

**VICTORIA
UNIVERSITY**

Kampala - Uganda

HUMAN RESOURCE MANUAL

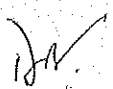
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PREAMBLE

Victoria University's vision is "To become a Center of Excellence for Higher education." Its mission is "to transform the lives of our students and advance the region we serve and beyond through our teaching and learning, diversity and inclusion, discovery, research and creativity, promotion of health, and deep community engagement." The achievement of the above mission and vision necessitates efficiency and effectiveness through a strong work force. This can only be achieved through:

- a) Recruiting and retaining qualified and competent staff with potential;
- b) Deploying the right persons into the right jobs, at the right time in the right numbers;
- c) Maintaining a resourceful, highly motivated, developed, and innovative human resource.

The achievement of the above objectives requires comprehensive Human Resources policies, procedures, and practices. This Manual covers the areas of recruitment, terms and conditions of service, staff welfare, disciplinary procedures, promotion, and staff training and development and shall act as a guide and tool for the best policies, procedures, and practices.

PRELIMINARY PROVISIONS TITLE, DEFINITIONS, INTERPRETATION, AND OBJECTIVES OF THE MANUAL

1. TITLE

This manual shall be known as the Victoria University Human Resource Manual.

2. DEFINITIONS OF TERMS USED

For purposes of this manual, unless the context otherwise requires: -

- a) "Abscondment" – means a situation where a member of staff does not report for duty without good cause for ten (10) consecutive working days.
- b) "Academic staff" – means, in accordance with the Universities and Other Tertiary Institutions Act, 2006, Amended:-
 - (i) Deans of Faculties or schools;
 - (ii) Directors of Institute, college or other academic body;
 - (iii) Professors, Associate Professors, Senior Lecturers, Lecturers, and Assistant Lecturers appointed for teaching and research;
 - (iv) University Librarian and other library staff designated as academic members of staff;
 - (v) Such other persons as the University Council may designate academic members of staff;
- c) "Administrative staff" – means, in accordance with the Universities and Other Tertiary Institutions Act, 2006, Amended, persons employed by the University, other than academic staff, holding administrative, professional or technical senior posts in salary scales VU1 – VU5 established by the University Council for the efficient management and running of the University;
- d) "Appointment" - means conferment upon a person of an office or post of emolument in the service of the University;
- e) "Appointing Authority" - means the Chancellor, on recommendation of the University Council or its delegate;
- f) "Child" – means, for purposes of this manual, a person who is:-
 - i. Biological Children to members of staff and aged not above 25 years;
 - ii. Legally adopted by a member of staff, and aged not above 25 years;

- iii. Born to a member of staff, who, in the case of people with disabilities, may be outside the age range in (i) above, but deemed worthy consideration by the University Management.
- g) "Contract" - means a formal agreement signed between VU and another party, to the effect that the other party should work for the University for a specified time period;
- h) "Day" - means a period of 24 hours;
- i) "Exempted member of staff" – means the Vice Chancellor, Deputy Vice Chancellor, and Visiting, Honorary or Seconded member of staff;
- j) "Failing to complete a course of study" means a situation where one does not get the required results or qualifications due to reasons attributable to the candidate herself/himself;
- k) "Family" - means legally married spouse/spouses registered with the University and their biological or legally adopted children;
- l) "Leave" – means a period competently granted to a member of staff to be off duty for a specific reason and time;
- m) "Long course" – means a course of study lasting one academic year and above;
- n) "Medical Practitioner" – means a qualified medical doctor, duly registered and approved according to the written law;
- o) "Member of Staff" – means a person appointed by VU to work in its service;
- p) "Month" - means calendar month of the year;
- q) "Secretary to Council" – means Secretary to VU Council;
- r) "Short course" – means a course of study lasting less than one academic year;
- s) "Support Staff" – means persons employed by the University who are not members of the academic staff, or the administrative staff in accordance with the Universities and Other Tertiary Institutions Act, 2001, and are in salary scales **VU6- VU10**;
- t) "Top Management" means a committee officer of the University appointed by the Vice Chancellor for the purpose of spearheading the strategic and administrative operations of the University: VC,DVC AR, University Secretary, Bursar, University Librarian, Deans, Dean of Students;
- u) "University" – means Victoria University established under the Universities and Other Tertiary Institutions Act 2006, Amended;
- v) "University Council" – means the governing body of the University appointed in accordance with the Universities and Other Tertiary Institutions Act, 2006, Amended;

- w) "University Senate" – means the senate for VU appointed in accordance with the Universities and Other Tertiary Institutions Act, 2006, Amended;
- x) "Vacation employment" means employment offered to students on holidays;
- y) "Year" – means calendar period of twelve months from January to December.

3. INTERPRETATION

Subject to the provisions of section (3), the various expressions used in these terms and conditions shall, except where a contrary intention appears, have the same meaning as in the Universities and Other Tertiary Institutions Act 2006, Amended. The interpretation of this manual shall rest with:-

- a) the Vice Chancellor in respect of academic staff and administrative staff as provided for under Section 31 sub-section 1(a) of the Universities and Other Tertiary Institutions Act 2006, Amended;
- b) the University Secretary in respect of support staff as provided for under Section 33 sub-section 2 of the Universities and other Tertiary Institutions Act 2001, 2006, Amended;
- c) where a dispute arises in regard to the interpretation of this manual, appeals shall be made to the University Council;
- d) where any of the provisions of this manual may not be in conformity with the existing legislation, the provisions of such legislation shall prevail.

4. OBJECTIVE OF THE MANUAL

The manual is a comprehensive guide and tool for efficient recruitment, development and management of the University's human resources. The manual contains five chapters – Recruitment policy, Terms and Conditions of Service, Staff Disciplinary Code of Conduct, Promotions policy and Staff Training and Development policy.

CHAPTER 1: THE RECRUITMENT POLICY

1.1. POLICY STATEMENT

The University is committed to hiring and retaining qualified and competent staff with potential.

1.2. POLICY OBJECTIVES

The objectives of the Staff Recruitment Policy are to:

- a) Attract, hire and retain qualified and competent staff;
- b) Deploy the right persons into the right jobs, at the right time in right numbers.

1.3. POLICY LEGISLATION

The University shall:

- a) Comply with the existing employment laws of Uganda;
- b) Be committed to the principle of non-discrimination and equal opportunity for all.

1.4. RECRUITMENT PROCEDURES

- a) The need to fill a vacant post in the University shall be identified by the Head of department/section/ top management, and communicated in writing to the Human Resource department or a delegated unit.
- b) The Human Resource Department shall refer the matter to the Vice Chancellor who shall initiate the recruitment process.
- c) A vacant post shall be filled with the best available person either from within or from outside the University depending on the University's requirements. The minimum requirements for recruitment into the University Service, which shall be reviewed from time to time.
- d) All appointments, with the exception of those under Section 1.6 of this policy, are subject to availability of vacancies in the approved University establishment for the time being in force.
- e) In case recruitment has to be sourced outside the University, the methods of advertising, personal contact, and collaboration with appropriate organizations shall be used.

1.4.1. PERSONAL CONTACT METHOD

- a) The vice chancellor shall have powers to appoint any qualified person to the services of Victoria University when a critical need arises for a period of period of not more than 6 months.

- b) Such a person shall receive formal appointment subject to ratification by the University Council.
- c) Staff shall be appointed immediately to handle emergencies resulting from death, resignation, termination, and other forms of cessation of employment during, or immediately before semester.

1.4.1.2. Mode of Application

Persons contacted through this method shall be required to apply for vacant posts as stipulated in 1.4.3.2.

1.4.1.3. Terms of Appointment

- a) Senior staff in the salary scales of VU1 – VU5 appointed through this method shall initially be offered probation appointment for six months by the authority of the Vice Chancellor.
- b) Support staff in the salary scales of VU6 – VU10 appointed through this method shall initially be offered temporary appointment for six months.

1.4.1.4. Ratification of Temporary Appointments

Appointments made in 1.4.1.3 shall be presented to the **Appointments, Administrative and Staff Welfare Committee (AASWC)** for possible ratification. Consideration shall be effected only in cases of satisfactory performance while on temporary terms.

1.4.2 COLLABORATION WITH APPROPRIATE ORGANISATIONS

- a) Where necessary and appropriate, the University shall recruit staff through agreements, protocols and staff exchanges with other organizations.
- b) Persons recruited through this method shall be offered employment on terms stipulated in section 1.5.3 (b) of this policy.

1.4.3 ADVERTISING

Where this method is used, an advertisement shall be placed in the print/ onlinemedia for all vacant posts.

1.4.3.1 Screening of Applications

- (i) The Secretary – Appointments Committees, in liaison with the user department/section, shall vet all applications against the job specifications, and make a short list of the most qualified candidates.

- (ii) Certified copies of Academic and Professional certificates from the regulating authorities/ professional bodies submitted by the applicant shall be certified by NHCE.
- (iii) Referees for the short-listed candidates shall be contacted in writing for them to provide confidential comments on the candidates.
- (iv) Relieving letter may be requested from the last employer and
- (v) Certificate of good conduct.
- (vi) The information obtained through references shall constitute an important factor in making the final selection of the most suitable candidate.

1.4.3.2 Unsolicited Applications

The University may receive unsolicited applications from people looking for employment prospects. These shall be received, studied and applicants advised accordingly.

1.4.3.5 Interview Procedures

a) Types of Interviews

All or any of the following types of interviews shall be used depending on the job and the competences required.

- i) Oral interviews
- ii) Structured interviews
- iii) Tests

1.4.4 APPOINTMENTS

- (i) The VC and DVC shall be appointed by the Board of Directors on recommendation of the University Council.
- (ii) On receipt of the report on the successful candidate(s) for all posts other than those specified in 1.4.4 (i).
- (iii) Other appointments up to VU5 shall be made by the University Council.
- (iv) All other appointments up to VU6 – VU10 shall be made by the Vice Chancellor.
- (v) The University Secretary shall inform the successful candidate(s) and invite him/her to sign and collect the appointment letter within the first fifteen (15) days of receiving the invitation by the appointee.
- (vi) The appointee shall take up the job in a period not exceeding Three (3) months from the date of appointment.



- (vii) Appointed candidates who do not report for duty within the time specified in 1.4.4, shall lose their offers and the job shall be offered to the next best candidate as may be determined by the University Council or re-advertised.
- (viii) No appointment of any University staff shall be deemed effective until a written offer to the officer and the officer has been accepted in writing, therefore, that until the officer has formally accepted the offer in writing and assumed duty as confirmed by the respective supervisor, the salary and other benefits attached to the appointment shall not be paid.
- (ix) Any appointment, whether direct into the University service or appointment on promotion or transfer within the University service, or appointment on transfer to or from the other service, which is not made by the proper authority as described in this policy shall be null and void.
- (x) All appointments to the University service shall always be in writing.
- (xi) The appointment letter shall specify the job title, terms, duties and responsibilities of appointment, benefits attached to the appointment, and reporting relationships.
- (xii) Staff appointed to the University service on information that is falsified or forged in any way shall have their appointments automatically terminated any time the falsification or forgery is discovered.

1.5 FORMS OF APPOINTMENT

The University shall offer probationary, permanent, contract, temporary, part-time, leave, voluntary, honorary, and professor emeritus appointments. Unless specifically decided by the Appointing Authority:

- a) Part-time, vacation, voluntary, honorary, and professor emeritus appointments shall not be entitled to regular service benefits, that is to say, National Social Security Fund (NSSF), medical care, loans, advances, bonus, death benefits, etc;
- b) Benefits for contract and temporary appointments shall be specified in the letters of offer.

1.5.1 PROBATIONARY APPOINTMENT

All staff recruited as in 1.4.3, and those ratified in 1.4.1.4 shall be offered probationary appointments.

1.5.2 CONTRACT APPOINTMENT

Contract appointments shall be offered to the following categories of staff:

- a) The Vice Chancellor and Deputy Vice Chancellor shall be appointed on five-year contract, and shall be eligible for reappointment for one more term, and the reappointment shall follow the procedure described in sections 1.4.3.5 (a) (i) – (ii) and 1.4.4 (a) – (b) of this policy.
- b) Persons with special qualifications, competences and skills may be offered contract employment for durations to be determined by Management, and renewable by mutual consent;
- c) Teaching Assistants for a period of one-year renewable by mutual consent.
- d) Appointments in 1.5.3 (b) – (d) in the salary scales VU3 – VU8 shall be made by the authority of the Vice Chancellor, those in the scales of VU10 – VU20 by the authority of the University Secretary.

1.5.4 TEMPORARY APPOINTMENT

Temporary appointments may be given to the following categories of staff:

- a) All staff recruited in 1.4.1 for a period of six months, which may be renewed or ratified or terminated depending on University needs and individual performance;
- b) Staff Development Fellows on attainment of higher qualifications, pending ratification by the AASWC.
- c) Appointments in 1.5.4 (a) – (b) in salary scales VU5 – VU10 shall be made by the authority of the Vice Chancellor.

1.5.5 PART TIME APPOINTMENT

Part-time appointments shall be made in cases where specialized skills are required intermittently. The rate of pay for part-time employment shall be determined by Council from time to time.

1.5.6 VACATION APPOINTMENTS

Vacation employment, whenever possible and appropriate, may be offered on terms to be determined by the University Management.

1.5.7 VOLUNTARY APPOINTMENT

Persons with appropriate skills who offer themselves to serve VU at minimum or no cost to the University may be offered Voluntary appointment.

1.5.8 PROFESSOR EMERITUS

Staff members at the rank of professor, who retire from the University Service after at least five years of service, and having made a contribution such as to bring distinction to the individual, the

University, and the country, may be appointed Professor Emeritus in the service of the University.

1.5.9 HONORARY APPOINTMENT

The University may offer honorary appointments where necessary and appropriate.

1.6 EXCEPTIONAL APPOINTMENTS

- a) There may be certain exceptions to the provisions of Sections 1.4 and 1.5. The acquisition by the University of an expert, advisor, or volunteer, by whatever name called, and whether from local or external sources, shall be considered as an appointment in the University service, regardless of the existence or otherwise of a vacancy on the establishment of the University against which to hold the expert, advisor or volunteer, as the case may be. This shall mainly cover projects, collaborations and other similar arrangement.
- b) Persons who have attained the age of 55 years may be appointed into the University Service on terms other than probationary and permanent terms.
- c) The University Secretary shall clear all such cases with Vice Chancellor giving him or her all the particulars of each individual case.
- d) The Vice Chancellor shall not at, waive some or any the usual formalities of recruiting staff.

1.7 DEPLOYMENT OF STAFF

Upon acceptance of the job offer, a member of staff shall be deployed to work for the University in any department or section as the University Management may deem appropriate, in consultation with the respective departments.

1.8 INDUCTION AND ORIENTATION

- a) All new staff shall receive induction and orientation to familiarize them with the vision, mission, objectives, policies, structures, systems, working relationships, and practices of the University.
- b) The Human Resource Management department shall coordinate the induction and orientation.

1.9 ACTING APPOINTMENTS

- a) Where a post is likely to remain unoccupied or vacant for at least thirty (30) consecutive days, an appropriate staff in the same or next lower level may be appointed, by the authority of the Vice Chancellor, to fill the unoccupied post in an acting capacity.
- b) Such cases may involve instances where the incumbent is away on approved leave, or where the position is vacant pending recruitment. Staff shall not hold an office as acting capacity for more than 6 months.
- c) Staff who holds a position in acting capacity for more than six months shall be deemed confirmed. The Vice Chancellor will bring it to the attention of the AASW Committee in the fifth month.
- d) Individuals in acting appointments shall be paid Acting allowance as may be determined in the University's policy on Duty Allowances/ acting allowances, will get the difference between the highest and lowest.

1.10 INTERNAL RECRUITMENT

1.10.1 TRANSFER WITHIN THE UNIVERSITY SERVICE

Staff may be reappointed or re-designated horizontally into different positions for which they are qualified within the University service.

1.10.2 PROMOTION

Internal appointments through promotion shall be encouraged and the guidelines for such appointments are stipulated in the Staff Promotions Policy.

1.11 SELECTIVE RECRUITMENT

- a) The University shall, where appropriate, identify candidates from the student data bank at the University for Recruitment into its service. (Employment of students)
- b) In every case, other recruitment procedures will be complied with.

1.12 EMPLOYMENT OF RELATIVES

Where a person entering the University, service is a relative or close friend to an existing employee, the existing staff shall declare the relationship within thirty (30) days.

1.13 EMPLOYMENT OF EXPATRIATES

- a) The University shall employ expatriate staff where appropriate.

- b) The University Council, shall make policies on the issue of employing expatriates from time to time as it may deem necessary.

1.14 THE ROLE OF HUMAN RESOURCE MANAGEMENT DEPARTMENT IN POLICY MANAGEMENT

The Human Resource Management Department shall:

- a) Ensure that quality standards are complied with and are cost effective;
- b) Identify and clarify the merits and anticipated effectiveness of the sourcing options;
- c) Help supervisors in setting key result areas and defining competences;
- d) Participate in the recruitment process;
- e) Advise on the issues of labor and Employment laws, and human resource related issues; grievances procedures
- f) Maintain an updated data bank on potential candidates;
- g) Maintain updated open and confidential personnel files for all staff;
- h) Provide technical advice as may be necessary.

1.15 HANDLING OTHER ISSUES ON RECRUITMENT POLICY

The Human Resource Management department as the custodian and initiator of staff policy shall, from time to time, advise Management on how to resolve issues that may not be specifically regulated by this policy.

CHAPTER 2: STAFF TERMS AND CONDITIONS OF SERVICE

2.1 INTRODUCTION

- a) These terms and conditions shall be known as Victoria University Staff Terms and Conditions of Service.
- b) Each member of staff shall be issued a copy of the Terms and Conditions of service. Management shall also maintain an up-to-date copy of the staff Terms and Conditions of service that shall be available for staff at a specified place.
- c) Ignorance of any of the terms and conditions shall in no way constitute an excuse for or defense against the violation of that regulation by a member of staff.
- d) These terms and conditions may be amended from time to time by the University Council.

2.2 OBJECTIVES OF TERMS AND CONDITIONS OF SERVICE

The objectives of these terms and conditions of Service are to:-

- a) Enable the University to attract and retain high quality personnel;
- b) Help the University to create a favourable working environment for its staff and promote good working relations;
- c) Act as a basis for the management and development of its staff.

2.3 GENERAL CONDITIONS OF SERVICE

- a) No discrimination shall be made by the University in its appointments on grounds of gender, religion, ethnicity, race or region of origin; nationality and Health.
- b) On appointment to VU, officers VU shall be prepared to serve in any of the Departments or stations of the University to which they may be appointed or to which they may later be transferred and will be expected to undertake any duties within the terms of reference of VU, reasonably required of them.
- c) Officers of VU at all times VU shall behave with due decorum and integrity. Breaches of behaviour, discipline and the laws of Uganda shall be dealt with as provided for in these conditions of service.

d) Any member of staff of VU has a right to membership of an appropriate Association or Trade Union; but no Association or Trade Union will be granted any rights to sole representation or to a closed shop policy in respect of VU.

2.4 DUTIES

University members of staff shall, on appointment or promotion, be allocated duties and responsibilities for their jobs.

2.5 ATTENDANCE TO DUTY

- a) Staff employed on these terms will normally be required to remain on duty at all times except during Leave, public holidays, or when permission for absence has been granted by the Vice Chancellor or his delegate as the case may be, in consultation with the relevant heads of departments/sections.
- b) During semester time, a Head of Department may, for good cause, grant permission to a member of staff to be away from duty for a period not exceeding one working day per month.
- c) Heads of Departments and Deans may, for good cause, be away for a period not exceeding one working day per month.
- d) Sub-paragraphs 2.5(a) - (c) notwithstanding, the Vice Chancellor or their his /her delegate, as the case may be, shall have power to require an individual member of staff to remain in residence or on duty during vacations or gazetted public holidays or portions thereof as they think fit or as duties require.
- e) All members of staff appointed on these terms are required to obtain permission from the Vice Chancellor to travel outside Uganda.

2.6 HOURS OF WORK

- a) Staff will be required to work regulated hours fixed by Council from time to time.
- b) The exigencies of service may require staff to work outside the regulated hours (minimum of 40 hours per week) or to work periods of overtime/extra load for which they will be paid.
- c) Nothing in these terms and conditions of service shall prevent staff from working voluntarily outside the regulated hours.

2.7 APPOINTMENTS

- a) The University Council shall have ultimate authority and responsibility for all appointments, promotions, rewards, awards, and salary increments for all the employees of the University.
- b) Vacancies will preferably be advertised in the press by the University Secretary, but vacant posts may be filled by head hunting, collaboration with appropriate organizations or internal promotion or re-designation or reappointment. In every case, the relevant Heads of Departments shall be consulted.
- c) The University shall offer probationary contract, temporary, part time, vacation, voluntary, honorary, or professor emeritus appointment as detailed in the Recruitment policy.
- d) The procedure and requirements of recruiting staff into the University Service shall be as stipulated in section 1.4 of the Recruitment policy.
- e) Appointments under these terms shall be specified in the letter of appointment.
- f) The Council reserves the right to locate, outside these terms, special posts under special conditions in accordance with its conception of the interests and efficiency of the University.

2.8 DATE OF APPOINTMENT

- a) Date of appointment on the first appointment shall be the date of assumption of duty.
- b) Date of appointment on reappointment or re-designation or promotion shall be stated in the letter of appointment.

2.9 HOME

Home shall mean the district headquarters of the district defined as "Home" in the member's appointment letter.

2.10 PROBATION

There shall be a minimum probationary period of six months to all staff appointed to the University service except the grade of professor which shall have no probationary period.

2.11 CONFIRMATION

- a) All staff appointed on probationary terms shall be confirmed on satisfactory completion of the probationary period.

- b) Where a member of staff has already held an appointment at a lower grade on the staff of the University or in any other case that the AASWC may deem fitting, the University Council may waive the whole or part of the period of probation.
- c) Where an officer's probationary period elapses and it is established that his/her performance has not been satisfactory, such officer's probationary appointment may be terminated, or the probationary period may be extended as the AASWC may deem fit, but not beyond two years. The appointment of such an officer shall be terminated if performance does not improve after the extension.
- d) When a member of staff is confirmed in appointment, subject to continued satisfactory conduct and performance, the staff member can anticipate employment by the University up to the age of compulsory retirement.
- e) Confirmation of a member of staff shall be counted starting from the date of appointment on probation.

2.12 STAFF PERFORMANCE APPRAISAL

- a) There shall be conducted, by Heads of Academic Departments, constant reviews of academic staff performance at which staff discuss with their Heads of Departments their progress annually.
- b) There shall be conducted, by Administrative Heads of Departments/sections, constant reviews of administrative staff and support staff performance at which staff discuss with their Heads of Departments/sections their progress.

2.13 PROMOTION

- a) All promotions to vacant positions shall be on merit in accordance with the approved criteria.
- b) All serving officers who are regarded as promotable by the relevant Department/Faculty Committees in the annual performance evaluation procedure shall be considered for promotion.
- c) All members of staff shall be eligible for promotion.
- d) The academic and professional requirements for promotion to any position in the University shall be as set out in the Promotions policy.

2.14 EMOLUMENTS

2.14.1 SALARY

- a) The University shall pay a salary/wage to all its staff members as determined by the University Council.
- b) All salaries of full time staff shall be paid on a monthly basis on every 3rd day of the next month.
- c) All full-time staff who have served for one year and above shall be paid a Salary Bonus equal to their gross salary subject to taxes at end of year at the discretion of the University Council on condition that the University is profitable.
- d) Salaries of members of staff shall be subject to statutory and other approved deductions.
- e) Part-time staff shall be paid on hourly rates or other rates determined by the University Council.
- f) A member of staff may, with good reasons, apply for a salary advance, subject to the approval of the Vice Chancellor.

2.1. BENEFITS IN SERVICE

2.15.1 HOUSING

Housing shall be paid in accordance with the contract.

2.15.2 MEDICAL BENEFITS

- a) Victoria University shall cover medical insurance bill for staff, spouse and two biological children to a tune specified by the University Council according to scale of the employee.
- b) Victoria University shall cover medical insurance bill for staff, spouse and two biological children to a tune as specified by the University Council according to the position held.

2.15.3 EDUCATION ALLOWANCE

- a) Biological children or legally adopted children of VU staff admitted to VU shall pay half tuition fees and the other half be paid by the University. This offer is limited to a maximum of two children per staff at a time.
- b) Only children accepted as the officer's and noted on his/her personnel record as such shall be eligible for consideration.

2.15.4 SUBSISTENCE ALLOWANCE/ PER DIEM

- a) Staff shall be entitled to subsistence allowance to cover the cost of feeding and accommodation while traveling on official duty at rates to be set by Council from time to time.
- b) Any financial decision taken by council should be in the best interest of the University.

2.15.5 EXTRA LOAD / OVERTIME ALLOWANCE

Staff shall be entitled, where appropriate, to extra load or overtime allowance at rates to be determined by Council from time to time.

2.15.6 RESPONSIBILITY ALLOWANCE

Staff shall be entitled to responsibility allowance at rates to be determined by Council from time to time.

2.15.7 SAFARI-DAY ALLOWANCE

Officers on out of station day duty shall be entitled to Safari-day allowance to cover cost of feeding at rates to be determined by Council from time to time.

2.15.13 TRAINING ALLOWANCES

Members of staff proceeding on training or course of study may receive salary and or allowances as approved for in the Training policy.

2.15.15 Salary Advance

Members of staff shall be eligible to salary advancement subject to approval from the Vice chancellor.

2.16 LEAVE

A member of staff may be granted one or more of the following types of leave:

2.16.1 ANNUAL LEAVE

- a) A member of staff is entitled to 24 working days Annual Leave.
- b) Working days shall be defined as Monday to Saturday, excluding any officially gazetted public holiday in Uganda.
- c) Annual leave for a member of staff shall commence on the day following the day he/she ceases duty, and end on the day preceding the day he /she resumes duty.
- d) It is mandatory for all members of staff to apply for leave when it is due. Where a member of staff is unable to take leave for whatever reason, he /she may carry the leave to the succeeding year, subject to the approval of the Vice Chancellor.
- e) All staff members are entitled to annual leave with one month advance notice and formal handover.
- f) The Vice Chancellor shall be the final signing authority for leaves.
- g) The Vice Chancellor has the right to recall any member of staff from annual leave or deter or cancel permission to proceed on annual leave in the interest of the University.

- h) Where leave is cancelled or deferred as in 2.16.1(f), the affected individual shall be allowed to carry the leave to the succeeding year, or may be granted the leave immediately after accomplishing the task for which the leave was cancelled or deferred.
- i) The Secretary to Council shall explain to the individual in writing the reasons for canceling or deferring the leave.
- j) Where, during annual leave, a member of staff falls sick to the extent of being hospitalized, the Secretary to Council may allow him/her to extend the leave by the days he/she was hospitalized, subject to providing proof of hospitalization by the affected member of staff.
- k) Annual leave not taken during a calendar year shall be forfeited unless prior written permission to carry the leave to the succeeding year is granted by the Vice Chancellor for staff in salary scales VU5 to VU10.

2.16.2 MATERNITY LEAVE

- a) A female member of staff should be allowed to go on Maternity leave when she is between 36 and 38 weeks pregnant or after delivery as determined by a Government Medical Officer.
- b) Subsection 2.16.2(a) notwithstanding, where a supervisor notices deterioration in the staff's output genuinely attributable to pregnancy, and after obtaining the opinion of a qualified Medical Officer, leave may be recommended and granted before the stipulated time.
- c) Maternity Leave shall be granted at the rate of 90 working days on full pay per delivery.
- d) Where a mother requires, for maternity purposes, an additional period of absence from duty over and above the 90 days, such additional period shall be counted against her Annual leave. Otherwise, it shall be regarded as Leave without pay.
- e) The leave extension on the basis of Annual leave shall not exceed the individual annual leave entitlement.

2.16.3 PATERNITY LEAVE

Paternity Leave shall be granted to a male employee at the rate of 4 working days immediately after the delivery or miscarriage of a wife.

2.16.4 STUDY LEAVE

A member of staff may apply for study leave to the Vice Chancellor through the Head of Department and Dean of Faculty for academic staff and Head of department for non-teaching staff concerned under the regulations set out in the University's Staff Training and Development Policy at the discretion of the University Council.

2.16.5 SICK LEAVE

- a) A member of staff who is prevented by illness from carrying out his/her duties is required to furnish a Medical Record signed by a recognized Medical Practitioner.
- b) To a member of staff who has completed at least one year service, where certified by a Medical Board, sick leave on full pay will be granted for periods up to a total of six months in any one Calendar Year, subject to the right of Council to call for a second medical opinion, after which the position will be reviewed by Council. If a continued period of sickness extends beyond six months, the Council may in its discretion continue payment of salary either in full or in part for a further maximum period of six months subject to a third opinion of a Medical Board.
- c) For a member of staff with less than one year's service, the period of paid sick leave will be restricted to one half of the total amount of her/his active service, except that the Vice Chancellor may in his discretion increase its period to a maximum not exceeding three months, after which the position will be reviewed by the Council.
- d) Annual leave entitlement shall not be affected by sick leave.

2.16.6 SPECIAL LEAVE

The Vice Chancellor may in his discretion grant special leave of maximum seven days for any deserving purpose (e.g., for compassionate reasons, attendance of learned conferences, absence for purposes of study other than normal leave) not covered by the categories of leave set out above.

2.16.7 LEAVE WITHOUT PAY

- a) A member of staff may be granted Leave without pay under special circumstances up to a maximum of 6 months beyond which one would have to reapply. The Vice Chancellor shall, however, have the power to extend the duration of this leave.
- b) A member of staff on Leave without pay shall not be paid salary and allowances during the leave period.

- c) Leave without pay shall be granted for the sole purpose of preserving continuity.
- d) Leave without pay shall be approved by the Vice Chancellor.

2.16.8 SABBATICAL LEAVE

- a) The University may grant Sabbatical leave to staff for academic/professional/managerial purposes.
- b) Sabbatical leave shall be for a period not exceeding 12 months.
- c) Staff shall become eligible for sabbatical leave only after serving the University for not less than five continuous years.
- d) Staff on Sabbatical leave shall not be paid salary and benefits.
- e) The purpose for, and expected outcome of, the Sabbatical leave shall be explicitly stated in the application and grant for the leave.
- f) Sabbatical leave shall be applied for through the respective Dean/Director/Head of department/section and granted by the Vice Chancellor.

2.16.9 PUBLIC HOLIDAYS

The University shall observe all statutory public holidays and other public holidays as the Government may declare from time to time.

2.17 SOCIAL SECURITY

2.17.1 NATIONAL SOCIAL SECURITY FUND (NSSF)

- a) All members of staff shall be contributors to the NSSF, except those exempted in accordance with the NSSF Act, 1985.
- b) A member's standard monthly contribution to the NSSF shall be 15% of total wages/gross pay contributed by the employee (5%) and the University (employer) (10%).
- c) Benefits of the scheme shall be as stipulated in the NSSF Act, 1985.

2.17.2 COMPENSATION FOR DISABILITY/DEATH

- a) In the event of physical or mental incapacitation or death by accident attributable to the execution of VU duties, a member of staff or beneficiaries thereof shall receive compensation in accordance with the Group Personal Accident (GPA) and Workers' Compensation Act 2000 (WCA) insurance covers under which staff have been insured, and any other covers within the law.
- b) In the event of death due to natural causes of a member of staff, spouse or child, assistance may be provided at the discretion of the Board of Directors of Directors.

2.18 CESSATION OF SERVICE

2.18.1 END OF CONTRACT

- a) An employee's service to the University shall cease at the expiry of his/her contract period if the contract is not renewed.
- b) An employee's service to the University shall also cease if the contract is terminated before its expiry.

2.18.2 RESIGNATION

- a) A member of staff may resign his office by giving due notice, in writing, through his/her Dean/Director or Head of Department to the Appointing Authority. The University may also terminate the employment of a member of staff by giving due notice.
- b) The period of notice on resignation shall be in accordance with section 2.22(1)(i) (ii) of this manual.
- c) The Vice Chancellor in the case of academic and administrative staff, and the University Secretary in the case of support staff, may reduce the period of notice.
- d) Resignation of a member of staff shall be accepted only when the appointing authority is satisfied that arrangements have been made for the recovery of any outstanding liabilities to the University. Any amount due to the employee shall be withheld and counted against the outstanding liabilities.
- e) Resignation from a position or office shall be regarded to have taken place only after it is accepted in writing.
- f) A member of staff who resigns from the University Service shall receive NSSF and RBS benefits.

2.18.3 DEATH

Employment of any member of staff shall automatically cease on the death of that member of staff.

2.18.4 ILL HEALTH

- a) If a member of staff is prevented by illness from carrying out his/her duties, the Appointments Committee may request a Medical Board of Directors to examine him/her.
- b) After considering the Appointments Committee's report, the University Council shall have power to terminate the appointment if it thinks it fit, on medical grounds and to prescribe the terms and conditions of such termination, provided that no appointment

shall be terminated on such grounds within 12 months from the date of receipt of the Medical Report.

- c) Subsection 2.18.4(b) notwithstanding, HIV and AIDS related illnesses shall be dealt with in accordance with the national guidelines and the University's HIV and AIDS institutional policy.

2.18.5 ABSCONDMENT

Any employee of the University who absconds from duty shall forfeit his/her emoluments, benefits and privileges attached to his/her employment.

2.18.6 TERMINATION OF APPOINTMENT ON DISCIPLINARY GROUNDS

2.18.6.1 Dismissal

- a) Any member of staff under these terms of service may be dismissed from the University service by the University Council for what University Council, after due consideration, may deem to be good cause. Failure to abide by the code of conduct in this manual may lead to such disciplinary action.
- b) A member of staff who is dismissed from the University service shall have the right to appeal against that decision in accordance with provisions the Universities and Other Tertiary Institutions Act, 2001, Amended 2006.
- c) An Officer whose services are terminated on disciplinary grounds shall forfeit his/her rights and privileges as an officer.

2.18.8.2 Summary Dismissal

- a) Notwithstanding the provisions of sections 2.18.6.1(a) and 2.19 of these terms of service, the University Secretary/Academic Registrar, in consultation with the Vice Chancellor, shall suspend in exceptional cases, subject to approval by the Council.
- b) An Officer who is summarily dismissed shall forfeit his/her rights and privileges as an officer.

2.18.9 ENTITLEMENT TO TERMINAL BENEFITS

Notwithstanding the provisions of sections 2.18.7, 2.18.6.1 (c) and 2.18.6.2 (b) of these terms, staff shall receive their NSSF benefits in all cases of cessation of service.

2.19 DISCIPLINARY PROCEDURES

- a) When in the opinion of the University Secretary, in consultation with the Vice Chancellor, there has been good cause, the University Council shall have power to suspend the appointment of a member of staff, provided that he/she shall forthwith report to the University Council fact of such suspension together with the grounds for his action and any statement on the case which the member of staff concerned may wish to make.
- b) Such suspension shall incur forfeiture of half pay.
- c) The half-pay so withheld during such period of suspension shall be refunded if one is cleared of the criminal offence.
- d) An employee who has been suspended or interdicted from duty under sub-section 19(a) of this section shall retain the housing unit/allowance provided by the University until the conclusion of his/her case.
- e) The facts shall then be laid before the University Council which shall interview the member of staff concerned before taking a decision.
- f) No person shall be removed by the disciplinary authority in the exercise of powers conferred by this section unless he/she shall have been given a reasonable opportunity to have been heard by the University Council.

2.20 CRIMINAL PROCEDURES

- a) If criminal proceedings are instituted against an employee in any competent court in a case resulting from or related to his/her employment in the University's service, the University shall have the power to take disciplinary action in accordance with Statutory Instrument no. 34 of 1993 and report the matter to the police.
- b) An employee convicted of a criminal offence, other than an offence which in the opinion of the Appointing Authority is a minor offence, shall be subjected to disciplinary action.

2.21 OBLIGATION OF STAFF UPON CESSATION OF SERVICE

- a) A member of staff who ceases to be in the service of the University shall be required to discharge the following obligations before receiving his/her entitlements:-
- b) Account for all moneys drawn from the University for Official Business;
- c) Surrender VU identification documents, university property, and any other documents in his/her possession;

- d) Provide a comprehensive written handover report in accordance with the provisions of Section 2.21 of these terms before issuance of clearance certificate/certificate of service.

2.22 HANDING OVER AND TAKING OVER

Efficient running of the Institution requires proper handing over. The handing over notes shall be in writing, witnessed by Internal Audit department or other officer as the case may be, with a copy to the Head of Department. Among other things, the following VU be covered:-

- a) Major policy issues in which the officer is involved;
- b) Brief description of committees/organizations in which the officer is involved;
- c) Incomplete matters of current concern;
- d) Lists of staff, accountable documents or equipment and cash where applicable.

2.23 NOTICE PERIODS

1) On termination of appointment other than in the circumstances stated in subsection 2.22 (2) below, notice shall be given as follows:-

Table of Notice: Cause of Termination Notice

- a) Retirement on due date ----- 3 months
- b) Termination of probationary appointment----- 14days
- c) Retirement on abolition of office----- 3 months
- d) Compulsory retirement to facilitate improvement or improve economy----- 6 months
- e) On being medically boarded out of service----- 3months
- f) Retirement in University interest -----3 month (3 month pay in lieu of notice)
- g) Termination of contract appointment----- 3 Months except for VC which is 6 months.
- h) Termination of temporary appointment----- 14 days
- i) Probationary appointment ----- 14days (or one month pay in lieu)

2) No notice shall be given to an employee on:-

- a) his or her dismissal;
- b) his or her summary dismissal;
- c) termination of his or her contract agreement in which the period of employment is expressed, following the expiry of such period.



3) wherever notice is expressed, it shall be consecutive days or months including Saturdays, Sundays and public holidays which fall therein and shall exclude the day of service but include the day of discharge.

2.24 SECRECY AND COMMUNICATION

- a) All staff members shall exercise a high degree of secrecy in handling official information and documents that come into their knowledge and possession in the course of their University duties.
- b) A member of staff shall not communicate, without permission, to any person or body, any confidential official information.
- c) A member of staff shall not disclose, publish or assist in publication, or make public or cause to make public any materials or information relating to the University, unless when executing official duties or with the permission of the Vice Chancellor.
- d) No member of staff shall, except with the express permission of the Vice Chancellor or when executing official duties:
 - (i) Issue, on behalf of or for the University, any verbal or written statement to the press, radio, or other mass media;
 - (ii) Allow or cause oneself to be interviewed on matters relating to the University policies and activities;
 - (iii) Withhold any information that might be of vital importance to the University;

2.25 MISCELLANEOUS PROVISIONS

2.25.1 DECENCY

Members of staff are expected to display dignity and command respect of fellow workers and the public, especially in relation to communication and dress code.

2.25.2 SEXUAL HARASSMENT IN EMPLOYMENT

The University shall have a Sexual Harassment Policy to ensure that sexual harassment does not take place within the University, with the aim of enhancing a favorable work.

2.25.3 CERTIFICATE OF SERVICE

- a) Any employee who leaves the service of the University may on request be given a written record showing the nature and duration of employment, etc, known as a **Certificate of Service**.

- b) The certificate of service shall be signed by the University Secretary/Academic Registrar to Council or his/her delegate.

2.25.4 ADDENDUM TO STAFF TERMS AND CONDITIONS OF SERVICE

Council shall provide appropriate additional guidelines to the Staff Terms and Conditions of Service that shall form annexes and elaborate on the policy issues laid down in the terms as may be deemed appropriate.

2.25.5 AMENDMENT OF STAFF TERMS AND CONDITIONS OF SERVICE

The University Council may amend these terms and conditions of service from time to time.

CHAPTER 3: STAFF DISCIPLINARY CODE OF CONDUCT

3.1 DISCIPLINARY OFFENCES JURISDICTION

3.1.1 DISCIPLINARY OFFENCES UNDER THIS CODE

(a) Breach of Confidence that is to say,

- (i) disclosing or conveying, verbally or otherwise, directly or indirectly any information, without lawful authority whether or not for a reward, service or favour to an unauthorized person, office organization or institution regarding any examination, test, or progressive assessment (either before, during or after such examination, test or progressive assessment) or confidential information or secrets regarding any department, section or office or individual in the University.

(ii) Unduly assisting any student during examinations.

(b) Offences against public morality, that is to say behaving in an indecent manner accompanied by moral turpitude.

(c) Illicit sexual conduct between members of staff and students or between staff and staff, or between staff and members of the public, in return for favours in the University service and activities.

(d) Discreditable conduct, that is to say, acting or conducting oneself or making utterances verbally or in writing or appearing in public, in a disorderly manner or in any way prejudicial to the discipline or likely to bring or lead to discredit or disrepute to the name and image, or disturbance of smooth relationships among members or sections, of the University.

(e) Neglect of duty, that is to say,

- (i) Neglecting or without good or sufficient cause, omitting to diligently, regularly and punctually attend to or carry out any activity which is his/her duty;
- (ii) failing, within his/her competency and ability to perform any duty in accordance with his/her terms of service or specially given instructions;
- (iii) leaving his/her station or place of work without prior permission competently granted to him/her in that regard;
- (iv) failing to report or take appropriate action on any matter coming to his/her knowledge or information which is prejudicial to the interests or good name or image of the University;

- (v) insubordination, that is to say, unreasonably refusing to participate in the general organization and administration of the University or any department thereof as may be, from time to time competently required of him/her;
- (f) Engaging in corrupt practices, that is to say;
- (i) Soliciting or receiving directly or indirectly any bribe;
 - (ii) failing to account for or make prompt or true return of any monies or property received by him/her in his/her official capacity or failing to account satisfactorily when called upon by the responsible officer or member of staff so to do, for any monies or property in his/her possession or control or received by him/her otherwise in his/her official capacity;
 - (iii) Improperly using one's official position to one's private advantages.
- (g) Incitement or undue influence or attempting to do the same, that is to say,
- (i) leading, inducing or persuading or joining students in misconduct against discipline in the University or;
 - (ii) instigating or attempting to instigate discontent among staff and or students against the wellbeing and name of the University.
- (h) Falsehood, that is to say,
- (i) making or signing in any official document or book, any statement or entry which one knows or has reasonable grounds to believe to be false; or
 - (ii) willfully or negligently making a false misleading or inaccurate statement; or
 - (iii) destroying or mutilating any official document or record or altering or erasing any entry therein;
- (i) False pretences, that is to say;
- (i) using, adopting, assuming or allowing oneself to be associated with any academic or professional title or qualification which he/she has never officially or formally been conferred or has never acquired;
 - (ii) crediting him/herself with or plagiarizing any publication or literary, scientific or artistic work or any legal right therein or there from which is not a result of his/her labour, skill or effort.
- (j) Drunkenness or drug abuse, that is to say, if one, while on duty, is unfit or unable to discharge his/her responsibilities due to drink or drugs;
- (k) Any offence under any written law related to or in connection with the University.

(l) Irregular conduct, that is to say, acting in any irregular manner prejudicial to discipline or the good name of the University not specially provided for or covered under any provision of this Code.

(m) Failure and discontinuation from the course, abandonment of a course, by a staff member on the Staff Development Program without any good cause.

3.1.2 AVOIDANCE OF DOUBT

For avoidance of doubt, it is expressly provided that the Appointments, Administrative and Staff welfare Committee will have power to conduct disciplinary proceedings against any member of staff even where a misconduct by such member falls under or is covered by his/her Professional Code of Ethics or Oath. It is further provided that acquittal on a criminal charge in a court of law shall not be a bar to institution of disciplinary proceedings under this Code.

3.1.3 THE INTERNAL STAFF DISCIPLINARY COMMITTEE

In doing its work, the Appointments, Administrative and Staff welfare Committee will be assisted by an Management Staff Disciplinary Committee, to be appointed by the Vice Chancellor and ratified by the University Council with a membership to be determined by the Vice Chancellor. The committee, composed of university staff, shall be as representative as possible. The committee shall serve a term of four years.

3.1.4 FUNCTIONS OF THE MANAGEMENT STAFF DISCIPLINARY COMMITTEE

The committee shall have the following functions:

- (a) To handle disciplinary matters of the support staff in the scale of VU6 –VU10 to conclusion in accordance with the code.
- (b) To handle disciplinary matters of the Senior Staff and Support Staff in the scales of VU3-VU10 and forward those which merit the attention of the Appointments, Administrative and Staff Welfare Committee.
- (c) To make a written comprehensive report on the disciplinary proceedings conducted by it to the Appointments, Administrative and Staff welfare Committee;
- (d) To keep a registry of all disciplinary proceedings, reports and related documents and information, and
- (e) To carry out any such other function as may be required of it by the University Council under this Code.

3.1.5 ADMINISTRATIVE DISCIPLINARY POWERS

- a) A member of staff in charge of the day-to-day administration of a department, section or office may initiate appropriate disciplinary measures, by reporting in writing to University Secretary/or Academic Registrar as the case may be.
- b) The University Secretary shall investigate all the cases reported to him/her and depending on his/her findings may clear or forward the cases to the University Council.
- c) As soon as a disciplinary offence has been established, the University Secretary shall ensure that a written notice setting out the disciplinary offence with which a member of staff is charged and copies of all relevant documents, if any, are given to the accused member of staff asking him/her to present his/her written reply to him/her within a specified time.
- d) The officer concerned may be interdicted or suspended in accordance with this code.
- e) The disciplinary powers vested in the Vice-Chancellor as the administrative head of the University especially as they affect staff shall remain in force.

3.1.6 DISCIPLINARY OFFENCE REPORT TO THE COUNCIL

Any disciplinary offence referred to the University Council shall be in full and in writing accompanied by copies of the relevant documentary evidence.

3.2 PRELIMINARY DISCIPLINARY PROCEDURES

3.2.1 FORCED LEAVE

- a) Where allegations of possible breaches of the Staff Code of Conduct are made, the University Secretary may send the officer against whom the allegations have been made on forced leave. This will be necessary if the affected officer is likely to interfere with or hamper preliminary investigations into the alleged breaches. The preliminary investigations are aimed at establishing possible disciplinary offences.
- b) Staff on forced leave shall retain their full pay.

3.2.2 SUSPENSION

- a) As soon as a disciplinary offence has been established, and if the University Secretary, in consultation with the Vice Chancellor, considers that the interest or welfare of the University requires that a member of staff should cease his/her services to the University, he/she may suspend that member of staff from his/her services to the University, pending disciplinary and or court proceedings against him/her.

b) Staff on suspension shall incur forfeiture of half monthly pay.

3.2.3 INTERDICTION

a) Where a disciplinary case is presented before the University Council, and the Committee does not resolve it at the first sitting, whether a member of staff has been convicted on a criminal charge by a court of law, or acquitted, the Appointments, Administrative and Staff welfare Committee may, if it considers it to be in the interest of the University, interdict him/her from his/her services to the University pending further hearing of the case.

b) Staff on interdiction shall incur forfeiture of half monthly pay.

3.2.4 PAY DURING OR AFTER DISCIPLINARY OR COURT PROCEEDINGS

a) A member of staff who is interdicted or suspended shall receive one half of his/her salary.

b) Where disciplinary or criminal proceedings have been taken or instituted against a member of staff who is under interdiction or on suspension and he/she is not, on their conclusion, dismissed, or, as the case maybe, convicted as a result of such proceedings, the whole of any pay withheld under this Statute shall be restored to him/her.

3.3 HEARING OF DISCIPLINARY OFFENCES

3.3.1 STAFF OTHER THAN EXEMPTED STAFF

a) The accused member of staff shall be allowed full opportunity to adduce and present evidence, including examining of witnesses, if any, in his/her defence.

b) There will be preliminary hearings by the Management Staff Disciplinary Committee as provided for in sections 3 and 4 of this code.

c) The Appointments, Administrative and Staff welfare Committee will conduct its proceedings expeditiously but without influence from anybody.

d) The proceedings of the AASWC will not be open to the public.

e) An accused member of staff may on his/her own choice and expense seek expert legal advice or the assistance of a colleague but will have no right to be represented by a lawyer at the proceedings.

f) The Appointments, Administrative and Staff welfare Committee will be guided in its proceedings by principles of natural justice and, in that regard, strict rules of procedure and legal technicalities applied in a court of law shall not apply.

g) Where, on the expiry of the period given in the notice for the hearing of a disciplinary offence, the accused member of staff;

- (i) admits, in writing, having committed the offence and does not wish to be heard in person; or
- (ii) has not responded in writing without any known reasonable excuse (the determination of which shall be by the Appointments, Administrative and Staff welfare Committee) and the Appointments, Administrative and Staff welfare Committee having been satisfied that he/she was served with and received the required written notice;
- (iii) the Appointments, Administrative and Staff welfare Committee may proceed to hear and decide on the accusation, including the decision on the issue of the sanction(s), in the absence of that accused member of staff.

h) Where, under the provisions of this policy,

- (i) It is necessary to serve any notice, charge or other document upon a member of staff; or to communicate any information to any member of staff by reason of such member having absented him/herself from duty, and,
- (ii) It is not possible to effect such service upon or communicate such information to such member personally,
- (iii) It shall be sufficient if such notice, charge or other document or letter containing such information is served upon such member at his/her residence or by registered post or public media.

3.3.2 SANCTIONS

a) Subject to policy, the Appointments, Administrative and Staff welfare Committee may impose one or more of the following sanctions upon any member of staff as a result of disciplinary proceedings under this policy:-

- (i) dismissal with disgrace;
- (ii) dismissal;
- (iii) Retirement in the interest of the institution;
- (iv) demotion in rank;
- (v) denial of consideration for promotion (for some definite period);
- (vi) Stoppage of increment for a defined period of time;

- (vii) Reduction of pay within the salary scale;
- (viii) Extension of probationary period for a definite period;
- (ix) Denial of all or some of the privileges under the terms of service, for a specified period of time;
- (x) Written reprimand;
- (xi) Replacement of property as that lost or damaged due to the misconduct or negligence of the convicted member of staff;
- (xii) Recovery of the total or part of the cost of any loss of or damage to property caused by default, negligence, or misconduct, of the convicted member of staff;
- (xiii) Refund of money spent on training.

b) It shall be the duty of the University Council through management to communicate its findings or decision(s) to the concerned staff.

3.3.3 EXEMPTED MEMBER OF STAFF

- a) An exempted member of staff may only be disciplined by the Appointing Authority in accordance with his/her terms of service.
- b) Misconduct under this policy by an exempted member of staff shall be reported to the Appointing Authority either by the Vice Chancellor in the case of honorary, visiting lecturers or seconded staff, or by the Chairman of Council in the case of Vice Chancellor.

3.4 MISCELLANEOUS PROVISIONS

- a) This Code shall be part of the Terms of Service for every member of staff.
- b) After the AASWC has made a decision, the member of staff concerned may make a written appeal to the University Council within 30 days after the decision was made or use other methods of appeal as may be legally established from time to time.

CHAPTER 4: THE PROMOTIONS POLICY

4.1 DEFINITION OF PROMOTION.

Promotion takes place when an officer is appointed to a position which is graded on a higher rank in the grading ladder of the University than the position he/she holds immediately prior to the promotion.

4.2 ELIGIBILITY FOR PROMOTION

a) Officers who are regarded as suitable for promotion by the relevant departments/Faculty committees in the annual performance procedure or on attainment of higher qualifications shall be considered for promotion;

b) All promotion to vacant positions shall be on merit.

4.3 CRITERIA FOR PROMOTION

The academic and or professional requirements for promotion to any position in the University Service, which shall be reviewed by the University Council from time to time.

4.4 RECOMMENDATION FOR PROMOTION

When deciding to recommend whether a vacancy should be filled by promotion, the recommending department/committee shall be guided by the following considerations:-

- a) no officer shall be recommended for promotion while he or she is on probation;
- b) no officer shall normally be recommended for promotion until he or she has served a minimum period of sixmonth in his or her substantive grade;
- c) an officer shall normally not be recommended for promotion to a post more than one step up the promotion ladder except in exceptional circumstances outlined in section 4.6.

4.5 CONSIDERATION FOR PROMOTION

An officer shall not be considered for promotion in the University Service during his or her absence on study leave without pay.

4.6 EXCEPTIONAL PROMOTION

4.6.1 ACCELERATED PROMOTION

Staff may be given accelerated promotion in exceptional circumstances. Accelerated promotion occurs when one is promoted to a post more than one step up the promotion ladder.

4.7 DATE OF PROMOTION

The date of promotion of an officer is the date the Appointing Authority directs and is clearly indicated in the promotion letter.

Handwritten initials/signature

Handwritten initials/signature

CHAPTER 5: STAFF TRAINING AND DEVELOPMENT POLICY

5.1 POLICY STATEMENT

The University regards its employees as its most important asset and recognizes the pivotal role they play in achieving its objectives. It is therefore committed to ensuring that all staff are trained to carry out their jobs, and shall equip and prepare them for future challenges.

5.2 POLICY OBJECTIVES

The overall training and development objective is to encourage and support staff to reach their maximum potential. The policy therefore, aims at:

- a) enabling the University Council to support training and staff development;
- b) enabling the managers of the training function to effectively plan, coordinate, implement and evaluate training programs;
- c) providing all eligible employees with appropriate and relevant training opportunities.

5.3 POLICY PRINCIPLES

The University's training and development principles are to:

- a) encourage individual self-development initiatives through provision of conducive environment and support/resources to help employees achieve the University's objectives;
- b) link individual training and development needs to current and future institutional needs and plans;
- c) provide training opportunities to staff basing on institutional needs;
- d) comply with the existing national legislation on training;
- e) enhance individual skills for career progression;
- f) identify individual strengths and weaknesses and accordingly aid staff to exploit their potential.

5.4 TRAINING AND DEVELOPMENT PHILOSOPHY

The University's Human Resource Training and Development Policy has the objective of recruiting, maintaining and retaining a resourceful, highly motivated, developed and innovative human resource to ensure provision of high quality services.

5.5 UNDERSTANDING THE CONCEPT OF TRAINING

The University employs staff with the basic formal training at the time of engagement in line with the University's Recruitment Policy. There is, however, constant need to prepare them for the unique function of achieving the University's vision of being a centre of academic and professional excellence in science and technology in an environment of ever changing client needs and national and international challenges. The University takes training as an activity that enables its employees to:

- a) Acquire the knowledge, skills and attitudes necessary for better performance for the present and future in providing quality education;
- b) Develop and practice acceptable behaviour and work ethics.

5.6 MANAGING THE TRAINING PROCESS

- a) Individual training needs shall be identified through the Performance management/appraisal system and other staff evaluation criteria.
- b) The departmental training needs shall be derived from individual needs, and job tasks.
- c) The University training needs shall be derived from departmental needs, the institutional plans and client needs.
- d) Once the University's training needs have been identified, these will be broken into annual training needs, and a training budget will be agreed upon. Decisions will then be made on how best to meet those needs on priority basis.
- e) A succession arrangement shall be followed to identify staff for training and development for promotion and/or projected vacancies.
- f) Training needs will cover specific performance shortfalls, if it becomes clear that management coaching and guidance will not be sufficient.

5.7 TRAINING AND ADMINISTRATION PROCEDURES

- a) The preparation for training shall be the responsibility of the heads of respective departments in liaison with the Staff Training and Development Committee (STDC).

- b) The Human Resource Management Section shall follow up course reports, analyze and summarize them for the STDC to evaluate, and thereafter make reports to the Vice Chancellor for appropriate action.
- c) It shall be mandatory for staff to complete their training programs within the stipulated time. In exceptional cases, however, extension(s) may be granted on the recommendation of the training Institution/Supervisor.
- d) Where member of staff on training fails or misses an examination/paper, the STDC shall determine whether such failure or missing a paper/examination was out of personal negligence and determine the appropriate action.
- e) Where a member of staff on training fails or misses an examination/paper for any reason of his/her fault, re-taking or repeating such and examination/paper shall be at his/her own cost.
- f) A member of staff who fails to complete a long course of study on leave with pay /sponsorship shall be advised to seek employment elsewhere, while one failing a short course shall be required to refund the money spent on sponsoring him/her.
- g) The positions of Assistant Lecturer and Teaching Assistant are training grades. Staff in these positions shall, therefore, be permitted to undertake further appropriate training as soon as training opportunities are available.
- h) Probationary staff, other than those specified in 5.7(g) shall not be sponsored by the University for courses longer than one month. The Vice chancellor may, however, expressly authorize longer training for probationary staff acting in the corporate interest of the University.
- i) Upon completion of a bonded training program, staff shall not be allowed to undertake further long training programs until they have served the whole bonding period of the previous course, except in cases where such training is a continuation of the previous course, or does not interfere with the individual's performance of his/her routine duties. The Vice Chancellor may, however, grant express permission in special circumstances.
- j) Subsection 5.7 (i) notwithstanding, staff proceeding for PhD study programs after completing masters degrees may go ahead without waiting to serve the whole bonding period.
- k) The University shall not grant permission for staff to undertake courses that are irrelevant to its plans and needs, where such staff members are unable to continue working while studying. Where staff go ahead to undertake such courses, the University shall advise them to resign from

their positions, and shall make no commitments on employment after completion of these courses.

5.8 FORMS OF STAFF TRAINING PROGRAMS

The University shall provide for the following staff training programs:

5.8.1 INDUCTION TRAINING

Induction Training aims at giving new employees information about the University, its objectives, standards, and policies, as well as the job and the general terms and conditions of service. The Human Resource Management department, in liaison with user departments, shall draw up such programs.

5.8.2 REFRESHER TRAINING

Staff members who are identified as needing refresher or update training shall be facilitated to attend suitable refresher courses.

5.8.3 JOB-RELATED TRAINING

Staff members may be given job-related training to facilitate them achieve acceptable levels of performance.

5.8.4 MANAGEMENT SKILLS TRAINING

Staff with the responsibility of supervising other staff shall be given relevant management skills training to enable them optimally attain results through team effort.

5.8.5 DEVELOPMENT TRAINING

a) Staff members who are identified to have potential for development to higher positions in the University's establishment shall be availed relevant training opportunities for development to those higher positions, depending on availability of funds, scholarships or fellowships.

b) Where there are no funds, scholarships or fellowships, staff shall be encouraged to take up relevant self-sponsored development programs, but in such cases, it will be ensured that such programs do not significantly interrupt the University's official business. On successful completion of such courses, the staff may be considered for appropriate placement.

5.9 RESPONSIBILITY FOR TRAINING

The University shall ensure that the policy achieves its objectives by;

5.9.1 THE INDIVIDUAL:

- a) Is responsible for self-training and development through private study and practice and by showing positive attitude towards learning and continuing education. Staff shall therefore be required to seek ways and means of developing themselves through training.
- b) In particular, shall have the obligation to formulate or identify appropriate and relevant schemes of study at suitable points in one's career, and to apply for Study Leave in accordance with this policy.
- c) Is expected to undertake training programs arranged at the department, faculty or University level.

5.9.2 THE DEAN/DIRECTOR/HEAD OF DEPARTMENT

The Dean/Director/Head of Department shall:

- a) identify the training needs for the faculty/institute/ department and subordinates;
- b) develop subordinate staff through counseling and coaching them to reach acceptable levels of performance in their jobs, and preparing them for higher responsibilities. They shall also give the necessary induction to new staff to bring them in line with established procedures and practices in the University;
- c) recommend their subordinates for training programs and opportunities to the managers of the training function;
- d) advise on the appropriateness of releasing staff for further training depending on current faculty/institute/departmental needs.

5.9.3 THE COUNCIL

The Council shall:

- (i) Be responsible for the overall direction of staff training and development;
- c) Support staff training and development by providing the necessary resources for this function, but with emphasis on developing research and training capacity;
- d) Take a decision on which members of staff to get sponsorship, fellowships and other scholarship awards for further training whenever opportunities arise;
- e) Release staff to attend courses in accordance with the needs of the University, and as much as possible, ensure their proper placement after training.

5.10 PERMISSION TO UNDERTAKE TRAINING

5.10.1 NOMINATION FOR TRAINING

- a) Immediate supervisors shall nominate/recommend their subordinates for appropriate training during the Performance appraisal process.
- b) Scholarships, fellowships, grants etc to the University shall be received by the STDC Secretariat and nomination for candidates for such awards shall be by the committee in liaison with deans and or heads of departments of the beneficiary faculties/departments;
- c) Self-acquired scholarships shall be reported to the STDC for clearance.

5.10.2 RECOMMENDATION FOR TRAINING

- a) Nominations and applications for training shall be forwarded to the respective dean/director/section for recommendation to the STDC.
- b) The STDC's advice to the Vice Chancellor shall be on grounds of the value of the proposed training program to the individual and the University, the staffing situation of the department, and the financial implications.

5.10.3 APPROVAL FOR TRAINING

Shall be the responsibility of the Vice Chancellor on the advice of the STDC

5.11 STAFF TRAINING AND DEVELOPMENT COMMITTEE (STDC)

There shall be a STDC appointed by the Vice Chancellor that shall handle and advise on training and staff development matters.

5.11.1 COMPOSITION OF THE COMMITTEE

- a) A Deputy Vice Chancellor shall be the Chairperson of the Committee.
- b) The Academic Registrar, the University Bursar, the University Secretary, and representatives of the Senior Administrators (one each) shall be members of the committee.
- c) The Human Resource Management Department shall form the secretariat to the committee.
- d) The committee may co-opt other members to the committee as and when necessary.

5.11.2 FUNCTIONS OF THE COMMITTEE

The committee shall, in liaison with Deans/Directors and Heads of department, be responsible for:

- a) recommending members of staff for sponsorship, fellowships, and other scholarship awards for further training whenever opportunities arise;

- b) implementing the Staff Training and Development Policy;
- c) designing and regularly reviewing the Staff Development plan;
- d) prepare and recommend on annual staff training and development budgets, sponsorships and fellowships;
- e) prepare and recommend on training activities, workshops, courses and seminars;
- f) prepare and recommend on appropriate further training for staff who may take long without making initiatives for their own training;
- g) handling any other duties as may be assigned by the Vice Chancellor.

5.11.3 COMMITTEE BUSINESS AND RULES OF PROCEDURE

The committee shall determine its business and rules of procedure.

5.12 STUDY LEAVE

The University shall grant Study Leave in the cases of:

- a) courses fully sponsored by the University;
- b) courses fully sponsored by donors/scholarships/fellowships with the approval of the University;
- c) courses partially sponsored by the University and partially by the individual or donor grants or scholarships/fellowships with the approval of the University;
- d) courses fully sponsored by the individual with the approval of the University.

5.13 GRANTING STUDY LEAVE

5.13.1 STUDY LEAVE WITH PAY

- a) Study leave with pay shall be granted only to staff sponsored by the University or donor grants or sponsorships/fellows or self-sponsorship approved by the University.
- b) Study leave for long courses of more than one academic year will normally be granted for the whole course duration. The University Council shall, however, have the discretion to grant leave for only part of the course duration, and to renew the leave in individual cases depending on individual progress and scholarship conditions.
- c) The duration of Study leave for courses of one year or less shall depend on the approved duration of the course.

d) Staff members who exhaust their study leave and do not return to the University within two months from the time of the expiry of the leave shall have payment of their salaries and allowances suspended.

e) Study leave shall include Annual leave for the period one is on Study leave.

5.13.2 STUDY LEAVE WITHOUT PAY

a) staff members on full-time courses fully or partially sponsored by the individual or donor(s) without University approval, or on courses incongruent with the University needs shall be granted study leave without pay;

b) staff members granted study leave without pay may be re-absorbed in appropriate positions in the University service at the completion of their training programs provided there is a vacancy.

5.13.3 EMOLUMENTS FOR STAFF ON STUDY LEAVE

a) Staff who undertake their training courses at VU or other institutions but continue to perform routine duties of their jobs shall be paid full salary and allowances.

b) The University shall pay salary to sponsored staff undertaking full time training programs, but who are unable to continue performing duties of the jobs during the course period.

c) The University may pay book and or research allowances to staff on sponsored courses when funds are available.

d) In cases of foreign-based courses:

(i) payment of such allowances as transport, food, warm clothing, airport tax, visa, per diem etc. shall be determined by the University council and or the conditions of the grant or sponsorship;

(ii) and where assistance is not available from other sources, staff who have been granted Study leave may be granted on discretion of University Council:

- a return passage not exceeding the cost of economy class air fares for the member, his/her spouse and not more than two infant children, to and from the approved Study leave destination;
- twenty kilograms of excess baggage by air for each adult passenger on the return passage;

- study leave in extension of vacations spent abroad provided that the means of combining passages to and from their homes and to and from the approved study leave destination shall have had the prior approval of the Vice Chancellor.

5.13.4 STUDY LEAVE DISPUTES

- a) A member of staff who feels unfairly treated, or has reasonable grounds to believe that he/she will be unfairly treated, by the respective Dean/Director/Head of Faculty/Institute /Department during the process of applying for training program(s), shall be allowed to submit his/her application directly to the STDC. The STDC shall handle such applications in accordance with Section 5.10.1(b) of this policy.
- b) Where a staff is still not satisfied with the reviewed decision, he/she may refer the matter to the Chairperson of the University Council for a final decision.

5.14 TRAINING BONDS

- a) Staff members who undertake training programs sponsored by the University, or on sponsorships or fellowships secured or recommended by the University shall be bonded.
- b) Staff members who undertake their training at VU or other institutions without sponsorship but on study leave with pay, but who continue to perform routine duties of their jobs shall not be bonded.

5.15 BONDING PERIOD

The bonding period shall depend on course duration, location, sponsorship and type of study leave granted, and shall be as follows:

- a) staff who undertake courses that are sponsored by the University or donor grants or sponsorships/fellowships approved by the University and on study leave with pay shall be bonded for a period twice the duration of their course, except for staff who undertake their training at VU and continue working while studying;
- b) staff members who undertake training programs on study leave with pay but without sponsorship, and are unable to carry out their routine university duties during the course period, shall be bonded for a period equal to the duration of the course undertaken.

5.16 BONDING AGREEMENTS

- a) Bonding agreements shall be signed before course commencement.

b) Where an individual embarks on a training program without signing the agreement, sponsorship funding shall not be disbursed and salary payment shall be suspended in the month following the month of course commencement.

c) If the staff does not sign the bonding agreement within two months of course commencement, sponsorship and study leave with pay shall be withdrawn, and the sponsor and beneficiary shall be informed accordingly.

d) The Human Resource Management department shall be the custodian of the Bonding Agreements.

e) A member of staff who contravenes the Bonding agreement shall be treated as stipulated in the agreement.

5.17 TRAINING REPORTS

a) Staff on long training programs of one year or more shall be required to submit annual progress reports to the STDC secretariat. Such reports shall be endorsed by the training supervisors. Where such reports are not provided, the salary of the staff on training shall be stopped two months after the time the reports were expected.

b) On completion of training, staff members who undertake training channeled through the STDC will be required to make a feedback reports to the STDC.

c) A copy of each report shall be kept on the staff confidential personnel file, and another copy forwarded to the staff's respective duty department.

d) Where action needs to be taken as a result of such a report, the STDC shall sit to recommend the necessary action to the Vice Chancellor, who will cause action to be taken by appropriate officials.

e) The STDC shall provide reports about on-going and completed training programs to the Vice Chancellor.

5.18 TRAINING CERTIFICATES

a) Staff shall be expected to submit copies of their training certificates after the completion of training programs.

b) A copy of each training certificate shall be kept on the individual confidential personnel file.

c) Staff members who fail to submit copies of the certificates shall be required to explain in writing, and appropriate action shall be taken.

5.19 ATTAINMENT OF ADDITIONAL QUALIFICATIONS


The University shall encourage staff to update their skills and knowledge in areas related to their professions. Staff members who complete such courses shall be deployed appropriately depending on institutional needs, and availability of positions and funds.


5.20 OTHER STAFF TRAINING AND DEVELOPMENT POLICY ISSUES

The Human Resource Management department shall from time to time advise Management on how to resolve issues that may not be specifically addressed by this policy.

6.0 IMPLEMENTATION

- a) The implementation of the provisions in this manual will be subject to government laws and regulations.
- b) The University Council shall review the manual from time to time.


Dr. DAVID B. MATOVU
Chairman of Council
Victoria University.


M.G. Katusabe
Agg. University Secretary (Ms)