

**VICTORIA
UNIVERSITY**

Kampala · Uganda

STAFF PROMOTION POLICY

NOVEMBER

2018

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Preamble

Victoria University as a primer young Private University seeks to position itself as a top internationally recognized and attractive University for both students and Faculty members. For this aspiration to be actualized, the University needs a robust financial management system to ensure value for money.

Universities just like most enterprise life and survival is about control and effective management of resources especially financial resources.

The financial policy therefore seeks to streamline the over-all operation of Victoria University and ensure that fraudulent expenditures are avoided.

The policy clearly provides for management of income generation and expenditure of the university and possibility of capital development and interest to ensure sustainability of the University.

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1.0 Introduction

Rewrite the Introduction

Victoria University strives to create a working environment that is fair and promotes opportunities for equitable progression. Therefore, the University adopts a non-competitive internal promotion policy for all staff as way of rewarding them for performance and, as a motivation for those who are willing to take on extra University assignments.

In order to attract, retain and motivate its staff, Victoria University will attempt, where circumstances permit, to fill some vacancies, support vertical mobility of employees by offering timely opportunity for promotion within the University and; provided that it is consistent with the University's practice of ensuring impartiality and transparency in recruitment; to promote staff on the basis of skills, experience and performance and; to provide job related training and educational opportunities to help staff perform better.

The University shall employ a transparent, fair and equitable approach to support and create an enabling environment for staff to thrive and work to achieve greater heights and take the University to achieve its visions and missions.

1.1 Objectives

The objectives of this policy are as follows:

- 1) To provide an effective and efficient promotion process which is fair, equitable, professional and timely to enable Victoria University attracts, retain and motivate staff.
- 2) To enable academics to make an application for promotion by providing clear information responding to the criteria against which promotion applications are considered.

1.2. General Provisions of the Policy

The policy provides for the following:

- 1) Academic staff members holding a full-time appointment and who have completed their probation period shall be eligible for promotion.
- 2) Academic staff members whose probation period has been extended shall not be eligible to apply for promotion.
- 3) An eligible staff member may be recommended for promotion, or may request promotion in writing to the Vice Chancellor through their Head of Department or an appropriate office in the University.
- 4) The University expects that, during their careers, all academic staff shall be:
 - a). actively involved in teaching
 - b). committed to and participate in research enriched teaching
 - c). actively involved in outreach activities

2.0 Eligibility for Promotion

Academic or Library staff may apply for promotion if:

- 1) completed their probation tenure
- 2) their appointment is continuing; or
- 3) they have completed at least 12 months' employment at the University at their current level at the time of applications to the level for which they are applying; or
- 4) their full time running contract extends to the end of the year in which application is being made; or
- 5) Where a position is funded by a grant, eligibility for promotion will depend on the grant conditions governing the funding of employment.

3.0 Criteria for Promotion

1) That appointment and promotion to various academic positions shall be according to the following criteria:

- a) Pedagogical Skills : At least two of the following shall constitute evidence of pedagogical skills:
 - i) Teaching
 - ii) Mentorship
 - iii) Supervision of other staff, research teams, consultancy team
 - iv) Supervision of students
- b) Scholarship and Innovation:
 - i) Publications of papers in peer reviewed recognized journals
 - ii) Contributions to book chapters or authoring a book
 - iii) Attracting grants and Research projects to the University
- c) Professional work and practice
- d) Innovations
- e) Other Academic Activities (Conferences, Seminars, presentation of papers)
- f) Service to the University and Community
- g) Membership to professional bodies
- h) Conduct

4.0 Promotion Interval

- a) Promotion interval refers to the period a member of staff shall remain on the same level/rank before he/she qualifies for a promotion to the next level/rank.
- b) The promotion interval in Victoria University shall be three years resonating with the contract period, provided that the member of staff seeking promotion shall have received a performance appraisal grade of "satisfactory" or better for

the last four consecutive semesters.

- c) Staff appraisal shall be done on annual basis

5.0 Promotion Procedures and Requirements

5.1 Academic Staff

A member of the academic staff who wishes to be promoted shall apply to the Vice Chancellor through his/her head of department giving reasons why he/she should be promoted. The application shall include the following:

- a) Cover letter
- b) Academic Transcripts and Certificates (Foreign qualifications should be equated by National Council for Higher Education or any other mandated body)
- c) Up- to-date curriculum vitae and two or three publications of the applicant.
- d) Attachment of Publications
- e) Personal Statement form detailing the vision for personal career path and contribution to Victoria University
- f) Copies of appraisal (past three) that should be signed by the supervisor

5.1.1 Promotion to the rank of a Professor or Associate Research Professor

- 1) The Dean of the Faculty shall process and forward the application for the position of Senior Lecturer, Associate Professor and Professor shall be vetted by a Vetting Committee established by the Vice Chancellor upon receipt of such applications;
- 2) The Dean shall forward such a detailed application filled in three (3) copies to the Vice Chancellor;
- 3) The Vice Chancellor shall nominate members to the a five (5) member vetting committee. The Academic Registrar shall be secretary to the committee. The

Committee shall be made of two eminent senior staff of Victoria University and two (2) eminent senior academicians co-opted from neighboring Universities. Such persons shall be at the same rank of the application they will vet or a rank higher;

- 4) If the Dean or Director of a Faculty or School wishes to apply for a promotion, such a person shall apply directly to the Vice Chancellor and shall have his application recommended by the Associate Dean and when not possible any of the Head of Departments of the Faculty;
- 5) The Committee shall consider the application(s) using an 11-point scoring system (section 8 below) and make recommendations to the Appointments Committee of Council through Management stating clearly the grounds for its recommendations.
- 6) The selected external assessors will be required to assess the applications under the criteria listed under Criteria for Promotion listed in Section 3 of this document.
- 7) The University's Appointments Committee shall consider the Vetting Committees recommendations in making its decision but shall not at all times be bound by these recommendations.

5.1.2 Promotion to the rank of Senior Lecturer or Senior Research Fellow or Research Fellow or Lecturer or Research Fellow

- 1) Upon receipt of an application, the Dean of the Faculty shall forward the same to the Vice Chancellor;
- 2) The Vice Chancellor shall authorize the Dean to nominate an Internal Five (5) member committee to vet and recommend to applicant for the position;
- 3) The Internal vetting committee shall be made of the Dean as Secretary and four

(4) other members of staff of which two (2) shall be at the rank of Senior Lecturers;

- 4) The Chair of the Vetting Committee shall be one of the Senior lecturers nominated into the Committee;
- 5) The vetting Committee shall make recommendation to Management which shall be forwarded to Appointments Committee of Council with the necessary recommendations stating very clearly the grounds for its recommendations.
- 6) The Appointments Committee shall consider the recommendations in making its decision but it shall not be bound by these recommendations.

5.1.3 Promotion to the rank of Senior Librarian or Senior Administrator

- 1) A senior Librarian or a senior administrative staff who wishes to be promoted shall apply to the Vice Chancellor through the Head of Department;
- 2) The University Librarian or Human Resource Officer shall constitute a Committee charged with the task of scrutinizing applications for appointment and reviewing staff promotions. The Committee, made up of three or four members (preferably the most senior) chaired by the University Librarian/ Human Resource Officer, shall meet to review the progress of each member of staff for promotional or related considerations;
- 3) Where a Head of Section is a candidate or where two or more members of the Committee are being considered, or where the Committee has fewer than 3 members, the Committee shall co-opt members from other units in the University.
- 4) The Committee shall make recommendations to through Management to the University's Appointments Committee.

6.0 Promotional Outlet for Non-Academic Staff

The promotion of non-academic staff shall be based on the following factors:

- a) Available of vacancy for the position
- b) Professional qualifications
- c) Competence
- d) Client satisfaction
- e) Achievement of higher qualification
- f) Performance

7.0 Effective Date of Promotion

- 1) Promotion shall come into effect on the date decided by the Appointments and Promotions Committee.
- 2) All such appointment letters for promotion shall make reference to that meeting. For example, Council in its 12th sitting under Minute Number..."

8.0 Positions and Key requirements for promotions of Academic Staff

The positions of Academic staff shall include the following:

- a) **Teaching Assistants;**
 - i) There shall be teaching assistants who shall be holders of bachelor's degrees with exceptionally good grades of first class and second class upper
 - ii) Teaching assistants shall be recruited on short contracts of 2 years in which they are expected to enroll of Master's degree programmes
 - iii) Teaching assistants shall assist lecturers and senior lecturers in teaching and assignment.
- b) **Assistant Lecturer**
 - i) Masters degree in relevant areas

ii) Teaching experience at a University level of 3 years is an added advantage

c) Lecturer

i) Masters Degree but on PhD track

ii) Teaching experience of 3 years

iii) At least one publication

d) Senior Lecturer

i) PhD

ii) Three (3) publications in area of specialization

e) Associate Professor

i) PhD

ii) Teaching experience of 3 years

iii) Publications (To be determined by the University Relevant Committee)

f) Professor

i) PhD

ii) Teaching experience of not less than 7 years

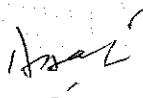
iii) Publications

iv) Supervision of PhD students

In addition to the above criteria, candidates applying for the position of Associate Professor or Professor Position shall have demonstrated academic leadership at institutional, national or international level.

9.0 Points System Criteria for Academic Staff Appointment and Promotion

The Points System Criteria for Academic Staff Appointment that the University shall adopt as follows:



9.1 Academic and Professional Qualifications

1.	Master's Degree (Without Dissertation)	5
2.	Master's Degree with Dissertation	10
3.	Additional Masters qualification	3
4.	PhD	15
5.	Other academic and professional qualifications	2

Maximum points for academic and professional qualification = 20 Points

9.2 Publications

9.2.1 Publication in Journal

1	Refereed professionally recognized Journal in area of specialization	4
2	Publication in other related areas	3
3	Other publications	1
4	Publication in non-referenced journal	2

Maximum 10 points

9.2.2 Published Books and Manuscripts

Parameters

1	Professionally recognized published book	
2	Published article or chapter in a professionally recognized book	
3	Printed book	
4	Manuscript	
5	Instruction/teaching materials	
6	Instructional study materials	
<i>Maximum points for publications = 25</i>		

9.3 Teaching Ability and Experience

- a) This includes Teaching, Clinical Ability and Library Practice Ability (Points to be awarded are based on evaluation/appraisal but not years)8
- b) Teaching Experience (0.5 points per year)5
- c) Teaching Graduate programme per course.....1

Maximum points = 13 points

9.4 Research

Departmental/Faculty or College Appointments and Promotions Committees shall rate the candidate. The score is between 0 for no involvement in research to 8 for conducting a viable research programme generating acceptable results. Rating should be based on evidence of participation, research reports or successful research grants application.

Maximum points = 8 Points.

9.5 Supervision of Students' Research

- a) Supervision of a Graduate Student up to completion stage. For avoidance of doubt, completion stage means upon graduation.
 - i. PhD..... 1
 - ii. Masters..... 2
 - iii. Postgraduate Diploma..... 3
 - iv. Supervision of Undergraduate Student's Research..... 3

Maximum points = 10 points

9.6 Other Academic Activities

- a) Deanship of Faculty/Director/Deputizing/ Headship of a Department..... 3
- b) Attendance at a conference/seminar and giving a paper..... 1
- c) Organizer/Convener of a Conference/Seminar..... 1
- d) Curriculum Development..... 2
- e) External Examination..... 1

- f) Vetting of publication..... 1
- g) Editing of a Book..... 1

Maximum points = 5

9.7 Service to the University and the Community

a) University

- i. Membership to a University Standing Committee..... 1
- ii. Membership of a University Taskforce/Mission..... 1
- iii. Headship/Coordinator of Academic Programme..... 2

b). Community

- i. Membership to a National \ Technical Committee/Commission..... 1
- ii. Membership to National/District Taskforce/Mission..... 1
- iii. Their involvement in Community Activities(Training, Mobilization, Membership of Executive Committee of Public Organization or Local Community..... 1

Maximum points = 5

9.8 Membership of Professional Bodies

Maximum = 2 points.

9.9 Professional Practice/Outreach Services

Maximum = 2 points.

9.10 Innovation

This involve patents, discovery of a new variety of seeds or cows, etc.)

Maximum =2 points.

There will be no pass/fail mark and the points system is purely to serve as a guideline to the Vetting Committee and Council in making a decision.

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