the supervisor).

The employee should complete a self-evaluation before discussing the Supervisor's evaluation. The supervisor and staff member provide their own narrative description of the staff member's performance for each major goal/task. Differences are discussed and strategies developed to ensure that work goals/tasks are achieved. The Supervisor should integrate the input of the employee in completing the evaluation, while the employee should be prepared to accept constructive appraisal. The employee's written comments should incorporate issues such as how performance could be improved, and what factors hinder good performance. Both parties sign and date the performance form.

The appraisal process will consider two (2) key areas of performance with weights assigned to them:

<b>Performance Area</b>	<b>Weight</b>
Performance Targets	70%
Core Competences	30%

Each performance target and core competence will be scored using the rating scale provided in the appraisal form as follows;

- i. Exceeds expectations (4) - Has met all aspects of the general job description or specific task and has exceeded in most respects. Has made outstanding contributions to the Institution in performance of his or her duties.
- ii. Meets Expectations (3) - Has met basic competence requirements as set forth within time frame with efficiency and initiative. Has fully accomplished performance expectations as agreed upon with supervisor.
- iii. Below Expectations (2) - Has performed below the competence requirements. Employee had to be prompted, and required more than normal input from the supervisor.
- iv. Unacceptable performance (1) - Individual has completely failed to meet institution performance expectations Doubt exists about individual's capability, discipline, and initiative to perform tasks. Work performance is totally unacceptable.

## **7.6 PERFORMANCE IMPROVEMENT PLAN**

- i. Performance improvement plans should be designed to address cases of unsatisfactory performance. The performance improvement plan may be an outcome of performance appraisal or may be developed as soon as a supervisor notices unsatisfactory performance.
- ii. The period an employee shall be subjected to a performance improvement plan (PIP) shall not exceed six months (6)
- iii. Supervisors should initiate action as soon as they notice that performance of an employee is below expectation and should not wait until the time for performance appraisal. Supervisors who notice or suspect that an employee is performing poorly should, at the earliest opportunity, arrange a meeting with the employee concerned.
- iv. The purpose of the meeting should be to:
  - o Inform the employee that his/her work does not meet the required performance standards or expectations;

- Explain to the employee the performance standard(s) required
  - Determine the reasons for the poor work performance; and
  - Determine the manner in which poor work performance should be addressed including practical steps that need to be taken by both parties.
- v) The following steps are helpful in designing a performance improvement plan

**(i) Initial meeting**

The supervisor to discuss with the employee the reasons why his/her performance is not meeting the required standards. The standards expected from the employee may be derived from a job description, norms or standards of KIU. Illustrate this by using examples which may include, but not limited to, the following situations:

- Where the employee did not meet deadlines;
- Cases where the employee's work was of poor quality; and
- Where the employee's work was not done at all, etc.

Allow the employee to respond to the situations presented on him/her

**ii. Follow Up Meeting**

A number of regular follow up meetings maybe necessary to track the employee's performance. These meetings maybe scheduled for once a month or as regular as the supervisor may deem appropriate. How often the supervisor conducts meetings will depend on the seriousness of the work performance, the ability of the employee to improve, the time required to improve, the nature of remedial steps required as well as the employee's tasks. Supervisors should make it clear to the employee during the course of follow up meetings whether performance is improving or not.

The performance of the employee may or may not improve during the period he/she is on a performance improvement plan:

- iii. If the employee's performance does not improve during the time allocated, the supervisor should arrange a final meeting with the employee. The purpose of this meeting is to give the employee a written report on the outcomes of the process followed so far; and to map out strategies for improving performance.

In some cases, the organisation may decide to dismiss an employee on account misconduct/inefficiency stemming from continued poor performance. This should be regarded

as a last resort. All appropriate remedies must be exhausted and the employee's work performance must not have improved to the extent of meeting the required standards

### **7.7 PERFORMANCE APPRAISAL DISPUTE**

- i. An employee with a grievance about the appraisal process shall present it to the Director Human Resources in writing
- ii. 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 (F&A)
- iii. 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 (F& A) with a membership of not less than five.

## **8.0 LEARNING AND DEVELOPMENT POLICY**

### **8.1 INTRODUCTION**

The university is committed to:

- i. Promoting a culture of learning that nurtures and encourages continuous learning in the workplace so as to enable the KIU and its workforce to achieve its strategic objectives.
- ii. KIU is committed to continually improving the opportunities available to staff to enable them to reach their full potential. To fulfill this commitment, KIU has a robust and
- iii. Systematic approach to the planning and prioritization of learning needs, ensuring these needs are linked to the University's Strategic objectives.

### **8.2 PRINCIPLES OF LEARNING AND DEVELOPMENT**

The following principles shall guide this policy;

- i. Needs Based
- ii. Demand driven
- iii. Value for money
- iv. Professionalism

### **8.3 PROVISION FOR THE LEARNING AND DEVELOPMENT POLICY**

- i. The Director Human Resources in liaison with the DVC –Academic Affairs and other Heads of Departments/Faculties/Colleges/Directorates shall develop the KIU learning and development strategy, identify the annual University training requirements from the training needs analysis based on personal development plans; utilize the personal development plans to produce an annual schedule of learning and development for the University and be responsible for its implementation.
- ii. The DVC-AA in liaison with Director HR shall be responsible for training and re-training of academic staff.
- iii. All employees shall be entitled to attend academic, professional and/ or work place skills training programmes and shall be allowed to attend/take up development opportunities, wherever possible.
- iv. Each employee shall obtain permission to attend all and any type of training programme of any duration, irrespective of the source of funding and thereafter, maintain contact with the Director Human Resources, during and after the training period.
- v. Beneficiaries of human resources development initiatives shall share the acquired knowledge with the University community within the framework as shall be stipulated in the regulations from time to time.
- vi. The opportunities and funds available for Human Resources Development programmes
- vii. shall be communicated by the DAA and DHR and communicated periodically to stakeholders.
- viii. The programmes shall be based on identified training and development needs of the University staff and available training facilities or opportunities outside the University for the benefit of both staff and the University.
- ix. The University may support or sponsor an employee 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 or workshop a written report shall be given to the DVC-AA
- x. Each school or Faculty shall put in place a Training Committee for purposes of this clause.

#### **8.4 SELECTION AND CONDITIONS FOR TRAININGS**

- i. The selection for training shall be done by nomination by the Faculty or School committee and approved by the Senate. The nomination and approval is subject to satisfactory performance and conduct of the employee and will take into account his or her relative potential as well as job requirements.
- ii. An employee sponsored by the University or going for a course not exceeding three (3) months shall continue to get his or her basic salary. The employee shall also be entitled to his or her salary increments.
- iii. An employee who finds his or her own sponsorship and the courses are within the interest of the University shall be encouraged to take the advantage of the scholarship. The employee shall obtain approval from the Vice Chancellor before the acceptance of the offer.
- iv. An employee proceeding on studies not sponsored and/or approved by the University shall be regarded as having absconded from duty and his or her services will be terminated.
- v. The University will make use of training institutions available in Uganda in as much as it is practicable, and training outside the country will be for those programmes of study that are not available in Uganda, especially so if the University is partially or fully sponsoring the employee.

#### **8.5 TRAINING PERFORMANCE REPORTS**

The University expects employees sponsored for training to excel with good grades thus justifying the cost, effort and intended benefit to the University and for that reason:

- i. A performance report shall be required and posted on file;
- ii. Where a staff member fails exams on the first attempt, the University will not pay the expenses for repeating, retaking or retraining, whichever the case may be; and
- iii. If the failure is repeated in the subsequent papers, the scholarship may be terminated.

At the end of the study program, the employee sponsored is expected to write a comprehensive report on the training undertaken; the report should highlight the area and scope of the training, benefits received, and hand it to the Vice Chancellor; with copies to the Human Resources and the Deputy Vice Chancellor, Finance and Administration.

## **8.6 TRAINING COSTS AND ALLOWANCES**

- i. The University may offer full or partial scholarship to its employees. Where circumstances warrant, the University may consider giving the employee a loan for study purpose, if one fulfills the conditions that may be set by the Management Committee.
- ii. Where the employee is given or offered partial scholarship, the sponsorship will be limited to the terms agreed upon. The University shall not meet any maintenance, or travel expenses / costs within or outside the country for the spouse and the children of the employee if he/she decides to have them accompany him or her to the training institution.

## **8.7 BONDING**

- i. An employee selected for sponsorship for professional or specialized training shall sign a bonding agreement with the University prior to starting the course. Depending on the cost and the duration of such training he or she shall pledge to serve the University for a period of up to three (3) years after completing the study.
- ii. Terms and conditions of the training bond shall be explicitly set out in the bonding agreement. In the event that the employee shall not comply with the bonding agreement, the employee shall be required to refund all monies that KIU spent on him or her.

## **9.0 SEPARATION OF SERVICE POLICY**

Termination of service may be deemed to take place in the following instances:

- i. Where the contract of service is ended by the University or staff member with notice;
- ii. Where the contract of service, being a contract of fixed term ends with the expiry of the specified term;
- iii. After the expiry of the term of the employment contract and the contract is not renewed within a period of one month from the date of expiry.
- iv. Where the staff suffers from any serious form of disability or terminal illness that adversely affects his job performance, subject to the recommendation of a recognized Medical Practitioner.

### **Notice in Lieu**

- i. Written notice or payment in lieu of the notice period shall be given by either the staff or the University depending on the party that has initiated the termination of the

employment.

- ii. With exception of gross misconduct, the minimum notice period required to be given by either party in respect of termination of employment shall be outlined in the terms of contract on appointment.
- iii. All departing staff shall be required to submit all equipment, documents, records, materials and property of or relating to the University work, in the departing staff's possession or under his/her control.
- iv. Departing staff shall be required to complete a departure clearance form (See Annex Form K, Reference 9.0) countersigned by the Head of Department/Faculty/College. Termination benefits shall be paid on presentation of a duly completed departure clearance report.

#### **9.1 Notice Period for Termination:**

The notice required to be given by the University shall be:

- i. Not less than two weeks (14 calendar days) where the employee has been employed for a period of more than six months but less than a year;
- ii. Not less than one month (30 calendar days), where the employee has been employed for a period of more than twelve months, but less than five years.
- iii. Not less than two months (60 calendar days), where the employee has been employed for a period of five years, but less than ten years; and
- iv. Not less than three months (90 calendar days), where the employee has been employed for a period of ten years or more. (ref: EMPLOYMENT ACT,2006,Section 58,should strictly be adhered to avoid any inconsistencies arising from matters of terminations)

#### **9.2 One-half day off**

During the notice period provided for in subsection (iii) and IV, the employee shall be given at least one-half day off per week for the purpose of seeking new employment.

### **9.3 *Types of Termination***

#### **9.3.1 Resignation**

Resignation is voluntary termination at the volition and initiative of the employee. A member of staff may resign from his/her post by giving due notice, but in the case of the academic staff such notice shall terminate on the last day of a semester or term. With the permission of the Vice-Chancellor, the notice period required may be reduced. Resignation from the services of Kampala International University shall be subject to approval by the Appointments and Promotions Committee. However for middle level managers and lower level cadres, the Vice Chancellor may approve their resignations.

#### **9.3.2 Redundancy**

The services of a staff member may and can be terminated on grounds of redundancy if:-

- i. The University has ceased or intends to cease to carry on the business for the purpose of which the staff was employed.
- ii. The University has ceased or intends to cease to carry on that business in the place where the staff was so employed.
- iii. The University has ceased to require the specific skills for the exercise of which the staff was employed. In all cases, necessary measures shall be taken to avoid redundancies. However, if it is inevitable, the University shall give ample notice to the staff in order to help prepare for the separation process.
- iv. The redundancy process shall be handled in transparent manner and the affected staff shall be informed accordingly.

#### **9.3.3 Abscondment**

A member of staff who is absent from duty for a continuous period of five (5) days without permission and fails to notify his Head of Department as appropriate, shall be deemed to have absconded from duty. Such member of staff shall forfeit any monies and allowances that accrue to him/her duration of absence.

#### **9.3.4 Involuntary termination**

Involuntary termination means termination on the initiative of KIU. It includes termination owing to unsuitability or inadequacy of the employee in meeting job requirements of the available position.

### **9.3.5 Dismissal**

Dismissal means summary termination for gross misconduct due to willful act or acts of the employee usually involving serious breach of the University discipline, regulations or rules of conduct with a consequential adverse effect to the University.

### **9.4 Reasons for Termination**

The University may terminate the services of an employee for various reasons; the main reasons for the termination of employment may include but shall not be limited to:

- (i) Failure to complete the probation period satisfactorily if the employee gives satisfactory notice of intention to terminate the contract; if the employer during the probation period, decides to terminate the employment contract; it should be based on justified reasons and disciplinary process should be under taken.
- (ii) Gross misconduct including drunkenness, theft or willful damage to University property.
- (iii) Voluntary resignation
- (iv) Redundancy
- (v) Retirement age
- (vi) Retirement on grounds of ill health
- (vii) Poor performance

### **Restructuring of University positions**

The University shall, where these regulations are silent, comply with legal requirements and will establish justifiable cause for termination or dismissal.

After establishing that a justifiable cause exists, a report shall be made to the VC who will then review the case and approve termination to be done subject to ensuring that management's action is not wanting in the following instances:

- i. Camouflaging the reasons for dismissing the employees.
- ii. Victimization on tribal, racial, religious or personal grudges.
- iii. Violation of principle of natural justice; such as denying an employee a chance to defend himself or herself before dismissal.

- iv. When the finding is completely baseless.
- v. Where there is undue harshness, like terminating an employee where a warning letter would have sufficed.

### **Role of the Human Resource Directorate in the termination process Department**

It shall be the duty of the Human Resource department to:

- i. Establish the appropriate notice applicable or either party may however, waive the notice period for an equivalent amount of salary in lieu of notice.
- ii. Inform Finance Department of the date the employee is leaving and other relevant details necessary for computing terminal dues.
- iii. Inform the employee that his or her services will terminate on the agreed date.
- iv. Check return of the University property.
- v. Amend records.
- vi. Where necessary prepare certificate of service.

### **Finance Directorate**

It shall be the duty of the Finance Department within the provision of this Article to:

- a) Prepare the terminal dues.
- b) Deduct any monies due to the University.
- c) Amend records.

### **Exit Interviews**

An exit interview shall be conducted to establish the reasons for the resignation in order to take appropriate corrective measures to minimize future resignation especially of valued employees. All employees who resign should be interviewed by the Director Human Resources or his/her delegate in order to determine and record the reasons for resignation (*See Annex Form L, Reference 9.0*)

### **Removal for good cause**

- a) Where, there has been good cause as defined in d) below, the Vice-Chancellor has power to suspend the appointment of a member of staff, provided that he/she shall forthwith report to the Chairperson of the Council the fact of such suspension, together

with grounds for his/her action and any statement on the case that the member of staff may wish to make.

- b) The facts compiled in (a) above shall then be laid before a Standing Disciplinary Committee of the Council.
- c) Any member of staff may be removed from office by the Council after due consideration may deem to be **good cause**.
- d) For the purpose of these rules “**good cause**” means grave offense or gross neglect of duty.

### **Return of University Property**

- i. Upon termination of employment for any reason, all items of any kind created or used pursuant to the employee’s service or furnished by the University including but not limited to computers, reports, files, diskettes, manuals, literature, confidential information, or other materials shall remain and be considered the exclusive property of the University at all times, and shall be surrendered to the Head of Department, in good condition, promptly and without being requested to do so.
- ii. Prior to leaving the University, the staff is duty bound to process a departure clearance form (Four original copies), where it is duly indicated that s/he has nothing outstanding whatsoever and that s/he has handed over all the University's property which was in her/his possession by virtue of his employment.
- iii. The leaving staff shall prepare a detailed handover report (Four original copies), which shall be counter-signed by the Head of Department; a copy of which shall be submitted to the reporting department, two copies to be surrendered to the Human Resources office and one copy retained by the leaving staff.
- iv. The Human Resources Officer places one copy of the report and clearance form on the leaving staff’s personal file for purposes of closing the file. The other set (of the report and clearance form) is used to initiate payment of outstanding final dues.

## **10: DISCIPLINARY AND GRIEVANCE MANAGEMENT POLICY**

### **10.1 DISCIPLINARY POLICY**

The disciplinary policy and procedures herein are based on the basic principles of natural justice and in accordance with the relevant labour legislation of Uganda with a view to achieve the goals of;

- i. Establishment of a uniform framework for disciplinary actions to ensure that all staff are equally, fairly and justifiably treated.
- ii. Ensuring that all staff are aware of the behaviour and conduct expected of them in the working environment.

The University aspires to maintain the highest professional services, conduct and integrity as a way to achieve short and long term corporate strategic objectives. Thus, all staff are expected to maintain the highest standards of work ethics while carrying out their duties.

The emphasis of the disciplinary policy and procedures guidelines is on prevention of misconduct, upholding justice and fostering rehabilitation. For this reason, the University regards disciplinary action primarily as a means of correcting unacceptable behaviour.

#### **10.1.1 DISCIPLINARY OFFENCES**

The list of disciplinary offenses described below is not intended to be either exclusive or exhaustive and the Vice Chancellor or any other person, duly authorized, may certify any other improper behavior to be an act of misconduct warranting disciplinary action under the provisions of these regulations. However, each offence listed below or otherwise, will be investigated and considered on its merit, and will be dealt with under laid down procedures.

The following offences, provided for guidance, will be sufficient grounds for disciplinary action ranging from verbal reprimands to summary dismissal. The offences are not listed in any particular order of seriousness:-

- i. **Recklessness:** Failure to exercise proper care and regard to persons and property in the course of discharging his/her duty to the extent that quality and safety standards are compromised.
- ii. **Loafing:** Passing time idly or failing to complete the set task(s) without reasonable cause.

- iii. **Carelessness:** Performance of a task or duty without the exercise of due care and diligence.
- iv. **Concealment:** Any attempt to or an act which is intended to cover up defective work.

### **Personal Misconduct**

Incidents of personal misconduct shall also be deemed to amount to acts of gross misconduct which shall warrant the University to commence disciplinary proceedings against the implicated employee and these may include but shall not be limited to:

- i. **Absenteeism:** This is when an employee is absent from work without permission for two (2) consecutive working days.
- ii. **Abscondment:** This is when an employee stays away from work without permission or valid explanation for a period exceeding five (5) consecutive working days.
- iii. **Desertion:** This is when an employee stays out of work without permission or valid explanation for a period exceeding fourteen (14) consecutive working days.
- iv. **Poor Time Keeping:** Shall include late coming in disregard of the scheduled business hours, leaving work early, taking extended or unauthorized breaks or unexplained absence from office during working hours.
- v. **Sleeping on duty:** Shall refer to being found asleep in the course of the official working hours, whether or not such act constitutes a threat to the safety and health of the employee or the other employees and clients.
- vi. **Insubordination and Disobedience:** This is when an employee deliberately refuses to comply with lawful instructions of recognized Supervisors, including and not limited to:-
  - Failure to obey reasonable instructions given by a person of Authority or immediate supervisor;
  - Non-compliance with established procedures or practices;
  - Refusal to work overtime or be on standby when required;
  - Insubordinate words and/or behaviour towards other employees;
  - Procrastination and delay tactics for the purpose of undermining disciplinary or grievance hearings;
  - Failure to attend disciplinary or grievance hearings without proper justification;
  - Negligent disregard for safety measures: This is when an employee intentionally disregards safety measures. This shall apply but not limited to;
    - Disregard of safety rules or otherwise working in an unsafe manner;

- Failure to use protective clothing or safety equipment;
  - Driving any official vehicle without, due care and diligence;
  - Knowingly endangering oneself or another person;
  - Smoking in a non-smoking area;
  - Bullying
  -
- vi) **Alcohol and prohibited drugs:** This shall refer to the taking or being under the influence of alcohol and/or drugs whilst on official duty or standby, other than drugs prescribed by a medical practitioner.
- vii) **Negligent loss and Damage:** This shall include any negligent act or omission in which an employee knowingly and deliberately causes the loss or damage to official property.
- viii) **Malicious damage:** This shall include intentional acts in which an employee knowingly causes damage to official property.
- ix) **Theft and/or attempted theft of official property:** This shall be deemed to include the employee's fraudulent intent for staff to deprive the University or a fellow employee of its or his/her property as the case may be, fraudulent acquisition, aiding and abetting of thieves in any way whatsoever.
- x) **Riotous Behaviour:** This shall include acts or omissions of any employee who in concert with one or more persons engaging in or inciting another person to demonstrate
- xi) **Assault on other persons:** This shall refer to any assault or attempted assault by an employee on a fellow employee or member of the public with intent to cause grievous bodily harm.
- xii) **Grave Misconduct:** This shall include any misconduct with similar detrimental consequences to those set out in the preceding clauses, or other breach of security, instructions, codes, office notices in any written or verbal authoritative form, which is serious enough to warrant a dismissal.
- xiii) **Dishonest conduct:** This shall include but not be limited to either of the following:
- Bribery or corruption: the giving, soliciting for or receipt of a bribe or gift or attempt to give, solicit or receive any bribe or gift, or inducing or attempting to induce any person to perform any corrupt act or illegal act;

- Knowingly uttering false documents or information or giving false testimony whether orally or in writing;
- The falsification of records, documents or attempt thereto;
- Misappropriation of the University's funds, or use of assets in an unauthorized manner.

**(a) Breach of Confidence and Impairment of the University's Integrity**

This shall include but not be limited to either of the following:-

- Revealing any confidential or classified information relating to University's affairs to any unauthorized person;
- Carrying or concealing any offensive weapons to work;
- Operation of private business on the official premises save in connection with collection of monetary or other contributions or sponsorship for charities subject to the University's approval of the same;
- Engaging in gambling or promotion of gambling at work or using the University property;
- Engaging in the destruction, duplication, modification and/or disclosure of data from the University's information technology setup.

**(b) Harassment and intimidation**

An employee, who indulges in acts, whether by him/herself or in concert with another person to intimidate a fellow employee for the purpose of compelling him/her to engage in any of the following acts:

- Fighting: Physical aggression upon another person regardless of who initiated the fight, save in as far as defense of person shall allow, or;
- Threatening violence;
- Discrimination on grounds of race, sex, disability, sexual orientation, religion in any way which is intended to lower the self-esteem of the intimidated or harassed employee and in a way that advertently affects their ability to meet their set performance targets;
- Use of abusive or hateful language during or in public utterances which is intended to ridicule or incite hatred or contemptuous feelings towards any employee(s) at the University, whether verbal or written;
- Any conduct intended to invade the privacy of any employee of the University;

- Sexually harassing a fellow employee in any manner or form whatsoever.

### **10.1.2 DISCIPLINARY PROCEDURES**

Disciplinary procedures are intended to ensure that the general standards of conduct laid down for the University's employees are observed and that fair, just and effective arrangements exist for dealing with alleged misconduct. Disciplinary procedures shall not be perceived only as a means of imposing sanctions; but also as a reminder of the need for and encouragement to maintain, the high standards of conduct set and expected by the University.

#### **Formal Disciplinary Procedures**

##### **Formal disciplinary procedures shall include:-**

Investigation to establish the facts;

- i. Written statement to the individual defining the charge and setting out the particulars of the facts relied upon to support the charge
- ii. The right for an individual to make an oral presentation to his/her immediate Supervisor whether or not a disciplinary hearing is held;
- iii. An appeal stage to the next Management level. Any appeal should be made within seven (7) days of notification.
- iv. A disciplinary hearing shall be called and coordinated by the Director Human Resource and administered by a Disciplinary Committee.
- v. If there is a conflict of evidence between the charge and the individual's written reply, an individual will be given an opportunity to state his/her own case and put forward any mitigating circumstances.
- vi. The Disciplinary Committee shall be composed of the Head of the relevant department (Chairman), Director Human Resource department or representative (Secretary), Legal person/ representative from legal (Member), and two nominees appointed by the Vice Chancellor. In attendance will be the immediate Supervisor to the affected employee (Ex-Officio) or any other member as deemed necessary. The employee to be disciplined will be allowed to come with a peer (who must be a KIU staff) if s/he requires.
- vii. In circumstances where a disciplinary hearing is necessary at the out station, the disciplinary committee may delegate its authority in writing to a duly constituted committee formed at the appropriate administrative level. Efforts should be made to resolve conflicts at various levels.

Details of disciplinary cases will remain confidential and will only be communicated on a 'need to know' basis. Breaching this rule will in itself be regarded as a disciplinary offence.

## **Warnings**

### **Stage one: Verbal warning**

An employee shall be given in the presence of witnesses a verbal warning by his/her immediate Supervisor upon commission of the offensive act and/or omission at the work place. This shall be recorded in the official form provided for the purpose.

### **Stage Two: First written warning**

The offending employee shall in the case of non-compliance with the first verbal warning be given one in written form by his/her immediate Supervisor, who shall deliver a copy thereof to the Director Human Resource. The Supervisor should also record the employee's reasons for the alleged incident and inform the employee that further disciplinary action shall be taken if no improvement takes place.

### **Stage Three: Last written warning**

An employee who would have failed to comply with the contents of the first written warning shall be given a last warning in writing. Non-compliance with this particular warning shall result in dismissal.

## **Dismissal for grave misconduct**

All instances of grave misconduct shall warrant dismissal, without the usual period of notice or pay, regardless of whether the individual has a previous disciplinary record. Grave misconduct will include but not limited to the following:-

- i. Sexual harassment at work place.
- ii. Fraud and/or financial impropriety.
- iii. Assault leading to physical bodily injury at Workplace.
- iv. Perpetual drunkenness or being under the influence of hard drugs during working hours.
- v. Conniving with a non-staff/business entity with intention to defraud the University.
- vi. Being in possession of unauthorized dangerous weapons at the workplace.
- vii. Commercial use of University's vehicles.
- viii. Disclosure of official confidential information to unauthorized persons.
- ix. Holding two full time jobs at the same time.

- x. If his/her conduct indicates that s/he has fundamentally breached his/her obligations arising under the contract of service

An employee who is dismissed for misconduct may, at the discretion of the University, forfeit any rights, privileges or benefits that may have accrued to him at the date of dismissal from service.

### **Investigation**

The University shall investigate all cases of alleged misconduct. If it considers the misconduct attracts disciplinary action, then the University may give such punishment as may seem just. Such punishment may include termination of service with or without benefits, fine, warning, or any combination of such punishments.

### **Suspension**

- i. The employee, who has allegedly been involved in misconduct, may be suspended by either Director Human Resources or Vice Chancellor, while the alleged misconduct is being investigated.
- ii. An employee who is suspended shall receive half (50%) of his/ her basic salary and shall not receive any benefits attached to that office.
- iii. Any suspension shall not exceed four (4) weeks or the duration of the inquiry, whichever is shorter. Thereafter Management shall take a decision to either terminate or re-instate the employee.
- iv. The University shall conduct proceedings for disciplinary action with utmost speed to bring them to a conclusion in reasonable time.

### **Reinstatement**

An employee, who is exonerated as a result of the investigation, may be reinstated and will be entitled to the full amount of the emoluments s/he would have received if s/he had not been suspended. But however, if s/he is punished as a result of the investigation, s/he shall forfeit such emoluments.

### **Criminal proceedings and conviction**

- i. Where criminal proceedings are instituted by Government against an employee, s/he may be suspended from duty pending the outcome of such

criminal proceedings. Such proceedings may be a result of a complaint by KIU or any other party.

- ii. During this period, no disciplinary action shall be taken against the employee by the University regarding the matter on which s/he has been charged.
- iii. When an employee is convicted of a criminal charge where KIU is the complainant, the University shall terminate his/her services with or without benefits.
- iv. Where the employee is acquitted by a court of law in a case where KIU was not the complainant, the University may reinstate the employee.
- v. In either case, the University shall not be bound to re-employ the acquitted employee and the acquittal does not prejudice the University's right of appeal or recourse to damage.

### **10.1.3 RIGHT TO DEFENCE**

- i. In all cases of disciplinary action, an employee shall be entitled to be notified of the whole case against him/her and shall be accorded an opportunity to make his/her defence.
- ii. For purposes of these regulations, a grievance shall mean a complaint resulting from dissatisfaction experienced by a staff in the course of performing his/her duty against a superior or any other staff member.
- iii. The complaint translates itself into a grievance when the staff feels that an injustice has been committed against him/her and his/her Supervisor or reporting Manager has failed to handle it or ignored it as minor, but the dissatisfaction grows within the staff, to the extent s/he feels the grievance should be formally brought to the attention of a higher University organ.
- iv. To qualify as a grievance in these regulations, the matter shall be a work-related complaint, or arising out of the operations or policies of the University or it can be an interpersonal problem experienced during day-to-day personal interaction in course of performing one's duty.

- v. Pending resolution of a grievance, staff shall carry on normally and shall not resort to any action. All actions within the grievance procedure shall be in writing and shall be routed through the appropriate channels.

## **10.2 GRIEVANCE MANAGEMENT POLICY**

### **10.2.1 Objectives of the Grievance Management Policy**

To provide an open channel of communication that effectively identifies individual personal problems and experiences encountered in the course of performing duty. The Head of Department shall resolve the personal grievances and complaints as near as possible to the source in the shortest time possible with the view to enhance teamwork and productivity.

### **10.2.2 Grievance Management Guidelines**

It shall be the policy of KIU that a staff member shall:

- i. Be given a fair hearing by respective Head of Department concerning any grievance presented
- ii. Have a right to appeal against a decision made by respective Head of Department.
- iii. Have a right to be accompanied by a fellow staff member of choice when raising a grievance or appealing against a decision made.

### **10.2.3 Grievance Management Procedure**

The following procedure shall be followed in cases where a staff member has an individual problem or grievance not being a matter of discipline: -

#### **At Departmental Level**

Staff with grievances shall in the first instance report the matter to the immediate Supervisor in writing and include any evidence in support of their case. The immediate Supervisor shall carefully consider any submission made to him/her and endeavor to settle the matter.

If the immediate Supervisor is unable to make a decision within 3 days, the staff member with a complaint shall refer the matter to the Head of Department who shall be expected to investigate the matter within seven (7) days and advise the concerned staff of the decision or action being taken.

If the matter appears to raise a question of general principle or is in the nature of a test case, an employee may, following the hearing of the case by his immediate Supervisor, if the decision of the immediate Supervisor is not acceptable, refer the matter to his Head of Department who shall decide on the matter.

#### **A case for the Human Resources Department**

If the matter, having been dealt with at the departmental level is still not disposed of to the satisfaction of the concerned staff, the staff shall directly appeal to the Director Human Resource who will be expected to resolve the issue within 7 days, failing which the grievance will be referred to the Vice Chancellor.

#### **Appeals to the Vice Chancellor**

Staff dissatisfied with the decision made by the Disciplinary Committee may appeal to the appropriate University Council Committee.

### **11.0 OCCUPATIONAL HEALTH AND SAFETY POLICY**

#### **11.1 OBJECTIVE**

The objective of the University's policy on Safety and health at Work is to promote a working environment that is safe and is free of accidents and injuries at work.

The University shall be committed to providing a safe working environment for its employees. The University shall take great interest in providing a conducive and healthy work environment, and it will ensure its continuous improvement through the following ways:

- i. Enforce and reinforce safe work practices that promote good health and safety.
- ii. Appoint a health and safety committee responsible for regularly assessing the organizational environment to respond to any new employee requirements regarding health and safety at work.
- iii. Maintain an appropriate medical scheme to provide prompt medical attention whenever required.
- iv. Take every effort to keep the office equipment in excellent condition and make sure all safety devices are working properly.
- v. Control and monitor the release of dangerous substances into the environment.

- vi. Maintain a safe and secure work place by providing security check points and guards at all its premises and installations
- vii. Sensitize the employees on safety measures and the means to implement them.
- viii. Involve employees or their representatives in resolving health and safety issues.

### **PERSONAL PROTECTIVE EQUIPMENT**

The University shall provide protective wear and equipment, in line with Universal Precautions of Safety (UPS) to all its employees working in hazardous environment that may expose them to injury or some other health risks.

### **FIRST AID**

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

### **REGULAR MEDICAL EXAMINATION/IMMUNIZATION**

The University shall arrange for regular medical examination and immunization for those staff who work in environments that Management may classify as hazardous such as, chemical stores, laboratories, extreme weather locations; hospital employees etc.

### **BUILDING**

The University shall have offices strongly built, well ventilated, well protected to avoid accidents and health hazards including installation of lightning arrestors/conductors.

### **FULL COMPLIANCE WITH THE LAW**

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

### **ACCIDENTS**

The University shall ensure that all employees are facilitated and trained in the proper use of machinery and equipment, and maintain a conducive work environment in order to minimize accidents. This policy also requires the employees, on their part, to be cautious, and ensure

proper usage of any equipment, machinery or office area that may cause accidents. It is also the employee's duty to report any potentially hazardous situation or work condition to their Supervisors. The University shall ensure that all accidents suffered by employees whilst on duty are reported by managers and supervisors in accordance with the relevant provisions of the Worker's Compensation Act.

## **FIRE**

Employees should ensure that they are familiar with the position of the nearest firefighting equipment, alarms and emergency exits. They should ensure that they understand how to operate such equipment. To minimize the risk of fire, employees should always turn off and unplug all equipment and lights after use and report any apparent electrical problems with equipment to the relevant Supervisor. Employees should not attempt to repair or interfere with electrical equipment or wiring them, any equipment in a dangerous or worn condition must be reported to the Administrative Assistant. Fire drills are mandatory training to be conducted at least once a year.

## **SCENTS**

Kampala International University is aware that some persons may have allergies or sensitivities to perfumes, lotions, colognes and / or chemical smells. As a result, we discourage the overuse of these products.

## **PETS**

The offices of Kampala International University are a place of business, and as such, pets are not welcome during normal working hours.

## **RENOVATION**

As odours from building materials and noise levels for tools can cause discomfort, renovations will be scheduled to have a minimum impact on employees. This may include renovating during non work hours (evenings & weekends) and ensuring direct ventilation to control fumes. Carpets should be installed and cloth furniture unwrapped late in the day so emissions may occur during non working hours.

## **12.0 HIV/ AIDS POLICY**

It is in the interest of KIU that the workers remain healthy to maintain their efficiency and effectiveness at work. KIU recognizes that HIV/AIDS disrupts provision of its services by affecting workforce productivity both directly and indirectly.

Since staff spend a significant proportion of their day hours of activity within the workplace, it is quite imperative that preventive measures be taken to reduce the rate of infection and mitigate its impact to staff. It is also in the interest of KIU that those affected be given maximum support and treatment to keep them healthy and free from opportunistic infections.

### **12.1 SCOPE of the HIV/AIDS POLICY**

The policy on HIV/ AIDS at KIU will cover the following;

- i. Information, Education and Communication,/Behavior, Change Communication (IEC/BCC)
- ii. Non-discrimination on the basis of known or perceived HIV Status.
- iii. Confidentiality
- iv. HIV counseling and testing within the work place.
- v. Promotion of prevention, treatment, care and support
- vi. Sensitization

## **12.2 OBJECTIVES OF THE HIV/AIDS POLICY**

- i. To provide guidelines for Management and staff in order to eliminate stigma and discrimination on the basis of perceived or real HIV status within KIU.
- ii. To provide guidelines for staff and Management on prevention, Management as well as mitigation of the impact of HIV/ AIDS in KIU.
- iii. To promote care, treatment and support for people living with HIV/ AIDS in KIU.
- iv. To provide a framework for monitoring and evaluating the effectiveness of measures taken to combat HIV/ AIDS in KIU.
- v. To provide a framework for monitoring and evaluating the impact of HIV/ AIDS in KIU.

## **12.3 GUIDING PRINCIPLES OF THE HIV/AIDS POLICY**

The guiding principles underpinning this policy are based on the proven interventions in prevention and care; and on the recognition of the public health rationale for respecting the human rights, privacy and self-determination of persons living with HIV/ AIDS, in line with Uganda's Constitution.

The following principles will be upheld;

- a) **Information Education Communication/ BCC:** for positive behavioral change including good health seeking behavior.
- b) **Non-discrimination and equality policies:**
  - i. Non-discrimination and equality policies where workers are assessed on merit and ability to perform. They should not be subjected to personal discrimination or abuse on the basis of real or perceived HIV status.
  - ii. No termination of employment on grounds of a positive HIV STATUS and the persons infected should be able to work for as long as they are able to perform their duties in available, appropriate work.
  - iii. Protection against stigma and discrimination for workers with HIV/ AIDS at KIU as well as inclusion of aspects of their protection in the education and information activities. Deployment and/ or transfer should take into account the need to avoid further exposure and spread of HIV as well as access to optimal care and support services.

- iv. Grievance procedures and disciplinary measures to deal with HIV-related complaints in KIU.
- v. Workers' benefit including medical schemes should not discriminate, directly or indirectly against any person on the basis of HIV status.
- vi. A worker may opt for early retirement in which case full Voluntary Retirement Scheme benefits will be paid using the special Retirement Benefit formula.
- vii. A worker will be treated like any other staff in terms of discipline etc.
- viii. Legal services to enforce human rights and develop expertise in related legal issues.

**c) Confidentiality**

- i. Protection of the fundamental right to privacy. No obligation by the worker to inform Management or other workers of his/ her HIV status.
- ii. Where a worker chooses to voluntarily disclose his/her HIV status to the employer or other workers, this information should not be disclosed to others without the worker's express consent.
- iii. Protection of human rights and the dignity of people living with HIV/ AIDS within KIU.
- iv. HIV Testing: HIV testing within KIU shall be conducted in accordance to the national policy guidelines for voluntary counseling and testing.

**d) Greater Involvement of People Living with HIV/ AIDS (GIPA)**

- i. Management and workers shall create space within KIU for the involvement and active participation of people living with HIV/AIDS in all prevention, care and mitigation activities. This will strengthen the broader response to the epidemic and give it a human face and voice in the minds of people who are not directly affected.
- ii. All social partners to initiate develop and encourage support groups for workers living with HIV/ AIDS and ensure that they are not discriminated against or stigmatized.

**e) Promotion of Prevention, Treatment, Care and Support**

- i. Prevention, treatment, care and support are a continuum that must be intensified and addressed simultaneously within the work place.
- ii. Promotion of HIV counseling and voluntary testing.
- iii. Promotion of a healthy and safe working environment that contributes towards preventing the spread of HIV within KIU
- iv. Provision of guidelines for/ and Management of accidental exposure to HIV within KIU
- v. Promotion of ABC (Abstinence, Be faithful and Condom)

**f) Implementation Strategies**

- i. Management shall adopt a proactive approach in creating awareness about HIV/ AIDS within the work place.
- ii. There should be encouragement, sharing of experiences and support to fellow organizations, institutions or enterprises in order to deal with the challenges posed by HIV/ AIDS.
- iii. Communicate HIV/ AIDS Policies to all workers.
- iv. Ensure that induction programs for new workers include training on HIV/ AIDS.
- v. Management shall ensure that the rights of HIV/ AIDS workers/ staff are protected.
- vi. Management will initiate and develop HIV/ AIDS prevention and care programmes designed not only to protect the uninfected work force, but also to take into account the rights and problems of those living with HIV/ AIDS.
- vii. Management shall provide and maintain as far as is practicable a working environment that is safe and without risk to the health of its workers, including occupational transmission of HIV.
- viii. HIV/ AIDS committee that represents the interests of workers, employers and other stakeholders shall be formed. The committee will be chaired by the officer in charge of welfare.
- ix. The committee will have the responsibility of planning and implementing a workplace, HIV/ AIDS programme for prevention, treatment, care and support.
- x. Through the medical scheme, the worker and immediate registered family members shall be provided with free medical treatment that is in line with the University's Medical Policy that will include but not limited to:-
  - o HIV/ IEC/ BCC (Information, Education and Counseling/behavior, change Communication)
  - o Counseling and Testing

- Clinical care including hospitalization treatment with Anti-retroviral drugs, antibiotics etc.
- A worker who opts to leave service due to HIV/ AIDS related illness will continue to receive free medical treatment until he/ she is fully paid his/ her terminal benefits.
- Monitoring the programmes and reviewing the interventions as appropriate.

### **HIV/ Aids Strategies and Initiatives**

It is the University's intention to carry out an all-encompassing, comprehensive and substantive HIV/ AIDS programme that will include the following initiatives:

- i. Awareness and Education: HIV/ AIDS awareness workshops will be conducted and HIV/ AIDS charter effectively disseminated.
- ii. Prevention: Prevention of HIV/ AIDS infection will be through the following initiatives:
  - Provision of condoms
  - Mother-to-Child infection & Post Exposure Prophylaxis
  - The above are to be provided to our staff through the Medical Scheme which offers both out-patient and in-patient services. Both parts of the Scheme ensure that HIV/ AIDS is treated like any other infection thereby reducing the level of stigmatization within KIU.
- iii. Testing and Counseling: The University will support HIV/ AIDS Testing and Counseling initiatives and collaborate with designated Government and Non-Government Agencies for the benefit of the workforce, and confidentiality will be observed throughout.
- iv. Treatment: The University will support HIV/ AIDS treatment and medical support as part of the Medical Scheme.

## **13.0 OTHER GENERAL WORKPLACE POLICIES**

### **13.1 CODE OF CONDUCT**

In order to meet the fiduciary responsibilities to our students, government authorities and the general public, employees are expected to exhibit exemplary conduct and unquestioned

integrity at all times. Employees should never take it upon themselves to replace organization standards with personal ones. Employees are required to sign a form attesting to having read and understood the KIU code of conduct. (*See Annex Form D – Reference 13.1*)

### **13.2 RESPONSIBILITY FOR FUNDS AND PROPERTY**

Employees may be entrusted with University property or funds in the course of employment. Failure to adhere to policies, procedures and guidelines regarding the management and handling of KIU property or funds may result in the Employee being held personally responsible for resulting losses incurred by the University. For example, employees may be advanced funds to cover business related expenses, given the right to remove equipment from University offices, or assigned responsibility for managing of petty cash. Employees may be required to reimburse the University the lost funds or property caused by one's failure to follow established guidelines and procedures.

### **13.3 SEXUAL HARASSMENT**

The University prohibits any form of sexual harassment that shall include, but not be limited to the submission to sexual advances as an explicit or implicit term or condition of employment, promotion, transfer, recruitment, termination or determination of rates of pay.

The procedures for reporting sexual harassment by either the employee or Supervisor are as follows:-

- i. Any employee who believes s/he is experiencing sexual harassment shall report it to their Supervisor immediately. If the employee is uncomfortable in discussing the issue.
- ii. With their Supervisor, the employee shall report to the Director Human Resource or Vice Chancellor.
- iii. An employee in a Supervisory role who is informed of alleged sexual harassment activities occurring within the organization; must, in consultation with the Director Human Resource take immediate and appropriate action, beginning with a thorough and confidential investigation of the circumstances. The investigation shall be documented and submitted to the Director Human Resource or Vice Chancellor.
- iv. If sexual harassment is found to have occurred, disciplinary action up to and including dismissal of an employee who violates this policy, will occur.

The University will hold the Supervisor responsible for their staff that have been involved in sexual harassment if it is determined that the Supervisor knew or should have known of such occurrence, unless it can be proven that immediate action was taken to correct the conduct or situation or, extenuating circumstances exist. A sexually harassed employee is also free to report the sexual harassment to the Labour Officer as per the Employment Act.

It is also possible that some staff may during the course of employment engage in mutually agreed and cordial love relationships which, for the purposes of this manual, do not constitute or are not interpreted as acts of sexual harassment. Where such relationships occur, the affected two employees must ensure that such a relationship is disclosed to the Director Human Resources. However such relationships are highly discouraged and one of the employees may be advised to leave employment.

It should also be noted that such relationships should never bring the University into disrespect or disrepute which may affect other stakeholders' perceptions and judgments.

If this ever happens, one or both of the employees may be requested to resign or may be terminated from University

#### **13.4 DRUG AND ALCOHOL FREE WORK PLACE**

KIU maintains that drug and alcohol abuse adversely affects job performance, personal capability and the safety of fellow workers. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the University offices. Any employee found in violation of these prohibitions will be subject to disciplinary action including summary dismissal. KIU disclaims all responsibility or liability for an employee's use of alcohol.

#### **13.5 CONFLICT OF INTEREST**

It is essential for the protection of both the employee and the University to avoid any situations that might constitute a conflict of interest, such as employment by or financial interest in the business of KIU's technical or financial consultants, auditing firm, or other suppliers. All employees will be required to sign a disclosure agreement stating their financial interest in any company or business; Failure to disclose will result in summary dismissal.

As a condition of employment, no employee or any member of the employee's immediate family (immediate family is defined as spouse, children and parents) may have a financial interest in any of the following without obtaining prior written approval from the University Council

**A business supplying the organization with goods and/or services;**

Any changes in the employees' situation regarding the above should be reported as and when the change occurs. If there is any possibility of a 'conflict of interest', it should be referred to the University Council.

**13.6 PERSONAL BUSINESS DURING OFFICE HOURS**

As a matter of general policy, KIU employees will be expected to refrain from conducting personal business during office hours. The use of University stationery, office supplies or internal communication systems for personal use are prohibited in all instances and failure to comply with policy will lead to disciplinary action up to and including summary dismissal.

If employee uses company resources, the University reserves the right to garnish the pay of the employee.

**13.7 WHISTLE BLOWING**

As per the *Whistle blowers Act 2010*, Management shall provide for the procedures by which employees/ individuals may, in the public interest disclose information that relates to irregular, illegal or corrupt practices; to provide for the protection against victimization of persons who make disclosures; and to provide for related matters.

**Protection from victimization**

- I. Persons/ Employees shall not be subjected to any victimization by their employer or by any other person on account, or partly on account, of having made a protected disclosure.
- II. A whistleblower shall be considered victimized on account of making a protected disclosure where:-
  - (a) The whistleblower being an employee is;
    - dismissed;
    - suspended;

- denied promotion;
  - demoted;
  - made redundant;
  - harassed;
  - Intimidated;
  - Threatened with any of the matters set out in (i) to (vii);
  - Subjected to a discriminatory or other adverse measure by the employer or a fellow employee; or
- (b) Not being an employee, the whistleblower is subjected to discrimination or Intimidation by a person or an establishment affected by the disclosure.
- III. A whistleblower who honestly and reasonably believes that he or she has been victimized as a result of his or her disclosure may make a complaint to either the Inspectorate of Government or the Uganda Human Rights Commission for redress
- IV. Notwithstanding subsection (3) a whistleblower may seek redress for victimization by bringing a civil action in a court of law.
- V. A complaint made under subsection (3) shall contain the following particulars;
- a) The name, description and address of the whistleblower;
  - b) The name, description and address of the whistleblower’s employer or any other person who the whistleblower claims has victimized him or her; and
  - c) The specific acts complained of as constituting victimization.
- VI. A whistleblower shall not be considered victimized if the person against whom the complaint of victimization is directed;
- a) Has the right in law to take the action complained of;
  - b) The action is demonstrably unrelated to the disclosure made.

### **13.8 OATH OF SECRECY**

On appointment, all employees shall be required to take oath of secrecy (*See Annex Form E, Reference 13.8*) undertaking to observe the strictest secrecy and will not divulge to any party at any time information regarding the affairs of the University without authorisation from their Heads of Department.

### **13.9 STAFF DISCRIMINATION**

The University shall not tolerate discrimination of any kind such as racial, tribal, sexual, health or otherwise

### **13.10 PROFESSIONAL APPEARANCE**

All staff are required to be neat at all times. Staff shall be expected to observe an appropriate dress code which enhances the public image of the University. Proper dress code is considered to be clean and decently fitting formal attire that reflects the professional nature of the employee's position. All staff are expected to maintain a well-groomed appearance and to dress in a presentable manner at all times during working hours. Uniforms and protective clothing MUST be issued to entitled employees at all times.

### **13.11 FRAUD AND ABUSE**

KIU considers as unacceptable conduct any form of fraud, dishonesty or abuse of power on the part of its employees. Among the acts considered fraudulent, dishonest and/or abusive are:

- i. Theft of any kind, including the embezzlement of funds, submission of false claims and expenses.
- ii. Any type of forgery of documents, names, signatures, dates, payrolls, etc
- iii. Unauthorized or unapproved salary advances or overtime payments.
- iv. Willful violation of regulations, internal controls and University regulations or procedures.
- v. Taking advantages of the business relationship between KIU and companies and individuals who supply it goods and services to pay directly or indirectly personal benefits.
- vi. Willful failure to properly document funds received from third parties or not depositing funds on a timely basis in the bank or other agent authorized to hold funds.
- vii. Willful conveyance of sensitive commercial and/or confidential information (including, but not limited to, manuals, planning documents, proposals, formats, and/or details of new projects prior to implementation) to unauthorized persons, and/or failure to protect such information from unauthorized distribution.
- viii. Giving or asking for any preferential treatment for any person or entity.
- ix. Not reporting immediately to the office of the Vice Chancellor or internal auditing of KIU any act observed that violates this policy.

- x. Not immediately stating in writing to office of the Vice Chancellor and internal auditing of KIU any conflict of interest, whether direct or indirect, real or potential, existing between the employee and the institution.

The University will not tolerate any fraudulent, dishonest or abusive activity and that all employees, should refrain from participating in such acts and must thoroughly fulfill their obligation of protecting the institution from such acts, recognizing that any such acts could lead to serious sanctions up to and including termination and prosecution.

### **13.12 Confirmation of Reading and Understanding the HRMM**

Every new employee is required to read and understand this Human Resources Management manual. The employee should be able to appreciate his/her rights and obligations to the company after reading the manual. The employee will then be required to sign a form attesting to having read and understood the contents of KIU's Human Resources Management Manual.

*(See Annex Form M, Reference 13.12)*

## **ANNEX OF FORMS AND SCHEDULES**

1. Application for Employment –Form A, Reference 3.3
2. Employee Biodata Form – Form B, Reference 3.14
3. Employee Request Form – Form C, Reference 3.2
4. Code of conduct Form – Form D, Reference 13.1
5. Oath of Secrecy - Form E, Reference 13.8
6. Medical Beneficiary Form –Form F, Reference 5.3
7. Funeral Benefits – Schedule One, Reference 5.3
8. Funeral Beneficiary Form– Form G, Reference 5.3
9. Salary Advance Application Form-Form H, Reference 5.1
10. Staff Leave form – Form I, Reference 6.2
11. Per diem – Schedule Two, Reference 5.2
12. Performance Evaluation form –Form J, Reference 7.3
13. Departure Clearance form –Form K, Reference 9.0
14. Exit Interview form –Form L, Reference 9.0
15. Acknowledgement of having read and understood the HRMM– Form M, Reference 13.12

**NB. The Annex forms and Schedules are always provided as and when necessary by the Human Resource Office.**