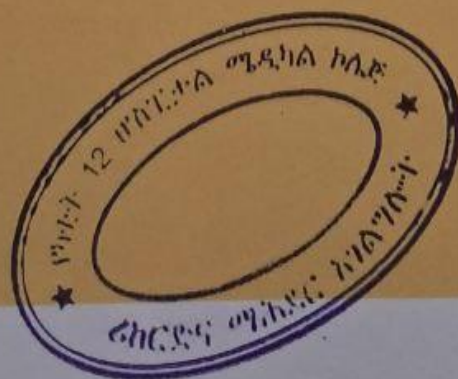




Yekatit 12 Hospital Medical College

Academic Staff Handbook



March, 2023

Addis Ababa

Ethiopia

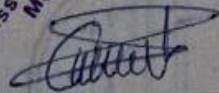
Academic Staff handbook

Approval form

Approval Authority 1: Y-12 HMC PROVOST
Approval Authority 2: Y-12HMC ARVP
Commencement Date: January - 2023

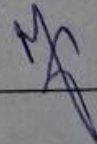
SIGNED

ዶ/ር ኤልያስ ተወቃይ አበራ
Dr. Elias Tewabe Abera
የውስጥ ጭነት ምርምር
Ass. Professor of Internal
Medicine & Provost



SIGNED

ዶ/ር መረርቱ ተወላጅ
Br. Merertu Temesgen (Pediatrician, PEMIPCC)
የልጅ ሕክምና ምርምር ምርምር
Ass. Professor of Pediatrics & Child
Health Academic & Research Vice Provost



FOREWORD

The Yekatit 12 Hospital medical college is a Governmental teaching institute under the regional Health bureau entrusted with the role of training of the various health disciplines in the health sector to serve the local, regional and international markets. The College aligns its strategies to those of the health sector, which in turn draws its focus from the National Agenda. The College has defined obligations in the proclamation No 31/2011 and plays significant role in attainment of the Sustainable Development Goals (SDGs) and Vision.

This Policy specifies the College's approach to quality assurance and continuous improvement as well as its principles, features, structures and standards. The College has therefore put in place mechanisms for regular review and improvement of its processes.

The College aims to provide a stimulating and innovative environment for teaching, learning, research and community service. The Y-12 HMC approach to continuous improvement is aimed at putting in place quality assurance and quality improvement systems by learning from best practices and benchmarking against leading research and medical training institutions.

The Quality Assurance activity is a continuous process. It is therefore envisioned that lessons learnt during the implementation of this Policy will be adapted into the laid down mechanisms to ensure the mission of the College is achieved its goal objectively. Each key area has precepts and general guidelines on quality assurance mechanisms which may be revised whenever its principles are significantly affected by changes in policy or procedures.

ACKNOWLEDGMENT

Y12 HMC is pleased to acknowledge all participants who were actively involved on the development of this handbook, for their unreserved effort and their professional contribution.

LIST OF CONTRIBUTORS

1. Dr. Merertu Temesgen -----ARVP
2. Mr. Ayelign Derebe-----Education Development Centre head
3. Dr. Mikale Dawit----- Internal Medicine department head
4. Dr. Getabalew Endazenaw----- Post graduate head
5. Dr. Habtimer Abi----- Education Development Centre member
6. Dr. Genet Alemayehu----- Clinical coordinator
7. MRs. Tsegaab Temesgen-----Preclinical coordinator
8. Dr. Trhas Tadesse-----Public Health department
9. MRs. Rediet Abebe-----Physiology department
10. Dr. Saba Elias----- Education Development Centre member
11. Dr. Meron Kebede----- Gyn/Obs Academic coordinator
12. Dr. Biniyam Tsegaye----- Registrar head
13. MRs. Roman Negewo-----Student dean

Preface

Welcome to Yekatit 12 Hospital Medical College!

This Academic Staff Handbook has been created to provide you with important information about our institution, policies, and procedures. It is designed to guide you through your role as an academic staff member and ensure that you have a successful and fulfilling experience.

Please note that this Academic Staff Handbook is a general guide and may not cover every aspect of your role. It is important to familiarize yourself with your specific department's policies and procedures, which will be provided by your supervisor or department head.

We hope you find this Handbook helpful and informative. We wish you a successful and rewarding career at Yekatit 12 Hospital Medical College.

This booklet is prepared as the first version for Y12HMC. During preparing of this document , the hospital medical college legislation and different policies, international academic staff handbooks were referred.

Table of Contents:

Contents

ACKNOWLEDGMENT.....	ii
Table of Contents:.....	iv
ABBREVIATIONS/ACRONYM	vi
DEFINITION OF TERMS.....	vii
1. INTRODUCTION.....	1
1.1. Background of Yekatit 12 Hospital Medical College.....	1
1.2. Purpose of the Handbook.....	3
1.3. Objective of the Academic staff handbook.....	3
1.4. Scope of the Handbook.....	3
2. INDUCTION AND THE PROCESS.....	4
3. ORGANIZATIONAL STRUCTURE.....	5
4. CODE OF CONDUCT AND ETHICS	9
5. EMPLOYMENT POLICIES AND PROCEDURES.....	12
5.1. Academic Staff Appointment and Promotion.....	12
5.3. Academic Staff Performance Evaluation /Appraisal	22
5.3.1. Purpose Academic Staff Performance Evaluation	22
5.3.3. Performance Appraisal based reward	23
5.4. Grievance Procedure	23
6. SERVICE DEPARTMENTS.....	25
7. FACULTY RESPONSIBILITIES AND RIGHTS	27
7.1. Faculty responsibilities	27
7.2. Rights of the Academic Staff.....	28
7.3. Professional Development	29
8. COMMUNICATION AND COLLABORATION	30
9. HEALTH AND SAFETY.....	32
10. WORK AND LEAVE POLICIES.....	34
10.1. Work Policies.....	34
10.2. Leave Policies	37
11. Contact Information.....	45
12. ANNEX	46

Y12HMC Colleges Instructors Performance Evaluation Questionnaire.....	46
Y12HMC Colleges documents and major references	46
Reference	53

ABBREVIATIONS/ACRONYM

- AC -----Academic council
- ARVP-----Academic and Research vice provost
- ASAPDC---Academic Staff Appointment, Promotion and Development Committee
- EDC -----Educational development centre
- EMR ----- Electronic Medical recording
- ETA -----FDRE Education and Training Authority
- GMPH-----General master's in public health
- HCQ -----Health Care Quality
- HR ----- Human resource management department
- ICT -----Information and communications technology
- ISO ----- International Standardization organization
- RH-----Reproductive health
- SOME-----system oriented medical education
- Y12HMC --Yekatit 12 hospital medical college

DEFINITION OF TERMS

College	means Yekatit12 Hospital Medical College
Legislation	means senate Legislation of Yekatit12 Hospital Medical College
Proclamation	means Yekatit12 Hospital Medical College Establishment Proclamation No.31 /2011;
Higher education proclamation	means Higher Education Proclamation No.1152/2019
City Administration	means Addis Ababa City Administration;
The City Council	means The Council of the City Government of Addis Aba
Senate	means the Senate of the College established in accordance with Article 12 of Yekatit12 Hospital Medical College Establishment Proclamation;
The Governing Board	means The Governing Board of Yekatit12 Hospital Medical College Established in Accordance with Article 8 of the Proclamation;
Managing Council	means managing council of the college established in accordance with Article 20 of Yekatit12 Hospital Medical College establishment Proclamation and conferred with power and functions provided in Article 21 of the Proclamation;
Academic Staff	means member of the College employed in the capacity of teaching and/or research in the College who shall be recognized as academic by the Senate;
Academic Unit	means a school, an institute, department, functional unit or centre established as a constituent unit of the College;
Staff	Means the academic, administrative and technical support staff of the College.
Department	Means an executive academic unit of the College which may run different programs in which a degree, a diploma or a certificate may be obtained. The department shall also execute research, extension, development, medical services, and consultancies, as well.
Academic community	means all those persons studying, teaching and doing research as permanent or visiting members of the College

Administrative Staff	Means a member of the College engaged in rendering administrative services.
Medical Staff	means a member of the College engaged in medical service delivery and permanently employed there of;
Program	Means an academic unit running a set of modules and courses in the undergraduate and graduate disciplines.
Module	means a set of courses with in a program
Department Council	means the Department level decision making body
Head	means an executive officer of a department
Student	means any person admitted and registered in the College in the regular, extension/weakened education program or any other program
School	Means an academic unit of the College which may constitute departments and other units that offer courses of study and conduct research in which a degree or a diploma may be obtained.
Research & Development	means and include research, extension, publication, and community - College linkage
Registrar	Means the Registrar of the College.
Provost	means the chief executive officer of the College appointed in accordance with Article 14 of the Proclamation;
Vice Provosts	mean the executive officers of the College appointed in accordance with Article14 of the Proclamation;
Medical Service Delivery	means medical service that the College renders to the residents of the city and its surrounding through its hospital
Academic Commission	shall mean a commission established in the College in accordance with Article 22 of the Proclamation;

1. INTRODUCTION

1.1. Background of Yekatit 12 Hospital Medical College

Yekatit12 Hospital was established in 1923 as one of the modern medical service delivery centres in the country. After many decades of medical service delivery, in 2011, it became a medical College by a decision of the City Government of Addis Ababa. The City Government, recognizing the long-aged service that the Hospital has been rendering to the residents of Addis Ababa and considering its present statues, decided to re-establish it as a centre for training medical professionals combining with medical service delivery. The establishment proclamation (proc.no.31/2011), issued by the Council of the City Government of Addis Ababa, renames the Hospital as Yekatit 12 Hospital Medical College.

The College is devoted to implementing System Oriented Medical Education (SOME) approach to produce medium and a higher levels of health professionals oriented to elements of profound knowledge, attitude, and skill while providing care addressing all the domains of quality and establish a healing personal relationship between a patient and members of a proactive, collaborative care team.

The training method stipulated in the establishment of proclamation and instituted in this legislation is newly introduced to the college under the auspices of applying System Oriented Medical Education (SOME) approach training in higher magnitude. The Hospital was redesigned to be used as a research and academic centre for the college in addition to its medical service that it renders to the public being a college hospital. As a result, Yekatit12 Hospital Medical College is now a centre for both high-quality health service and academic excellence. On the time of the book preparation the hospital medical college has 135 associate professors, assistant professor, 112 lecturers.

Currently, the academic services provided by the hospital's medical college include:

- Undergraduate medicine program in NIMIE and IESO Curriculum.
- Postgraduate Residency programs in Obstetrics & Gynaecology, Internal Medicine, Paediatrics & Child Health, General Surgery, Aesthesia &critical Care, Maxillofacial Surgery

- Post graduate MSc programs in General Public health, Reproductive health and Health care quality (GMPH in regular and Extension while HCQ and RH only in Extension program)
- Subspecialty Programs in Feto-maternal and Uro-gynaecology and reconstructive surgery.

And Clinical Services provided in Outpatient, Inpatient and Emergency setting are:

- General Medical service in Obstetrics & Gynaecology, Internal Medicine, Paediatrics & Child Health, General Surgery, Aesthesia & critical Care,
- Speciality services Maxillofacial Surgery, Orthopaedics, ENT, Ophthalmology, Plastic & reconstructive surgery, Speech therapy, Dermatology & Venology, Psychiatry.
- Diagnostic Services include Laboratory, Radiology and Pathology services.
- Pharmacy services
- All Services provided by EMR system.

Mission: Creating healthy and productive citizen by ensuring accessible quality health services, producing competent healthcare professionals and conducting evidence based research.

Vision: To be the premier teaching hospital in Ethiopia recognized for excellence in medical education, healthcare and research by 2034 G.C

Core Values

Value:

- | | |
|------------------------|-----------------|
| • Loyalty | • Teamwork |
| • Honesty | • Innovation |
| • Transparency | • Compassionate |
| • Accountability | |
| • Confidentiality | |
| • Impartiality | |
| • Client first | |
| • Role model | |
| • Partnership | |
| • Readiness for change | |
| • Academic freedom | |

1.2. Purpose of the Handbook

The objective of an academic staff handbook is to provide clear and comprehensive guidance to academic staff members on the policies, procedures, expectations, and resources relevant to their roles within the institution. The handbook serves as a reference tool and a means of communication, ensuring that academic staff members are aware of their rights, responsibilities, and the support available to them.

1.3. Objective of the Academic staff handbook

The objective of the Academic staff handbook is to provide comprehensive and clear guidelines, policies, and procedures that govern the roles and responsibilities of academic staff within an educational institution. It aims to ensure that academic staff members understand their rights and obligations, as well as the expectations and standards of the institution. The handbook also serves as a reference and resource for academic staff to navigate their professional and academic responsibilities, and to promote a positive and productive working environment.

1.4. Scope of the Handbook

The scope of an academic staff handbook typically includes a wide range of information and guidelines related to the roles, responsibilities, and expectations of academic staff members at Y12HMC. This includes Academic policies and procedures, Teaching and research expectations, Code of conduct, Campus resources, Health and safety and General administrative information. Overall, the scope of an academic staff handbook is to provide comprehensive guidance and support for academic staff members in their roles within the institution.

2. INDUCTION AND THE PROCESS

Induction, also known as employee on boarding, refers to the process of introducing new employees to an organization and familiarizing them with its policies, procedures, culture, and expectations.

The purpose of staff induction is to help new hires integrate into their roles and the company smoothly, allowing them to become productive and engaged members of the organization.

The induction process is participatory and a collective responsibility of both the hospital medical college and the inductee. In executing the induction process, the educational development centre will ensure that newly appointed members of staff are inducted through quarterly departmental audit tool.

It will be responsibility of the inductee to actively participate in the orientation process. He/ She will be expected to translate learning into action and subsequently demonstrate the positive impact of the induction programme through commitment, a positive attitude and observance of service regulations and work procedures.

After the HR documentation process completed, thereafter, the assigned HR personnel or immediate supervisor gives detailed information on the vision, mission, mandate and organizational structure of the department. This is to be followed by an introduction to other members of staff, an acquaintance with facilities and services within the department, and with other service departments of the hospital medical college. It is the responsibility of the Head of department to allocate duties and responsibilities and to effectively induct the new member of staff on the job. This entails detailing in writing the job description and providing a schedule of duties to the new staff. Once on the job, the new staffs mentored into the working culture by supervisors and colleagues.

Induction is conducted on a continuous basis through each activities .

3. ORGANIZATIONAL STRUCTURE

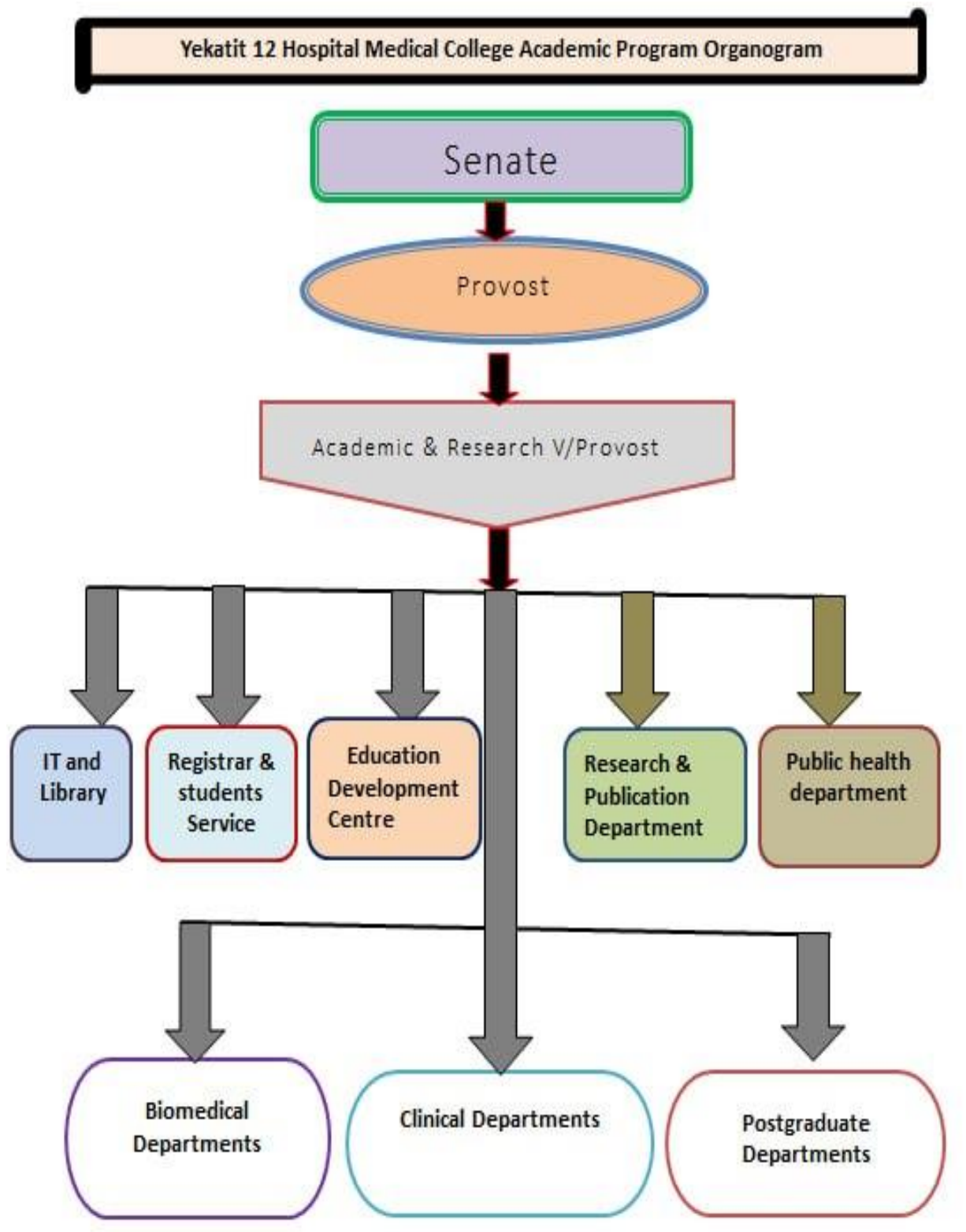


Fig.1: Organogram of Yekatit 12 HMC academic program

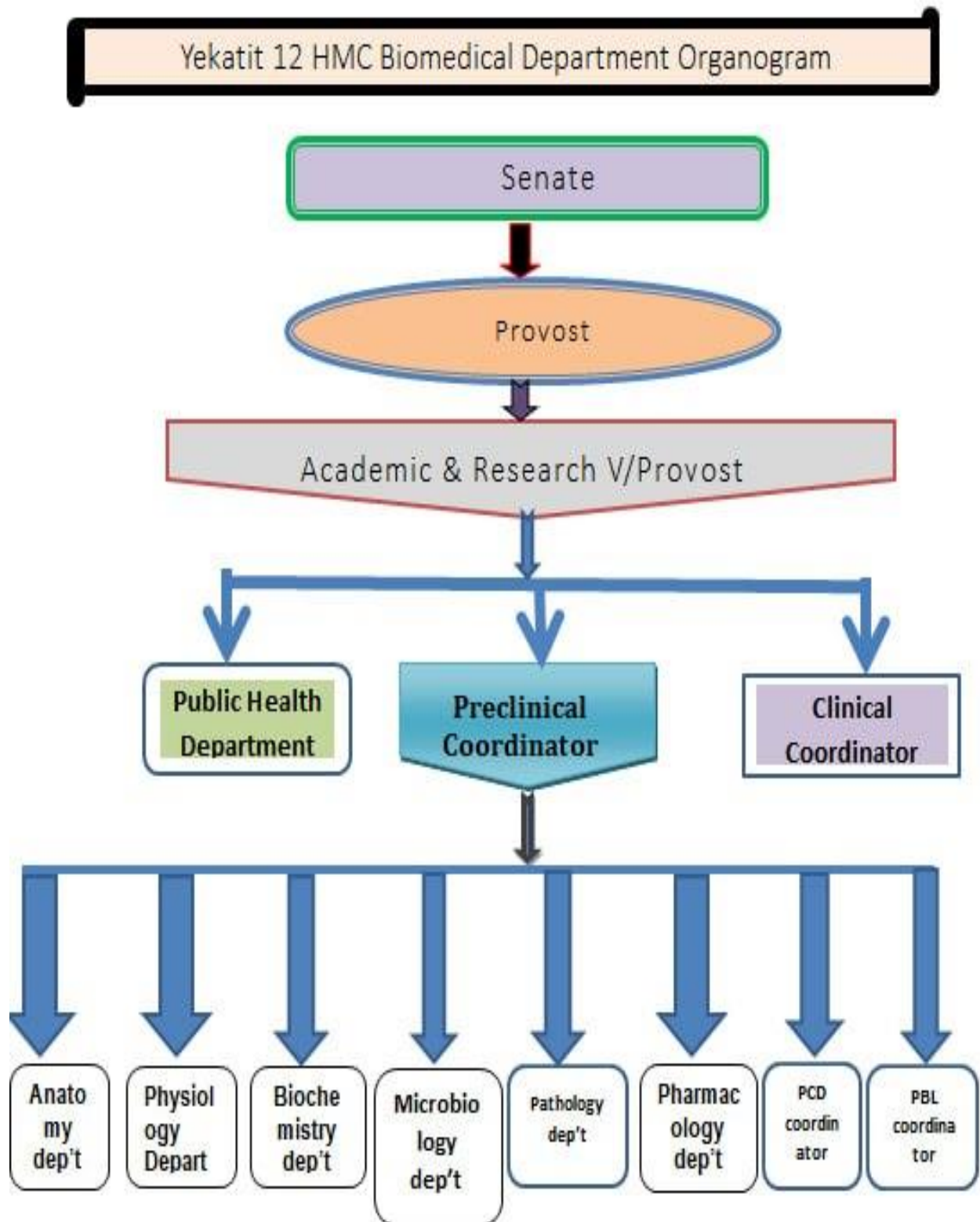


Fig.2: Organogram of Yekatit 12 HMC biomedical science departments

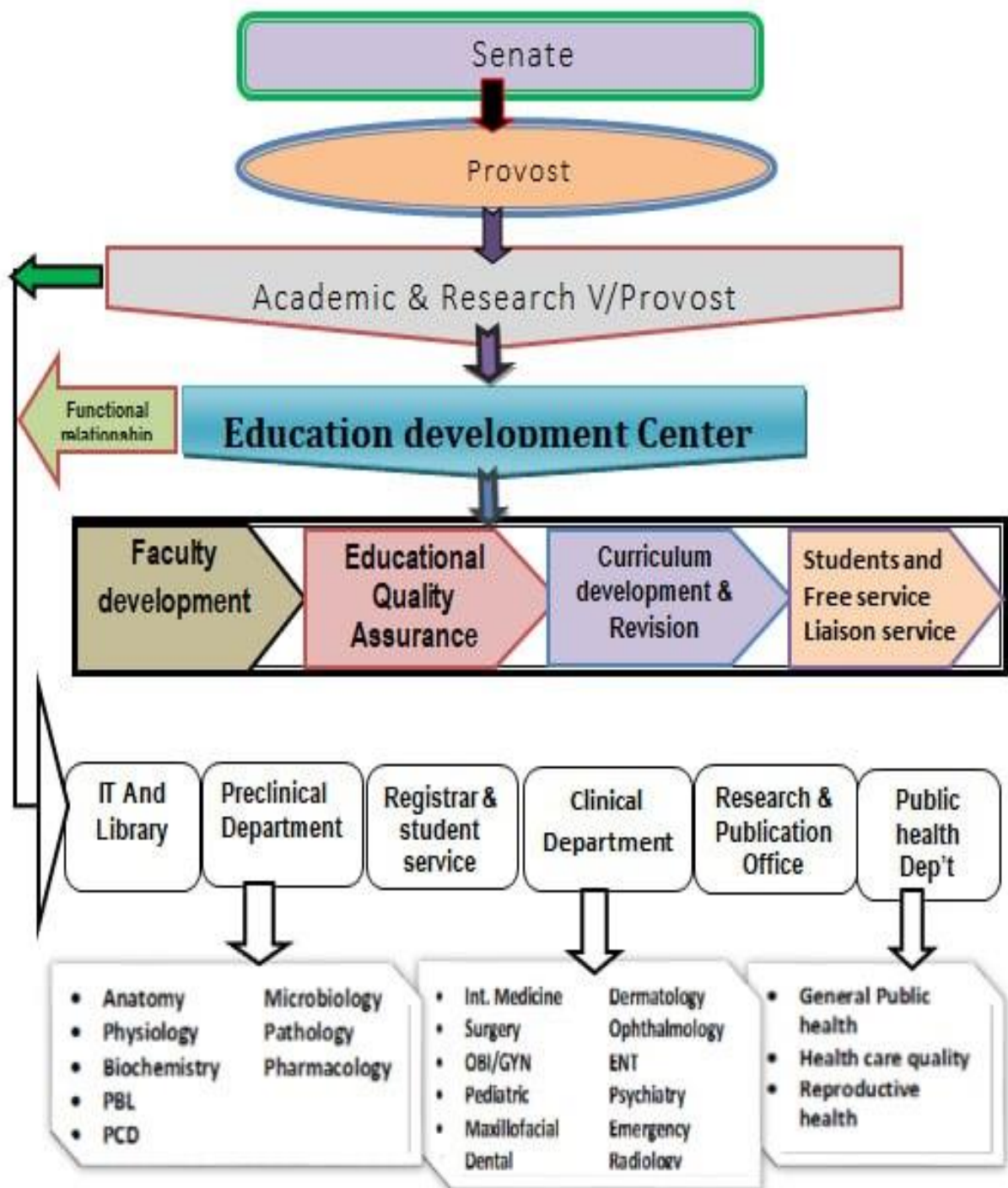


Fig.3: Organogram of Yekatit 12 HMC EDC office



Fig.2: Organogram of Yekatit 12 HMC

4. CODE OF CONDUCT AND ETHICS

This code of conduct and ethics outlines the expectations and guidelines for your behaviour and interactions within the institution. By following these principles, you contribute to maintaining a positive and respectful academic environment.

Professionalism:

- It involves displaying a high level of competence, integrity, and ethical behaviour in one's work. Demonstrate professionalism in all interactions with colleagues, students, and patients.
- Uphold the highest standards of medical ethics and practice.
- Maintain confidentiality and respect the privacy of patients, colleagues, and students.
- Maintain appropriate professional boundaries with students and colleagues.

Integrity:

- Act with honesty, integrity, and transparency in all professional activities.
- Avoid conflicts of interest and disclose any potential conflicts promptly.
- Ensure that your actions are guided by the best interests of patients, students, and the institution.
- Resolve conflicts and disagreements in a professional and constructive manner.
- Seek mediation or assistance from appropriate channels if needed.

Respect and Diversity:

- Treat all individuals with respect, fairness, and dignity, regardless of their background, race, ethnicity, gender, religion, or sexual orientation.
- Foster an inclusive and welcoming environment that values diversity and promotes equal opportunities for all.
- Avoid engaging in any form of discrimination, harassment, or bullying.

Compliance with Laws and Regulations:

- Comply with all applicable laws, regulations, and professional standards.
- Stay updated on the latest developments in your field and ensures your practices align with current guidelines.
- Respect the constitution, higher education proclamation, legislations of the College and other pertinent laws of the country.
- Report any potential violations or unethical behaviour to the appropriate authorities.

Dressing Code

- All preclinical academic staffs who are not working on clinical area should wear white Gown with badge.
- For those academic staffs involved in clinical areas in accordance with decree No. 1097/2011, Article 27(1) and Decree No. 661/2009, Article 55/1, to establish a uniform dress code for national health professionals by the FDRE Ministry of Health it's as below:

A. Staff working in ICU and Operating theatre should wear light green scrub.



B. Any healthcare professional must wear a full burgundy uniform when working in an emergency department.



C. The doctor should wear light silver scrub and white gown.



D. A nurse working outside of the above places should wear a light blue uniform.



E. The midwife should wear a light purple uniform



F. All professionals who are outside of the work class and profession mentioned above (Laboratory, Pharmacy, Imaging, Physiotherapy, etc.) will wear blue black uniforms.



5. EMPLOYMENT POLICIES AND PROCEDURES

- The hospital medical college has three staff categories:
 - a) Staff involved in teaching, research, and community services.
 - b) Staff involved in teaching, medical service, research, and community services.
 - c) Staff involved mainly medical services and administrative services (non-academic staffs)
- On the Other hand staff also classified as fulltime staff , Contract staff and Honorary staff

5.1. Academic Staff Appointment and Promotion

5.1.1. Purpose of appointment and Promotion

The purpose of academic staff promotion is to recognize the achievements and professional development of academic staff and their demonstrated capacity to contribute to the College's mission by undertaking duties at a higher level than their current appointment.

- General Criteria for Promotions
 1. The length of service within a given rank, effectiveness in teaching and/or medical service, quality of research and publications, community service, participation in the affairs of the College and public and professional service rendered in various capacities shall be the basic criteria for promotion.
 2. The components of the requirements that have to be met to fulfil each of these criteria and the manner in which these are assessed are set forth in this article.
 3. Without prejudice to this article, the staff recruitment, appointment and promotions committee may provide detailed guidelines regarding the components of the requirements for promotions. There is guidelines on Promotion for further reading.

5.1.2. Requirements for promotion of Academic staff

Lecturer

- A. A candidate with the qualification of a master's degree or its equivalent; or
- B. A candidate with the qualification of an MD or DMD degree or its equivalent

Assistant Professor

- A. . A candidate with the qualification of the degree of Doctor of Philosophy (Ph.D.) or Equivalent; or MD or DMD with specialty certificate/master's degree; or
- B. A candidate with the qualification of master's degree or MD or DMD degree or its equivalent and a minimum of four years of effective teaching and research as a lecturer and
- C. At least two publication points since last promotion of which a minimum of 75% of the publication points are gained from one's area of specialization; and
- D. Active participation in the affairs of the college; and
- E. Rendering public, professional and community service/engagement

Associate Professor

- A. Four years of effective teaching and research as an Assistant Professor; and
- B. The degree of Doctor of Philosophy (Ph.D.), or MD or DMD with specialty certificate or its equivalent or master's degree; and
- C. At least three publication points since last promotion of which a minimum of 75% of the publication points are gained from one's area of specialization; and
- D. Notwithstanding the preceding provisions of this Article, publications or works not employed for the last promotion may be considered for subsequent promotion provided they do not exceed one fourth of the required number of publication points for the promotion sought.
- E. Active participation in the affairs of the college; and
- F. Rendering public, professional and community service/engagement.

Professor

- A. Four years of effective teaching and research as an Associate Professor; and
- B. The degree of Doctor of Philosophy (Ph.D.), or MD or DMD with specialty or subspecialty certificate or its equivalent; and
- C. At least five publication points since last promotion of which a minimum of 75% of the publication points are gained from one's area of specialization; and
- D. Active participation in the affairs of the college; and
- E. At least one research grant won as a Principal Investigator (PI); and
- F. Rendering public, professional and community service/engagement; and

- G. A candidate for promotion to the rank of professorship shall submit a solo full length journal article or at least three full length journal articles in which she/he is a first or corresponding author.
- H. Notwithstanding the preceding provisions of this Article, publications or works not employed for the last promotion may be considered for subsequent promotion provided they do not exceed one fourth of the required number of publication points for the promotion sought.
- I. The publications and CV of the applicant shall be sent to two external and two internal assessors who are renowned professors in the field chosen by the senate standing committee for academic promotion of the college. The assessors will use the form provided in Annex-I to fill their evaluations.

5.1.3. College clinical services as a separate requirement for promotion

1. Clinical consultation given and /or surgical procedures performed in the course of rendering clinical services, since last promotion, by academic staff at the college shall be considered as separate special requirement for promotion. As the clinical services provided by different department is the college hospital vary from department to department.
2. An academic staff in the surgical department is expected to render a minimum of 750 consultations and 250 surgical procedures while one in the non-surgical departments is expected to render a minimum of 1000 consultations per year for two years or each year until the date of application for promotion from the rank of assistance professors to the rank of associate professor to earn a publication point of 1.
3. An academic staff in the surgical department is expected to render a minimum of 1000 consultations and 250 surgical procedures while one in the non-surgical departments is expected to render minimum of 1250 consultations per year for four years or each year until the date of application for promotion from the rank of associate professor to the rank of full professor to earn a publication point of 1.
4. One patient consultation is defined as one case/patient seen by a clinician her/himself. Multiple consultations of a single patient from diagnosis to initiation of treatment shall be considered as one consultation.
5. A consultation of surgical procedure provided by a group of academic staff shall be considered as one service for each of the participants.

6. Publication points allocated to clinical services shall not exceed 20% of the publication point requirement.
7. An academic staff involved the clinical service who meets all publication requirements for promotion is expected to render only one half of required number of consultations or surgical procedures.

5.1.4. Appointment and Promotion Requirements for Graduate Assistant

Graduate assistant

- A. A candidate with the qualification of a bachelor's degree in three/four years program and with at least the level of a Cumulative Grade Point Average (CGPA) of 3.5 and above for male and 3.25 and above for female. People with disability 3.00 and above This CGPA requirement may be changed under special circumstances justified by an academic unit and approved by the Department Council. However, such special cases must be authorized by the ARVP, and such CGPA should not be less than 3.00 unless otherwise approved by the Senate.
- B. A graduate Assistant may be given the following duties: Assist in the instruction of special types of classes as well as large classes under the supervision of senior academic staff. Give tutorial classes, provided that these classes are part of a regular course in the curriculum and giving of final grades in the course is the responsibility of the senior staff member to whom the course is assigned. Take over classes with the approval of the head of the academic unit in emergencies such as sickness or other unavoidable absence, provided that such arrangement shall not continue beyond four weeks and provided further that in the above instance a Graduate Assistant shall not be given the responsibility for more than half of the course time. Prepare laboratory sessions; act as demonstrators in science laboratory sessions and technical practical classes, provided that the planning and supervision of such classes remains with a senior academic staff. Assist in research and community-based teaching activities under the supervision of senior staff members.

Graduate Assistant I

- Appointment: A candidate with a qualification of a bachelor's degree in a three/four-year program.

Graduate Assistant II

- Promotion: One year of effective performance as Graduate Assistant I; OR

- Appointment: A candidate with the qualification of a bachelor's degree in a five year program.

Assistant Lecturer

- promotion: one year of effective service as a graduate assistant II; OR
- Appointment: A candidate with the qualification of a bachelor's degree in a five-year program and one-year teaching experience

5.1.5. Promotion of Research and Adjunct Staff

1. Promotions pertaining to research staff shall follow the same roots as in the teaching staff as stipulated in article 51 of the college Legislation on condition that he/she dedicates 25% of his/her time for teaching and has produced double the publications requirement of the teaching staff for respective academic rank.
2. Appointment and Promotions pertaining to adjunct staff and joint appointment shall be governed by the guidelines that would be formulated by ASAPDC of the Senate.
3. Any professional who has been involved both in teaching and/or research without any pay or compensation from the college may be given a merit based adjunct academic rank and if she/he contributed for three or more years. Reimbursement may be made for out-of-pocket expenses, for example travel and accommodation; however, adjunct staff appointees are not otherwise paid for contributions made.
4. The academic qualifications of individuals appointed to adjunct professorships are comparable to those of regular faculty members, and promotion procedures are identical to those for regular academic positions as per article 51 of college legislation.
5. Adjunct Professor may be applied only for the titles of Assistant Professor, Associate Professor and Professor.
6. The titles "Professor," "Associate Professor", and "Assistant Professor" may be modified by "Adjunct Professor", "Adjunct Associate Professor", and "Adjunct Assistant Professor".
7. Adjunct professors or adjunct associate professors may be appointed for renewable terms of not to exceed five years each. Adjunct assistant professors may be appointed for renewable terms of not to exceed three years each."
8. Appointment and Promotions pertaining to adjunct staff and joint appointment shall be governed by the detailed guidelines that would be formulated by Senate Standing Committee for research and publication.

5.1.6. Accelerated Promotion

1. Keeping all criteria and procedures in the regular promotion, a staff member who demonstrates extraordinary accomplishments in his area of specialization since last promotion may qualify for accelerated promotion if the following conditions are fulfilled.
2. Every one hundred percent point achieved over and above the required points for publication in a given academic rank shall be considered equivalent to a year of effective teaching, provided, however, that a staff member should at least serve three-fourth of the number of years of the required term of service for his rank; and service year and double of the required publication point)
3. The candidate shall score 90% weighted average on academic performance evaluation; and
4. For promotion to the rank of assistant professor, the candidate shall be a corresponding author of at least two articles.
5. For promotion to the rank of associate professor, the candidate shall be a principal author of at least three articles she/he has presented and secured at least one external research project grant.
6. For promotion to the rank of professor, the candidate shall be a corresponding author of at least four articles she/he has presented and secured at least two external research/ project grants one of which is from international sources.

5.1.7. Honorary Academic Staff Appointment Regulation

Purpose

The college recognizes the importance of retaining esteemed retiring academic staff, professionals from national and international institutions and also attracting eminent commercial and industrial experts to honorary academic positions, which serve to enhance the college's research and teaching expertise and standing.

Appointments and reappointments of honorary academic staff up to the level of Lecturer are approved by the Academic Commission, on the recommendation made by the department council. Written support for the appointment must accompany the nomination. Appointments and reappointments of honorary staff at Assistant Professor and above are recommended by the Academic Commission and approved by the Senate.

Appointment

The college shall determine and issue the necessary conditions with respect to rights and obligations for honorary academic staff.

Promotion

Honorary academic staff may request promotion and be promoted to the requested level during the period of appointment if he/she fulfils the requirements set by the college legislation.

5.1.8. Criteria for Appointment and Promotion of Professional Librarians

Assistant Librarian V

Bachelor's degree in library sciences or information sciences or any other equivalent field with at least a CGPA of 2.75. This CGPA requirement may be changed under special circumstances justified by the appropriate unit and approved by the ARVP. However, such CGPA should not be less than 2.5.

Assistant Librarian IV

- a. Bachelor's degree in library sciences or information sciences or any other equivalent; AND
- b. . One year of effective experience as an Assistant Librarian V in an academic library.

Assistant Librarian III

- a. Bachelor's degree in library sciences or information sciences or any other equivalent; AND Two years of effective experience in a library after the bachelor's degree; OR
- b. The degree of Master of Library Science or its equivalent.

Assistant Librarian II

- a. Bachelor's degree in library sciences or information sciences or any other equivalent; AND Four years of effective experience in a library after the bachelor's degree, three years of which must have been spent at the rank of an Assistant librarian III. OR
- b. Master's degree in library science or its equivalent; AND Two years of effective experience as an Assistant librarian III.

Assistant Librarian I

- a. Master's degree in library science or its equivalent; AND Four years of effective experience, at least three years of which must have been spent at the rank of an Assistant Librarian II; AND at least one publishable bibliography/catalogue favourably assessed by competent librarians, preferably senior advisors; AND Effective performance in any relevant teaching assignment. OR

- b. Three years of effective experience two of which must have been spent at the rank of an Assistant librarian II; AND at least one publication in a reputable journal; AND Effective performance in any relevant teaching assignment. OR
- c. Ph. D. in library science or its equivalent.

Associate Librarian

- a. Master's degree in library science or equivalent; AND At least seven years of effective library experience four years of which must have been spent at the rank of Assistant librarian I; AND At least two articles published in a reputable journal(s) since becoming Assistant librarian I; AND Effective performance in any relevant teaching assignments. OR
- b. Ph.D. in library science or its equivalent; AND at least four years of effective library experience at the rank of Assistant Librarian I; AND Active participation in the development and running of academic and other teaching programmes in library science within the College and in the country at large; AND at least two articles published in a reputable journal(s) since becoming Assistant Librarian I.

Librarian

- a. Master's degree in library science or its equivalent; AND
- b. Four years of library service as Associate Librarian; AND
- c. Effective teaching in the training programmes of the College relevant to the library profession; AND
- d. Four articles published in reputable journals or three such articles and an appropriate teaching material in Library Science; AND
- e. Dedication to and creative participation in college affairs and in community services outside the College. OR
- f. Ph.D. in Library or its equivalent; AND
- g. At least three years of effective library experience as an Associate librarian; AND
- h. Effective teaching in the training programmes of the College relevant to the library profession; AND
- i. At least one textbook in the field of Library Science. OR
- j. At least two articles published in a reputable journal(s) since becoming Associate librarian; AND
- k. Dedication to and creative participation in college affairs and in community services outside the College.

5.1.9. Criteria for Recruitment and Promotion of Technical Assistants

- A Technical Assistant (TA) is an Academic Support staff who assists Academic Staff in laboratory sessions and field demonstration, help in research activities of academic units and undertakes any other assignments given by a supervisor.

Technical Assistant I

Appointment: A candidate with the qualification of 10+3 or 12+2 diploma or its equivalent from a recognized institute or college.

Technical Assistant II

Appointment: A candidate with the qualification of a 10 +3 or 12+ 2 diploma or minimum successful two years of college education or equivalent from a recognized Institute or College.

Promotion; One year of effective service as a technical Assistant grade I; AND Evaluation: Very good (above 75% by supervisors); AND Active and effective service in the College.

Technical Assistant III

Appointment: A candidate with the qualification of a bachelor's degree in a three-year program or above

Promotion: Two years of effective service as a Technical Assistant II; AND Evaluation: Very good (above 75%); AND Active and effective service in the College.

Senior Technical Assistant I

Appointment: A candidate with the qualification of a bachelor's degree or its equivalent in from a recognized university.

Promotion: A minimum of two years of effective service as a Technical Assistant III; AND

- a. Evaluation: Very good (above 75% average, by both supervisors and students, which accounts 60% and 40% respectively);AND
- b. Active and effective service in the college.

Senior Technical Assistant II

Promotion: Senior Technical Assistant I with two years of effective experience; AND

- a. Evaluation: Very good (above 75% average, by both supervisors and students, which accounts 60% and 40% respectively); AND
- b. Active and effective service in the College.

Senior Technical Assistant III

Promotion: Senior Technical Assistant II with two years of effective experience; AND

- a. Evaluation: Very good (above 75% average, by both supervisors and students, which accounts 60% and 40% respectively);AND
- b. Active and effective service in the College.

Appointment: A candidate with the qualification of a bachelor's degree in a five-year program.

Chief Technical Assistant I

Appointment: A master's degree or its equivalent in the specific or related field. OR Medical Doctor (MD) or DDM with no specialization or Doctor of Veterinary Medicine (DVM) with no specialization with at least 2.5 GPA in the first degree.

Promotion

- a. Senior Technical Assistant III with two years effective service; AND
- b. Evaluation: Very good (above 75% average, by both supervisors and students, which accounts 60% and 40% respectively). The detailed criteria shall be worked out and approved by the Senate; AND
- c. One published Lab/practical manual positively assessed by one internal and one external specialist in the area.

Chief Technical Assistant II

Promotion

- a. Chief Technical Assistant I with four years effective service; AND
- b. Evaluation: Very good (above 75% average, by both supervisors and students, which accounts 60% and 40% respectively). The detailed criteria shall be worked out and approved by the Senate. AND
- c. One publication or two Evaluated Lab Manuals; AND
- d. Active and effective community service and institutional affairs in the service; OR
- e. Senior Technical Assistant III with three years effective service; AND
- f. Evaluation: Very good (above 75% average, by both supervisors and students, which accounts 60% and 40% respectively); AND
- g. Two published Lab/practical manuals positively assessed by one internal and one external specialist in the area or two articles published in a reputable journal.

Chief Technical Assistant III

Promotion

- a. Chief Technical Assistant II with four years effective service; AND

- b. Evaluation: Very good (above 75% average, by both supervisors and students, which accounts 60% and 40% respectively). The detailed criteria shall be worked out and approved by the Senate; AND
- c. Active and effective community service
- d. Two publications or four Lab manuals

5.3. Academic Staff Performance Evaluation /Appraisal

5.3.1. Purpose Academic Staff Performance Evaluation

Generally, Performance evaluation aims to measure an individual's or organization's job performance to determine how well they fulfil their responsibilities. Some are:

Professional development: Performance evaluations can identify areas where academic staff may need additional support, training, or professional development opportunities to enhance their teaching, research, and administrative skills.

Quality assurance: By evaluating the performance of academic staff, educational institutions can ensure that the quality of teaching, research, and service meets the standards and expectations of the institution and its stakeholders.

Promotion and tenure decisions: Performance evaluations provide evidence for promotion and tenure decisions, helping to determine whether academic staff members have met the criteria for advancement within the institution.

Feedback and improvement: Performance evaluations offer a formal process for providing feedback to academic staff on their teaching, research, and service activities, as well as identifying areas for improvement and growth.

Accountability: Performance evaluations hold academic staff accountable for their professional responsibilities and contribute to maintaining high standards of performance and professionalism within the academic community.

Resource allocation: The evaluation of academic staff performance can inform decisions related to resource allocation, such as determining merit-based salary increases, research funding, and teaching assignments.

5.3.2. Frequency and components of the Evaluation

- Performance evaluation should do for all academic staff every six months. For new staff the first six months are taken as acting period then based on the evaluation decision done to promote as full-time staff or to stop the contract.

- Effectiveness in teaching of an academic staff shall be measured by the evaluations. Of the staff's work by his/her students, colleagues, and the department head or Director/Coordinator/ARVP at the end of each academic semester.
- The contribution of each of the components of the system of evaluation to the overall rating of the teaching effectiveness of an academic staff shall be as follows:
 - I. Evaluation by students50%
 - II. Evaluation by Colleagues 15%
 - III. Evaluation by head of department or the dean35%
- In exceptional cases where an academic staff is not handling courses due to other Assignments given by the College, the weighted evaluation of effectiveness in Teaching may be waived, and the rest evaluation criteria can be taken out of 100%.
- The survey questions of instructor are attached on the Annex.

5.3.3. Performance Appraisal based reward

- Yekatit 12 hospital Medical College has academic staff appraisal system. In the meantime, the system is built to prepare recognition sessions twice in a year by ARVP and EDC office.
- The reward helps to shine the best performer and encourages the other staffs.
- The criteria's to be included for the rewarding in addition to biannual performance will be selected by recognition committee which is mainly lead by EDC office.

5.4. Grievance Procedure

- Informal Resolution: The staff member is encouraged to attempt to resolve the issue informally by discussing it with their immediate supervisor or department head. This step aims to address and resolve the concern without formal procedures.
- Formal Grievance: If the issue remains unresolved or if the staff member is not satisfied with the outcome of the informal resolution, they can initiate a formal grievance by submitting a written complaint to the human resources department or a designated grievance officer. The complaint should include a clear description of the issue, supporting evidence, and any desired outcomes.

- Investigation: Once the formal grievance is received, the institution will typically investigate to gather relevant information and evidence. This may involve interviewing the staff member, the involved parties, and any witnesses. The investigation aims to establish the facts and determine if the grievance is valid.
- Hearing or Mediation: A hearing involves presenting the case before a panel or committee, which will listen to both parties and decide. Mediation, on the other hand, involves a neutral third party facilitating a discussion between the staff member and the institution to reach a mutually agreed-upon resolution.
- Decision and Appeal: Following the hearing or mediation, a decision will be made regarding the grievance. The staff member will be informed of the decision in writing, along with any recommended actions or remedies. If the staff member is not satisfied with the decision, they may have the right to appeal to a higher authority or an external body, such as an employment tribunal or an ombudsman. Explanation of the process for addressing grievances or complaints related to employment.

6. SERVICE DEPARTMENTS

Security and safety

Y12HMC has put sound security in place and operates a fully-fledged security service manned by both internally appointed staff and contracted external security services. Every officer must be concerned with security issues. All members of staff are expected to have staff identity card during the course of his/ her duties.

ICT services

Online, Internet, e-mail and any other computer facilities are available in the hospital medical college through local and wide area networks. Once a staff has reported, it is required that they get in touch with the Directorate of ICT for registration, allocation of emails and any other internet services. You are encouraged to use the service responsibly and especially for research, teaching, and official communication. Y12HMC has also automated the registrar services and the clinical services.

Library facilities

The college has one postgraduate, two undergraduate and one ICT libraries. There are paid research search engines like Hinari for staff and students.

Procurement

The hospital medical college has a procurement department and staffs are encouraged to adhere to the procurement regulations and procedures laid down. These can be gotten from the department.

Counselling services

For any staff who may face challenges affecting their performance, counselling services are provided for the benefit of employees. The office of the human resources may recommend that an employee who has sought these services

When they are faced with personal or job-related problems that may affect their performance. The procedure is handled with confidentiality and staffs are encouraged to feel free to consult.

Dean of student's office

The office handles aspects that include student welfare and conduct, provision of counselling,

vocational, and career guidance services. Any member of staff can get in touch with the Dean of Students if they feel a student needs counselling or further investigations.

Financial services

All financial transactions are done in finance department including the pay roll management. Staff are encouraged to familiarize themselves with issues to do with impress, claims and payment of different items or get in touch with the chief finance officer. The government issues circulars on finance for complement or clarify provisions within the law.

Transportation

There is transport for official use only. Each member of Staff is required to follow the laid down procedures in the facility to ask hospital medical college cars to perform activities. There is vehicle service request format submitted to vehicle service allocation office prior to one day or if it is urgent prior to morning 9 Am local time. Then for all staff public bus is availed by the Addis Ababa city administration public service institute so all staff can use by holding the identification card given from Human resource directorate.

Health unit services

Y12HMC has staff clinic which give service free of charge for staffs, Staff family (Staff father mother, husband, and children) and students. The staff clinic under the medical outpatient and for consultation can link to other departments.

Refreshment services

Y12HMC has cafeterias services that serve staff, students, and various customers with fair cost for staff and student.

Quality standard Procedures

Y12HMC management has committed to continually improve the services so as to conform to the quality management system based on national ETA and national clinical service standards. Each member of staff is required to familiarize him/herself with the departmental procedures to avoid non-conformities.

7. FACULTY RESPONSIBILITIES AND RIGHTS

Faculty at Yekatit 12 Hospital Medical College have specific responsibilities and expectations to fulfil to contribute to the academic and professional development of students and the institution.

7.1. Faculty responsibilities

Teaching:

- Delivering high-quality instruction to students in accordance with the curriculum and learning objectives.
- Preparing and updating course materials, syllabi, and assessments.
- Providing timely and constructive feedback to students on their academic performance.
- Engaging students in active learning and promoting critical thinking skills.
- Maintaining a respectful and inclusive learning environment.
- Arrange make up classes in consultation with the head of the academic unit and students for all classes missed due to acceptable reasons within the time span of the course/module. However, such make up classes should not exceed 25% of the course unless approved by the AC;
- Submit exams and grade reports on time to the academic units and registrar office
- Accept additional teaching assignments with due compensation when compelling circumstances arise in any academic unit of the college.

Research and Scholarship:

- Conducting research and scholarly activities in their respective fields.
- Publishing research findings in reputable journals or presenting them at conferences.
- Seeking external funding and grants to support research endeavours.
- Mentoring and guiding students in their research projects.
- Adhering to ethical guidelines and obtaining necessary approvals for research involving human subjects or animal models.

Service and Engagement:

- Contributing to the institution through participation in committees, departmental meetings, and other administrative duties.
- Engaging in community service and outreach activities related to healthcare and education.

- Collaborating with external organizations, healthcare providers, and stakeholders to promote the college's mission and goals.
- Participating in professional organizations and conferences to stay updated on developments in their field.
- Be empathic to the solidarity of the College community.

7.2. Rights of the Academic Staff

Without prejudice to other provisions, every academic staff shall have the right to:

- Exercise academic freedom consistent with the college's mission.
- Conduct research and render consultancy services; take research leave to conduct research and studies beneficial to the College and the country, and sabbatical leaves.
- Be entitled to further education and, or training for professional development subject to internal rules and regulations of the College.
- Be promoted and assume new academic rank on the bases of merit in accordance with the college rules and regulations with all benefits and incentives.
- Enjoy transparent, fair, and equitable administration and system of remuneration and benefits that shall be instituted by Government as the economic condition of the country may permit.
- Be adequately and timely informed of his/her performance results and of any records kept in his/her personnel file without his/her prior knowledge.
- Be informed appropriately, timely and regularly on the College plans, developments, directions, conditions, and performance results.
- Receive equal and fair treatment as a person with human dignity and as an academic staff member equally in the service of the college's and through it in the service of people and the country.
- Compete for academic offices and leadership positions on the bases of the applicable college criteria and be treated in selection process on the basis of merit and without any discrimination, transparent, or otherwise.
- Elect and be elected where election of academic and/or by academic staff shall be necessary or is the norm.
- Receive due process in disciplinary matters and demand and receive redress in cases of injurious decisions.

- Shall participate, as feasible, in the formulation of the college's plans, rules and regulations, and in curricula development, and make comments on the quality and appropriateness of the teaching-learning process.
- Shall enjoy campus security for themselves and for their personal property while rendering the proper services.
- Get their salaries elevenized in case where they are not holding academic administration post but can be annualized upon the request of the department head when they are the whole year on their duty.

7.3. Professional Development

- Engaging in on-going professional development activities to enhance teaching skills, research expertise, and knowledge in their field.
- Pursuing further education, certifications, or advanced degrees when appropriate.
- Mentoring and supporting junior faculty members in their professional growth.
- Stay abreast of the latest thinking in the area of specialization and shall periodically update pedagogical skills and teaching material.

8. COMMUNICATION AND COLLABORATION

Effective communication and collaboration are essential for the success of faculty members at Yekatit 12 Hospital Medical College. Faculty are expected to actively engage in communication and collaboration with various stakeholders, including students, colleagues, administrators, and external partners. Some key aspects of communication and collaboration at the college include:

Communication with Students:

- Faculty members are expected to communicate clearly and effectively with students, providing them with information on course expectations, assignments, and resources.
- Faculty should be approachable and responsive to student inquiries and concerns, maintaining open lines of communication to support student learning and success.

Collaboration with Colleagues:

- Faculty members are encouraged to collaborate with their colleagues within and across departments to foster interdisciplinary approaches to teaching and research.
- Collaboration may involve sharing resources, co-teaching courses, conducting joint research projects, or engaging in professional development activities together.

Communication with Administrators:

- Faculty members should maintain regular communication with administrators to share updates on their teaching and research activities, seek guidance or support, and contribute to decision-making processes within the institution.
- Faculty may participate in departmental or college-wide meetings to discuss academic matters, curriculum development, and strategic planning.

Collaboration with External Partners:

- Faculty members are encouraged to collaborate with external partners, such as healthcare organizations, research institutions, and community stakeholders, to enhance the college's impact and relevance.
- Collaboration with external partners may involve joint research projects, clinical placements for students, and community outreach activities.

Effective Use of Communication Tools:

- Faculty members should be proficient in using communication tools and technologies, such as email, learning management systems, video conferencing, and online collaboration platforms.
- These tools facilitate efficient communication and collaboration with students, colleagues, and external partners, especially in situations where face-to-face interactions are not possible.

By actively engaging in communication and collaboration, faculty members contribute to a collaborative and supportive academic community at Yekatit 12 Hospital Medical College. This fosters a conducive environment for teaching, learning, and research, and strengthens the institution's overall mission and goals.

9. HEALTH AND SAFETY

Yekatit 12 Hospital Medical College prioritizes the health and safety of its students, faculty, staff, and visitors. The college takes several measures to ensure a safe and healthy environment on institution, including:

Safety Policies and Procedures:

- The college has established safety policies and procedures that outline guidelines for emergency response, fire safety, hazardous material handling, and other safety-related concerns.
- These policies are regularly reviewed and updated to align with best practices and comply with relevant regulations.

Emergency Preparedness:

- The college maintains emergency response plans and conducts drills to prepare for various emergency situations, such as fires, natural disasters, or medical emergencies.
- Emergency evacuation routes, emergency contact information, and first aid supplies are readily available in the hospital medical college.

Health Services:

- The college provides access to health services, including medical clinics, counselling services, and health promotion programs.
- Trained medical professionals are available to provide medical care, support mental health needs, and promote overall well-being.

Campus Security:

- The college maintains a hospital medical college security team or collaborates with external security providers to ensure the safety and security of the hospital medical college.
- Security personnel are responsible for monitoring hospital medical college activities, enforcing safety protocols, and responding to any security-related incidents.

Safety Training and Education:

- The college conducts safety training programs and workshops to educate students, faculty, and staff on safety protocols, emergency procedures, and risk mitigation strategies.
- These initiatives aim to raise awareness and empower individuals to take proactive measures to ensure their own safety and the safety of others.

Reporting Incidents and Accidents

- There is a mechanism to report incidents happen on workplace and during clinical teaching learning process like needle injury, contamination of chemicals. During this condition the staff or the student should go to emergency department for reporting and get treatment.
- Mainly covered by emergency representative team and occupational safety team from human resource and quality team.
- There is guideline on occupational health and safety that you can find the details it is kept at HR office and library.

10. WORK AND LEAVE POLICIES

Yekatit 12 Hospital Medical College has established work and leave policies and benefits to support the well-being and work-life balance of its faculty and staff. These policies and benefits include:

10.1. Work Policies

Academic Calendar

The academic calendar provides important information regarding special events, deadlines, and religious and national holidays. Staff members are expected to make use of this when planning their course syllabus, giving tests, and planning their leave.

Attendance

All full-time staff members are expected to be present during the regular working hours of the hospital medical college, except for official holidays and while on approved leave.

Working hours

The teaching-schedule varies, depending on the type of program, regular and/or Extension courses. Regular program courses are offered in the weekday's morning and afternoon while the extensions are at weekends morning and afternoon.

Load

Load is defined as the total credit hours of teaching and related assignment an Academic Staff carries, which takes into account the total lecture equivalent hours of courses, class size, contact hours, research work, student advising, administrative duties and other items that the Senate considers as a load.

1. Full workload is the number of hours that an Academic Staff is required to work for the institution. Any Academic Staff is expected to spend about 39 hours of work per week in preparing for courses, teaching, research, administrative work, committee assignment, student advising, etc.

2. Full teaching load is the number of credit hours beyond which an Academic Staff is not required to teach without compensation (extra pay) for extra Credit Hours Equivalent of work rendered. Considering that an Academic Staff is expected to work for 39 hours per week, the full teaching load of a full time Academic Staff is 12 CrHrsE. Based on the assumption given in sub-article 1 of this Article, 12 CrHrsE are equivalent to 36 hours of work per week. Every Academic Staff is required to advise/consult students for up to 3 hours a week. The teaching

staff members of the college are expected to engage in research activities. However, not to take a big share of the teaching time, teaching staffs is not expected to be engaged in a research work for more than 25% of their time.

3.The workload of an academic staff of basic sciences and public health in regular academic units shall constitute teaching, research and publishing, and community engagement/services for 62.5%, 25% and 12.5%, respectively.

4.The workload of an academic staff for clinical disciplines: is required to devote 40 % teaching, 40 % medical service provision and 20 % research

5.The workload of an academic staff of a research institute shall constitute research and publishing, teaching, and community engagement for 62.5%, 25% and 12.5%, respectively. There may also be a contractual arrangement whereby a staff of a research institute shall fully engage in activities of research and publishing and his career development may be worked out accordingly.

6. Weekly workload

1. The teaching load of Provost and vice provosts shall be maximum 3 CrHrsE. Per week.
2. The teaching load of academic staff members with additional administrative duties Program Directors, medical and research directors and other College level heads or officers (Registrar and Director for Office of Student Services) shall be maximum 6 CrHrsE.Per week.
3. The teaching load of academic staff members with additional administrative duties, at directorate level shall be 7 CrHrsE.per week.
4. The teaching load of academic staff members with additional administrative duties at Program/unit level coordinating officers such as Research, Practicum, and Clinical and integrated modular Program Coordinators and unit leader shall be 9 CrHrsE.per week.
5. The teaching load of a full-time academic staff teaching shall be 12 CrHrsE.per week
6. The teaching load of a full time Research staff shall be 3 CrHrsE.per week.
7. Faculty level External project coordination administrative additional duties other than the above mentioned counted as 2 CrHrsE.
8. Three hours of committee work per week shall count as 1 CrHrsE.
9. No load is counted for short time assignment or delegations.
10. Every academic staff is required to participate on committee works of the department, Program and College level.

11. Weekly teaching workload for clinical academic staffs is half of the weekly teaching workload mentioned under sub-article 1-5 above.

Maximum Teaching Load

In order not to overload Academic Staff to the detriment of the quality of instruction, the total full teaching load in the college, in both the regular and continuing education program (night/weakened), shall not be more than two courses or 8CrHrsE. In cases where academic units have serious shortage of staff and it can be demonstrated that there are no other alternatives, an additional 3 more CrHrsE for each category of staff may be approved by the ARVP or designate.

Average Teaching Load and Academic Staff Requirements

It is recommended that an average teaching load of 9 CrHrsE in the undergraduate programs and 6 CrHrsE in the graduate programs be employed as the basis for determining departmental staff requirements. The average teaching load will be determined on a semester basis. Thus, the average semester teaching load will be 9 CrHrsE in the undergraduate programs and 6 CrHrsE in the graduate programs. The computation of teaching load shall consider credit hour, the numbers of courses, sections, lab sessions, number of students, etc.

Overload in Teaching Assignments

- I. An overload in teaching assignments is defined as a total teaching load in the regular and other learning programs above the full teaching load specified in number 3 above. As the maximum teaching load is determined on the premise that a teaching load more than those specified above will negatively affect the quality of instruction and the research work of the individual Academic Staff, departments shall make effort not to exceed these.
- II. An Academic Staff member who, due to a serious shortage of staff, is assigned to take teaching duties more than the full load specified in number 3 above for the regular program shall be compensated in one of the following two ways:
 - a. Proportional reduction in teaching load in the succeeding semester; OR
 - b. Remunerative compensation at the prevailing rate for part-time employment.

Reporting Teaching Load

1. Teaching loads for all staff members engaged in teaching (full or part-time) shall be reported each semester or module by department heads or module coordinators through their respective heads to the ARVP before the end of the fourth week after the start of classes. Justifications must be provided in writing in instances where the

teaching load on an Academic Staff is below average or above the maximum required load.

2. Clinical services – The way clinical services rendered may be considered as part of the workload of an academic staff as well as extra-load payment associated with shall be governed by guidelines to be issued by the college body concerned.

Research load

Since an Academic Staff is expected to spend about 20- 25 % of the time in research, an Academic Staff with continuous and approved research is required to have a full teaching load of only 9 credit hours (CrHrsE). In case where more than one academic staff members are involved in research project, the three CrHrsE shall be shared among the researchers. The duration of every research project shall be determined by the appropriate office of the college.

10.2. Leave Policies

Leave of absence

Leaves of absences that college staffs shall be entitled are:

1. Study leave
2. Research leaves
3. Sabbatical leave
4. Post-doctoral research leave and training leave
5. Other leaves
6. Accumulating leave
7. Extraordinary Cases

1. Study leave

- A. Any academic staff who is awarded fellowship through the college or who can provide satisfactory evidence regarding an opportunity for a reasonably funded scholarship in a recognized university, college leading to a higher degree in his field of specialization and who is not more than fifty years old may be granted a study leave provided that it is in line with the staff development plan worked out by the respective Academic Unit and approved at the college level.
- B. For all teaching Academic Staff, the leave provided in this Article may be taken only after a staff member has served for a minimum of two years following employment or reinstatement after a study leave. However, under special

circumstances, Graduate Assistants can be granted a study leave in a shorter time frame. Such special circumstances include the following:

- i. The Academic Unit to which such a Graduate Assistant belongs has a great shortage of qualified Academic Staff, and it has been decided a priori that the Graduate Assistant would be granted a study leave in a shorter time frame.
 - ii. The condition in B (i) above is in line with the staff development plan of the College and approved by ASAPDC.
- C. The College may cover round trip air-fare for a foreign scholarship grantee who takes study leave provided that the scholarship scheme lacks such provision. Such provisions are subject to the merit of the grantee and the resources of the College.
- D. Notwithstanding the condition stated on 'C', payment of salaries to staff members on study leave shall be governed by the applicable Government policy during the tenure of the leave or any other rules that may be issued by the College.
- E. A staff member who is on a study leave shall keep the college informed via biannual reports starting from the end of the first year of leave. These regular reports shall in all cases be endorsed by the appropriate academic advisor(s) or major professor of the staff member in the university or college he has joined as a student. Failure to submit such reports may result in the discontinuation of payment of salary that may be due or other appropriate actions.
- F. An academic staff who, for acceptable reasons, cannot complete the required studies within the originally granted period of absence has to formally request the College for an extension of leave. Such an extension shall be limited to a maximum period of one year for those pursuing master's degrees and a maximum of two years for those studying for Ph.D. degree or equivalent. While extension due to enrolment into a higher degree is not normally desired, extension may be granted upon the recommendation of the DC and the approval of ARVP.
- G. Exceptionally, the senate shall decide the extension of maximum period of the duration for study leave.
- H. The college reserves the right to claim damages from staff members who fail to return to their respective duties within the periods of time specified in the

agreement, save statement on 'F', made between the Academic Staff and the College.

- I. A staff member who fails to return to the College to resume required duties within the periods of time specified or fails to complete required studies due to incompetence or for unjustified reasons shall lose standing with the College. In the event of re-employment, the case shall be handled as though it were employment of first instance and services rendered to the college prior to the award of the study leave shall not count towards any benefits that may accrue.
- J. The beneficiary of the leave can have an equal chance/opportunity in competing with other department members within the period of the leave.

2. Research leaves

- A. A full-time academic staff member who has served in the college for a minimum of four consecutive/uninterrupted years is entitled to a research leave for a maximum period of six months with pay provided the applicant has not taken any other academic leave during the four years preceding the anticipated starting date of the leave sought.
- B. A department member requesting research leave shall present a specialized program of study or research to improve scholarly capabilities to the respective academic unit. In certain cases, such a leave could be a study leading to certificate, diploma or higher degree the applicant is required to continue an association with the college for a minimum of two years upon completion of the research leave. Failure to comply with the undertaking shall entitle the college to claim the salaries paid to the staff during the leave period plus damages.
- C. Application for research leave shall be submitted by the staff member to the appropriate head of academic unit six months in advance of the start of the leave. The head shall convene with the DC and decide on the application of the academic staff and submit the recommendation to the AC for decision.
- D. Research leave shall be granted with full pay and benefits.
- E. Research leave may be extended without pay for a period not exceeding six months on the condition that:
 - i. The academic unit confirms that such extension will not seriously impede its academic or research programs; and

- ii. The staff member concerned produces satisfactory evidence that the leave is necessary to complete the on-going piece of research, the output of which is expected to enhance knowledge and also improve the teaching and research skills of the individual staff member.

F. The beneficiary of the leave can have an equal chance/opportunity in competing with other department members within the period of the leave.

3. Sabbatical leave

A. A full-time academic staff member holding academic rank who has served the college continuously for a period of six uninterrupted years and intends to continue association with the college is entitled to a sabbatical leave, as of right and with full pay, for a period of a year in accordance with the following conditions:

- i. A staff member requesting for sabbatical leave shall present to the respective academic unit a program of study or research related to a particular area of specialization for scholarly development. In certain cases such a leave could be a study leave leading to certificate, diploma or higher degree, consultancy, employment, community development work and etc.
- ii. The staff member shall further be required to issue an undertaking to continue his association with the college for two years after the leave. Failure to comply with the undertaking shall entitle the college to claim the salaries paid to the staff and other benefits during the leave period plus damages.
- iii. A request for a sabbatical leave cannot be entertained if the person forwarding the request is already past the retirement age as determined by law.
- iv. A staff member who has served as an academic administrator for at least three years is entitled to a sabbatical leave at the end of five years of uninterrupted service to the college.

B. Application for sabbatical leave shall be submitted by the staff member to their respective head academic unit one year in advance of the start of the leave. But such an intention should not necessarily be considered a final application for a leave, which should be submitted at least six months before the intended departure.

C. The head shall convene with the DC and the latter decides on the application of the academic staff. The department shall ensure that the normal function of teaching and research will not be adversely affected by the departure of the staff member in question.

- D. The decision of the DC shall be sent to the AC for further review and ASAPDC for final approval. Unless it is determined that the teaching needs of the academic unit cannot be met if the leave is granted for the period sought in which event the leave is to be granted within a period of one year.
- E. Academic staff may apply for an unpaid leave of absence for a maximum period of six months contiguous to his sabbatical leave if he can demonstrate to the satisfaction of their academic unit and the college that returning to full time duty would seriously prejudice the completion of work on which they had spent the full length of his sabbatical. This additional leave of absence can be granted only if the academic unit determines that teaching activities in the unit would not be compromised and the right of other staff member for leave would not be jeopardized by the granting of the leave. Such a determination should be recommended by the DC and endorsed by AC. The ASAPDC shall approve the decision of the AC before the extension is granted.
- F. A beneficiary of a sabbatical leave shall upon completion of the leave, submit a report detailing experiences and/or accomplishments to the respective academic unit. Such a report should be in line with the original proposal for the leave. Failure to do this will be considered as a serious breach of duty.
- G. Relevant teaching experience in other higher education institutions shall be accounted to constitute uninterrupted years of service for the purpose of research leave and sabbatical leave provided that at least three years of service is rendered to the college.
- H. The pay during study leave and sabbatical leave shall include basic salary and allowances.
- I. The beneficiary of the leave can have an equal chance/opportunity in competing with other department members within the period of the leave.

4. Postdoctoral research and training leave

The college shall provide postdoctoral research and training leaves for its academic staff for one year with or without pay in compliance with the following rules:

- A. An academic staff holding PhD will be eligible for postdoctoral research and training leave for one year in accordance with
 - i. After serving the college for a period of at least two years after his or her PhD study and not granted as a research leave or other voluntary leave of

absence, exceeding three months in relation to his/ her academic responsibilities.

- ii. An academic staff seeking a post-doctoral training leave shall present his or her research proposal to the academic and research vice provost in order to ascertain whether the program of study or research related to his/her academic field and designed to improve his/her capacities as instructor and scholar in the college.
 - iii. Such an academic staff shall confirm his intention to continue his service to the college for a period that shall be calculated twice of his or her study period.
- B. Request submitted for postdoctoral leave immediately after PhD study or before serving the college for three years after such study may be allowed for one more year without pay in accordance with consent of the academic commission. Such a leave may be allowed with a half pay.
- C. The request for postdoctoral training and research leaves must be submitted three months in advance of the start of the leave. Such a leave shall be granted if it is confirmed by the Academic commission that the grant of the leave is not impeding the academic work of the college. If the grant's impeding of the academic work of the college is proven, the grant of the leave shall be postponed for next academic year.
- D. Postdoctoral training leave granted may be extended in accordance with the consent of the academic commission and such extension shall never be considered as right by the concerning academic staff.

5. Other leaves

- A. A college staff member who has served the college for more than one year shall be granted sick leave with full pay for three months and an additional six months of leave with half pay in the event of protracted illness within a given year. However, such sick leave should not exceed 16 months in four years' time. In either case, the leave shall be granted only where the staff member produces proof from a recognized medical institution that such a leave is medically required.

- B. A college-employed spouse of an academic staff member who is on a study leave may be granted leave of absence without pay for a maximum period of one year to be in the company of the latter provided that the study leave is at least two years long and that the college unit for which the spouse works confirms that the granting of such a leave would not cause a serious disruption of its normal functioning. However, such leave should not contravene with agreements entered with the college.
1. Occasional leaves including those to attend seminars, workshops, symposia, short courses, etc. may be granted with full pay for a period not exceeding a total of 30 calendar days continuously in one semester. If such leaves are required for longer than one month in a semester the following conditions must be met:
 - i. The teaching assignment of the academic staff can be covered by another staff.
 - ii. The training is relevant to the professional development of the academic staff and the capacity building of the college.
 - iii. The academic staff is willing to compensate for such leave by taking assignment during the long vacation period.
 - iv. The maximum duration of such a leave should not be more than 3 months in one academic year and cannot be granted in consecutive years.
 - v. Such leave of absence must be approved by AC.
 2. A full time academic staff may be granted leave without pay for a maximum period of two years without extension provided that the following conditions are fulfilled:
 - i. The staff member applying for the unpaid leave of absence had not benefited from a study leave, a research leave or a sabbatical leave during the three years prior to applying for such a leave.
 - ii. That the granting of the leave will not seriously disrupt the normal functioning of academic activities in the academic unit.
 - iii. The period for which the academic staff member would be on such a leave shall not be counted as a period of service to the college. A staff member eligible for such a leave must have effectively served the college for a minimum of ten years altogether.

6. Accumulative leave

- A. A college staff always shall be entitled for leaves postponed due to the demand of the academic work of the college. In case such leaves postponed for two times, he /she shall be cumulatively granted. However, if such leaves cumulated for more than two years, only two times cumulative shall be granted.
- B. Sabbatical and research leaves can be split but cannot be accumulated.

7. Extraordinary Cases

In a circumstance that any special interests of the college arise, the grant of any of the leaves can be affected in accordance with the decision of academic commission after being endorsed by the Senate.

Retirement

For all other the public servants except the defence force members retirement age sixty (60) years.

- I. Based on studies submitted to it by the Authority, the Council of Ministers may decide earlier retirement age than the provided under servants working on hazardous jobs involving risk to health and life.
- II. The Retirement Pension and Gratuity is well stated on Federal Negarit Gazeta – No. 65 8th June 2003-Page 2213

11. Contact Information

- For contact information, you can visit Yekatit 12 Hospital Medical College's official website or refer to the following details:
- Yekatit 12 Hospital Medical College Address: Addis Ababa, Ethiopia Phone: +251-118116343/45 Email: yekatit12hospitalmedicalcollege.edu.et
- It's always recommended to verify the contact information through the official website or by directly contacting the college to ensure accuracy and up-to-date information.

12. ANNEX

Y12HMC Colleges Instructors Performance Evaluation Questionnaire

(To be completed by the Department Chairperson/Dean)

Listed below are statements which describe aspects of an instructor's behaviour. Please indicate how you rate this instructor. In comparison with the other members of the department, on each Statement by circling one of the following options against each statement:

VG = Very Good (5), G = Good (4), F = Fair (3), P = Poor (1), NA=Not Applicable

If you feel that you cannot rate him on a particular item or that the item is not applicable to his work, then mark the response category labelled NA.

Instructor's Name: -----Department: ----- Academic

Year: -----; Semester-----;

No	Instructors Performance Evaluation Questionnaire	Grading Scales				
		VG	G	F	P	NA
1.	Willingness to accept additional teaching assignments when compelling situations arise in the department					
2.	Participating actively in departmental/faculty meetings					
3.	Willingness to accept related assignments other than regular teaching in the department					
4.	Availability on campus for assigned classes/invigilation					
5.	Availability on campus for consultation					
6.	Willingness to share University resources with other colleagues					
7.	Having positive attitude to work with others					
8.	Contributing ideas and activities that improve the teaching/learning process					
9.	Showing concern for the use of resources of the Department and the University at large					
10.	Contributing to the identification of problems in the department and helping in finding solutions to them					
11.	Attending seminars organized by the department or faculty					

12.	Participating actively in seminars					
13.	Presenting paper(s) at department or faculty level during the year					
14.	Presenting papers in national or international conferences and workshops					
15.	Reporting to department members on the objectives and outcome of such conferences and workshops					
16.	Identifying priority areas in one's discipline and pursuing research in that area					
17.	Ability to execute research projects					
18.	Preparation of teaching material					
19.	Upgrading of teaching material					
20.	Willingness to accept committee or other assignments outside of the department but within the college					
21.	Active participation in committees once assigned					
22.	Willingness to take assignments outside the University in his area of specialization					
23.	Participation in community efforts for development					
24.	Meeting deadlines					
25.	Performance as an academic advisor					
26.	Advising on essays/thesis/dissertations					
27.	Total Score					

Do you have any other comments about this colleague?

When a department does not exist, the dean of the faculty will complete this questionnaire.

Yekatit 12 Hospital Medical Colleges Instructors Performance Evaluation Questionnaire (To be completed by Colleagues)

Listed below are statements which describe aspects of your colleague's behaviour. Please rate him/her on each of these items by circling the appropriate coded response category. Your rating should be based on a comparison between the particular individual and the other members of the department. If you feel that you cannot rate him on a particular item or that the item is not applicable to his work, then mark the response category labelled NA.

VG = Very Good (5), G = Good (4), F = Fair (3) P = Poor (1), NA = Not Applicable

Name of colleague to be evaluated: -----;

Department: -----

Academic Year: -----; Semester: -----

On average, I have contact with him: Daily_____, Weekly_____ Monthly
_____By monthly _____Occasionally_____

No	Instructors Performance Evaluation Questionnaire	Grading Scales				
		VG	G	F	P	NA
1.	Participating actively in department/faculty/institute meetings					
2.	Availability on campus during consultation hours					
3.	Willingness to share University resources with other colleagues					
4.	Showing cordiality to others					
5.	Being a person one can easily approach					
6.	Having positive attitude to work with others					
7.	Respecting ideas of colleagues					
8.	Contributing ideas and activities that improve the teaching/learning process					
9.	Contributing to the identification of problems in the department and helping in finding solutions to them					
10.	Attending seminars organized by the department of faculty					
11.	Participating actively in seminars					
12.	Presenting papers at department or faculty level during the year					

13.	Presenting papers in national or international conferences and workshops					
14.	Reporting to department members on the objectives and outcome of such conferences and workshops					
15.	Identifying priority areas in one's discipline and pursuing research in that area					
16.	Willingness to prepare research proposals with other colleagues					
17.	Willingness to help less experienced colleagues in identifying areas of research and developing proposals					
18.	Gaining recognition in his/her field or related areas					
19.	Overall assessment of the colleague					
20.	Total Score					

Do you have any other comments about this colleague?

Y-12 HMC Instructors Performance Evaluation

Questionnaire. (To Be Completed by Students)

Listed below are statements, which describe aspects of an instructor's behaviour. Please indicate how you rate this instructor, in comparison with the other members of the department, on each Statement by circling one of the following Options against each statement:

VG = Very Good (5), G = Good (4), F = Fair (3), P = Poor (1), NA = Not Applicable

If you feel that you cannot rate him on a particular item or that the item is not applicable to his work, then mark the response category labelled NA.

Instructor's Name: _____; Department: -----Academic Year: --
-----; Semester: -----

No	Instructors Performance Evaluation Questionnaire	Grading Scales				
		VG	G	F	P	NA
1.	Clarification of the statement of general objectives of course					
2.	Presentation and clarification of course plan and course outline					
3.	Clarification of the statement of specific objectives at the beginning of each chapter or unit					
4.	Knowledge of the subject matter					
5.	Preparation for classes and subject matter					
6.	Presentation of subject matter clearly in the language of instructor					
7.	Willingness to encourage students to ask or answer questions in class					
8.	Willingness to let students express their opinions about the course in the classroom					
9.	Availability during consultation hours					
10.	Punctuality for class					
11.	Meeting classes regularly (non-absenteeism)					
12.	Ability to arouse students interest and provoke their thinking					
13.	Ability to encourage student participation in the classroom					

14.	Appropriate use of available and relevant instructional materials (blackboard, map,...)					
15.	Providing feedback on homework, tests and/or assignments on time					
16.	Usefulness of homework and/or assignments for course work					
17.	Presence of questions in tests, exams, or homework, that require reasoning					
18.	Amount of time allowed for tests, assignments, or mid-semester exams					
19.	Coverage of course content in tests or midsemester exams					
20.	Fairness in marking grading					
21.	Clarification of the methods of assessing students					
22.	Coverage of content according to course outline					
23.	Providing giving a list of reference materials for the course					
24.	Use of class period for teaching for discussion of subject and related matters					
25.	Respect for Students					
26.	Willingness to listen too a student's problems					
27.	Ability to maintain appropriate discipline in the class					
28.	Clarity of questions in tests, and/or mid semester exams					
29.	Overall performance assessment of instructor's teaching effectiveness					
30.	Total Score					

Note: The Department would appreciate it very much if you could give additional comments regarding the course, which could help us improve the course.

1. Have you been attending classes regularly? _____
2. What grade do you expect to earn in this course? _____
3. Identify and positive aspects of the course: - _____
4. Identify any negative aspects of the course; - _____

Annex – Documents and major References at Y12HMC

Document Name	Where it kept	Review date	Number of copies
Proclamation	ARVP,EDC, Staff library		
Legislation	ARVP,EDC, Staff library		
Promotion and staff recruitment guideline	Promotion Committee, HR,ARVP,EDC, Staff library		
Academic Staff hand book	Staff library, EDC, ARVP		
Registrar manual	Registrar, Staff library		
Human Resource manual	Staff library, HR		
Curriculum Guideline	Curriculum Committee, Staff library, Departments		
Library Manual	All Library		
Research policy	RPO office ,EDC,ARVP		
Teaching, learning and assessment manual	EDC, Departments, Staff library		
Student handbook	Student library, hand of student, EDC		
Student Orientation Guideline	Departments, EDC		
Resource Utilization Manual	Facility management office, EDC,ARVP		
Procurement policy	Procurement office		

Reference

- Yekatit 12 Hospital Medical College Legislation,2021
- Yekatit 12 Hospital Medical College Human Resource Guidelines, HR manual
- Academic staff handbook of Machakos University, July 2018
- EFDRE Civil Service workers different working guides
- Staff induction handbook of Dhofar University,2022-2023