
ST. AUGUSTINE INTERNATIONAL UNIVERSITY



HUMAN RESOURCES

MANUAL

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LIST OF ACRONYMS

ACCA	-	Association of certified Chartered Accountant
AR	-	Registrar & Secretary
CA	-	Chief Accountant
CPA	-	Certified Public Accountant
DHR	-	Director Human Resources
DPRM	-	Director Planning and Resource Mobilisation
DS	-	Dean of Students
DVC	-	Deputy Vice Chancellor
EO	-	Estate Officer
HoD	-	Head of Department
HR	-	Human Resources
HRM	-	Human Resources Manual
IA	-	Internal Auditor
LC	-	Local Council
LO	-	Legal Officer
PRO	-	Public Relation Officer
NCHE	-	National Council for Higher Education
NSSF	-	National Social Security Fund
PAYE	-	Pay As You Earn
SAIU	-	St. Augustine International University
UB	-	University Bursar
UC	-	University Chaplain
UCE	-	Uganda Certificate of Education
UDC	-	University Disciplinary Committee
UL	-	University Librarian
US	-	University Secretary
USMO	-	University Senior Medical Officer
VC	-	Vice Chancellor

DEFINITION

<i>Academic Department</i>	shall mean a unit under a faculty running its approved academic programs by the University Council and accredited by the National Council for Higher Education (NCHE);
<i>Allowances</i>	shall mean monetary benefits an employee is entitled to as a recovery costs on specific items;
<i>Annual Increment</i>	shall mean yearly salary increase granted to an employee until the maximum level of the scale is reached;
<i>Appointing Authority</i>	shall mean the University Council or the Vice Chancellor or any other person delegated to be the same;
<i>Appointment Board</i>	shall mean a Committee of University Council of St Augustine International University (SAIU) which handle staff appointments;
<i>Appointment</i>	shall mean formal engagement of an employee into SAIU service;
<i>Basic Salary</i>	shall mean an employee's salary with exclusion of allowances;
<i>Casual Worker</i>	shall mean an employee employed to perform a specific task on a day-today basis;
<i>Chancellor of SAIU</i>	shall mean titular head or a visitor as defined in the Universities and Other Tertiary Institutions Acts 2001 as amended;
<i>Child or Children</i>	shall mean an employee's biological child or children or legally adopted child or children below 18 years of age;
<i>Conflict of Interest</i>	shall mean an employee having personal interest on a particular issue or his/her interests disagree with that of the University as defined in the Leadership Code Act;
<i>Consolidated Salary</i>	shall mean basic salary and some allowances indicated in an employee's appointment letter and reflected on the pay slip;

<i>Contract</i>	shall mean employment terms of service agreed upon between the employee and the University for a specific period of time;
<i>Dean</i>	shall mean a designated officer appointed by the University Council as Dean/Director/head of faculty/institute/school;
<i>Dismissal</i>	shall mean termination of an employee employment by the University without giving terminal benefits;
<i>Disciplinary Committee</i>	shall mean persons appointed by the University Council to handle disciplinary matters;
<i>Employee</i>	shall mean a person employed by the University;
<i>Established Position</i>	shall mean approved positions of the University by the University Council;
<i>Faculty/Institute/School</i>	shall mean an academic unit of the University;
<i>Family members</i>	shall mean a spouse and biological children of an employee;
<i>Gratuity</i>	shall mean terminal benefits an employee of the University is entitled to after completion of a specific period in service as a percentage of his/her basic salary;
<i>Grievance</i>	shall mean complaint on issues arising from employee's work within the University;
<i>Gross Misconduct</i>	shall mean a breach of terms and conditions of service or the law enforced during the time the employee was appointed;
<i>Head</i>	shall mean an employee appointed to a designated administrative position by the University Council to be accountable to the unit;
<i>Human Resources Manual</i>	shall mean Human Resources Manual of St. Augustine International University;
<i>Immediate Family</i>	shall mean employee's spouse or biological children;
<i>Leave</i>	shall mean official time off the workplace granted to an employee by the University as provided in this manual;

<i>Misconduct</i>	shall mean a breach of terms and conditions of service or the law enforced during the time the employee was appointed;
<i>Overtime</i>	shall mean extra hours worked over and above the employee's normal working hours;
<i>Principal</i>	shall mean a head of University Campus;
<i>Probation</i>	shall mean a prescribed period of time an employee is to serve the University before being confirmed in his/her employment;
<i>Resignation</i>	shall mean termination of employment with the University by an employee after giving notice for a prescribed period of time;
<i>Spouse</i>	shall mean a marriage partner of an employee whose name shall have been submitted to the University prior to taking up employment;
<i>Staff</i>	shall mean a person appointed into the University service to serve in academic, administrative and support categories;
<i>Suspension</i>	shall mean temporary relieve of an employee from duty until investigation into the cause is completed;
<i>Term</i>	shall mean a period of service of an employee as quoted in his/her appointment;
<i>Teaching</i>	shall mean delivering a curriculum of the University through interaction with students, assessment, supervision, research and guidance;
<i>University Secretary</i>	shall mean a secretary to the University Council;
<i>The University</i>	shall mean St. Augustine International University;
<i>The University Council</i>	shall mean a supreme policy making body of the University set up under Universities and Other tertiary Institutions Act 2001 as amended;
<i>The Vice Chancellor</i>	shall mean the Chief Executive Officer of St. Augustine International University.

PART ONE

1.0 INTRODUCTION

1.1 BACKGROUND

St. Augustine International University (SAIU) was granted accreditation status by the National Council for Higher Education (NCHE) on 26th September 2011 to operate as a private University. The University was established to provide outstanding quality higher education with a good supporting learning environment. The main emphasis of the University shall be on Science and Technology as an engine to promote economic growth and development through research and innovation.

St. Augustine International University seeks to build strong academic strengths and reputation by offering quality higher education with hands on training. Its ethos involves a total commitment to encourage, support and nurture learners, to develop their full potential to equally compete in the job market or create jobs for themselves.

This Human Resources Manual (HRM) shall be subjected to the approval of the University Council; the main policy making body of the University.

1.2 VISION

To be a Moral rearmament, Job creation and Innovation driven University.

1.3 MISSION

To pursue research, teaching and learning, of international distinction, academically current and innovative.

THE MOTTO: VERITAS

1.4 CORE VALUES

The University in the process of achieving its vision and mission shall have the following core values:

- 1) Student Centredness
- 2) Excellency
- 3) Innovation

- 4) Professionalism
- 5) Integrity
- 6) Entrepreneurship

1.5 GOAL

SAIU goal is to ensure innovation, appropriate teaching and learning experience that is guided by local and international needs and challenges.

1.6 STRATEGIC OBJECTIVES

- 1) To produce professionals who shall create jobs and competitively employable;
- 2) To create and maintain an enabling environment in which each student develops analytical and interpersonal skills that are essential for professional and personal success;
- 3) To conduct state-of-the-art scholarship, research and knowledge transfer, a great proportion of which shall be of an applied nature;
- 4) To collaborate with relevant private and public sector organizations nationally, regionally and internationally to enhance the university capacity, reach and range of provision;
- 5) To develop the University physical assets to provide excellent facilities and opportunities for students, staff and the wider community, in ways which promote and champion environmental sustainability; and
- 6) To be a beacon of good practice in corporate and academic governance that is financially secure.

1.7 GOVERNANCE STRUCTURE

The governance structure shall include the Chancellor who is the titular head of the University, the University Council as supreme policy making body of the University, the Senate as an organ to oversee all academic matters of the University and Top Management headed by the Vice Chancellor who is an administrative and academic head.

1.8 SAIU HUMAN RESOURCES DIRECTORATE

This is a central unit within the University charged with a mandate of managing and developing the Human Resources of the University.

1.9 PURPOSE

- (i) The purpose of this manual is to outline the policies and procedures for the management of the human resources at St. Augustine International University;
- (ii) This manual provides a set of recruitment and selection practices for the effective resourcing of employees in an efficient and fair manner;
- (iii) The manual acts as a reference document for employees on their rights, responsibilities and obligations; and
- (iv) The manual defines the rights and obligations of the University as the employer.

1.10 SCOPE

This HRM encompass all activities that form part of the recruitment and selection process. It is applicable to all staff recruitment irrespective of level or nature of employment. In order for the HRM to be effective it is essential that any employee who is involved in any aspect of the recruitment and/or selection of staff is aware of this document and adheres to it. Ultimately it is the responsibility of the Senior Management in the University in conjunction with Human Resources Directorate to ensure that this is the case.

1.11 REVIEW OF THE HRM

The HRM shall be amended regularly when need arises by the Directorate of Human Resources and the revised edition shall be approved by the University Council.

1.12 INTERPRETATION

The interpretation of SAIU HRM shall vest in the hands of the University Council done in consultation with other laws such as the Constitution of Uganda (as amended), Universities and Other Tertiary Institutions Act, 2001 (as amended) and Employment Act, 2006.

1.13 IMPLEMENTATION

The Directorate of Human Resources of SAIU shall be responsible for the implementation of this HRM together with other relevant departments or units.

1.14 ACCESSIBILITY

- (a) Each employees of SAIU shall be given a copy of the HRM for their own benefit;
- (b) Any other distribution of this HRM shall be at the discretion and approval of the University Council; and
- (c) All employees shall commit themselves to understanding the provisions of this HRM by signing an attestation with the Director of Human Resources.

1.15 EMPLOYEE DATA

- (a) The University shall maintain complete and up to date personnel information for each employee;
- (b) The records maintained shall include:
 - i. Confidential Personal File and
 - ii. Open Access File;
- (c) Employee personnel files shall contain information on appointment, duties, salary, performance, promotion, compensation, termination or disciplinary action and other general employment history; and
- (d) Each employee shall have access to his/her files in the presence of the officer in charge of human resources.

1.16 CATEGORIES OF EMPLOYEES AND QUALIFICATIONS

The University employees shall be of three categories as follows:

1) Academic Staff

- (a) These are staff that shall be engaged in teaching, research and community services ranging from Assistant Lecturer up to Professor inclusive of some library staff.
- (b) The minimum qualification for an academic staff shall be Master Degree from a recognized university.

2) Administrative Staff

- (a) These are non teaching staff who shall provide administrative support services to the teaching staff inclusive of heads of academic and administrative department or unit.
- (b) The minimum qualification for an administrative staff shall be Bachelor Degree from a recognized university.

3) Support Staff

- (a) These are non teaching staff who provide support services to both teaching and administrative staff in the process of implementing the objects of the university.
- (b) The minimum qualifications for a support staff shall be Uganda Certificate of Education (UCE) or its equivalent.

PART TWO

2.0 RECRUITMENT AND APPOINTMENT OF EMPLOYEES

2.1 CORE PRINCIPLES

- (i) The University shall seek to attract the best candidate for the job based on merit and ensure the identification of the person best suited for the job and the institution depending on the established positions;
- (ii) The University shall ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation;
- (iii) The University shall provide appropriate training, development, and support to those involved in recruitment and selection process in order to meet this core principle. Any member of staff involved in the selection of staff should satisfy him or herself that he/she is appropriately trained and can comply with the requirements of this HRM;
- (iv) Recruitment and selection is a key public relations exercise and should enhance the reputation of the University. The University shall give every candidate equal treatment, respect and courtesy, aiming at getting the best candidate;
- (v) The University shall promote the best practices in recruitment and selection, continuously develop and review its recruitment and selection guidelines; and
- (vi) The University shall ensure that its recruitment and selection process is cost effective.

2.2 RECRUITMENT AND SELECTION PROCEDURE

There are a number of key stages in recruiting and selecting for a post. This procedure outlines the key stages and provides operating guidelines. These are as follows:

(i) Vacancy

A vacancy shall be deemed to have occurred as a result of:

- a) Resignation;

- b) End of contract;
- c) Death;
- d) Dismissal;
- e) Restructuring;
- f) Rejection of appointment offered; and
- g) Any other condition not mention herein.

(ii) Notification of Vacancies

Notification shall be done immediately to the Director Human Resources by the Dean, head of department or administrative unit for the existing vacancies to be filled within six months.

(iii) Methods of filling the vacancies

The vacancies shall be filled using varieties of methods as follows:

a) Promotion

Promotions shall be done on recommendation of the Dean, Head of Department or Administrative Unit of an officer who has been vetted and found competent to take up the existing vacancy within the department. Such officer should not be on probation at the time of promotion.

b) Advertising

On satisfaction by the Dean, Head of Department or Administrative Unit that there is no suitable internal candidate to fill in the available vacancy, recommendation shall be given to Directorate Human Resources for advertisement to be done. Advertisement shall be both internally and externally to with detailed job specifications attached. The background information pertinent to the job shall be provided by the applicant using the pro-forma which can be obtained from the Human Resources Directorate.

c) Secondment

Secondment shall be done by the Vice Chancellor through consultation where an employee from one department may be seconded to another department for a specific period of time. After the expiry of the secondment period, such an employee shall be required to return to his/her previous unit to continue with his/her duties.

d) Election

Election of various heads academic units (Principal, Dean, Director, and Head of Department) shall be done in accordance with Universities and Other Tertiary Institutions Act, 2001 as amended.

e) Re-appointment

Re-appointment shall be done after the end of an employee's contract provided both parties are still willing to work together. Re-appointment shall be after vetting the performance of an employee by the appointing authority.

(iv) Application

All applicants seeking for employment with SAIU shall apply using written application to the Director of Human Resources unless stated otherwise.

(v) Processing Applications

- 1) All positions in SAIU shall be established by the University Council. Appointments and promotions shall be done following the strict guidelines of the University Council.
- 2) The Directorate of Human Resources shall be mandated to process all the applications to the University in consultation with relevant units.

(vi) Verification of Documents

The Directorate of Human Resources shall be mandated to verify and determine the authenticity of the applicant's documents and the details therein including qualifications, employment history and referees. In case of impersonation or falsification of documents on discovery at appointment or afterwards, shall lead to cancellation of appointment or prosecution in the courts of law.

(vii) Short listing

- 1) Short listing of applicant shall be the mandate of the Directorate of Human Resources. This shall be done in consultation with the user department or technical department from time to time;
- 2) A Guideline for Short listing shall be used for the purpose in order to get the most suitable candidates for the job; and

- 3) Short listed candidates shall be notified in time in writing on when and where the interview shall take place.

(viii) Interviews

Interviews shall be the mandate of the Appointments and Staff Welfare Board but the Board may co-opt technical expertise to provide technical assistance in the process of interviews.

(ix) Selection

- 1) The Appointments and Staff Welfare Board shall select the most suitable applicants for the specific established posts using the most appropriate criteria;
- 2) The selection of applicants shall be through interviews; document vetting, election and performance appraisal in case of re-appointment;
- 3) In some cases, selection test shall be administered to verify the competence of the applicant as the selection criteria may determine; and
- 4) Unsuccessful applicants shall be notified in writing about the outcome of the selection process.

PART THREE

3.0 APPOINTMENTS

Every successful appointee shall be given a letter of appointment prescribing the terms and conditions of service. The candidate shall be required to sign an acceptance form or write an acceptance letter, agreeing to take up the offer.

3.1 TYPE OF APPOINTMENTS

(a) Contractual Appointments

- (i) Appointments in the University service shall be on contractual terms where the terms of employment are as defined in a particular contract of employment between the University and an employee;
- (ii) If a member of staff fails to measure up to the expected standards the contract shall be terminated;
- (iii) All contracts with duration of more than one year shall have a probation period of three months for support staff, and six months for academic and administrative staff in the first instance, or as the Vice Chancellor in his discretion may decide, in which case the probation period may be reduced, waived, or extended beyond the stated periods; and
- (iv) In the event that an employee fails to achieve satisfactory performance during the probation period, the University reserves the right to terminate the contract.

Part-time Appointments

- (i) A person shall be appointed on a part time basis in any specialized field if he/she cannot serve the University on a full time basis but his/her services are needed by the University. The staff on a part time employment shall be paid either an hourly rate or a fixed monthly fee; and
- (ii) Part time contracts shall be for one year and shall not exceed three years subject to renewal depending on the needs of the University and performance of the staff. This

appointment may be terminated by either party by giving one month's written notice.

(b) Temporary Appointments

- (i) Temporary appointment shall be employment of a relief nature and for short duration and such a position would not be filled otherwise;
- (ii) The Vice Chancellor may on the advice and authority of the Appointments and Staff welfare Board make temporary appointments if there is a critical need;
- (iii) A temporary appointment shall be for a period not exceeding six consecutive months and may be terminated by either party by two weeks written notice;
- (iv) Unless specifically resolved by the University Council, temporary appointments shall not be entitled to the regular service benefits, for example, gratuity, medical and advances; and
- (v) The University reserves the right to cancel temporary appointments without notice, on a basis of operational needs, poor performance, discipline or other extenuating circumstances.

(c) Honorary Appointments

- 1) This shall be non-salaried appointment of distinguished academic scholars who has contributed to knowledge production in various disciplines such as teaching and learning, research, publication and innovation and community services; and
- 2) The appointments shall follow the University Council guidelines on Honorary Appointments at various levels.

(d) Acting Appointments

- (i) Where a post is likely to remain unoccupied or vacant for any reason, for more than three (3) months, an appropriate member of staff in the same capacity or next lower grade shall be appointed to fill the unoccupied post in acting capacity on the recommendation of the HR Director to the University Council;

- (ii) Acting appointment shall not exceed a period of six (6) consecutive months without review during which time, arrangements must be made to fill the post substantively, save for special circumstances approved by the University Council;
- (iii) Acting appointments shall be made in writing; and
- (iv) An employee in acting position shall be entitled to the basic salary differential between his/her substantive post and the post in which he/she is acting.

(e) Visiting Professors/Lecturers

- 1) Appointment of visiting Professor or Lecturer shall be done by the Vice Chancellor on recommendation of the Head of Department through the Dean of Faculty and Director of Human Resources;
- 2) The visiting Professor or Lecturer must be from a recognized university or academic institution of repute;
- 3) The visiting Professor or Lecturer shall be appointed for a period of one year, renewable provided he/she is supported by the mother institution; and
- 4) The Visiting Professor or Lecturer shall not be entitled to salary from SAIU other than honorarium determined by the University Council.

(f) Recruitment of Non-Ugandans

- (i) A Non Ugandan shall be appointed by the rightful authority of the University and use his/her appointment letter for clearance with Uganda Immigration as well as getting work permit; and
- (ii) A Non Ugandan shall be employed basing on local contractual terms with exception of special circumstances where negotiations of terms are allowed before appointment.

(g) Offer of Appointment and Acceptance

- 1) The appointment offer shall be made in writing by the Director Human Resources a copy of which shall be sent to the respective heads and units;
- 2) The appointment letter shall indicate the appointee name, date of commencement, benefits and detailed terms and conditions of service including reporting channel;
- 3) A letter of acceptance shall be required from the appointee; and

- 4) An appointee shall be required to provide up-to-date bio-data information about themselves during the tenure of office at the university.

(h) Induction or Orientation

- 1) Induction or orientation shall be conducted to introduce a new appointee to the environment of work at the University; and
- 2) This shall be mandatory and arranged by the Director of Human Resources or respective heads or units.

(i) Probation Period

- 1) Save for cases where probation is waived at the discretion of the University Council on recommendation of the Appointments and Staff Welfare Board, Appointments shall be on a six (6) months probationary period for all academic and administrative staff and three months for support staff. Extension of probation may be done as provided by law if the University Council considers it necessary;
- 2) After the probation period, the staff's performance shall be evaluated by heads of department or unit, and depending on the outcome the staff may be confirmed, terminated or the probation period extended;
- 3) The staff evaluation shall take into consideration the performance, general conduct, interpersonal skills, creativity or innovativeness, potential for improvement and the needs of the University;
- 4) All contracts of less than one year or part time contracts are not subject to probation but the contract can be terminated by either party on sound reasons by giving a one month's notice; and
- 5) If a member of staff in a lower rank has been acting in a higher rank and is later appointed to that position he/she may not be required to serve on probation or the probation period for the higher rank may be reduced as the Vice Chancellor may decide.

(j) Confirmation

- 1) All the appointees who have successfully completed probation period shall be confirmed into SAIU service from the effect of the expiry date of the probation;

- 2) The employee concern shall be required to apply for confirmation through the Head of Department or unit;
- 3) It is the responsibility of the head of department or unit to guide the Directorate of Human Resources whether to or not to confirm an employee depending on the assessment report during probation period on performance; and
- 4) The head of department or unit shall be mandated to process confirmation of employees on probation period.

(k) Promotion

- 1) Promotion shall mean advancement of an employee to a job or position in terms of greater responsibility, higher status and a higher salary;
- 2) Promotion shall take effect when an employee serving in a lower rank is appointed to fill a vacancy in a higher rank;
- 3) Whenever vacancies of a promotional nature arise, first consideration shall be given to existing staff members, taking into account merit, ability, experience and qualifications required;
- 4) No staff shall be recommended for promotion when he/she:-
 - (i) is on probation;
 - (ii) has not served a minimum of two (2) years in his/her substantive position; and
 - (iii) is absent on unpaid leave.

**3.2 ACADEMIC STAFF APPOINTMENT REQUIREMENTS IS
SUMMARIZED IN TABLE 1**

PART FOUR

4.0 ATTENDANCES AND WORKING HOURS

4.1 POLICY

- (a) SAIU recognizes the importance of time management in the realization of its objectives. It is therefore, the primary responsibility of every employee to follow the routine time schedules of the University;
- (b) Punctuality and daily attendance shall constitute a key requirement and are compulsory for all employees;
- (c) No employee shall absent himself/herself from duty without seeking permission from the immediate supervisor; and
- (d) Every employee shall be entitled to a health break of one (1) hour every working day. However, management may reschedule this break for an employee who has to be on duty during this time.

4.2 WORKING HOURS

- (a) The University normal working hours shall be from 8:00am to 5:00pm, Monday to Friday. However, an employee may be called upon to work beyond official working hours and weekends as the exigencies of duty may necessitate; and
- (b) An academic staff shall be allowed to teach between twelve (12) to (15) hours a week. Any engagement beyond fifteen hours shall be sanctioned by the Registrar & Secretary or the Dean of the Faculty but not exceeding eighteen (18) hours a week.

4.3 ATTENDANCE

- (a) Daily Attendance Register shall be used by all administrative units in the University to keep track of reporting and departure time of employees; and
- (b) At the end of the month, the head of each administrative unit shall make a report of the attendance pattern of each employee.

4.4 ABSENCE FROM DUTY

- (a) An employee who may be absent from duty shall seek permission from his/her supervisor or head of the unit;

- (b) In an event that an employee is unable to seek permission due to sickness or any justifiable reason, he/she shall be required to inform his/her supervisor or head of the unit within six hours; and
- (c) In case subsection (b) is not adhered to, disciplinary action shall be taken against the employee by the appointing authority.

4.5 PUBLIC HOLIDAYS

- (a) Employees of the university shall not work on Public Holidays unless called upon to handle specific assignment on agreement of both parties; and
- (b) The university employees who work on Public Holidays or weekends shall be paid twice the normal hourly rate.

PART FIVE

5.0 SALARIES AND WAGES

5.1 GENERAL POLICY

- (a) The University shall pay consolidated salary packages to all its employees using the salary scale approved by the University Council.
- (b) All University employees shall be paid their correct salaries at the end of each month through their respective bank accounts.
- (c) No employee shall have his/her salary withheld or deducted except on disciplinary grounds to fulfill committed obligations undertaken by the staff in writing or directive of the University Council.

5.2 ESTABLISHED SALARY SCALES

- (a) All positions in the University shall be ranked and placed in established levels based on employee's responsibility, qualification and experience. Table 1 indicates the salary scale at various levels at the university.
- (b) The salary scale may be revised from time to time.

5.3 PAYROLL PROCEDURES

- (a) All employees shall be paid their salaries in accordance with an approved pay roll at the end of each month in which it is due.
- (b) Salaries shall be paid in twelve (12) equal installments fixed at an annual rate.
- (c) Salaries shall be subjected to statutory deductions, namely Pay As You Earn (PAYE), National social Security Fund (NSSF) and any other statutory obligations that may come into force from time to time.
- (d) Repayment of advances shall be deducted after statutory deductions.
- (e) When an employee is liable to refund any amount of money to the University, such money shall be deducted from the salary or any monies due to the employee in such installments as the appointing authority may deem fit.

- (f) The University has the right to make compulsory deductions to make good unaccounted for advances, willful or careless/negligent damage or loss of the University property and other causes that may justify deductions from an employee's salary.
- (g) An employee proceeding on accumulated leave may be paid his/her salary for the month in which he/she proceeds on leave before departure from duty station.

5.4 SALARY ADVANCES

- (a) A member of staff requesting for a salary advance shall apply to the finance department in writing. Only employees who have been confirmed in their employment shall qualify for salary advances.
- (b) The salary advance shall not exceed one month's salary and it shall be recovered in four equal installments starting with the immediate following month.
- (c) Salary advances shall only be granted for emergencies and depending on the availability of funds.
- (d) No salary advances shall be considered for a new staff just starting to work unless the Vice Chancellor so advises in exceptional cases.

5.5 LOANS

- (a) Loans shall only be given to an employee of the university with the approval of the University Council or Vice Chancellor acting on behalf of the University Council and for good reasons.
- (b) Loan repayment shall be done according to the agreed terms and condition.
- (c) The maximum amount of loan given out by the University shall not exceed the employee annual salary payable within a period of two years.
- (d) The University shall use the employee's accumulated benefits as a security on the loan.

5.6 BENEFITS AND ALLOWANCES

5.6.1 POLICY

The University shall pay non-consolidated allowances, as and when it is necessary provided funds are available. Some allowances may form part of the

consolidated salary while other allowances shall be determined by the University Council from time to time as follows.

5.6.1.1) OVERTIME ALLOWANCE

- 1) All employees of the University are entitled to allowances or other form of compensation as may be determined by the University Council when a staff is called upon to perform extra duties during leave or when they work more than six (6) hours beyond the stipulated working hours.

- 2) All employees of the University falling under the category of SAIU salary scale 10 – 12 shall qualify to claim overtime payment provided it has been authorized by the immediate supervisor. The overtime rates shall be as follows:
 - (i) On week days, the rate shall be one and a half times the normal hourly pay.
 - (ii) On weekends and public holidays, the rate shall be twice the daily wages if the staff works full day.

5.6.1.2) SUBSISTENCE ALLOWANCE/PER-DIEM

Both academic and administrative members of staff, and in special cases the Support Staff, shall be paid a subsistence allowance when they travel on official duties for at least a night out of the University. The rates shall be based on salary scales as shown below:

Perdiem				
		Abroad	Local	
SAUT	1	\$420	200,000/=	Per day
SAUT	2	\$400	150,000/=	Per day
SAUT	3 – 4	\$380	120,000/=	Per day
SAUT	5 – 6	\$360	110,000/=	Per day
SAUT	7 – 9	\$340	90,000/=	Per day

5.6.1.3) LUNCH/SAFARI DAY ALLOWANCE

Other than being part of the consolidated salary, an employee on duty outside his/her usual place of work for more than six hours shall be entitle to lunch

allowance at a rate that shall be determined by the management from time to time.

5.6.1.4) TRANSPORT ALLOWENCE

- 1) When an employee travels on official duties he/she shall be provided with either transport fare or official vehicle;
- 2) Employees on salary scales 1 and 2 shall be entitled to official transport with drivers while on duty;
- 3) When on private business, the officer in subsection 2) above may use the official vehicle and the driver so long as he/she fuels the vehicle; and
- 4) If an employee other than those in subsection 2) above uses his/her personal vehicle on official duties due to unavailability of the official vehicle, he/she shall be paid mileage allowance calculated according to the class of the vehicle as follows:

Class of vehicle	(Litres/Km)
a) Motor Vehicle above 1900cc	0.25 litres of Fuel/Km
b) Motor Vehicle 1600cc – 1899cc	0.15 litres of Fuel/Km
c) Motor Vehicle 1000cc - 1599cc	0.125 litres of Fuel/Km
d) All Motor Cycles 125cc +	0.1 litres of Fuel/Km

5.6.1.5) RESPONSIBILITY ALLOWENCE

Employees of the University such as Deans of Schools, Directors of Institutes, Heads of Department and Coordinators of programs, assigned extra responsibilities on a regular basis, shall be entitled to administrative or responsibility allowance monthly as shown below:

Responsibility Allowance:	In UGX Dollars (Shs)
Principals,	300,000 per month
Deputy Principals Deans & Directors	200,000 per month
Head of Independent Department	150,000 per month
Coordinators	100,000 per month

Value Manager	75,000 per month
Safari day allowance	10,000 per Day

5.6.1.6) OUT OF POCKET ALLOWANCE

Out of pocket allowance shall be paid to a University employees travelling to attend a fully sponsored workshop or conference on behalf of the university as follows:

Abroad (US \$)			
SAIU	1	25% of \$200	Per day
SAIU	2	25% of \$170	Per day
SAIU	3 - 4	25% of \$150	Per day
SAIU	5 - 6	25% of \$120	Per day
SAIU	7 - 9	25% of \$100	Per day

5.6.1.7) SITTING ALLOWANCE

Sitting allowance shall be paid to University officers attending specific meetings at a rate that shall be determined by the University Council from time to time.

5.6.1.8) ACTING ALLOWANCE

An employee of the university in an acting appointment shall be paid an acting allowance which shall be the difference between his/her current salary and that of the position he/she is acting.

5.6.1.9) SUPERVISION ALLOWANCE

Supervision allowance shall be paid to employees of the University for the Student's Research supervisory work especially graduate research.

5.6.1.10) AIRTIME ALLOWANCE

Airtime allowance shall be paid to some employees of the University as communication facilitation in their day-to-day work.

5.6.1.11) BAGGAGE ALLOWANCE

Baggage allowance shall be paid to employees of the University returning from studies abroad for the extra baggage he/she may be carrying.

5.6.1.12) *HOSPITALITY ALLOWANCE*

This shall be paid to top management officials for entertainment of the University guests at a rate determined by the University Council from time to time.

5.6.1.13) *INLAND TRAVEL ALLOWANCE*

This shall be paid to the University employees to meet the on land transport costs both within the country and outside the country.

5.6.1.14) *TRANSIT ALLOWANCE*

This shall be paid to employees of the university to meet other airport costs while travelling to represent the university in any for.

5.6.1.15) *TELEPHONE ALLOWANCE*

This shall be paid to specific categories of University employees to cover telephone expenses by the staff while carrying out official duties.

5.6.1.16) *WARM CLOTHING ALLOWANCE*

Warm clothing allowance shall be paid once after every three years to employees of the University travelling to countries with low temperatures.

5.6.2 *EMPLOYEE WELFARE*

The University shall contribute to the well being of its employees, which apply to specific matters. Other than housing, medical, transport and lunch allowances, which form part of the consolidated salaries, the University may provide the following welfare services to its employees.

5.6.2.1) *LEAVE COMPENSATION*

An employee of the University may be paid an extra month's salary in lieu of leave if he/she has been requested by the University not to take leave in order to attend to urgent duties. This calls for the consent of both parties for the purpose of mutual agreement.

5.6.2.2) *MEDICAL*

The University shall subscribe to an appropriate medical scheme on agreed terms and conditions of contributions approved by the University Council.

5.6.2.3) UNIVERSITY STAFF HOUSES

- 1) An employee of the university occupying a University house shall be expected to keep it in habitable condition. Costs for repair of any damage caused to the house due to negligence of an employee shall be paid by him/her;
- 2) The University reserves the right to evict an employee occupying a University house in case of gross or persistent abuse of the premises;
- 3) Monthly rent shall be determined by the University Council and shall be deducted from the employee's monthly salary;
- 4) An employee living on the University campus shall be expected to observe the security rules and regulations, including not being a nuisance to the neighbors; and
- 5) The University shall be responsible for maintaining staff houses but the occupant shall meet any damage caused to the house other than normal wear and tear.

5.6.2.4) USE OF MOTOR VEHICLES

- 1) Use of the University vehicles by staff shall strictly be for official duties;
- 2) An employee of the University with urgent need or emergency may use a University vehicle with prior permission from the Estate Manager; and
- 3) The University employees that shall be eligible to be allocated official motor vehicles for their day-to-day activities shall be determined by the University Management from time to time.

5.6.2.5) INSURANCE

In case an employee of the University gets injured or dies as a result of injuries sustained while going or leaving from or while on duty, compensation shall be paid to him/her or to his/her family members in accordance with the workers' compensation act. Cap 225, Laws of Uganda.

5.6.2.6) STAFF DEVELOPMENT

- (a) The University shall encourage its staff to develop their careers to be professionals in their field of study. Staff Development Policy and Plans shall address this;
- (b) In case the University does not offer a particular program of study in field the staff is interested, such staff member can apply to attend training outside the University provided the training is within the interest of the university;
- (c) Where the University incurs expenses to train a staff or allows a staff to attend training during official working time, the university shall bond the staff for a specific period of time as may be determined by the University Council or pay in lieu; and
- (d) It is important that a staff involved in any private study program informs the immediate supervisor or Head of Department for guidance and advice.

5.6.2.7) NATIONAL SOCIAL SECURITY FUND

National Social Security Fund contributions shall be paid in accordance with the National Social Security Fund Act, Cap.222, Laws of Uganda to all employees of the University.

5.6.2.8) GRATUITY

Any University employee who has completed one year in service shall be entitled to 30% annual gratuity of his/her annual basic salary. The annual gratuity shall be subjected to tax as a requirement by the Uganda Revenue Authority (URA).

5.6.2.9) DEATH BENEFITS

- a) In case an employee dies during the term of service, his/her legal representative shall be entitled to the wedge and any other remuneration due to the employee at the date of death;
- b) Where an employee dies at his/her work place or on the way to work place, the University shall be notified to help the immediate family of the deceased to make burial arrangement; and
- c) Where death of an employee occurred at the work place or on the way to work place or in case of death of biological child, the University shall be

required to transport the body to the place of burial and contribute to burial expenses.

5.6.2.10) A PRIZE OR AWARD

The University may in its discretion give as a reward to a staff in recognition of his/her exceptional or outstanding service and where such service falls beyond one's normal duties as shall be decided upon by the relevant committee.

5.6.2.11) SABBATICAL LEAVE

Senior Academic staff who have served for at least seven (7) years consecutively shall be eligible for a Sabbatical Leave for a period of up to one calendar year with full pay provided such leave shall be for the benefit of the University, and the University Council has approved it.

5.6.2.12) ANNUAL SALARY INCREMENT

All University employees at various categories shall be entitled to annual salary increment on percentage basis in ascending order as in section 9.2 provided:-

- (a) The employee has successfully completes the probation period and confirmed; and
- (b) The employee appraisal conducted on performance and found to be doing his/her job well.

5.7 EMPLOYEE SAFETY

All University employees shall be accorded safety and health hazard measures to promote good working environment.

5.7.1) OBLIGATIONS OF THE UNIVERSITY

The University shall provide:

- (a) A safe working environment;
- (b) Systems of work, plant and machinery that is safe and secure;
- (c) Ways to reduce hazards and risks to health;

- (d) Training on employee safety; and
- (e) Competent supervision and generally ensure that safe working practices are in place and enforced.

5.7.2) OBLIGATIONS OF THE EMPLOYEE

The employee, while at work, shall:

- (a) Take maximum precaution regarding their health and safety;
- (b) Cooperate with Management in complying with health and safety legal requirements;
- (c) Carry out lawful orders and obey all health and safety rules;
- (d) Report unsafe situations to Supervisor or Head of Department; and
- (e) Report all incidents that result in, or may have resulted in injury to the Supervisor or Head of Department.

5.7.3) WARM / PROTECTIVE CLOTHING

Notwithstanding the above the following categories of employees shall be eligible to get warm or protective clothing appropriate to the nature of work they do.

i) Security Guards/ Watchmen or Gatekeepers

- (a) These categories of employees carry out night duties and shall be entitled to Raincoats, gumboots, warm gloves and a rainproof head cup while at work;
- (b) Replacement of these items shall be done on condition that the employee returns the old piece; and
- (c) Appropriate security gadgets i.e. arrows, bows, touch, whistle shall be provided.

ii) Kitchen Staff

The head cook, cooks, waiters/waitresses shall be provided with uniforms and aprons, head cups (or appropriate uniform) and gum boots.

iii) Cleaners/Plumber/Electrical staff

These University staff shall be provided with gumboots and rubber gloves.

iv) Medical and Nursing staff

All medical staff in these categories shall be provided with and required to wear uniform while on duty.

5.7.4) COMPENSATION

The University shall abide by the provisions of the **Workers Compensation Act** currently in force.

5.8 LEAVE AND EMPLOYMENT BENEFITS

5.8.1 LEAVE POLICY

Leave shall be mandatory to all staff members of the University and shall be arranged by the heads of department or unit as and when it is deemed fit. The University shall consider the following types of leaves:

- (i) Annual leave
- (ii) Sick leave
- (iii) Maternity
- (iv) Paternity
- (v) Study leave
- (vi) Compassionate leave
- (vii) Leave without pay/unpaid leave

5.8.1.1) ANNUAL LEAVE

Subject to the provision to this section;

- 1) An employee shall, once in every calendar year, be entitled to a holiday with full pay for a period of working days taken at a time of the year as may be agreed upon by both parties;

- 2) An employee shall be entitled to a day holiday with full pay on every public holiday during the tenure of employment;
- 3) Where an employee chose to work on a public holiday, he/she shall be entitled to double payment than when he/she works on a non public holiday; and
- 4) In an event where the employee failed to report back after the expiry of his/her annual leave without written notification, such an employee shall have deemed to have absconded from duty and disciplinary action shall be taken against him/her.

5.8.1.2) SICK LEAVE

A Staff member, absent from work due to sickness or injury shall be assisted by the University by continuing to pay his/her salary in accordance with the following conditions:

- (a) A sick employee on a contract of at least three years and above shall be entitled to sick leave of up to six months with full pay provided there is medical evidence to prove sickness;
- (b) An employee on contract below three (3) years shall be entitled to sick leave of up to three (3) months with full pay provided there is medical evidence to prove sickness;
- (c) Where as an employee continues to be absent from duty due to illness or injuries, for more than six months or three months in case of junior staff in (b) above, the University shall have the right to reduce his/her salary by half for the next six or three months respectively;
- (d) In case the sickness continues for more than twelve months or six months in case of junior staff, then University Council shall be called upon to determine the fate of the sick employee; and
- (e) If the University Council decides to terminate the employment of such employee, he/she may be put on a disability plan on medical grounds with normal terminal benefits at his/her salary scale.

5.8.1.3) MATERNITY LEAVE

- 1) A female employee shall, as a consequence of pregnancy, have the right to a period of sixty working days leave from work on full wages hereafter referred to as “maternity leave”, of which at least four weeks shall follow the childbirth or miscarriage;
- 2) A female employee who becomes pregnant shall have the right to return, to the job she held immediately before her maternity leave; and
- 3) In the event of sickness arising out of pregnancy or confinement, affecting the mother or the baby, and making the mother return to work inadvisable, the right to return mentioned in subsection 2) shall be available within eight weeks after the date of childbirth or miscarriage.

5.8.1.4) PATERNITY LEAVE

- 1) A male employee shall, immediately after the delivery or miscarriage of a wife, have the right to a period of four working days’ leave from work yearly herein referred to as paternity leave;
- 2) An employee referred to in subsection 1) shall be entitled to the payment of his full wages during the said paternity leave; and
- 3) A male employee shall, after the paternity leave, have the right to return to the job which he held immediately before paternity leave.

5.8.1.5) STUDY LEAVE

- 1) As part of capacity building the University shall grant a study leave to its employee with or without pay depending on an application for permission and evidence for admission into the study program;
- 2) Study leave shall be granted to an employee of the University for a period not exceeding the period of the training program;
- 3) The university shall have the right to bond an employee on study leave after completion of study for the same period of the training program;
- 4) In an event that subsection 3) is violated, the employee shall be demanded to pay the expenses incurred on his/her studies by the University before leaving service; and
- 5) Study leave shall be approved by the Vice Chancellor on the recommendation of the Senate in case of academic staff.

5.8.1.6) COMPASSIONATE LEAVE

- (a) Compassionate leave shall be granted to an employee in case of death or serious illness of a family member as follows:
- | | |
|---|--------|
| (i) Sickness of a spouse or a child or a parent | 7 days |
| (ii) Death of a child or a spouse or a parent | 7 days |
| (iii) Death of a sister or a brother | 3 days |
- (b) Compassionate leave may also be given for other reasons as the Management may decide;
- (c) Leave that exceeds the above prescribed periods shall be deducted from the employee's annual leave; and
- (d) It should be noted that continued leave beyond the prescribed period shall be considered as "unpaid leave" and if it extends further to the detriment of the University normal functioning, the employee shall be advised to terminate his/her services.

5.8.1.7) SPECIAL LEAVE

This shall be granted by the Vice Chancellor to an employee for a period not exceeding six months to carry out special duties that shall benefit the University.

5.8.1.8) LEAVE WITHOUT PAY

Leave without pay may be taken for a justified cause for a period not exceeding six months with the approval of the Vice Chancellor or any other person authorized by the Vice Chancellor.

PART SIX

6.0 TENURE OF SERVICE FOR ACADEMIC AND ADMINISTRATIVE STAFF

The University tenure of employment shall be on contractual basis.

6.1 ACADEMIC STAFF

All academic staff appointments of SAIU shall be on contracts as follows.

(a) Teaching Assistant

- (i) This is a special category of academic staff recruited from among the very good graduates of SAIU or from other accredited universities with either first class or upper second honours degrees;
- (ii) As part of staff development, such academic staff is expected to pursue a postgraduate program in an accredited university while handling work assigned to him/her by the Head of Department or Faculty Dean;
- (iii) The University shall demand both progress and performance report on every staff on staff development annually; and
- (iv) On completion of the postgraduate program he/she shall be recommended to the Appointments and Staff welfare Board for consideration of appointment to the next level of Assistant lecturer.

(b) Assistant Lecturer/Assistant Research Fellow

- (i) A person, who holds a Masters degree from a recognized university, shall be eligible for appointment as Assistant Lecturer or Assistant Research Fellow for a three (3) years renewable contract; and
- (ii) After serving the University for a period of time and showing career progression in academic and research, with at least three (3) publications in international academic journals, he/she shall be eligible for promotion to a position of Lecturer after vetting.

(c) Lecturer/Research Fellow

- (i) A person, who holds a PhD or Masters in Clinical discipline from a recognized university shall be eligible for appointment as a Lecturer for a four year renewable contract basing on performance;
- (ii) Staff appraisal shall be done by the Head of Department, academic staff themselves and students for the purpose of self improvement; and
- (iii) A Lecturer having demonstrated academic growth through research, publication of at least six (6) articles in international academic journals shall be eligible for promotion to a position of Senior Lecturer upon vetting.

(d) Senior Lecturer/Senior Research Fellow

- (i) A person, who holds a PhD or Masters in Clinical discipline from a recognized university shall be eligible for appointment as a Senior Lecturer for a four year renewable contract upon vetting; and
- (ii) A Senior Lecturer who has demonstrated career growth in research and published at least ten (10) articles in international academic journals with experience of supervising postgraduate students and other members of staff shall be eligible for promotion to the position of Associate Professor upon vetting.

(e) Associate Professor/Associate Research Fellow

- (i) A person, who holds a PhD or Masters in Clinical discipline from a recognized university shall be eligible for appointment as Associate Professor for a four year renewable contract basing on performance; and
- (ii) Associate Professor who has demonstrated career growth in research and published at least twenty one (21) articles in international academic journal with experience of supervising postgraduate students and other members of staff shall be eligible for promotion to a position of Professor.

(f) Professor/Research Professor

- (i) A person, who holds a PhD or Masters in Clinical discipline from a recognized university shall be eligible for appointment as a Professor for a four year renewable contract basing on performance; and

- (ii) A Professor should be competent to supervise postgraduate students, other members of staff and ability to shoulder administrative duties.

6.2 ADMINISTRATIVE STAFF

Like the academic staff, the administrative staff appointment of SAIU shall be contractual based on qualifications and experience as follows.

6.2.1 SENIOR ADMINISTRATIVE STAFF

(a) The Vice Chancellor (VC)

The Vice Chancellor shall:

- (i) Be the Chief Executive Officer of the University;
- (ii) Be appointed by the Chancellor on recommendation of the University Council for a five (5) year renewable contract;
- (iii) Be responsible for the implementation of all policy issues in respect of academic, administrative and financial matters;
- (iv) In the absence of the Chancellor, preside at ceremonial assemblies of the university and confer degrees and other academic titles and distinctions of the University; and
- (v) Hold an appropriate qualification for a university headship as may be provided for in the University and Other Tertiary Institutions Act, 2001 as amended.

(b) The Deputy Vice Chancellor (DVC)

The Deputy Vice-Chancellor shall:

- (i) Be appointed by the Chancellor on recommendation of the Senate with approval of the University Council for a five year renewable contract;
- (ii) Be chosen from among the Senior staff of the University;
- (iii) Assist the Vice-Chancellor in performing his/her functions in regard to academic affairs, planning and development of the University; and
- (iv) Hold an appropriate qualification as the Vice Chancellor.

(c) Registrar and Secretary(RS)/

The Registrar and Secretary shall:

- (i) Be appointed by the University Council on recommendation of the Appointments and Staff Welfare Board for a five (5) year renewable contract;
- (ii) Be responsible to the Vice-Chancellor and assist the Deputy Vice Chancellor in administration and organization of all academic matters including examinations, research and publication;
- (iii) Be responsible for the general administration of the University including the custody of the Seal and administration of its assets;
- (iv) Be the Secretary to the University Council and Senate and shall provide secretarial services to all the Committees thereof and the Advisory Board; and
- (v) Be a Masters Degree or PhD holder in the relevant academic area with a minimum of five years experience in the administration of higher education institution.

(d) The University Chief Operating Officer (UCO)

The University Chief Operating Officer shall:

- (i) Be appointed by the University Council on recommendation of the Appointment and Staff Welfare Board for a five (5) year renewable contract;
- (ii) Be responsible for financial administration and planning of the University and maintenance of University accounts;
- (iii) Be responsible to the Vice Chancellor and University Secretary; and
- (iv) Be a Masters Degree holder in relevant academic area or professional qualification with a minimum of five years experience in the financial administration of a higher education institution.

(e) University Librarian (UL)

The University Librarian shall:

- (i) Be appointed by the University Council on recommendation of the Appointments and Staff Welfare Board for a five (5) year renewable contract;
- (ii) Be responsible for the development, control, management and coordination of all library and information services of the University;
- (iii) Be responsible to the Vice Chancellor; and
- (iv) Be a Masters Degree or PhD holder in the relevant academic area with a minimum of five years experience in the administration of higher education Library.

(f) The Director, Human Resources (DHR)

The Director, Human Resources shall:

- (i) Be appointed by the University Council on recommendation of the Appointments and Staff Welfare Board for a five (5) year renewable contract;
- (ii) Be responsible for the implementation of the employment policy and staff development plan;
- (iii) Be responsible to the Vice Chancellor and liaise with the Appointments and Staff Welfare Board in updating the human resource needs of the University;
- (iv) Act as a Secretary to the Appointments Board; and
- (v) Be a Masters Degree or PhD holder in the relevant academic area with a minimum of five years experience in the Human Resource administration of higher education institution.

(g) The Dean of Students (DS)

The Dean of Students shall:

- (i) Be appointed by the University Council on recommendation of the Appointments and Staff Welfare Board for a five (5) year renewable contract;
- (ii) Be responsible for the welfare of students;
- (iii) Be responsible to the Vice Chancellor; and

- (iv) Be a Masters Degree or PhD holder in the relevant academic area with a minimum of five years experience in the administration of higher education institution.

(h) Director of Investments and Business Management (DIBM)

The Director of Planning and Resource Mobilization shall:

- (i) Be appointed by the University Council on recommendation of the Appointments and Staff Welfare Board for a five (5) year renewable contract;
- (ii) Be responsible for resource mobilization and strategic planning of the university;
- (iii) Be responsible to the Vice Chancellor; and
- (iv) Be a Masters Degree or PhD holder in the relevant academic area with a minimum of five years experience in higher education planning.

(i) Internal Auditor (IA)

The Internal Auditor shall:

- (i) Be appointed by the University Council on recommendation of the Appointment and Staff Welfare Board for a four (4) year renewable contract;
- (ii) Be responsible for financial audits of the University to ensure value for money;
- (iii) Be responsible to the University Bursar; and
- (iv) Be a Masters Degree holder in the relevant academic area or Professional qualification with a minimum of five (5) years experience in financial audits of higher education institution.

(j) Chief Accountant

The Chief Accountant shall:

- (i) Be appointed by the University Council on recommendation of the Appointment and Staff Welfare Board on a four (4) year renewable contract;

- (ii) Be responsible to the University Bursar and assist the University Bursar in performing his/her function of financial administration and planning of the University and maintenance of the University accounts; and
- (iii) Be a Masters Degree holder in the relevant academic area or professional qualification with a minimum of five (5) years experience in financial administration of higher education institution.

(k) The Public Relations Officer (PRO)

The Public Relation Officer shall:

- (i) Be appointed by the University Council on recommendation of the Appointment and Staff Welfare Board for a four (4) year renewable contract;
- (ii) Be responsible for publicity and maintenance of good image of the University;
- (iii) Be responsible to the Vice Chancellor; and
- (iv) Be a Masters Degree holder in the relevant academic area with a minimum of five (5) years experience in public relation of higher education institution.

(l) The University Chaplain (UC)

The University Chaplain shall:

- (i) Be appointed by the University Council on recommendation of the Appointment and Staff Welfare Board for a four (4) year renewable contract;
- (ii) Be responsible for spiritual wellbeing of both students and staff and organize church services;
- (iii) Be responsible to the Vice Chancellor; and
- (iv) Be a Masters Degree or PhD holder in the relevant academic area with a minimum of five (5) years experience in chapel administration.

(m) The Estates Officer (EO)

The Estate Officer shall:

- (i) Be appointed by the University Council on recommendation of the Appointments and Staff Welfare Board for a four (4) year renewable contract;
- (ii) Be responsible for the maintenance of the campus grounds, buildings, power and water supplies, and the University farm;
- (iii) Be responsible to the Vice Chancellor; and
- (iv) Be a Masters Degree holder in the relevant academic area with a minimum of five (5) years experience in estate administration of higher education institution.

(n) The Legal Officer (LO)

The Legal Officer shall:

- (i) Be appointed by the University Council on recommendation of the Appointment and Staff Welfare Board for a four (4) year renewable contract;
- (ii) Be responsible for all legal matters of the University and represent the University in the court of law;
- (iii) Be responsible to the Vice Chancellor; and
- (iv) Be a Masters Degree holder in the relevant academic area with a minimum of five (5) years experience in Legal work in higher education institution.

(o) University Senior Medical Officer (USMO)

The Senior Medical Officer shall:

- (i) Be appointed by the University Council on recommendation of the Appointment and Staff Welfare Board for a four (4) year renewable contract;
- (ii) Be responsible for health care and services of the University;
- (iii) Be responsible to the Vice Chancellor; and

- (iv) Be a Masters Degree holder in medicine with a minimum of five (5) years experience in the medical practice.

6.2.2 SENIOR ACADEMIC STAFF AND THEIR ADMINISTRATIVE RESPONSIBILITIES

(a) School Deans, Directors of Institutes

The School Deans and Directors of Institutes shall:

- (i) Be appointed by the University Council from among the Senior Academic staff on recommendation of the Senate and approval of the Appointments and Staff Welfare Board for a four (4) year renewable contract once;
- (ii) Be responsible for administration, planning and developing new academic programs and research activities for their respective faculties, schools and institutes;
- (iii) Be responsible to the Deputy Vice Chancellor and Registrar; and
- (iv) Hold appropriate qualifications with a minimum of five (5) years experience in supervising students and other members of staff.

(b) Heads of Department (HoD)

The Heads of Department shall:

- (i) Be appointed by the University Council from among the Senior Academic Staff on recommendation of the Senate and approval of the Appointments and Staff Welfare Board for a Three (3) year renewable contract once;
- (ii) Be responsible for administration, teaching and supervision;
- (iii) Be responsible to the Dean of the faculty or Director of school or institute; and
- (iv) Hold appropriate qualifications with a minimum of five (5) years experience in supervising students and other members of staff.

(c) Course, Programme and or Examinations Coordinator

The Program and or Examination coordinator shall:

- (i) Be appointed by the Dean of a Faculty or Director of a School/Institute or Principal of a College on recommendation of the College Committee for a four (4) year renewable contract;
- (ii) Be responsible for coordination of program or curriculum development, examinations, timetabling and recess;
- (iii) Be responsible to the Dean of Faculty or Principal of a College or Director of a School/Institute; and
- (iv) Hold appropriate qualifications with five (5) years experience of program or examination coordination.

6.2.3 MIDDLE ADMINISTRATIVE STAFF

(a) Assistant Accountant

Assistant accountant shall:

- (i) Be responsible to the University Bursar and assist the University Bursar in performing his/her function of financial administration and planning of the University and maintenance of the University accounts;
- (ii) Be appointed for a three (3) years renewable contract; and
- (iii) Hold a bachelor degree or diploma in relevant field with five (5) years experience in accounting.

(b) The Hall Wardens

The Hall Warden shall:

- (i) Be responsible to the University Secretary and work in liaison with the Dean of Students on students welfare and maintenance of halls of residence;
- (ii) Be appointed for a three (3) years renewable contract; and
- (iii) Hold a bachelor degree or diploma in relevant field with five (5) years experience in higher education hall administration.

(c) The Security Officer

The Security Officer shall:

- (i) Be responsible for the security and safety of the University employees on campuses, students and property;
- (ii) Be responsible to the University Secretary;
- (iii) Be appointed for a three (3) years renewable contract; and
- (iv) Hold a bachelor degree or diploma in relevant field with at least three (3) years experience in security management.

(d) Administrative Assistants

Administrative Assistant shall:

- (i) Be responsible for the day-to-day administrative matters of the University such as timetabling, claims preparation, examination record keeping, monitor attendance of lecturers among others;
- (ii) Be responsible to the University Secretary and liaise with Registrar & Secretary or Deans of Faculties in carrying out administrative work;
- (iii) Be appointed for a three (3) years renewable contract; and
- (iv) Hold a bachelor degree or diploma in relevant field with five (5) years experience in higher education administrative work.

(e) Technicians

Technician shall:

- (i) Be responsible for maintenance and repairs of all installations, including computers, set and conduct laboratory practical;
- (ii) Be responsible to Heads of Department or Unit;
- (iii) Be appointed for a three (3) years renewable contract; and
- (iv) Hold a bachelor degree or diploma in relevant field with three (3) years experience in higher education technical work.

(f) Assistant Estates Officer

Assistant Estate Officer shall:

- (i) Be responsible to the University Secretary and work in liaison with Estates Officer in the maintenance of University property including equipment, buildings and compound;

- (ii) Be appointed for a three (3) year renewable contract; and
- (iii) Hold a bachelor degree or diploma in relevant field with at least three (3) years experience in higher education estate management.

(g) Senior Nursing Officer

Senior Nursing Officer shall:

- (i) Be responsible to the Senior Medical Officer and assist him/her in the provision of health care and services to employees and students of the University including supervision of nursing staff and other paramedical staff;
- (ii) Be appointed for at least three (3) years renewable contract; and
- (iii) Hold a bachelor degree or diploma in relevant field with at least three (3) years experience in health care management.

6.2.4 SUPPORT STAFF

The support staff provides support services to various departments of the University to facilitate the three core functions of the University (teaching and learning, research and publication and community service). These are:

(a) Personal Secretaries

Personal secretaries shall:

- (i) Be responsible to their immediate Executives and he/she does all secretarial duties and ensure safe custody of all documents both confidential and non-confidential as well as ensuring that documents are dispatched to the right destinations; and
- (ii) Hold a bachelor degree or diploma in Secretarial Studies with at least three (3) years experience in secretarial work.

(b) Secretaries

Secretaries shall:

- (i) Be responsible to the section head and in performing his/her secretarial duties, disseminate all documents, and provide safe custody for such documents; and

- (ii) Hold a bachelor degree or diploma in Secretarial Studies with at least three (3) years experience in secretarial work.

(c) Accounts Assistant

Account Assistant shall:

- (i) Be responsible to the University Bursar and assist the Bursar in preparation, posting and reconciliation of books of accounts; and
- (ii) Hold a bachelor degree or diploma in accountancy with at least three (3) years experience in accounting work

(d) Domestic Storekeeper or Catering Officer

Domestic Storekeeper of Catering Officer shall:

- (i) Be responsible to the University Secretary and is responsible for procurement and storage of food, and giving out adequate daily rations; and
- (ii) Hold a diploma in Storekeeping or Catering with at least three (3) years experience in storekeeping or catering services.

(e) Custodian

The custodian shall:

- (i) Be responsible to the Warden and assist the Warden in his/her responsibility of overseeing the University property in the halls of residence and student's welfare; and
- (ii) Hold a diploma in the relevant field with at least three (3) years experience in custodian work.

(f) General Storekeeper

General Storekeeper shall:

- (i) Be responsible to the Estate Officer as a custodian of all University equipment and its record and advises the Estates Officer on the procurement of new equipment in liaison with user departments, servicing and replacement of equipment; and
- (ii) Hold a bachelor degree or diploma in relevant field with at least three (3) years experience in general storekeeping.

(g) Head Cook or Steward

Head Cook or Steward shall:

- (i) Be responsible to the Dean of Students and assist the Dean of Students in the provision of student's welfare and supervises the waiters and waitresses; and
- (ii) Hold a diploma in catering with at least three (3) years experience in catering.

(h) University Carpenter

Carpenter shall:

- (i) Be responsible to the Estate's Officer and he/she is responsible for all the University carpentry work, maintenance and repair of furniture; and
- (ii) Hold a diploma in Carpentry and Joinery with at least three (3) years experience in Carpentry and Joinery services.

(i) University Plumber

University Plumber shall:

- (i) Be responsible to the Estate's Officer and he/she is responsible for the maintenance of water and sewerage equipment and all related systems; and
- (ii) Hold a diploma in plumbing with at least three (3) years experience in plumbing services.

(j) Library Assistants

Library Assistant shall:

- (i) Be responsible to the University Librarian in provision of library services such as cataloguing, classifying, demarcating sections and recording; and
- (ii) Hold a diploma in Library and Information Sciences with at least three (3) years experience in library services.

(k) Library Attendant

Library Attendant shall:

- (i) Be responsible to the University Librarian and in provision of library services such as lending and borrowing of books, stocktaking, referencing and indexing; and
- (ii) Hold a diploma in Library and Information Sciences with at least three (3) years experience in library services.

(I) Office Attendants/Lab Attendants/Messengers

Office Attendant/Laboratory Attendant/Messenger shall:

- (i) Be responsible to respective heads of department or unit in provision of services such as cleanliness and safety of offices and laboratories; and
- (ii) Hold a diploma or certificate in relevant field with at least three (3) years experience in office attendant, laboratory attendant and messenger.

PART SEVEN

7.0 POLICIES ON PERSONAL CONDUCT AND INTEGRITY

7.1 CODE OF CONDUCT

An employee of SAIU shall be expected to:

- (a) Acknowledge the vision, mission, objects and philosophy of the University;
- (b) Have a proven record of responsible academic or administrative assignments;
- (c) Be a team player with inter personal skills and ability to work with colleagues and clients (students among others);
- (d) Be loyal and committed to the University;
- (e) Have integrity, self control, good morals and confidentiality; and
- (f) Show potential for academic and professional growth and ability to contribute to the University's image and development.

7.2 ETHICS

- 1) The University shall require its employee to exercise the highest ethical standards and conform to code of conduct compatible with the University's mission and values; and
- 2) An employee of SAIU shall not get involved in activities that bring conflict of interest between the employee and the University.

7.3 OTHER EMPLOYMENT OR PRIVATE PRACTICE

- 1) An employee of the University shall be expected to devote his/her entire official working hours to the University service;
- 2) The Vice Chancellor or an authorized Senior Officer shall approve all activities or engagements performed outside the University within official working hours from time to time; and

- 3) Disciplinary action shall be taken against an employee who violates subsection 2) by the appointing authority.

7.4 CONFLICT OF INTEREST AND ACCEPTING GIFTS

- 1) The University shall not interfere with an employee personal or private business except when such activity interferes with his/her work. This shall call for an employee of the University to declare other engagements or businesses elsewhere to guide the appointing authority on the way forward;
- 2) Acceptance of gifts or commissions from any company or firm doing or seeking to do business with the University shall not be allowed. Failure to observe this shall call for disciplinary action against an employee by the appointing authority;
- 3) No employee of the University shall be allowed to engage in business with the University unless the Vice Chancellor or University Council grants special permission to such an employee; and
- 4) Use of the University property for personal gain without authority shall not be allowed. In case it happened and there is a break down, such an employee shall be responsible to repair or replace the University property.

7.5 PUBLIC RELATIONS

- 1) All University employees are expected to portray a good image of the University through their character and conduct;
- 2) Employees of the University shall be expected to treat all clients of the University with respect and courtesy at all times;
- 3) The University employees shall guard against irresponsible utterances in print or electronic media or public speech on matters relating to the University; and
- 4) The Public Relation Officer (PRO) shall be the spoke person of the University.

7.6 INTERPERSONAL STAFF RELATIONSHIPS AND RESOLUTION OF CONFLICTS AMONG STAFF

- 1) The University shall believe in honest neighborly relations and peaceful resolution of all the internal conflicts among its employees in order to promote harmony and maximize productivity;
- 2) In view of subsection 1), employees of the University shall be expected to treat each other with respect irrespective of their gender, race, rank, status, ethnicity and religious affiliation; and
- 3) Any form of grievance between employees of the University shall be reported to the supervisor who may refer it to regular staff meetings or Disciplinary Committee depending on the level of grievance.

7.7 DRESS CODE

All employees of the University shall be expected to dress decently, that is smart, clean, and sexually unprovocative.

7.8 SECRECY OF UNIVERSITY INFORMATION

- 1) All employees of the University shall be expected to respect the University information system and ensure that confidential or classified information are kept without leakages; and
- 2) In an event that an employee leak out confidential or classified information of the University without authority from the University Council or the Vice Chancellor, disciplinary action shall be taken against such employee.

7.9 SWEARING OATH OF SECRECY

- 1) All employees appointed to serve the University shall, during induction, swear Oath of Secrecy and Allegiance; and
- 2) The Oath of Secrecy shall be administered by the Director, Human Resources or an official to whom the Director, Human Resources has delegated this authority.

PART EIGHT

8.0 DISCIPLINARY RULES AND PROCEDURES

DISCIPLINARY COMMITTEE

- 1) There shall be a Disciplinary Committee or Tribunal, which shall draw its members from the University Council and the Senate; and
- 2) The Committee or Tribunal shall use the University Disciplinary Rules and Procedures to discipline its employees.

8.1 OBJECTIVE

- 1) In the interest of good morale and operational efficiency, all employee of the University shall be required to fully comply with the duties and responsibilities assigned to them from time to time;
- 2) The objective shall be to set down rules and procedures for disciplining employees of the University prejudice to the maintenance of standards; and
- 3) In light of natural justice, an employee shall be given opportunity to be heard by the appropriate authority to facilitate fair and sound decision making affecting his/her fate.

8.2 PROCEDURE

a) Warnings and Dismissal

- 1) A verbal warning shall be given by the Head of Department (HoD) to the employee whose conduct or performance is found to be unsatisfactory. This warning shall be confirmed in writing and details of it shall be filed in the staff's file;
- 2) Failure to respond to subsection 1), a written warning shall be given to the employee or suspension on half pay for a period not exceeding three months; and
- 3) If the employee fails to reform after all the warnings, his/her services shall be terminated. The termination letter shall give details of the misconduct

and all the disciplinary steps taken by the administration before termination or dismissal.

b) Suspension and Dismissal

- 1) The University reserves the right to suspend its employee on grounds of gross misconduct or incompetency at any time without notice;
- 2) In case of alleged misconduct, the employee shall be suspended from office to pave way for investigation;
- 3) Following the investigations, the employee shall be given opportunity defend him/her self and saw case why he/she should not be dismissed; and
- 4) Depending on the results of the investigation, The University Disciplinary Committee (UDC) shall take appropriate decision either to dismiss or re-instate the officer in writing.

c) General Provisions

- 1) An employee shall not be dismissal on the first offence with exception of gross misconduct where a court action shall be taken against the employee by the University; and
- 2) Warnings on misconduct of an employee shall be issued by the HoD.

8.3 DISMISSAL

Dismissal shall be done by the appointing authority as follows:

- a) With notice;
- b) With pay in lieu of notice; and
- c) In cases of gross misconduct, summarily (without notice) and without pay.

8.4 SPECIFIC APPLICATIONS

Without prejudice to the general provisions given above, the following are examples of the types of behavior, which may result in disciplinary action.

a) Behavior which shall result in a warning

- 1) Unsatisfactory timekeeping, including arriving late, leaving before normal closing time, failing to resume work after permitted breaks: in all cases, without permission or instruction;
- 2) Absenteeism from work during the working hours without prior permission or instruction. However, these exclude abrupt sickness or injury;
- 3) Poor work output below the expected standard; and
- 4) Insubordination, including insolence or refusal to carry out instructions.

b) Behavior which shall result in instant dismissal

- 1) Engaging in any other business or occupation, which may bring conflict of interest with the University without prior permission;
- 2) Purchasing of goods and services on behalf of the University without prior authorization;
- 3) Intoxication, including alcoholism or addictive drugs which may impair the employee's ability to perform his/her duties;
- 4) Disclosing of confidential information without permission from the University authority;
- 5) Making destructive statements to the media about the University or its activities;
- 6) Physical violence, actual or threatened;
- 7) Theft or other indictable criminal or gross offence;
- 8) Malicious or willful damage to property belonging to the University or its local partners or to other employees;
- 9) Removing from premises occupied by the University, or for which it is responsible any property of the University or of its partners or employees without the expressed authority of the owner;
- 10) Dishonesty in awarding grades or marks to students, or other forms of dishonesty committed by any employee;
- 11) Conviction and or imprisonment on criminal offences;

- 12) Engaging or igniting riots or any other illegal assembly, disorderly conduct and sexual impropriety or any other behavior which damages the image of the University;
- 13) Involvement in cult, witchcraft or embracing any unrecognized faith, which is in conflict with the University basic philosophy and mission;
- 14) Willful failure to comply with lawful orders or terms and conditions of service; and
- 15) Sexual harassment of colleague or student.

Notwithstanding the foregoing provisions, if in the opinion of the University, the employee's behavior amounts to gross misconduct, the same shall be summarily dismissed without notice, nor being financially compensated.

8.5 AMENDMENTS

The Human Resources Manual shall be subjected to amendment from time to time and the new version shall be approved by the University Council.

8.6 STAFF GRIEVANCES

8.6.1 OBJECTIVE

- 1) This Human Resources Manual shall be used to solve all grievances among the employees of the University; and
- 2) The University shall respond to employee's grievances with the objectives to:
 - a) Handle complaints and conflicts effectively and efficiently as they arise;
 - b) Minimize incidents of serious disciplinary action such as termination of employment, summary dismissal or litigation; and
 - c) Create harmony, a healthy working environment, maintain employee's morale and ensure maximum productivity.

8.6.2 HANDLING OF GRIEVANCES

- 1) An employee with grievance shall present it in writing to the HoD for resolution;
- 2) In an event that the HoD fails to resolve the grievance, he/she shall referred such grievance to the Director, Human Resources who shall handle it in consultation with the HoD;
- 3) In case the Director, Human Resources failed to handle the grievance; he/she shall refer it to the Deputy Vice Chancellor for settlement; and
- 4) When subsection 3) above fails, then the grievance shall be referred to the Staff Tribunal for settlement within fourteen days.

PART NINE

9.0 STAFF GRADING AND RENUMERATION STRUCTURE

9.1 POSITIONS, QUALIFICATIONS AND SALARY SCALES

Pay Grades (Salary Scales)	Established Job Position at SAIU	Minimum Entry Qualifications	Minimum Pay (UGX)	Maximum Pay (UGX)
SAIU 1	Vice Chancellor	At least PhD or masters degree from a recognized institution with fifteen (15) years of experience at a Senior Level in higher education institution. Must have sound academic, administrative and managerial experience and a person with unquestionable integrity.	7,500,000	12,000,000
SAIU 2	Deputy Vice Chancellor	At least a PhD or masters degree from a recognized institution with fifteen (15) years of experience at Senior Level in higher education institution. Must have academic, administrative, managerial and research experience.	6,500,000	8,500,000

SAIU 3	Professors, University Secretary, University Librarian, Registrar & Secretary, Directors, Principals, Deans and Quality Assurance Coordinator	At least a PhD or masters degree from a recognized institution. Professors, University Librarian, Directors and Deans should have at least ten (10) years of experience; Personal integrity and good public relation. Must have experience in research and done publications.	6,000,000	7,500,000
SAIU 4	Associate Professor, Dean of Students, University Bursar, University Chaplain, Deputy University Librarian Public Relations Officer and Legal Officer	At least a PhD or relevant masters and professional qualifications such as ACCA or CPA. Must have administrative and managerial experience in higher education institution for at least ten (10) years.	4,500,000	6,500,000
SAIU 5	Heads of Department, Senior Librarian, Chief Accountant Internal Auditor, Senior Medical Officer, Senior Assistant Registrar, Senior Assistant Public Relations Officer, Senior Lecturer and ICT	At least PhD or relevant masters degree from a recognized institution. Must have at least eight (8) years experience in administration, lecturing, research and publication.	3,250,00	5,350,000
SAIU 6	Lecturer, Accountant, Estate Officer, Counsellor, Value Manager	At least a relevant masters degree or PhD from a recognized institution. Must have at least five (5) years experience in administration, lecturing, research and publication.	1,800,000	3,150,000

SAIU 7	Senior Technician, Hall Wardens, Sports Tutor, Computer Programmer, Research Officer, Manager, Senior Farm Manager, Senior Assistant Librarian, Senior Assistant Estates Officer, Senior Procurement Officer, Senior Nursing Officer, Assistant Lecturer, Assistant Accountant and Administrative Officer	At least a relevant degree or diploma from a recognized institution. Must have five (5) years experience in the relevant field.	1,200,000	2,000,000
SAIU 8	Technician, Senior Personal Secretary, Senior Transport Officer, Assistant Farm Manager, Assistant Librarian, Senior Assistant Estates Officer, Nursing Officer, Procurement Officer, Senior Security Officer and Front Desk Officer	At least a relevant degree or diploma from a recognized institution. Must have three (3) years experience in the relevant field.	800,000	1,150,000

SAIU 9	Security Officer, Assistant Technician, Graduate Assistant, Administrative Assistant, Transport Officer, Senior Storekeeper, Cashier, Hall Custodian, Personal Secretary, Assistant Estates Officer	At least a relevant degree or diploma from a recognized institution. Must have three (3) years experience in the relevant field.	400,000	785,000
SAIU 10	Secretary, Accounts Clerk, Steward, Caterer, Senior Carpenter, Senior Plumber Custodian, Assistant Security Officer, Library Attendant, Senior Driver, Head Cook, Head Waiter, and Storekeeper.	At least a relevant degree or diploma from recognized institution. Must have three (3) years experience in the relevant field.	300,000	400,000
SAIU 11	Assistant Storekeeper, Senior Cook, Farm Assistant, Assistant Security Officer, Artisan/Plumber, Carpenter, Driver and Waiter	At least relevant diploma or certificate from a recognized institution. Must have three (3) years experience in the relevant field.	250,000	300,000
SAIU 12	Watchmen, Messenger, Office Attendant, Xerox Operator, Gardener, Guards and Cooks	At least a relevant diploma or certificate from a recognized institution. Must have three (3) years experience in the relevant field.	200,000	250,000

9.2 CLASSIFICATION OF APPOINTMENTS

- 1) All appointments from scales 1 – 10 shall be on contract and renewable on mutual agreement.
- 2) Contracts shall be classified as indicated below and at the end of each year in service; an employee on contract shall be entitled to a gratuity at a rate of 30% of his/her basic salary. The University employees on salary scales 11–13 shall be entitled only to the National Social Security Fund (NSSF) privileges.
 - (a) Scales SAIU 1 – 5 a contract of 5 years
 - (b) Scales SAIU 6 – 7 a contract of 4 years
 - (c) Scales SAIU 8 – 10 a contract of 3 years
 - (d) Scales SAIU 11 – 12 Casual workers

Note: annual incremental rate for the various categories of employees shall be charged on basic salary as follows:

- (a) SAIU 1 – 2 = 2.5%
- (b) SAIU 3 – 5 = 5%
- (c) SAIU 6 – 9 = 7.5%
- (d) SAIU 10 – 12 = 10%

PART TEN

10.0 PERFORMANCE MANAGEMENT

10.1 GENERAL PROVISIONS

- (a) Performance Management shall be a continuous process involving agreement on the performance targets, formulating strategies to achieve the targets, evaluation and review of performance and agreeing on new targets with an employee's supervisor;
- (b) Performance Management shall aim at improving the outputs of employees at the University;
- (c) Performance Management reports shall form a basis for determining performance gaps, training needs, promotion, rewards, review of job designs, and disciplinary action;
- (d) Performance Management shall be very critical for the employees to achieve the University objects; and
- (e) The Performance Management cycle shall be summarized in Table 1 below.

TABLE 1: THE PERFORMANCE MANAGEMENT CYCLE

MONTHS OF THE PERFORMANCE YEAR	PERFORMANCE MANAGEMENT ACTIVITY
1	Reviewing and Setting targets
2-5	Implementation (Phase I)
6	Mid-term review and adjustment of targets
7-10	Implementation (Phase II)
11	Appraisal
12	Feedback

10.2 APPRAISAL

- (a) Appraisal shall be a key tools in Performance Management;
- (b) It shall be conducted in transparent and participatory way involving the employees, peers, supervisors and students;
- (c) It is mandatory for an employee to get feedback of appraisal from his/her immediate supervisor;
- (d) The employees appraisal reports shall be submitted through Heads of Department to the Director, Human Resources by the employees supervisor; and

- (e) On the basis of the employees appraisal reports the appointing authority or Director, Human Resources shall take appropriate action, including but not limited to: promotion, training, termination of contract, transfer, recognition, special awards, and disciplinary proceedings among others.

10.3 APPRAISAL INSTRUMENTS

Standardized employee's appraisal form shall be developed and used for appraising University employees in various categories.

10.4 APPRAISAL INTERVAL

All University employees shall be apprised once a year. However, the employee's supervisor may conduct appraisal any time when he/she feels it is necessary.

10.5 PARTICIPATION

- (a) The employees, supervisors, line managers, HR personnel and University Management shall be duty bound to participate in the appraisal process;
- (b) In case an employee has grievances on the appraisal process, he/she shall present it in writing to the Director, Human Resources;
- (c) The Director, Human Resources after consultation with the complainant's Head of Department/Unit shall handle the grievances and bring it to logical conclusion or present it to responsible Committee appointed by the Vice Chancellor; and
- (d) Where such an employee in (b) above has grievances on the appraisal process with the Director, Human Resources, he/she shall present it in writing to the Vice Chancellor.

10.6 RECOGNITION AND AWARDS

- (a) As a means of motivating employees, the University shall encourage research, publication and innovation attracting rewards as recognition through appropriate developed scheme; and
- (b) The Directorate of Human Resources shall coordinate the formulation of the frameworks for determining excellence attracting recognition and awards across the different occupation categories.

PART ELEVEN

11.0 DEATH OF AN EMPLOYEE

General Provisions

- 1) When death of an employee, spouse or child occurs, the Vice Chancellor shall be informed;
- 2) In case the death occurred to an employee of the University, a copy of death certificate shall be required by the University for processing death gratuity benefits;
- 3) In case death occurs any where else other than in a health facility, the Chairman Local Council (LC 1) shall issue a death certificate or stamped letter for that purpose;
- 4) Where an employee dies at the place of work, the employer shall notify the employee's next of kin or legal representatives;
- 5) The University shall contribute towards the burial expenses a sum of money to be determined by Council from time to time;
- 6) The University may provide other funeral costs including a coffin, burial materials and transportation of the body for burial;
- 7) The University shall also provide transport for the family of the deceased together with personal effects to the place of origin if the deceased was occupying a University house;
- 8) The spouse and surviving dependants shall be entitled to receive the deceased would be benefits as shall be determined by the University Administration;
- 9) The University shall require the family of the deceased to vacate the University house within three months after the death;

CONCLUSION

The Human Resources Manual of SAIU should be treasured as a useful instrument for guidance in understanding employees' performance, obligations, rights and welfare as well as University basic values, philosophy, and operations in the process to meet its mission and vision. This manual can be amended from time to time and the new version shall be approved by the University Council.