

ALL SAINTS UNIVERSITY LANGO (ASUL)



HUMAN RESOURCE POLICY

A Manual that Documents Policies on Human Resources of All Saints University Lango.

APPROVED BY THE UNIVERSITY COUNCIL ON DATE OF COMMENCEMENT:

DATE OF COMMENCEMENT:

Endorsement by Chairman on behalf of Governing Council:

Name:.....Signature:.....

PREAMBLE

The promulgation of Terms and Conditions of Service for the Academic, Administrative and Support Staff of All Saints University, Lango is imperative to:-

- a) Consolidate the terms and conditions of service for the academic, administrative and support staff;
- b) Protect more meaningfully the rights and interests of the members of staff on one hand and those of the University on the other hand; and
- c) Put in place an instrument that matches the needs of changing times.

All Saints University, Lango, started in 2003 with the appointment of the Vice Chancellor, Deputy Vice Chancellor and Council members. In 2004 the University Secretary/ Registrar was appointed to provide the **core** staff who prepared documents for the establishment of the University. A Letter of Interim Authority was issued in 2005, and in June 2008 a Provisional Licence was issued by National Council for Higher Education.

The recruitment of Senior Academic and Administrative staff was done in December 2008. Most members of Academic and Non-academic staff were recruited in January 2009, and students started the First Semester on the 5th January 2009.

The recruitment exercise has continued on demand driven approach.

INTERPRETATION

Interpretation of this document shall rest with the University Secretary, subject to appeal to the Vice Chancellor with a further and final appeal to Council.

In these regulations:-

"Council" means the supreme policy making organ of the University.

"University" means All Saints University, Lango.

"Minister" means the Minister responsible for Education.

ACKNOWLEDGEMENT

This Human Resource Policy Manual was prepared through a participatory process that involved consultation of Council, Management and Staff of ASUL. On behalf of ASUL, I would like to express sincere gratitude to all those persons who have contributed in various ways to enable the production of this Policy.

I particularly acknowledge the enormous amount of time and thinking that the staff have invested in during the production of this Policy. I am very grateful for the team work that was exhibited during this process.

This is just the beginning. Successful implementation of the Human Resource Management Policy is key and requires concerted effort and commitment by all stakeholders. This policy demands from all of us seriousness and innovation in the way we do our business. It will require the same effort to mobilize both human and financial resources required for its implementation.

Prof. John C Oloa

Vice Chancellor

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1.0 INTRODUCTION

1.1 Background of All Saints University, Lango

All Saints University, Lango (ASUL) was first conceived in 1963 by the Church of Uganda (Anglican Church) of the Diocese of Lango but its operation was deferred till 2008 when it obtained Provisional Licence. The University became fully operational in Jan 2009. In March 2010, its programmes were accredited by Uganda National Council for Higher Education (NCHE). All Saints University, Lango offers quality programmes, which are most relevant to ones needs. The programmes offered are tailor made to suit today's job seekers requirement.

1.2 Vision Statement

To be a center of excellence in the provision of programmatic and quality higher education responsive to sustainable development needs of the society.

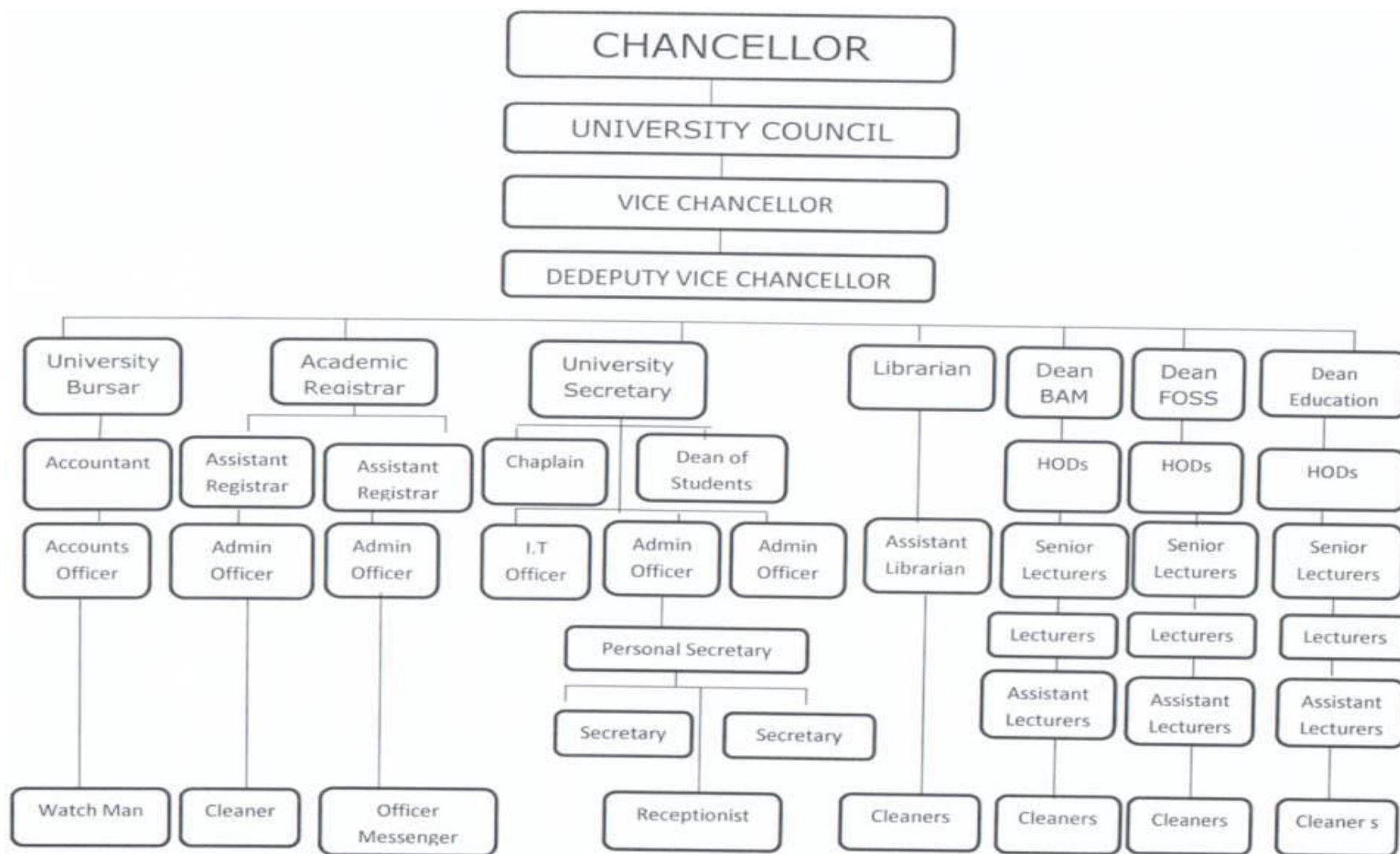
1.3 Mission Statement

To provide quality teaching, innovative research and outreach to instil moral values for the development needs of the rural and urban communities

1.4 Core Values

- a) God fearing
- b) God leads
- c) ethics & integrity
- d) Timeliness and time Dedication & Commitment
- e) Higher moral consciousness

1.5 Organogram



1.6 Purpose of the Human Resource Policy Manual

The purpose of this manual is to state ASUL's current Human Resource policies and procedures for national staff in Uganda. The manual is a set of fundamental policies and procedures, which if deviated from, the reason or reasons should be explicable to management and employees alike.

ASUL considers the Labour Law as the document defining the minimum standards for employment conditions in Uganda. This document is a statement not only of those minimum standards, but also outlines where ASUL attempts to go beyond that minimum to meet the needs of the employee.

The intent of the manual is to ensure that there is a uniform, equitable and objective way to handle personnel issues within ASUL. The policies and procedures outlined are applicable to ASUL staff throughout Uganda. It is also an attempt to establish a minimum awareness of the provisions of the Labour Laws, and regulate their application within ASUL. The manual provides ASUL's guidelines for the interpretation of the national laws and clearly defines the policies and procedures for their implementation within ASUL.

1.7 Human Resource Manual Users

This manual is intended for use by all the staff of ASUL and Managers who as part of their jobs are responsible for managing or supervising employees and can refer to it when dealing with day to day personnel matters.

1.8 Amendments to the Manual and/or Employee Handbook

This manual is open to thoughtful revision. Anything unclear, any oversights or suggestions of any kind may be brought to the attention of the University Secretary and or Vice Chancellor.

As and when it may be deemed necessary, the Vice Chancellor, in consultation with Council, reserves the right to add, alter, amend, modify or delete any provision in this manual, in accordance with ASUL's social and legal obligations to its employees.

1.9 The Language of the Manual

ASUL will maintain and or amend this manual in English.

1.10 Implementation Responsibilities

The University Secretary is responsible for the establishment and interpretation of this manual and in the case of any disagreements; disputes or discrepancies will be the final authority. He/She is responsible for the overall implementation of personnel policy within ASUL.

1.11 Application of the Manual and Employee Handbook

The policies and procedures outlined in this manual apply to all ASUL staff.

2.0 APPOINTING AUTHORITY AND CATEGORIES OF POSTS

- a) The Chancellor shall be the Bishop of the Diocese of Lango.
- b) The power to make appointments to the service of All Saints University, Lango (ASUL) is vested in the University Council through the Appointments and Establishments Committee in accordance with the ASUL Charter, and the Public Universities and Other Tertiary Institutions Act, 2001, as well as the relevant labour laws of Uganda, particularly the Employment Act, 2006.
- c) Appointments to the under listed categories of posts shall be made as below:-
 - i) The Vice Chancellor and Deputy Vice Chancellor shall be appointed by the Chancellor on the recommendation of the University Council.
 - ii) The University Secretary shall be appointed by the University Council on the recommendation of the Appointments and Establishments Committee.
 - iii) The Academic Registrar shall be appointed by the University Council, on the recommendation of the Appointments and Establishments Committee.
 - iv) The University Bursar shall be appointed by the University Council, on the recommendation of the Appointments and Establishments Committee.
 - v) The Dean of Faculties and the Dean of Students shall be appointed by the University Council, on the recommendation of the Appointments and Establishments Committee.
 - vi) Professors, Librarian, Directors and other Officers equivalent to such posts may be appointed by the University Council, subsequent to vetting by the Senate and recommendation by the Appointments and Establishments Committee.

d) All other appointments to the posts in the under listed categories shall be made by the University Council on recommendations of the Appointments and Establishments Committee.

- i) Academic Staff,
- ii) Administrative Staff, and
- iii) Support Staff.

The Appointment Procedure is set out in Appendix B.

3.0 TERMS OF APPOINTMENT

a) General Terms of Service:

- i) All members of staff shall serve the University on the basis of contractual terms as specified in their letters of appointment.
- ii) Where members of staff are called upon to work outside the normal office hours, they are expected to do so willingly and shall be remunerated for such extra time as they have worked at rates determined by Council.

b) Date of Appointment:

- i) The date of appointment of an appointee shall, for purposes of determining his/her salary, benefits and entitlements, be the date of assumption of duty if he/she is within Uganda.
- ii) The date of appointment of an appointee recruited from outside Uganda shall be specified in the letter of appointment.

c) Council's Powers of Appointment:

- i) All appointments shall be made in accordance with the regulations and conditions as may from time to time be laid down by the Council.
- ii) Council has the powers to create new posts as the circumstances may require and in the interest of efficiency and effectiveness.
- iii) Council has the powers to alter or revise existing terms of appointment and service or enact new ones in respect of all categories of appointment.

d) All Management, Academic, Library, Administrative and Support staff shall be governed by these terms and conditions of service and such policies as may be laid down by Council from time to time.

4.0 CATEGORIES AND GRADES OF APPOINTMENT

4.1 University Management

Positions under this category of appointments shall include:

- i) The Vice Chancellor who shall be the Chief Executive Officer and the Accounting Officer of the University.
- ii) The University Secretary who shall be responsible for the general administration of the University, act as the official spokesperson of the University and shall be answerable to the Vice Chancellor.

The Vice Chancellor, Deputy Vice Chancellor and University Secretary shall be the University Management staff, and their appointments shall be for contractual periods of five years which are renewable.

4.2 Academic Staff

Positions under this category of appointments shall include:

- i) Professors

- ii) Associate Professors
- iii) Senior Lecturers
- iv) Lecturers
- v) Assistant Lecturer

The post of Professor shall be the highest grade of academic staff, and shall be a contractual appointment for a period of five (5) years which is renewable. The posts of Senior Lecturer and Lecturer shall be contractual appointments for periods of three (3) years which are renewable. Assistant Lecturer shall be the lowest academic post and shall be a contractual appointment for a period of three (3) years which is renewable once only.

4.3 Library, Administrative and Support Staff

Positions under this category of appointments shall include:

- 1) Librarian
- 2) Bursar
- 3) Manager Community Knowledge Centre
- 4) Estates Manager/Officer
- 5) IT Officer
- 6) IT Assistant
- 7) Secretaries
- 8) Administrative Assistants
- 9) Library Assistants
- 10) Office Assistants
- 11) Drivers

The posts of Library, Administrative and Support Staff shall be contractual appointments for a period of three (3) years which are renewable.

5.0 CATEGORIES OF APPOINTMENTS INTO ASUL SERVICE

There shall be the following categories of appointments in ASUL services:

5.1 Appointments on Full Time Fixed-Duration Renewable Contract Terms

All ASUL staff shall be appointed on full time renewable contracts with fixed durations that are renewable, except for cases of temporary and part-time appointments that are explicitly so designated. The duration of the contract for each position will depend on the category of the position as will the number of times the contract can be renewed.

5.2 Appointments on Temporary Terms

Temporary appointments, if and when deemed absolutely necessary, may be made by the University Secretary with the approval of the Vice Chancellor, or by such officer as the University Secretary may delegate this power to, provided such appointments shall be reviewed by the Appointments and Establishments Committee within a period of six months from the date of commencement of duties. The specific terms and conditions governing staff appointed on temporary terms shall be spelt out in the letter of appointment.

6.0 APPOINTMENTS ON PART-TIME EMPLOYMENT TERMS

Part-time appointments of lecturers, if and when deemed absolutely necessary, may be made by the University Secretary on the recommendation of the Senate and with the approval of the Vice Chancellor, PROVIDED such appointments shall be reviewed by the Senate within a period of six months from the date of commencement of duties. The specific terms and conditions governing staff appointed on temporary terms shall be spelt out in the letter of appointment.

7.0 SERVICE ON PROBATION

- a) Every new appointee shall serve for a probationary period not exceeding six (6) months which shall commence from the date of assumption of duty, in accordance with The Employment Act, 2006, Section 67 (2).

- b) Every appointee shall be appraised by the responsible supervisor who shall ensure that the Appraisal Form for the appointee is completed and submitted to the University Secretary before expiry of the six months of service on probation.
- c) The Appointments and Establishment Committee has the powers to extend the period of service on probation for a period not exceeding six (6) months, but where it exercises such powers, the Committee must do so in agreement with the member of staff and shall give an explanation in writing and reasons thereof to the affected member of staff, in accordance with The Employment Act, 2006, Section 67 (2).
- d) Where a member of staff has already satisfactorily completed the period of service on probation in one post and is appointed to another post, the requirement for probationary service shall no longer apply to that member of staff, in accordance with The Employment Act, 2006, Section 67 (3).
- e) Service on probation may be terminated by either the University or the member of staff by giving not less than fourteen (14) days' notice, or payment of seven (7) days' wages by the University to the affected member of staff, in accordance with The Employment Act, 2006, Section 67 (4).

8.0 CONFIRMATION IN THE SERVICE OF ASUL

All members of staff serving on probation shall be confirmed in the service of ASUL only if they have been evaluated, fulfilled their duties and obligations to the satisfaction of their supervisors and conducted themselves in a manner warranting their retention in ASUL service, after which they may continue in service up to the end of their contract.

9.0 WORKING HOURS, ATTENDANCE AND VISITS

- a) The offices of the University shall be open during the normal working hours, i.e. from 8.00 am to 12.45 pm and 2:00 pm to 5:00 pm.
- b) All members of staff shall report promptly and punctually for duty and only absent themselves from duty with the permission of the Head of Department/Section.
- c) A member of staff shall be liable for disciplinary action if, without justifiable cause:
 - i) He/she is repeatedly absent from duty; or
 - ii) He/she is frequently late for duty; or
 - iii) He/she repeatedly leaves earlier than closing time.
- d) Staff shall report for duty at 8:00 am and leave at 5:00 pm, unless permitted otherwise.
- e) Where a member of staff is, by reason of illness or other justifiable cause, unable to report for duty he/she shall communicate the fact to the Head of Department/Section as soon as is practicable.
- f) A member of staff shall, where he/she is absent from duty for more than two days on medical grounds, produce a medical report to verify the fact.
- g) A member of staff involved in fieldwork such as School Practice/Supervision shall first seek the approval of the Head of Department.

- h) Any member of staff may, with the recommendation of the Head of Department/Section and the approval of the University Secretary and on the availability of funds, if paying fees is a prerequisite, attend meetings, symposia, courses, seminars or workshops organised by other institutions.
- i) A member of staff who intends to visit other institutions for projects of educational or other purposes connected therewith shall seek permission of the Vice Chancellor giving reasons for such visit(s) through:
- i) The Head of Department/Section
 - ii) The Faculty Dean
 - iii) The University Secretary; in case of administrative Staff
 - iv) The Academic Registrar; in case of teaching staff
 - v) The Librarian; in case of Library staff

The Head of the institution to be visited must have approved such a visit.

10.0 GENERAL CONDUCT AND DISCIPLINE

1. A member of staff shall not engage in any occupation or activity or undertaking outside his/her official duties which requires his/her attention during office hours or which in anyway conflicts with his/her duties.
2. A member of staff on full time service may, with the authority of the Vice Chancellor undertake an activity outside his/her duties PROVIDED this does not in any way interfere with execution of his/her duties at the University and in accordance with arrangements that may be put in place before hand.

3. No member of staff shall, directly/indirectly disclose any information that may come under his/her consideration/knowledge in the discharge of his/her duties, to any unauthorised person whether a member of staff or not, except as may be necessary for the execution of his/her duties or as expressly permitted to do so by the Vice Chancellor or a person acting in the Vice Chancellor's position.
4. All members of staff shall obey the instructions of conduct not only at work but also in their private lives, and due diligence in executing their duties.
5. All members of staff shall obey all reasonable and lawful orders and instructions of their superiors, but may appeal in writing against their superior's orders or instructions where they have reason to believe those orders or instructions to be unreasonable or unlawful or to exceed their legitimate powers or recognised limits of moral propriety.
 - a) No member of staff may be absent from duty without the permission of the superior to whom he/she is directly responsible, except when permitted by his/her superior or Head of Department/Section of the reasons of his/her absence as soon as possible.
 - b) In the event of a member of staff being absent from duty due to unavoidable circumstances and without prior permission of the Head of Department/Section, such member of staff shall inform and explain the circumstances to the Head of Department/Section at the earliest opportunity and by the most convenient means.
 - c) A member of staff shall not travel out of Uganda without the permission of the Vice Chancellor or stay out of Uganda when duly called upon by the Vice Chancellor to return.

- d) Any member of staff who defaults the provisions (a) and (b) above shall be liable to disciplinary action.
- e) A member of staff employed as a driver shall not carry any unauthorised passengers in a University vehicle, whether for pay or not.

11.0 CONTRACTS

- a) Contracts and/or interests therein which are the property of the University or in which the University has an interest shall not, except with the authority of Council, be appropriated to any member of staff or to a business entity in which such member of staff plays the role of a partner or a director, save in his/her capacity as shareholder therein, provided such member of staff shall fully disclose the nature and extent of his/her interest in the contract.
- b) A member of staff shall not, except with the authority of Council, accept directorship of any company holding a contract with the University.
- c) A member of staff shall not tender for the supply of goods and/services in which the company which the University has entered into a contract with or with which interest in the contract, except with the authority of the Council.
- d) A member of staff shall not, except without authority of Council, member of staff shall be required to disclose his/her directorship in a company which the University has entered into a contract with or with which it is transacting business and the nature and extent of his/her interest in the contract.

12.0 SALARIES

- a) There shall be the following salary scales for remuneration of staff:
 - i) ASUL Salary Scales for the Administrative, Academic and Support staff; and
 - ii) Hourly-rated wages for the part-time staff.
- b) Salary entry points shall be determined as follows:
 - i) All salary entry points shall be determined by the University Secretary in accordance with Council provisions and the applicable Statutory Orders and Financial Regulations.
 - ii) The appointee's salary scale and entry point shall be indicated in the appointment letter.
- c) Save as otherwise expressly provided, all salaries and wages shall be paid monthly in arrears and in Uganda shillings.
- d) All salary assessments and adjustments on movement of a member of staff between posts or offices shall be made with respect to basic salaries only.
- e) All salary payments to salaried members of staff shall be payable by cheque to the bank accounts of members of staff.
- f) On first appointment into ASUL service, such member of staff shall receive salary as from the date of assumption of duty.
- g) Any person who is appointed into ASUL service shall on reporting furnish the Bursar's office with the name and address of his/her banker and bank account number for the purpose of paying salary.

13.0 SALARY INCREMENTS

Salary increments shall be awarded to employees of the University as and when the University Council may spell out from time to time.

14.0 SALARY ADVANCE

- a) Salary advance shall only be paid to a member of staff with the approval of the Vice Chancellor.
- b) Salary advances shall be paid only where a member of staff is faced with an emergency or unforeseeable need for money.
- c) Salary advance shall be limited to a maximum of three (3) months gross salary.
- d) Salary advance paid to a member of staff shall be recovered within a period not exceeding nine months.

15.0 ALLOWANCES

The University shall have a comprehensive scheme of allowances which shall, however, be subject to periodic reviews by the University Council. Claims for allowance shall be made promptly on the appropriate claim forms and shall be duly certified proper and correct by the Head of Department/Section before payment is effected. Claims shall normally be considered within fifteen days after the month in which the claim arose. There shall be the following allowances.

15.1. Responsibility Allowance

- a) This allowance is to Senior Administrative Staff, Deans of Faculties and Heads of Department/Sections.
- b) Council shall, from time to time determine the rates of responsibility allowance in accordance with its policies.

15.2. Acting Allowance/Duty Allowance

- a) Acting allowance shall be paid to a member of staff who has been appointed in writing to act in a post higher than his/her substantive post, when such a post is vacant.
- b) Duty allowance shall be paid to a member of staff who has been requested to act in a position parallel to his/her substantive post.
- c) Council shall from time to time determine the rate of acting/duty allowance.

15.3 Overload Teaching Allowance

- a) Overload teaching allowance shall be paid to a member of staff who is engaged to teach on an overload basis.
- b) Overload teaching allowance is payable on hourly basis at the rate determined by Council.

15.4 Extra-Load Allowance

- a) Extra-load allowance shall be paid to any member of staff who is authorised and does in fact carry out duties for extra hours in addition to his/her official/normal duties.
- b) The number of hours worked as extra-load should not normally exceed 40 hours per month.
- c) The rate payable as extra-load allowance shall be determined by Council.

15.5 Over-Time Allowance

- a) Over-time allowance is payable to group employees who work beyond their working hours.

- b) The rate payable as over-time allowance shall be determined by Council.

15.6 Entertainment Allowance

- a) The Vice Chancellor shall be paid an entertainment allowance when he/she travels abroad on official duty.
- b) The Vice Chancellor shall also be paid a monthly entertainment allowance for purposes of entertaining University visitors.
- c) The rates payable in (i) and (ii) above shall be determined by Council.
- d) Other officers shall receive entertainment allowance as spelt out by the University Council from time to time.

15.7 Annual Leave Allowance

Members of staff taking leave may be paid such leave allowance as Council may approve from time to time determine.

16.0 USE OF STAFF'S OWN MOTOR VEHICLE ON OFFICIAL DUTY

- a) A member of staff may, after getting approval from the University Secretary, use his/her own motor vehicle for the occasions on which he/she is entitled to travel at the University's expense and claim the appropriate mileage allowance in accordance with these regulations, provided he/she travels by the most direct route.
- b) The circumstances under which a member of staff may claim mileage allowance include:
 - i) Travel from his/her place of abode/recruitment to the place of work on assumption of duty on first appointment.
 - ii) On any journey which a member of staff is required to make by the University Secretary on recommendation of the Dean or Head of Department for the execution of the duties of his/her office.

- iii) Travel on transfer from one station to another.
 - iv) On proceeding on sick leave, provided there is documented evidence to establish the sickness.
- c) Council shall determine from time to time the mileage allowance payable to officers of the University who are permitted to use their private motor vehicle for transport on official duties.

17.0 TRAVEL BY AIR

- a) i) A member of staff entitled to travel by first or business class shall not decline to catch any other available flight.
 - ii) There shall be no up-grading of entitlement of air travel within Uganda for any reason whatsoever.
- b) If a member of staff travels by air his/her cost on any occasion stated above, he/she may claim the money through the University.
- c) A member of staff travelling by air on an official trip shall automatically qualify for insurance cover

18.0 ELIGIBILITY OF OFFICERS FOR MILEAGE ALLOWANCE

- a) Only the Vice Chancellor shall have an official vehicle with a capacity of 3000cc for use for official duties and shall therefore draw mileage allowance corresponding to the vehicle but where he/she uses a smaller vehicle he/she shall only draw such allowance as is appropriate to the vehicle.
- b) All other members of staff shall be eligible for mileage allowance at rates determined by Council from time to time.

19.0 REGULATIONS GOVERNING MOTOR VEHICLE MILEAGE CLAIMS

- a) Members of staff shall not be paid for distances in excess of the monthly mileage approved by Council.
- b) If a member of staff owns more than one vehicle he/she shall be paid an allowance in respect of the vehicle registered with the University, depending on the total mileage run on duty in that month, but in any case not in excess of the mileage approved by Council.
- c) A member of staff shall, when submitting claims for mileage allowance, distinguish between duty mileage run on the tarmac roads and that run on non-tarmac roads.
- d) Monthly mileage allowance shall be given to members of staff who qualify for it only if they report for duty that whole month, and where any such member of staff is absent from duty for a day or more for reasons of sickness or other causes, the allowance will be reduced proportionately.
- e) A member of staff who uses a vehicle from the University vehicle pool shall **not** claim transport or mileage allowances
- f) All monthly claims for transport/mileage allowance shall be made by filling appropriate forms which shall be certified by the respective Heads of Departments/Sections and approved by the University Secretary before forwarding them to the Bursar, not later than the 15th day of the following month.
- g) The University Secretary and/or such persons duly authorised by her/him in that behalf shall closely monitor the travelling of members

of staff to ensure that while members of staff execute their duties properly the University incurs minimum costs on travelling.

20.0 SAFARI DAY ALLOWANCE WITHIN UGANDA

- a) Safari day allowance is a daily allowance which a member of staff who travels out of his/her duty station for more than 6 hours during the day and for more than 25 kilometres.
- b) Safari day allowance shall be determined by Council from time to time.
- c) A member of staff acting in a higher office than his/her substantive office is entitled to claim the allowance in (c) above at the rate appropriate to the office in which he/she is acting.

21.0 WARM CLOTHING ALLOWANCE

- a) The University shall pay warm clothing allowance once in any period of two (2) consecutive years to any member of staff who proceeds on official duty or study leave overseas during a cold season.
- b) A warm clothing allowance in addition to that provided for in (a) above may be paid to a member of staff travelling on official duty or study leave to a specific country during a cold season.
- c) Council shall determine the rates payable for warm clothing allowance.
- d) Warm clothing allowance shall only be paid to a person who is sponsored by the University.

22.0 TRAVEL BY TRAIN/STEAMER/BUS

Any member of staff may travel for reason of official duty at the University's expense by train/steamer/bus in an appropriate class.

- a) On assuming duty on first appointment from his/her place of abode to the duty station with his/her spouse and/or children if any,
- b) On a journey, in execution of his/her duties and/or functions of his/her office.
- c) On transfer/resignation/termination or dismissal from duty with his/her spouse and/or children, if any.
- d) On departure for annual leave where the member of staff is entitled to the same, to a declared destination.
- e) On proceeding on sick leave as provided in these regulations PROVIDED the University Secretary may, in his/her discretion, approve transport allowance for such member of staff and his/her spouse and/or children, if any.

23.0 NIGHT ALLOWANCE WITHIN UGANDA

- a) A member of staff who, for reason of official duty and with prior approval of the University Secretary, spends nights away from his/her duty station may claim night allowance at the rate approved by Council.
- b) A member of staff will not be paid night allowance for his/her spouse and/or children.

- c) A member of staff acting in a higher office than his/her substantive post shall claim night allowance at the rate appropriate to the office in which he/she is acting.

24.0 NIGHT ALLOWANCE OUTSIDE UGANDA

- a) Night allowance outside Uganda may be claimed by a member of staff travelling on official duty or on an approved training outside Uganda.
- b) Council shall determine the rate of night allowance payable.
- c) When a member of staff proceeds outside Uganda on an approved study/training programme on the sponsorship of a foreign organisation he/she may claim night allowance only to such extent that these regulations fall short of the provisions made by the sponsoring body.
- d) Where the University or another organisation provides free local transport, accommodation, meals, the member of staff shall not claim night allowance.
- e) All claims for night allowances shall be made by filling the appropriate form, duly approved and certified by the University Secretary.
- f) Any member of staff proceeding on duty outside Uganda may claim night allowances in advance.
- g) When a member of staff travelling by air has to "night stop" the allowance in this case may be claimed only if:

- i) The cost of the night stop is not borne by the airline; or
- ii) The night stop is not caused by the failure of the member of staff to catch the plane on which he/she was booked on time or for any other default on his/her part; or
- iii) The member of staff did not make the night stop for personal reasons or he/she did not choose to travel on a plane which had a scheduled night stop when he/she had an alternative.

25.0 LEAVE

The University shall administer the following categories of leave:

- 1) Statutory leave which includes annual leave, public holidays, maternity leave, paternity leave and sick leave as required by The Employment Act, 2006, Sections 54 to 57; and
- 2) Discretionary leave which includes consultancy, study, sabbatical, special and unpaid leave.

25.1 Annual Leave

- a) All members of staff shall be entitled to annual leave, except the following categories of staff:
 - i) Expatriate members of staff for whom special provisions are made in their contracts of service.
 - ii) Members of staff serving on part-time terms.
- b) All members of staff whether on probation or confirmed in service are entitled to thirty (30) days leave every calendar year, which the academic staff shall usually take during vacation between semesters.
- c) A member of staff taking leave shall have such leave allowance as the Council may from time to time determine.

- d) Annual leave not taken in any one year may ***not be carried forward*** to the next year (except with the authority of the University Secretary or Vice Chancellor)
- e) The University Secretary or such officer as he/she may delegate, shall draw up rosters for annual leave for members of staff and shall from time to time inform the Vice Chancellor of staff who shall take annual leave in accordance with the roster.
- f) Annual leave shall commence on the day following the date on which duty ceases and shall end on the day preceding the date of resumption of duty. There shall be no additional leave for purposes of travel.
- g) The object of leave is constructive diversion, recreation, relaxation and recuperation with the object of increasing the effectiveness and efficiency of staff and shall not therefore be convertible to cash.
- h) Leave shall be taken subject to the exigencies of service, and unless otherwise stated in these regulations, shall be granted by the Vice Chancellor in his/her discretion.
- i) The Vice Chancellor or University Secretary may grant any of the following types of leave as may be appropriate in the circumstances.
 - i) Annual leave
 - ii) Maternity leave
 - iii) Paternity leave
 - iv) Sick leave
 - v) Any other officially recognised leave
- j) The period of leave taken shall exclude public holidays, Saturdays, Sundays and national days of commemoration that may fall there in.

- k) The University Secretary shall keep updated, records of all members of staff who take annual leave and shall avail such records for inspection by the Vice Chancellor, the Appointments Committee or Council as and when required.
- l) Leave shall be approved by the Vice Chancellor who may, in writing, delegate this duty to another officer.
- m) Study and sabbatical leave shall be granted by the Vice chancellor
- n) The Chairman University Council shall approve leave for the Vice Chancellor.

25.2 Maternity Leave

- a) All female members of staff who qualify for maternity leave shall be granted 60 working days' maternity leave, as stipulated by the Employment Act, 2006, Section 56.
- b) If, for maternity purposes a female member of staff requires longer maternity leave, she shall obtain the University Secretary's permission and if granted such additional leave shall be taken as part of annual leave and leave without pay.
- c) Maternity leave may be granted to commence between the 36th to 38th weeks of pregnancy as duly determined by a recognised medical practitioner.

25.3 Paternity Leave

- a) All male members of staff are entitled to 4 working days paternity leave immediately after the delivery of a baby by their official spouses (as indicated in the official personal records), as stipulated by The Employment Act, 2006, Section 57.

- b) A male member of staff who qualifies for paternity leave shall inform the University Secretary with written proof of delivery of the baby and shall be granted 4 working days' paternity leave.

25.6 Sick Leave

- a) The University shall grant leave to any member of staff who by reason of illness or convalescence duly certified by a recognised Medical Officer is prevented from executing his/her duties.
- b) Employees may take up to 22 working days paid sick leave per year, provided they have completed at least thirty days (30) days of service as stipulated by The Employment Act, 2006, Section 55).
 - i) An employee can take sick leave for own illness, or for serious illness of a spouse or minor child. A doctor's statement is required to certify more than 3 sick days.
 - ii) An employee who is absent due to illness must inform his/her supervisor by any means possible and as soon as is practicable.
- c) Sick leave shall be granted to a sick member of staff on full pay, notwithstanding that he/she may have been granted annual leave.
- d) Where a member of staff is, by reason of illness or convalescence, prevented from executing his/her duties he/she shall, after not more than a week's absence, furnish the University Secretary through the Head of Department with a medical report from a recognised medical practitioner duly verified by the University Medical Officer.
- e) Where a member of staff has been in service for a period of one continuous year or more and is, by reason of illness duly certified by a medical doctor, prevented from executing his/her duties he/she shall be

granted sick leave on full pay for a period of up to six months in any one calendar year subject to the right of Council to call for a second medical opinion, after which the position shall be reviewed by Council.

f) Where the period of sickness extends beyond six months Council may, in its discretion, continue to pay such member of staff either in full or in part for a further maximum period of six months subject to the right of Council to call for a third medical opinion.

g) Sick leave for all members of staff shall not exceed three months but the University Secretary may discretionally extend such leave.

25.7 Public Holidays

a) The members of staff shall observe the following public holidays and others that the Government may declare.

- | | | |
|----------------------|--|-------------|
| 1) New Year's Day | 1 st January and 26 th January | Heroes' Day |
| 2) Women's Day | 8 th March | |
| 3) Idd-el-Aduha | | |
| 4) Idd-el-Fitr | | |
| 5) Good Friday | | |
| 6) Easter Monday | | |
| 7) Labour Day | 1 st May | |
| 8) Martyr's Day | 3 rd June | |
| 9) Heroes Day | 9 th June | |
| 10) Independence Day | 9 th October | |
| 11) Christmas Day | 25 th December | |
| 12) Boxing Day | 26 th December | |

b) Members of staff shall enjoy public holidays on full pay but where the exigencies of service require, the University Secretary may retain a

member of staff on duty on a public holiday, provided the University Secretary shall make arrangements for such member of staff to take another day off on full pay in lieu or for monetary remuneration of such member of staff.

26.0 Unpaid Leave

- a) Unpaid leave shall be granted for the sole purpose of preserving continuity of service.
- b) Council may on the recommendations of the University Secretary grant unpaid leave to any member of Staff who has a commitment or issue that require an extended period of time to resolve.
- c) Unpaid leave shall not be subject to increment earning.

27.0 Study Leave

- a) Study leave shall be taken by any member of staff who proceeds on a course of study within or out of Uganda.
- b) The University Secretary may grant study leave on recommendation of Staff Development Committee to any member of staff who wishes to proceed on a course of study, if in his/her opinion it is in the interest of the University.
- c) Any member of staff may apply for study leave in his/her area/discipline of study.
- d) The power to approve is vested in the staff Development Committee but where an application for approval of staff leave is rejected by this

Committee the aggrieved member of staff may appeal to the Chairman of Council whose decision on the matter shall be final.

- e) Study leave may be granted for a period of three (3) years provided the grantee produces satisfactory progress report.
- f) Extension of study leave may be granted on request, by the Vice Chancellor
- g) A member of staff on probation or temporary terms shall normally **not be eligible** for sponsorship for further studies by the University.
- h) A member of staff who is sponsored by the University for a Course of study shall, on completion thereof, serve the University for a period as shall be stipulated in the Bonding agreement.
- i) Any member of staff who having been sponsored by the University on a course of study, thereafter resigns or absents him/herself from duty without lawful or justifiable cause shall be **sued for breach of contract.**
- j) A member of staff granted study leave shall continue to receive his/her gross salary.
- k) A member of staff may, on application to the Staff Development Committee be granted study leave up to three months once every two years provided the University financial obligations shall be limited to payments of salary during the period of study.
- l) The application for short study leave shall include a proposal on the course of study to the satisfaction of the Staff Development Committee

that the course is relevant to the nature of duties of that member of staff.

- m) A member of staff may, on application to the Staff Development Committee and on recommendation of the HOD, be granted study leave to enable her/him take up a bursary or sponsorship.

28.0 Sabbatical Leave

- a) Sabbatical leave shall not exceed twelve (12) months.
- b) Sabbatical leave shall only be extended with the authority of the Vice Chancellor.
- c) Sabbatical leave shall be granted to a member of staff who has served the University for a continuous period of at least three (3) years.

29.0 Consultancy Leave

- a) Consultancy leave shall not **exceed twelve months** and if a member of staff exceeds this period he/she shall resign and re-apply for his/her post if he wishes to continue serving the University.
- b) 5% of the consultancy fees shall be paid to the University for its Development Projects.
- c) Permission to take consultancy leave shall be granted by the Vice Chancellor on presentation of contract.

30.0 Special Leave

- a) The University Secretary may, in his/her discretion, grant to any member of staff special leave not more than five days.

b) Special leave shall be leave with pay and also increment earning leave.

31.0 STAFF MEDICAL BENEFITS

31.1 Medical Treatment Policy

a) A University Medical Board shall be constituted whence required.

b) All members of staff and their registered families are entitled to free outpatient treatment at the designated medical centres.

c) The University management may, on its own motion or on the advice of the Dean/Head of Department/Section, request the Medical Board to examine any member of staff to ascertain whether he/she is fit physically and/or mentally to be able to execute his/her duties.

d) Management shall, in order to assist the Medical Board to execute its duties as (c) above, avail the Medical Board with the following:

- i) Terms of reference;
- ii) Any history concerning the member of staff bearing on the desired medical examination;
- iii) Any medical reports about the member of staff that management may have.

e) Where a member of staff wilfully refuses and/or neglects to appear before the Medical Board, the Board shall report this to management but the Board may, on the evidence before it, notwithstanding the absence of the member of staff, make any observations and/or recommendations it thinks fit.

- f) The Medical Board shall report its findings to the University Secretary who shall, inform Council and where necessary refer the matter to the Appointments and Establishments Committee.
- g) The opinion of the Medical Board shall always be sought when:
 - i) A member of staff is, for medical reasons no longer able to execute his/her duties.
 - ii) A member of staff contracts a disease by reason of the nature of his/her work.
 - iii) Where a member of staff cannot, by any known means, be treated in Uganda and the only alternative is to send her/him outside Uganda for treatment.
 - iv) Verification of the bill of personal health is required by a member of staff at the end of his/her employment contract.
 - v) A member of staff is claiming for refund of money spent on medical treatment/expenses.
 - vi) A recommendation is needed by Uganda Medical Board to enable a member of staff or his/her entitled beneficiaries to travel abroad for treatment.

31.2 Medical Treatment in Uganda

- a) Any member of staff, who by reason of illness, is unable to execute his/her duties, shall report the matter to the University Medical Officer who shall, if in his/her opinion, the illness warrants, recommend his/her absence from duty.
- b) Sick leave shall be granted to a staff only on the recommendation of University Medical Officer or other reputable medical practitioner.

- c) Council may, from time to time designate hospitals where all, members of staff and their registered families can receive medical care in accordance with prevailing government policy.
- d) Free medical treatment shall be available to members of staff, one spouse and up to 6 children below 18 years of age.
- e) The University may honour bills for medical, dental and other ophthalmic treatment for members of staff, their spouses and up to 6 children below 18 years of age provided they attend Council designated hospitals.
- f) Treatment for extended family members of staff, other than those mentioned above are to be approved by the University Secretary.

31.3 Medical Treatment outside Uganda

- a) This section shall apply to members of staff; their families registered with the University as such (children below 18 years of age) who cannot be treated in Uganda by any known means and where the illness is fatal, if not attended to.
- b) Members of staff who qualify for treatment outside Uganda are those from salary scale ASUL 1 to ASUL7.
- c) The Medical Board shall always recommend whether such person should be treated outside Uganda and the Board shall certify that he/she cannot, by any known means be treated in Uganda and that his/her life is in serious danger if otherwise not attended to.

- d) The Medical Board shall present its recommendations together with the country where treatment is proposed to be carried out, through the University Secretary to Council for appropriate action.
- e) Council shall from time to time put in place guidelines for staff proceeding for medical treatment outside Uganda.

32.0 DEATH BENEFITS

- a) In the event of a member of staff dying in service of the University, the University shall,
 - i. Provide transport from the deceased's place of work or hospital or residence to the place of burial/deceased's home.
 - ii. Transport services and provision of a coffin shall be limited to members of staff, their spouses and natural (biological) children under 21 years of age PROVIDED they are registered with the University as such;
 - iii. Where a member of staff buys a coffin, its price shall not exceed the price approved by Council.
- b) Body embalmment services shall be done either in hospital or at the deceased's home, depending on where the deceased died.
- c) Where the body has to be cremated, the University shall meet the costs provided they do not exceed the cost of the coffin and embalmment.
- d) In the event of a member of staff dying his/her family is entitled to one year's basic salary of the deceased.

- e) In the event of the death of an expatriates member of staff his/her family is entitled to single passage, in economy class by the normal route which the deceased would have used to the normal destination, and such luggage allowance as if the deceased had completed a normal and final tour.
- f) All monetary death benefits shall be claimed by the deceased's legally recognised next of kin within 12 months from the date of death.

33.0 SALARY LOANS

The University shall assist members of staff who desire to get short term loans recoverable from their salary by the bank. The University shall in this respect undertake to provide guarantee of repayment of the loan to the bank under terms and condition determined by Council.

34.0 TRAINING

Training of staff may be undertaken outside Uganda on the financial sponsorship of the University, government or any other agency, provided:

1. A member of staff who proceeds on approved study leave with pay shall be entitled to payment of his/her salary and other allowances in full, with normal incremental credit, for the duration of the course.
2. A member of staff, who proceeds on a course of study may be considered for any other allowances, in addition to his/her salary, as Council may decide, depending on financial position of the training vote and on the advice of the staff development committee.

35.0 COPYRIGHT

- a) The University shall have the copyright on all research/dissertations produced by its students in pursuit of their programme of study at the university.
- b) Where a publication is produced with the support of Council by a panel of the academic members of staff, the authors shall have a percentage of the accruing royalties, which shall be determined by Council from time to time.
- c) Where an academic member of staff writes instructional material relevant to any aspect of any subject for which he/she is directly responsible, he/she shall have authorship of such material but the University shall retain the copyright on such material.

36.0 CONTRIBUTION TO THE RETIREMENT BENEFIT SCHEME

- a) The University shall operate a Retirement Benefit Scheme with the Nation Social Security Fund or any other organisation or scheme as Council may approve for all its members of staff.
- b) All members of staff shall contribute to this scheme in accordance with the relevant statute.
- c) Every member of staff shall contribute 5% of his/her monthly salary towards this scheme and ASUL contribution shall be in accordance with Council Policy.
- d) Money contributed to the Retirement Benefit Scheme may be claimed by a member of staff on invalidation, termination of services, retirement or on death of a member of staff, by his/her legal representative(s).

37.0 NOTICE OF TERMINATION OF SERVICE

Upon termination of service, the minimum period of notice required to be given by either the University or a member of staff, as required by Uganda Labour Laws (The Employment Act, 2006, Section 58 (3)), shall be:

- a) Not less than two weeks where employee has been employed for a period of more than six months but less than a year;
- b) Not less than one month, where the employee has been employed for a period of more than 12 months but less than five years;
- c) Not less than six weeks, where employee has been employed for period of five but less than 10 years;
- d) Not less than 12 weeks where the service is 10 years or more.

38.0 TERMINATION OF PROBATIONARY APPOINTMENT

1) A member of staff, whose probationary appointment is terminated other than by dismissal for misconduct, may:

- a) be given due notice, which shall exclude the day of which such notice is served but include the day on which it expires and any Sunday or Public Holidays which may fall within that period. The notice given shall run concurrently with any leave, which may have been granted.
- b) be granted the cost of transport back to his/her home by the most direct route.
- c) on request, be given a Certificate of Service as required by The Employment Act, 2006, Section 58 (3).

2) Notice of termination of probationary appointment shall be given in writing.

39.0 TERMINATION OF SERVICE

Termination of service may occur due to a variety of reasons as per the University Disciplinary Code and as required by The Employment Act, 2006, Section 65.

The service of any member of staff may be terminated in any of the following ways:

39.1 VOLUNTARY RESIGNATION

- 1) A member of staff may resign from the service of the University by giving due notice in writing as indicated in Section 7 above as required by The Employment Act, 2006, Section 58 (3).
- 2) Where a member of staff defaults without giving the requisite notice as in a (i) above he/she shall pay to the University the corresponding salary in lieu of such notice as the case may be.

39.2 COMPULSORY RETIREMENT

- 1) The Appointments Committee may, after due consultation with the relevant committees and Council, retire compulsorily any member of staff by giving him/her due notice in writing, if in its opinion, such person ought to be retired for example, in the instance of reorganisation/restructuring.
- 2) A person retired as in b i) above is entitled to six months gross salary pay plus all other necessary benefits.
- 3) The decision for the recommendation in b i) above must be made in a departmental staff meeting attended by the affected staff(s).

39.3 DISMISSAL FROM SERVICE FOR GOOD CAUSE

- 1) The Appointment Committee may, for good cause, remove any member of staff from office.
- 2) 'Good cause' means, for purposes of these regulations:
 - a) Conviction of any felony or misdemeanour which in the opinion of the Appointment Committee is of such gravity as to render the convicted member of staff unfit to continue in office; or
 - b) Conduct, which in the opinion of the Appointments Committee, constitutes failure or inability to discharge duties of the members of staff's office; or
 - c) Misconduct which constitutes a gross breach of the contract of service/employment or the terms and conditions of service; or
 - d) Any other misconduct which amounts to a grave offence or gross breach of professional ethics or gross neglect of duty.
- 3) The procedure to be followed in removing a member of staff from office for good cause is set out in Appendix D.

39.4 INCAPACITY TO CARRY OUT DUTY

- 1) Where a member of staff is prevented by illness from carrying out his/her duties, Council shall with the assistance of the University Doctor, appoint a Medical Board to determine his/her case.
- 2) If after considering the report of the Medical Board and after due consultation with the Appointments and Establishment Committee, Council is of the opinion that such member of staff is incapable of discharging his/her duties by reason of such illness, it may terminate the appointment of such member of staff PROVIDED the termination

shall not be done until after at least nine (9) months from date of receipt of the medical report.

39.5 TERMINATION OF CONTRACTUAL APPOINTMENT

- 1) A member of staff shall vacate and hand over office when his/her contract of service expires or when the period of contractual appointment expires.
- 2) Council may, after due process and in consultation with the Appointments and Establishment Committee, terminate contractual appointments of any officer on disciplinary grounds.
- 3) On expiration of the contract, the appointee shall be paid a gratuity of 25% of his/her annual basic salary.

40 CERTIFICATE OF SERVICE

- 1) A member of staff shall, on retirement or termination of his/her services be issued with a Certificate of Service by the University Secretary, as required by The Employment Act, 2006, Section 61.
- 2) The University Secretary shall give a confidential reference to the prospective employer of any member of staff who has left University Service, if and when a request is made for the same.
- 3) A certificate of service shall give concise information about the member of staff who has left ASUL, to the prospective employer and shall give credit where it is due.

APPENDIX A: POLICY ON OFFICIAL UNIVERSITY RECORDS

- a) The University shall maintain confidential and open files on policy and general matters.
- b) There shall be four registries:
 - i) Confidential Policy Registry
 - ii) Open Policy Registry
 - iii) A Students' Affairs Registry
 - iv) Academic Affairs and Examinations Registry
- c) All matters concerned with policy-in-the-making shall be dealt with and filed in the relevant confidential files.
- d) Settled policy matters and general correspondence shall be handled and filed in the open registry.
- e) Individual student's academic matters and other matters related thereto shall be filed in their personal files.

1. PERSONAL RECORDS

- a) The University shall open and operate two files for each member of staff, from the date of appointment:
 - i) An open personal file; and
 - ii) A confidential personal file.
- b) There shall for purposes of (a) above be two registries:
 - i) Registry of Open Personal Files; and
 - ii) Registry of Confidential Personal Files.
- c) All confidential reports, recommendations, correspondences, medical reports regarding the member of staff's performance, conduct, health etc shall be kept on his/her confidential personal file.
- d) The open personal file shall contain the following:

- i) A complete record of service of the member of staff from the date of appointment to the date of termination of services, the curriculum vitae, application letter of appointment, letter of termination of services;
 - ii) Letters of adjusting salary;
 - iii) Changes in salary incremental date;
 - iv) Approved leave forms; and
 - v) Any other correspondence of general/personal nature.
- e) A member of staff shall not be allowed access to his/her confidential file except with the permission of the University Secretary and in the presence of the records officer.
- f) A student shall not be allowed access to his/her confidential file except with the permission of the Academic Registrar in the Presence of the records officer.

2. ANNUAL STATUTORY REPORTS

- a) The University shall compile annually a report on its activities
- b) The respective departments of the University shall send their reports in respect of the previous year ending 31st December and submit them to the University Secretary not later than 31st January of the following financial year, who shall submit the report to Council for approval.
- c) The Council shall, not later than three (3) months after the end of each financial year, submit the annual report to the Minister responsible for Education.

3. PRESERVATION OF RECORDS

- a) No personal records shall be destroyed. Personal records shall be transferred to the archives as specified below:
 - i) In the case of a member of staff on permanent terms, five years after leaving the services of the University.
 - ii) In the case of all other officer(s), three years after they have left the service of the University, save in cases where records have been converted into micro-films for storage.
- b) All information relating to the historical decisions, events or activities of the University shall be preserved, including but not limited to the following:
 - i) Past correspondences;
 - ii) Memoranda;
 - iii) Minutes; and
 - iv) Any records that may, with time be of significant importance.
- c) There shall, for purpose of preservation of records, be an archive manned by the library staff.
- d) Where any member of staff is in charge of any records in his/her custody, such records shall be inspected regularly and whenever necessary take steps to preserve the records to guard against destruction of records by pests.

4. OFFICIAL CORRESPONDENCE

In these regulations official correspondence means letters, memorandum, documents, communication or any other written information which may come into the possession of any officer of the University, in the normal course of duty.

A. Routing of Official Correspondence

- a) When communication has to be routed through one or more officers before it reaches the final officer, it shall be marked 'thru', e.g.

Thru: The Dean, Faculty of Social Sciences

ASUL

Thru: Head of Department

ASUL

- b) All official communication has to be routed through the immediate superior.

B. Number of Copies

When a communication has to be routed through one or more officers each one of such officers shall retain a copy of such communication.

C. Comments on Routed Correspondence

- a) All officers through whom any communication is channelled shall make useful comments and/or observations and recommendations they deem necessary, and sign before passing them on to the appropriate officers.
- b) The officers may use such terms as "recommended", "supported", "not recommended" and give reason thereof.
- c) Where necessary the officer may write and attach a cover letter to the communication.

D. Subject for Communication

Each instance of official communication shall deal with one subject only.

E. Signing Official Correspondence

All correspondences or communication of policy nature from the University shall be signed by the Vice Chancellor or the University

Secretary on behalf of Council or such officer as he/she may authorise on their behalf and the University stamp shall always be affixed on official correspondence.

5. COMMUNICATION FROM DEANS OF FACULTIES AND HEADS OF DEPARTMENTS/SECTIONS

All communication/correspondence from Deans of Faculties, Heads of Departments/Sections shall be signed by the respective heads or such officers as they may authorise in that behalf.

6. INTERNAL COMMUNICATIONS

Internal communications between ASUL officers shall be by minutes or memo as defined here below:

- a) **BLACK MINUTES:** Means comments in response to red minutes and shall be officially filed in the inner left hand cover of files.
- b) **LOOSE MINUTES:** Means communication on a loose sheet of paper, normally from a senior to a junior officer.
- c) **RED MINUTES/FOLIO:** Means a letter or written communication which has to be filed in the main body of the files and shall be numbered in black ink.
- d) **MEMO:** Means short reminders/notes on matters previously agreed upon or established.

7. COMMUNICATION OF INFORMATION

- a) All members of staff shall exercise the greatest caution and treat with utmost confidence all documents and information coming into their hands in the course of their duty.
- b) Any member of staff who divulges information that he/she may have acquired in the course of duty to any unauthorised person,

divulgence of which is prejudicial to the integrity of the University, commits an offence shall be liable to be punished in accordance with the provisions of the official secrets Act.

- c) A member of Staff shall not divulge classified information to any unauthorised person.
- d) A member of Staff who defaults with (c) above commits an offence and shall on conviction face disciplinary measures.
- e) Where classified information comes into the possession of any unauthorised person due to the negligence of any member of staff, such member of staff shall on conviction be liable to disciplinary action.
- f) All members of Staff shall, on first appointment swear an oath of secrecy.
- g) All members of Staff when making statements to the press shall bear in mind that Council is the Supreme organ of the University and that the Minister is responsible for all policy on Education.
- h) A member of staff may not make policy statements to the press except where policy on any matter is settled or if he/she has express authority of the Vice Chancellor and where Council cannot be consulted such member of staff shall desist from making the statements.
- i) A member of staff shall not; except with the prior authority of the Vice Chancellor make communications to the press on matters of policy or government of the University.

- j) A member of staff may, with the express authority of the Vice Chancellor, make any statement of fact to the press concerning the affairs of the University but not on matters of policy PROVIDED such statements shall be approved by the Vice Chancellor
- k) A member of staff who is an expert or has special knowledge in a subject may give lectures/broadcast/telecast talks on the subject PROVIDED he/she shall seek first and obtain the permission of the Vice Chancellor.
- l) Where lectures/talks are given at the request of the University in subjects for which a member of staff giving the lecture/talk is officially responsible at the University, such member of staff shall not be remunerated but where a lecture/talk is given by any lecturer at the request of any other Institution/organisation he/she may be paid an appropriate fees.
- m) A member of staff who wishes to give a lecture/talk or broadcast/telecast any matter on behalf of the University shall submit to the Vice Chancellor, first, for approval, the text of the talk/lecture and accordingly obtain the authority of the Vice Chancellor.
- n) All press and radio releases shall be cleared and approved by the Vice Chancellor
- o) All material for press and radio release shall be wholly factual press and radio releases shall be duly signed by the Vice Chancellor

8. HANDING AND TAKING OVER

- a) In the interest of the University, the process of handing over and/or taking over shall be systematic and thorough.
- b) The outgoing officer shall try to clear pending work before the incoming officer takes over but uncompleted work shall be notified to the Head of Department/ Section or Vice Chancellor by the outgoing.
- c) The out-going officer shall write concise hand-over notes duly signed by her /him which shall include the following:
 - i) Any policy matters the out-going officer was handling,
 - ii) Description of any organisation(s) panels/committee (s), if any, he/she is serving on or involved with.
 - iii) Matter of policy that is pending.
 - iv) Notes on any regular engagements in which the in-coming officer will be engaged, which include but are not limited two regular meetings of panels, department, committees, meetings for financial or other returns etc.
 - v) A list of documents/equipment he/she had in his/her possession, duly signed by her/him and where cash is involved, references shall be made to vouchers against cash books and such other financial records that are important in the circumstances.
- d) The following rules shall be observed in the handing-over and taking over process by a new member of staff, other than the Deans of Faculties and Heads of Departments/Sections:
 - i) The in-coming officer shall report first to the University Secretary.
 - ii) The Dean of Faculty/Head of Section shall introduce the in-coming officer to the rest of the staff.

- iii) The out-going officer shall explain to the in-coming officer relief areas covered, texts and/or reference books and any other materials/matter as may be necessary,
 - iv) The head of Department/Section shall introduce the new member of staff to the Vice Chancellor, University Secretary, Academic Registrar, Bursar, Internal Auditor and all members of the management team.
- e) The following rules shall be observed in the handing-over and taking-over process in respect of Deans of Faculties or Heads of Departments/Sections.
- i) The in-coming Dean/Head of Department shall report to the out-going Dean/Head of Department.
 - ii) The out-going Dean/Head of Department/Section shall introduce the in-coming Dean or Head of Department/Section to the staff in that Faculty/Department/Section and all such staff and subordinates with whom the in-coming officer shall work closely.
 - iii) The out-going Dean/Head of Department/Section shall explain to the in-coming Dean/Department/Section the routine, chain of command and other areas that need special attention.
 - iv) The out-going Dean/Head of Department/Section shall discuss with the in-coming Dean/Head of Department/Section the work scheduled with their relief and establish whether it is up-to-date and, for that purposes, introducing to the in-coming Dean/Head of Department/Section matters, files, file indices and shall draw his/her attention to outstanding and/or urgent matters.
 - v) The out-going Dean/Head of department/Section shall explain to the new officer procedures to be followed where he/she needs to gain access to office premises and files after working hours.
 - vi) The out-going Dean/Head of Department/Section shall introduce the in-coming Dean/Head of Department/Section to all faculty,

Departmental or sectional libraries any other source of reference materials.

- vii) The out-going and in-coming Dean/Head of Department/Sections shall discuss any legislation involved in their work with particular attention to any interpretation and precedent if any that may have been laid down in such interpretation.
 - viii) The out-going and in-coming Dean/Head of Department/Section shall discuss any estimates that may be relevant to the Faculty of Department or Section.
 - ix) The out-going Dean/Head of Departmental Sectional shall hand over all items in his/her possession and control listed in the handing-over note/list in the presence of a superior officer and where impress involved, cash shall be handed over in accordance with Government Accounting Instructions.
 - x) The out-going and in-coming Dean/Head of Department Section shall hand-over all items in his/her possession and control listed in the handing-over notes/list in the presence of a superior officer and where impress involved, cash shall be handed over in accordance with Government Accounting Instructions.
 - xi) Where the work involves responsibility for any filed installations, the out-going shall conduct his/her relief round them and introduce to him/her the staff in charge of installations.
- f) The relief officer shall, after departure of the out-going officer acquaint him/herself with his/her schedule of work and shall in this regard read all files relevant including float files.

APPENDIX B: APPOINTMENTS PROCEDURE

1. APPOINTMENT PROCEDURE

- 1) All appointment to ASUL shall be done by the Appointments and Establishments Committee.
- 2) The Appointments Committee shall, in exercise of its powers of appointment and promotion of members of staff, maintain a high degree of efficiency and shall:
 - a) Give due regard to qualified staff already in service, taking into account qualifications, experience, merit and sanity.
 - b) Where a post cannot be filled by appointment or promotion of a suitable member of staff already in service, call for applications for the post by due advertisement of the same in the newspapers.
 - i) Forward a list of the most senior staff in the department together with the records of their service; and
 - ii) May recommend one of the officers in 2 b) (i) above to fill the vacant post.
 - c) Where the Head of Department does not recommend that the vacant post should be filled by the appointment or promotion of a member of staff already serving the University, he/she shall, when reporting the vacant post to the University Secretary, present a draft of the advertisement, setting out the details, rights, duties, obligations and qualifications required of such a post.
 - d) There shall be super-numeral appointments for serving staff as the case may arise.
- 3) Applications for vacant academic, administrative and support staff post shall be made as follows:

- a) Where the applicant is employed by government or parastatal body the application shall be channelled through the Head of Department.
 - b) The applicant shall name three (3) referees therein.
 - c) The application shall be accompanied by:
 - i) A Curriculum Vitae; and
 - ii) Certified copies of Certificates and Transcripts
- 4) The University Secretary shall present the list of applicants to the Appointments Committee for short-listing.
- 5) The University Secretary shall:
- a) Obtain references from the referees stated in the application and from the present employer where applicable in respect of every applicant duly short-listed;
 - b) Invite persons duly short-listed for interview by the Appointments Committee; and
- 6) Appointment shall be done by issuance, by the University Secretary, the appropriate letter of appointment to such persons as the Appointment Committee shall have approved.
- 7) The letter of appointment shall specify the home and post of the appointee.
- 8) All appointees are expected to undergo medical examinations before taking up their post. The Medical examination is to certify that the Appointees is in good health and is fit to be the right person to take up the post.

2. APPOINTMENT ON CONTRACT

- 1) Any person who is not a citizen of Uganda may be appointed in to ASUL service BUT such appointment shall be on Contract or temporary terms only
- 2) Contract appointments shall be done by issuance of a letter of Appointment by the Vice Chancellor upon the approval of the Appointments and Establishments Committee.
- 3) Contract appointments shall be for not more than 5 years renewable not more than two times.
- 4) For Assistant Lecturer, contract appointment is to enable this category of staff proceed for further training under the Staff Development Programme. The guiding principle shall be the Staff Development Vote, relevance of the area of the study and the availability of established vacancy. The appointee for Assistant Lecturer should normally possess a minimum of a Second Class (Upper Division) or an equivalent.
- 5) Applications for vacant academic, administrative and support staff posts shall be made as follows:
 - a) Where the applicant is employed by government or parastatal body the application shall be channelled through the Head of Department.
 - b) The applicant shall name three (3) referees therein.
 - c) The application shall be accompanied by:
 - i) A Curriculum Vitae; and
 - ii) Certified copies of Certificates and Transcripts.
- 6) The University Secretary shall present the list of applicants to the Appointments and Establishments Committee for short-listing.

7)The University Secretary shall:

- a)Obtain references from the referees stated in the application and from the present employer where applicable in respect of every applicant duly short listed;
- b)Invite persons duly short-listed for interview by the appointments and establish committee board; and

8)Appointment shall be done by issuance, by the Vice Chancellor, the appropriate letter of appointment to such person as the appointments committee shall have appointed.

9)The letter of appointment shall specify the home and post of the appointee.

10) All appointee are expected to undergo medical examinations before taking up their posts. The medical examination is for certifying that the appointee is in good health and is fit to be the right person to take up the post.

3. LETTER OF APPOINTMENT

The letter of appointment varies with the nature of appointment i.e. contract, temporary, etc. however, the following are the salient feature:

- a)Salary scale ASUL scale,
- b)Duties
- c) Medical examination
- d)Leave and other benefits
- e)Membership to the NSSF scheme
- f) Terms and conditions of service
- g)Tenure & terms and termination of appointment

4. LETTER OF DISMISSAL/TERMINATION

The letter of dismissal/termination varies with the circumstances of the case. However, the letter shall spell out the reasons for the decision in question.

APPENDIX C: PROCEDURE FOR CONFIRMATION

- 1) Where a member of staff is on probation, the Head of Department shall, three (3) months before the expiration of the probationary period consider whether:
 - a) Such member of staff should, on completion of the initial probationary period, be confirmed in the service of the University.
 - b) An extension period of probation is necessary before such a member of staff can be confirmed in service.
 - c) Such member of staff should be retained in service at all.
- 2) If after considering the matters in (1) above the Head of Department is of opinion that the member of staff should be confirmed in service:
 - a) The Head of Department shall, not later than one (1) month before the expiration of the probationary period, forward to University Secretary recommendations that such employee should be confirmed, through the Appraisal Form duly filled by the employee.
 - b) Where, after considering the matters in (1) above, the Head of Department is of the opinion that the member of staff has been conducting him/herself in a manner unbecoming or has not carried duties satisfactorily, the Head of Department shall inform the member of staff of such findings in writing, indicating whether:
 - i) He/she proposes to recommend an extension of the employee's probationary period of service; or
 - ii) The member of Staff' probationary period should be terminated.
- 3) Where the Head of Department proposes as in 2(b) (i) or (ii) above:
 - a) He/she shall always inform the member of staff of the report in writing within 14 days and inform her/him of his/her right to a hearing, if he/she desires to be heard.

- b) On expiration of the 14 days in 3(a) above the Head of Department shall forward to the University Secretary the report in writing on the member of staff, together with a copy of that given to the member of staff in 3(a) above the member of staff's defence, if any, the Head of Department's comments on it, if any, and recommendations as to whether the probationary period should be extended or whether the appointment should in fact be terminated.
- 4) Where the Head of Department is of the opinion that the services of any member of staff on probation should be terminated, the Head of Department shall follow the procedure in (1), (2) and (3) above.
- 5) A member of staff on probation shall not be eligible for promotion.
- 6) A member of staff on probation shall not be considered for study leave or award of scholarships to study in Uganda for a period exceeding 9 months, except in special cases as approved by the Staff Development Committee.
- 7) The power to confirm a member of staff in permanent service is vested in the Appointments and Establishment Committee.
- 8) The Appointments and Establishments Committee shall, in exercise of such powers as in (7) above, be advised by the relevant committees through the University Secretary who shall ascertain that:
- a) Notice of confirmation of appointment will be given to the employee by the University Secretary, duly signed and embossed.
 - b) An officer who has been confirmed in service shall cease to be on probation.
- 9) The salary progression of any member of staff who is confirmed on the due date shall be uninterrupted but where the probationary period of

any officer is extended for reasons of his/her service or conduct being unsatisfactory he/she shall not be paid an increment when the extended probationary period expires and no increments shall be awarded to such an officer until he/she is confirmed.

APPENDIX D: PROCEDURES FOR DISCIPLINE

1. DISCIPLINARY PROCEDURES

- 1) The power to discipline members of staff is vested in the Appointments and Establishments Committee.
- 2) All disciplinary proceedings that the University takes on any member of staff shall be conducted fairly and speedily.
- 3) For purposes of affording staff a fair and speedy hearing, the University Secretary shall always submit a full detailed report of allegations/charge, facts and evidence to the University Disciplinary Tribunal and inform and provide the affected member of staff with a summary of the report at least two weeks before the hearing.
- 4) The University Tribunal may after the trial recommend whether a member of staff should be removed from office.
- 5) The University Tribunal shall, in its proceedings abide by the rules of natural justice and shall:
 - a) Afford the accused a fair hearing;
 - b) Inform the accused member of staff of the case against her/him two (2) weeks before the date of hearing;
 - c) Allow the accused person to defend himself/herself and to put his/her defence in writing if he/she wishes before the date of hearing and to call witnesses if he/she wishes and to ask any questions he/she may wish.

2. DISCIPLINARY MEASURES

If after carrying out the necessary investigations as provided for in these regulations, the Appointments Committee is of the opinion that:

- a) The alleged misconduct is not serious enough to warrant dismissal;
or
- b) The criminal charge of which the member of staff has been adjudged guilty warrants some lesser disciplinary punishment than dismissal.

The Appointments and Establishments Committee may, in its discretion punish a member of staff in any of the following ways.

- i. Demotion in rank
- ii. Withhold promotion
- iii. Reduction in salary
- iv. Stoppage of increment in salary
- v. Withhold increment in salary
- vi. Defer increment in salary
- vii. Serious reprimands
- viii. Reprimand
- ix. Recovery of damages from the member of staff incurred as a result of his/her misconduct
- x. Any other punishment the Appointments and Establishments Committee may deem fit.

APPENDIX E: PROCEDURE FOR REMOVAL FOR GOOD CAUSE

- 1) Vice Chancellor or his/her appointee shall, for good cause, suspend the services of staff on half-pay PROVIDED such person has been warned three times in writing. The Vice Chancellor or the appointee shall forthwith report the matter to the Appointments and Establishments Committee and the reasons thereof.
- 2) The Appointments and Establishments Committee shall review the case and accord the employee a right of hearing and a fair trial before making the final decision.
- 3) The Appointments and Establishments Committee on the advice of the University Tribunal remove a member of staff from office for good cause PROVIDED such staff shall be afforded a reasonable opportunity to be heard.
- 4) In order to her/him a fair trial, the University Secretary shall issue her/him with a written statement of the charges against her/him fourteen (14) days before the date of hearing and inform her/him of his/her right to put his/her defence in writing, if he/she wishes, and of the date, time and venue of hearing.
- 5) The University Tribunal shall record all its proceedings and report the same to the Appointments and Establishments Committee. This report shall include.
 - a) A statement whether, in the opinion of the University Tribunal the member of staff is guilty of the charges against her/him, and the reasons for such finding.

- b) Details of the matters/circumstances, which in the opinion of the University Tribunal aggravate(s) the charges.
 - c) The decision(s) of the University Tribunal and reasons thereof.
- 6) The Appointments and Establishments Committee shall recommend the punishment appropriate in the circumstances.
- 7) A member of staff whose appointments is terminated for good cause shall have right of appeal to Council.
- 8) The University Secretary shall take serious note of the possible implications of disciplinary cases against a member of staff:
- a) If criminal proceedings of a nature likely to warrant disciplinary proceedings are brought against any officer of the University in any court of law, the University Secretary shall forthwith report this matter to the Chairman of the Appointments and Establishments Committee with a statement as to whether or not such a member of staff needs to be interdicted.
 - b) Disciplinary proceedings of a member of staff against whom criminal charges have been preferred shall **not be taken** until the conclusion of the criminal proceedings and determination of the appeal thereof, if any.
- 9) Where a member of staff is acquitted of a criminal offence by any court of law he/she shall **not** be punished on account of the same charge BUT nothing in this section shall prevent such member of staff from being dismissed or punished on account of any other charges arising out of his/her conduct in the same acts or transactions or series of transactions UNLESS the latter charge raises substantially the same issues as those in the charge of which he was acquitted.

- 10) Where disciplinary/criminal proceedings have been lodged against a member of staff and he/she is not dismissed/convicted, any salary withheld under the provisions of these regulations shall be restored to her/him upon determination of those proceedings in his/her favour.
- 11) If in the opinion of the Vice Chancellor, the conduct of an expatriate member of staff is unsatisfactory, he/she shall report this matter to the Appointments and Establishments Committee, which shall take the action appropriate in the circumstances, having regard to the terms of contract.
- 12) If, in the opinion of Council, the Vice Chancellor or the Deputy Vice Chancellors should, for 'good cause', be subjected to disciplinary action, Council shall carry out investigations and report its findings to the Bishop of the Diocese of Lango.

APPENDIX F: ASUL STAFF JOB DESCRIPTIONS

1. Vice Chancellor's Job Description

Overall Job Purpose: To provide strategic direction and executive leadership to advance the university's mission and attain its strategic academic objectives, formulate policy proposals for consideration by the Council, implement policies approved by the Council, and position and represent the university nationally and internationally.

Major Job Functions: The Vice Chancellor (VC) is the Chief Executive Officer (CEO) of the university. The VC reports to Council and chairs other principal university organs, and nominates deputies to chair other organs. The VC works closely with the Faculties/Departments to ensure a coherent vision across all the constituent parts of the university, and works with the Chancellor, Congregation, Council, Academic and Administrative Units to ensure efficient and effective governance, management and administration of the university.

Key Duties and Responsibilities

- 1) Serves as the university's principal academic and administrative officer, answers to the university Council, and chairs the Senate and the Top Management Team.
- 2) Serves as the principal advisor to the Chancellor and implementer of the Council's decisions on matters pertaining to governance, academic and administration of the university in a thorough and timely manner.
- 3) Provides strategic direction and overall executive oversight over all the academic and administrative units for the effective delivery of academic programmes and services, including enrolment management (admissions, registration and records), curriculum development and programme design, quality assurance and

standards, curriculum delivery services, library and information services and student services.

- 4) Oversees the planning, development, organisation, implementation, review and evaluation of the university curriculum and academic programmes and related administrative policies, procedures and guidelines.
- 5) Oversees the planning, development, organisation, implementation, review and evaluation of the university's institutional structures and systems.
- 6) Oversees and facilitates the assessment of the university curriculum and academic programmes, and the related learning outcomes and proposes more efficient and effective academic-related institutional operations.
- 7) Prepares and presents pertinent proposals and recommendations for academic and administrative policies and procedures to Council for consideration and approval.
- 8) Ensures that academic programmes comply with accreditation guidelines and the governing policies, rules and regulations.
- 9) Interprets, implements and applies appropriately the pertinent laws as well as approved academic and administrative policies and procedures.
- 10) Secures and sustains a financial and non-financial resource base that is sufficient to allow the delivery of the university's mission, aims and objectives.
- 11) Supervises and coordinates budget preparation and allocation of funds and other resources for the approved academic programmes and administrative functions.
- 12) Oversees and coordinates the implementation of the approved budget and proper utilisation of allocated funds and resources for the assigned functions.
- 13) Oversees and promotes the university's student enrolment as an active process that establishes, implements and evaluates an overall

strategy to attract and recruit students from pre-enrolment through the attainment of educational goals.

- 14) Oversees the negotiation and development of the university human resource policies and monitors operation of the human resource management system.
- 15) Evaluates and approves the recommendations of the faculty deans for faculty appointments, promotion and tenure.
- 16) Reviews and recommends to Council any actions on appointment, promotion, tenure and salary adjustments of administrative and academic staff in accordance with university policies and procedures.
- 17) Oversees and coordinates staff development programmes.
- 18) Maintains liaison with national agencies such as the National Council for Higher Education and the Ministry of Education and Sports on matters of quality assurance and capacity development.
- 19) Forges and maintains linkages and partnerships with other educational institutions, community organisations and private/public entities within and outside Uganda.
- 20) Represents and promotes the university to other organisations and the internal and external community.
- 21) Coordinates and maintains liaison with the National Council for Higher Education, the Vice Chancellor's forum, the Inter-University Council for East Africa and other Higher Education organisations within and outside Uganda.
- 22) Provides leadership in creating and maintaining academic standards and policies.
- 23) Carries out certain important ceremonial and civic duties, including award and commemoration ceremonies.
- 24) Performs any other duties and responsibilities that may be assigned by the Council.

Essential Professional Qualifications and Experience:

- 1) A doctorate in an academic discipline is preferred.
- 2) Possess teaching experience at the college and/or university level.
- 3) Master's degree from an accredited college or university in an academic discipline is required and four years executive administrative and academic experience.
- 4) Any combination of experience and training that provides the required knowledge, skills and abilities is desirable.

Requisite Personal Attributes:

- i). Visionary leadership skills and experience to enhance the university's performance and reputation in a rapidly evolving higher education environment.
- ii). A proven track record of success in leading and managing effective change, champion development of collaborative local, national and global partnerships and help to boost the prominence of the university committed to inspirational teaching and ground-breaking interdisciplinary research.
- iii). An exceptional academic with the vision to lead talented staff, including researchers and campus-based and off-campus students so as to build on the university's significant achievements as an academic institution.
- iv). Passionate and ambitious about inspiring and challenging people to learn and achieve, celebrating individuality, ingenuity, energy and enterprise, and being committed to enhancing both the student experience and research excellence.
- v). Proven integrity and sound judgement, and a skilled proactive and effective decision maker.
- vi). Demonstrable ability to manage a complex academic organisation and to work effectively with colleagues throughout the university.
- vii). Ability to evaluate academic programmes, assess learning outcomes, and lead the accreditation process.

- viii). Demonstrable commitment to the use of modern information and communication technology systems to support teaching and learning.
- ix). Have knowledge of fiscal management within higher education, including preparing and implementing budgets and resource allocation.
- x). Experience with a broad range of disciplines and interdisciplinary programmes.
- xi). Possess skills in evaluating employee capabilities and performance levels.
- xii). Strong interpersonal and communication skills.
- xiii). Experience with developing and administering grants within an institutional setting.

2. Deputy Vice Chancellor Academic and Student Affairs Job Description

Overall Job Purpose: To provide leadership, direction, guidance and coordination of delivery of quality academic curricula and programmes as offered by the University.

Major Job Functions: Reporting directly to the Vice Chancellor, the DVC Academic and Student Affairs plays a lead strategic role and carries operational responsibility for teaching and learning, quality assurance and standards and the overall student experience. The DVC is responsible for overseeing the academic direction of the university. Key roles of the DVC Academic and Student Affairs include developing and implementing the university's teaching and learning strategy, championing innovation in teaching and learning and developing strategies to enhance the student experience.

Key Duties and Responsibilities:

- 1) Spearheads and coordinates the development, implementation and review of the university's strategic academic plan, including the academic profile and portfolio.
- 2) Oversees the quality assurance mechanisms for academic programmes and ensures their contribution to the development of improved outcomes for students.
- 3) Takes the lead in developing new and relevant programmes in addition to continuously reviewing existing programmes.
- 4) Oversees and coordinates the setting and review of academic goals and objectives for faculties and departments.
- 5) Oversees and coordinates the development, operation, maintenance and use of a robust information technology system for efficient student record procedures and processes to enhance student experiences and outcomes.
- 6) Mobilises and coordinates support for the development of excellent learning and teaching standards and the professional development of academic staff.
- 7) Oversees the promotion of student recruitment and facilitates access to admission of students from diverse backgrounds and targeted equity groups.
- 8) Works with the deans/directors to manage the portfolio of academic programmes offered by the university.
- 9) Oversees, coordinates and reviews the work of senior academic staff, including faculty deans and heads of department, to ensure professional service delivery that enables the university to attain and sustain high levels of academic excellence.
- 10) Oversees, coordinates and reviews the planned activities of teaching, research and the student learning experience across the university.

- 11) Serves as the contact person on academic affairs and networks with academic and business partners worldwide to further the university's interests.
- 12) Represents the university in important academic and governance assemblies, correctly offering an outlay of information that pertains to academic affairs.
- 13) Deputises for the Vice Chancellor as required and performs such other duties and functions that may be delegated by the Vice Chancellor or assigned by Council.

Essential Professional Qualifications and Experience:

- 1) A Doctor of Philosophy (PhD) degree from a recognised university.
- 2) Have at least five (5) years of teaching experience at university Level.
- 3) At least five (5) years of administrative experience as Head of Department and/or Dean in an academic environment in higher education institution.
- 4) Excellent academic background, including research and publications.
- 5) Have managerial experience in academic affairs of at least eight years in a reputable university with demonstrated team leadership skills.

Requisite Personal Attributes:

- i). Ability to design, develop, implement and evaluate academic programmes.
- ii). Thorough knowledge of the Higher Education sub-sector with demonstrable skills in strategic planning and policy management.
- iii). Demonstrable capability for supervision, integration and monitoring of the faculties/departments/units dispersed across the university.
- iv). Excellent knowledge of national laws and policies related to education.

- v). Capability to maintain productive relationships with internal and external parties.
- vi). Proven strong organisational and team leadership skills.
- vii). Strong negotiation and conflict management skills.
- viii). Excellent interpersonal and verbal/written communication skills.
- ix). Competency in MS Office Applications and accounting Software.
- x). Excellent behaviour and technical competencies, including but not limited to result oriented management, decision making and problem solving, accountability, assertiveness and self-confidence, concern for quality and standards, high integrity and ethical principles, flexibility, innovativeness, knowledge management, public relations and customer care, self-management and stress management.

3. Deputy Vice Chancellor Finance and Administration Job Description

Overall Job Purpose: To provide leadership, direction, guidance and coordination of the finance and administration functions of the university.

Major Job Functions: Key roles of the DVC Finance and Administration include providing strategic leadership in developing and implementing the university's finance and administration strategies, championing innovation in delivering finance and administration services and developing strategies to enhance efficiency and effectiveness of the university's finance and administration functions.

Key Duties and Responsibilities:

- 1) Spearheads and coordinates the development, implementation and review of the university's strategic plan for the management of the university's human resources, finances and physical resources.

- 2) Oversees the quality assurance mechanisms for the management of the university's human resources, finances and physical resources.
- 3) Oversees the development and implementation of appropriate fiscal and administrative policies, procedures and processes to ensure efficient and effective delivery of the university's financial and administrative services.
- 4) Ensures that the managers of each university unit are fully conversant with current established policies, procedures and processes to ensure proper service delivery.
- 5) Oversees the implementation of all policies and appropriate procedures to ensure efficient performance and delivery of administrative and financial services in the university in line with the strategic plan.
- 6) Oversees the development, deployment and utilisation of a robust information and communication technology system for managing the university's financial and administrative needs.
- 7) Coordinates and constantly monitors the university's financial and administrative operations to ensure consonance with the strategic plan.
- 8) Oversees and coordinates the preparation of financial statements, budgets, reports and auditing of university income and expenditure for presentation to Top Management and Council for approval.
- 9) Liaises with financial and regulatory institutions such as banks, Uganda Revenue Authority, National Social Security Fund and other agencies on financial matters.
- 10) Liaises with relevant government agencies, suppliers, creditors, student, staff and faculties/departments on various governance and administrative matters.
- 11) Provides innovative and creative leadership in the areas of human resource, finance and material resource management.

- 12) Coordinates the design, development, implementation and maintenance of appropriate human resource policies, procedures and systems to attract, develop and retain qualified, competent and experienced staff.
- 13) Coordinates the preparation and implementation of the university budget, financial statements, management reports and ensures that both annual and medium term expenditures are consistent with the university strategic plan.
- 14) Designs and coordinates procurement policies and procedures that ensure the university receives quality services from suppliers and gets value for its money.
- 15) Maintains efficiency and good order of the university including staff welfare, conduct and discipline and ensures proper enforcement of the laws and regulations.
- 16) Determines the university's development needs with respect to students, facilities, infrastructure and human resource requirements and accordingly advises the Vice Chancellor and Council with regard to resource mobilisation strategies.
- 17) Deputises for the Vice Chancellor as required and performs such other duties and functions that may be delegated by the Vice Chancellor or assigned by Council.

Essential Professional Qualification and Experience:

- 1) Should have a Doctor of Philosophy (PhD) degree. A Master's Degree in Administration, Management or Finance and/or professional qualifications in Finance and/or Administration.
- 2) Should have at least five (5) years progressive experience in finance and administration management processes at a senior level.
- 3) Experience in collaborating with multiple multilateral and bilateral organisations and working with external partners and institutions.

Requisite Personal Attributes:

- i). Proven ability as a strategic leader and a highly skilled manager with good business acumen, strong entrepreneurial skills and ability to oversee multiple projects.
- ii). Thorough knowledge of the Higher Education sub-sector with demonstrable skills in strategic planning and policy management.
- iii). Demonstrable capability for supervision, integration and monitoring of the faculties/departments/units dispersed across the university.
- iv). Excellent knowledge of national laws and policies related to education.
- v). Capability to maintain productive relationships with internal and external parties.
- vi). Proven strong organisational and team leadership skills.
- vii). Strong negotiation and conflict management skills.
- viii). Excellent interpersonal and verbal/written communication skills.
- ix). Competency in MS Office Applications and accounting Software.
- x). Excellent behaviour and technical competencies, including but not limited to result oriented management, decision making and problem solving, accountability, assertiveness and self-confidence, concern for quality and standards, high integrity and ethical principles, flexibility, innovativeness, knowledge management, public relations and customer care, self-management and stress management.

4. University Secretary's Job Description

Overall Job Purpose: To coordinate and facilitate the functions of the University Council and its various committees and to ensure the efficient and effective operation of the university's system of governance.

The general objectives of the position of University Secretary are:

- 1) To oversee services pertaining to university governance, strategic planning, information sharing, capital development, estates and facilities management, assets and liabilities.
- 2) To compile and share legislative and regulatory information pertaining to the university, such as The Universities and Tertiary Institutions Act.
- 3) To work closely with the Chancellor, the Chair of the Council, senior administration officers, and committee chairs, to ensure timely input of advice, information and recommendations to the Council and the Senate.
- 4) To provide reliable information about university policies and procedures and keep track of the status of proposals as they proceed through the university's decision making process.
- 5) To provide regular communication on the deliberations and actions approved by Senate and the Council.
- 6) To provide timely responses to all legitimate requests for information, assistance, and advice, within the context of the resources of the Secretariat.

Major Job Functions: The University Secretary reports administratively to the Deputy Vice Chancellor in charge of Finance and Administration, but is also functionally accountable to the Council Chair, and contact is regular and often involves sensitive matters. The University Secretary works closely with the Council Chair, committee chairs, the Vice Chancellor and senior administration staff to provide advice and guidance on jurisdiction, strategy, policy and procedures. The University Secretary is responsible for ensuring there is effective liaison among the decision making bodies and senior university officers. The University Secretary is responsible to the entire university community for the provision of timely, accurate and objective information, as well as advice on interpretation and application of policy.

Key Duties and Responsibilities:

- 1) Assists the Deputy Vice Chancellor in charge of Finance and Administration , in supervising governance, financial and administrative tasks and activities, including drafting correspondence and other documents for the Chancellor, Council Chair and the Vice Chancellor, and advising on issues which are raised with the Chancellor, Council Chair and the Vice Chancellor from within and outside the university.
- 2) Provides administrative and professional support for the Chancellor, the Council and its committees, the Vice Chancellor, the Senate and its committees, and the Top Management team.
- 3) Supports the university's strategic objectives and plans by coordinating the timely drafting of the university annual budget and operational action plans and submission of the same to Council for consideration and approval.
- 4) Develops and provides guidelines for good governance principles and practices for the Council, the Vice Chancellor, the Senate and Top Management.
- 5) Oversees and coordinates the timely and effective implementation of the approved university annual budget and operational action plans.
- 6) Serves as the university accounting officer and oversees the proper control and utilisation of its human, financial, and material human resources.
- 7) Oversees and coordinates the development of agendas for full Council and committee meetings, including tracking of agenda items and drafting of agendas.
- 8) Organises and participates in Council and committee meetings, including the collecting of meeting materials, mailings, follow-up letters, and drafting of minutes.

- 9) Oversees and maintains the permanent records of the Council, including minutes of meetings, resolutions, documents and other records of Council business.
- 10) Organises and maintains communications with the Council and deals directly with the Council members in connection with their trustee responsibilities as necessary.
- 11) Oversees preparation of Council documents, including minutes, resolutions, observations, comments and salutations.
- 12) Oversees the maintenance of the publications, including the university website.
- 13) Serves as the principal custodian of the university assets, including the university seal, the legal and policy documents, and assets register.
- 14) Works with the Vice Chancellor, Deputy Vice Chancellors, Academic Registrar and Deans to plan, design and manage significant events.
- 15) Supervises the daily operations of the Secretariat office and staff members.
- 16) Provides financial analysis and reporting, and authorises personnel expenditures for casual and/or temporary employees, service contracts, and equipment purchases.
- 17) Oversees the planning and organisation of major university events such as Fresher's Orientation Week, Prayer Day and Graduation, and special events such as commissioning, dedication, celebratory ceremonies, services and inaugurations.
- 18) Liaises and collaborates with the university's solicitors or legal advisors to obtain and use appropriate legal advice and guidance.
- 19) Ensures that the highest standards of corporate governance and information sharing are adhered to in the management of university business.
- 20) Maintains and circulates an annual calendar of key events, functions and meetings.

- 21) Ensures the health and safety of staff, students, visitors and contractors by taking all reasonable steps to provide and maintain safe working conditions, equipment and systems of work.
- 22) Oversees the timely completion and submission of statutory returns to fulfil legal obligations, maintain reputation and obtain required resources.
- 23) Provides accurate management information with timely interventions and advice, focused market intelligence and professional risk management for sustainable future programmes.
- 24) Oversees the operation and maintenance of high quality library and information technology resources and services that can be readily accessed and exploited to achieve the university's academic outcomes and administrative objectives.
- 25) Oversees the provision of excellent customer service throughout the university, and solicits and takes note of feedback and suggestions from clients and other stakeholders for continuous improvement of service delivery.
- 26) Oversees the delivery of fast, convenient and effective access to information and resources wherever and whenever they are needed.
- 27) Ensures that all the appropriate laws, policies, procedures and processes are followed in relation to management of the university assets and liabilities.
- 28) Maintains an up to date university assets register and acts as the custodian of records pertaining to all university assets and liabilities.
- 29) Maintains the university's estates, including land, buildings, installations, key equipment and other academic and administration facilities.
- 30) Ensures proper use and optimal utilisation of the university's facilities and services.

31) Keeps and maintains insurance cover for the university's assets as required by law or as directed by Council.

32) Performs any other duties as may be assigned by the Vice Chancellor or Council.

Essential Professional Qualification and Experience:

1) A Master's Degree in Educational Planning, Administration or Management and/or professional qualifications in Administration or Management.

2) At least five (5) years progressive experience in educational administration management processes at a senior level.

3) Experience in collaborating with multiple multilateral and bilateral organisations and working with external partners and institutions.

Requisite Personal Attributes:

The University Secretary needs the following knowledge, skills and abilities:

i). Proven ability as a strategic leader and a highly skilled manager with good business acumen, strong entrepreneurial skills and ability to oversee multiple projects.

ii). Thorough knowledge of the Higher Education sub-sector with demonstrable skills in strategic planning and policy management.

iii). Demonstrable capability for supervision, integration and monitoring of the faculties/departments/units dispersed across the university.

iv). Excellent knowledge of national laws and policies related to education.

v). Capability to maintain productive relationships internally and externally.

vi). Proven strong organisational and team leadership skills.

vii). Strong negotiation and conflict management skills.

viii). Excellent interpersonal and verbal/written communication skills.

ix). Competency in MS Office Applications and accounting Software.

- x).Excellent behaviour and technical competencies, including but not limited to result oriented management, decision making and problem solving, accountability, assertiveness and self-confidence, concern for quality and standards, high integrity and ethical principles, flexibility, innovativeness, knowledge management, public relations and customer care, self-management and stress management.

5.Academic Registrar's Job Description

Overall Job Purpose: To plan, organise, supervise, control and document all administrative and operational functions of the Registry, including but not limited to permanent records of student enrolment (i.e. admissions and registration) as well as permanent records of certification of students' achievement (i.e. marks and grades of assessment of tests, assignments and examinations).

The general objectives of the position of Academic Registrar are to:

- 1)Facilitate timely recruitment and admission of qualified undergraduate applicants;
- 2)Produce and maintain accurate student records;
- 3)Optimise the utilisation of academic facilities;
- 4)Produce and circulate the university academic calendar, including semester schedules and timetables that support the enhancement of students' experience;
- 5)Operate as a central source of academic information services.

Major Job Functions: The AR reports administratively to the Deputy Vice Chancellor in charge of Academic and Student Affairs. The role of AR covers a diverse range of activities, functions and responsibilities, from the day-to-day and on-going management of academic affairs and academic business across the institution, to longer term university

strategic and policy development. It also ranges from detailed and complex issues concerning:

- 1) Interpreting, implementing and enforcing academic policies and regulations of the University in consonance with those of the National Council for Higher Education.
- 2) Administering and facilitating effective student registration and enrolment. Maintaining a secure student database and implements policies and procedures for their responsible use.
- 3) Maintaining up-to-date course schedules, catalogues, final examination schedules.
- 4) Supervising and maintaining the system and procedures for assessment, grading and certification of student progress and achievement.
- 5) Advising and counselling students and staff on academic matters.

Key Duties and Responsibilities of the Academic Registrar

- 1) Develops and implements streamlined and effective student application, admission and registration procedures/processes, in collaboration with the Vice Chancellor, Deputy Vice Chancellor, University Secretary, Deans and Heads of Department.
- 2) Administers the admissions cycle from application through registration and ensures adherence to the minimum admission requirements of the university through verification of authenticity of applicant's credentials and academic eligibility.
- 3) Collaborates closely with the Bursar's office on student enrolment and registration matters for efficient and effective management of students' accounts receivable.
- 4) Oversees and coordinates post-registration processes, including administering changes in enrolment, maintaining enrolment records, and processing, recording and reporting student progress and achievements.

- 5) Oversees and coordinates the procedures and processes for student enrolment, the verification and articulation of transfer credits, verification of eligibility for graduation, verification and classification of certificates, diplomas and degrees, and the production of official academic transcripts and certificates.
- 6) Reviews academic and administrative policies and procedures pertaining to the Registry and recommends changes and, when required, drafts new policies and strategies for consideration by the Council, Senate or other appropriate organs.
- 7) Implements approved policies, strategies and procedures for the administration of academic programmes in support of the University's quality assurance standards.
- 8) Assists in drafting and developing the Registry departmental annual operating budget and action plans manages expenditures.
- 9) Implements the Registry departmental annual operating budget and action plans and controls the expenditures.
- 10) Serves as the focal person for interpretation and application of policies, regulations and rules pertaining to student enrolment, implementation of academic programmes, and assessment, grading and certification of student progress and achievement and related matters.
- 11) Advises and counsels members of the University community and external clients on policy and regulatory matters pertaining to student enrolment, implementation of academic programmes, and assessment, grading and certification of student progress and achievement and related matters.
- 12) Ensures a high level of customer care by making timely adjustments to Registry procedures and processes as required.
- 13) Serves as the secretary to the Senate, coordinator for Senate functions and custodian of the Senate records and documents.
- 14) Facilitates and supports the development of new and innovative academic initiatives and programmes to better support students

- and academic staff, in collaboration with other University administrators and faculty/department staff.
- 15) Serves as the official custodian of all student records and ensures the integrity, accuracy and security of permanent academic records of current and past students.
 - 16) Maintains strong working relationships with other University administrators and faculty/department staff, students' organs and the external community.
 - 17) Plans and develops strategies for the maintenance, operation and upgrading of the academic information infrastructure, in collaboration with the University Secretary, Deans and Heads of Department.
 - 18) Oversees the maintenance of the database for records of student enrolment, registration, progress and achievement, in accordance with University policies, and regulations and guidelines of the National Council for Higher Education (NCHE).
 - 19) Provides prompt, accurate and efficient services and information to students, alumni, faculty, administrators and external agencies.
 - 20) Oversees the retention, retrieval, security and control, integrity and confidentiality of all permanent academic records for all current and former University students.
 - 21) Verifies, collates and documents details of the relevant particulars of students.
 - 22) Regularly reviews best practices in the application of IT to academic and related operations and recommends measures for adoption of appropriate and flexible IT solutions to support continuous improvement of academic and related operations, and oversees the conversion of records to electronic media for archival purposes.
 - 23) Oversees and coordinates the process of preparation of the academic calendar, including semester scheduling and

- timetabling, and assists the University Secretary to incorporate the academic calendar into the university almanac.
- 24) Produces and distributes/publishes the academic calendar, semester schedules and timetables in collaboration with University Secretary and Deans of Faculties.
 - 25) Coordinates commencement and monitors implementation of academic calendar, semester schedules and timetables and activation of academic programmes and related activities.
 - 26) Oversees and coordinates allocation, scheduling and utilisation of classroom space, equipment and related facilities.
 - 27) Produces and distributes/publishes examination schedules and timetables in collaboration with Deans and Heads of Department.
 - 28) Coordinates the process of conducting mid-semester coursework assessment and end of semester examinations, including compiling, grading and collating results.
 - 29) Oversees the system for recording, processing, verifying/validating, collating and converting coursework assessment and examination results into Grade Point Averages (GPA), and interim and final transcripts.
 - 30) Enforces compliance and adherence to the university's examination regulations and assessment standards for particular programmes and courses.
 - 31) Prepares reports on incidents or occurrences of academic fraud or misconduct that require disciplinary sanctions such as warning, probation, suspension or dismissal.
 - 32) Ensures accessibility of results for University administrators, Senate members, appropriate faculty members and students.
 - 33) Produces and distributes/publishes list of academic awards and recognition certificates.
 - 34) Oversees the processing of applications for graduation, transcripts and certificates.

- 35)Administers the process for verification and issuance of transcripts and certification for certificates, diplomas and degrees to deserving candidates.
- 36)Assists in organising and executing academic ceremonies, in collaboration with the Vice Chancellor, Deputy Vice Chancellor, University Secretary, Faculty Deans.
- 37)Certifies student eligibility for participation in interuniversity programmes.
- 38)Benchmarks academic and related practices and processes with peer and aspiring institutions, measuring effectiveness on key performance indicators, and implementing improvements and innovation.
- 39)Participates in pertinent interuniversity events and programmes and collaborates with relevant professional organisations on behalf of the University.
- 40)Maintains an active professional relationship with the Academic Registries of other universities and higher education institutions through a network across Uganda.
- 41)Prepares reports on student enrolment and academic data for the Senate and the University Council as well as for the National Council for Higher Education and other external stakeholders.
- 42)Coordinates reporting requirements with the Vice Chancellor, Deputy Vice Chancellor, University Secretary, Deans and Heads of Department to complete regulatory reporting to the NCHE and other external agencies.
- 43)Provides leadership for the staff of the Academic Registry, fostering a stimulating work environment that embraces diversity and motivates staff to provide University stakeholders with excellent service.
- 44)Supervises the staff of the Academic Registry including planning, assigning and directing work, as well as coaching, appraising

- performance, rewarding and disciplining employees, and addressing complaints and resolving problems.
- 45) Performs any other duties as may be assigned by the Vice Chancellor.

Essential Professional Qualification and Experience:

- 1) Should have a Master's Degree in Education, Administration or Management and/or professional qualifications in Administration or Management.
- 2) Should have at least five (5) years progressive experience in educational administration management processes at a senior level.
- 3) Experience in collaborating with multiple multilateral and bilateral organisations and working with external partners and institutions.

Requisite Personal Attributes:

The Academic Registrar needs the following knowledge, skills and abilities:

- i). Thorough knowledge of the Higher Education sub-sector with demonstrable skills in strategic planning and policy management.
- ii). Excellent knowledge of national laws and policies related to education.
- iii). A thorough understanding of national and institutional requirements regarding the University & Other Tertiary Institutions Act and the guidelines of the National Council for Higher Education (NCHE), and other applicable laws and regulations.
- iv). Commitment to collaboration with University administrators, staff and students.

- v). Ability to listen, build relationships, develop consensus, influence and make appropriate recommendations and decisions with key stakeholders is essential.
- vi). Demonstrable capability for supervision, integration and monitoring of the faculties/departments/units dispersed across the university.
- vii). A strategic perspective on student enrolment management.
- viii). Capability to maintain productive relationships with internal and external parties.
- ix). High integrity with strong organisational and team leadership skills.
- x). Proven effective supervisory experience in a people-oriented environment.
- xi). Strong negotiation and conflict management skills.
- xii). Excellent interpersonal and verbal/written communication skills.
- xiii). Excellent verbal and written communication skills, including presentation skills.
- xiv). Competency in MS Office Applications and Enrolment Management Software.
- xv). Excellent analytical and quantitative skills, with the demonstrated ability to manage complex administrative databases, are essential.
- xvi). Excellent behaviour and technical competencies, including but not limited to result oriented management, decision making and problem solving, accountability, assertiveness and self-confidence, concern for quality and standards, high integrity and ethical principles, flexibility, innovativeness, knowledge management, public relations and customer care, self-management and stress management.

6. University Bursar's Job Description

Overall Job Purpose: To keep the university's books of accounts and maintain the bank accounts; direct, coordinate and supervise the billing and collection of student fees; maintain and audit student accounts; and keep accurate and updated records of all university income and expenditures.

Major Job Functions: The Bursar reports administratively to the Deputy Vice Chancellor in charge of Finance and Administration. The Bursar collaborates closely with the Vice Chancellor and all other officers who operate cost centres to maintain proper records of financial transactions, and also with students individually to maintain their fees accounts as well as collectively to maintain accounts of the Guild and other student groups.

Key Duties and Responsibilities:

- 1) Oversees the overall operations of student financial services, billing and receivables, and cashiering functions of the university/college.
- 2) Provides direction and leadership in financial management, fiscal policies review and changes.
- 3) Ensures compliance with university policies and statutory regulations and standard accounting procedures.
- 4) Directs the Bursar's Office in the management and administration of the university's enterprise resource planning system and electronic billing system in preparation for billing of students.
- 5) Coordinates the integration of the university's enterprise resource planning system into the electronic billing process of all student financial assistance programmes including Federal, state and institutional assistance as well as statutory and negotiated waiver and benefit programmes.
- 6) Coordinates tuition payment plans for parents and students. Maintains records and on-line computer system for students involved in this programme. Provides debt counselling to students and parents.

- 7)Administers the meal plan programmes including billing, transfer, buy-in and refund procedures.
- 8)Supervises the cash management process in the collection of all revenue including receipt and deposit; data entry of all payments and service transfer invoices against student accounts in the university's enterprise resource planning system; cash control and maintains accurate records of cash receipts. Cash includes currency, checks, money orders and credit card transactions; refunds payments due to student withdrawals, overpayment, academic dismissal, departure from residence hall, cancellation of meal plan, etc.
- 9)Directly supervises the collection efforts for all past due university charges and assignment of receivables to a contracted collection agency. Complies with Federal regulations regarding delinquent and uncollectible accounts. Refers seriously delinquent accounts to collection agency.
- 10)Monitors and keeps records of loan programmes from initial loan transmittal through final payment of each account.
- 11)Establishes repayment plans for borrowers and transmits accounts receivable information through services of a contracted computer billing operation.
- 12)Establishes policies and procedures to ensure positive, effective and open relationships with all clients of the Bursar Office including students, parents, faculty and administrators
- 13)Develops and maintains the budget for the Bursar Office, including all personnel, equipment and supplies.
- 14)Supervises full-time and part-time professional staff and full-time support staff.
- 15)Performs any other duties as may be assigned by the Vice Chancellor.

Essential Professional Qualification and Experience:

- 1) Bachelor's degree in Finance, Accounting, Business Administration or a related field required. Master's degree in Finance, Accounting, Business Administration or a related field preferred.
- 2) Minimum five years' experience as accounts and/or finance professional in an educational or public service oriented institution.
- 3) Experience in the management of student financial services in an institution of higher education and knowledge of automated student record in an enterprise resource planning system and financial accounting systems.

Requisite Personal Attributes:

The University Bursar needs the following knowledge, skills and abilities:

- i). Proven ability as a highly skilled finance manager with strong accounting skills.
- ii). Demonstrable capability for integrated operation of the university's accounting and finance functions and systems.
- iii). Excellent skills in MS Office Applications and automated accounting software.
- iv). Excellent knowledge of accounting standards and institutional financial policies.
- v). Capability to maintain productive relationships with internal and external parties.
- vi). Proven strong organisational and team leadership skills.
- vii). Strong negotiation and conflict management skills.
- viii). Excellent interpersonal and verbal/written communication skills.
- ix). Excellent behaviour and technical competencies, including but not limited to result oriented management, decision making and problem solving, accountability, assertiveness and self-confidence, concern for quality and standards, high integrity and ethical principles, flexibility, innovativeness, knowledge

management, public relations and customer care, self-management and stress management.

7. Dean of Students Job Description

Overall Job Purpose: To provide social programmes and support for students at the university through collaborating with different departments and units.

Major Job Functions: the Dean of Students keeps up-to-date on all essential and relevant services and resources required for student academic and social life, and works directly with students under the general supervision of the Deputy Vice Chancellor Academic and Student Affairs.

Key Duties and Responsibilities:

- 1) Coordinates university activities related to student services and campus life.
- 2) Coordinates and supervises university services pertaining to student health and safety, campus life and social programmes, counselling, career and employment, special populations, student life, student housing, recreation and sports, financial aid, and learning facilities.
- 3) Monitors and reports on issues that impact student services and campus life, with the goal of making the university compliant with all relevant laws and policies pertaining to student health, safety and well-being.
- 4) Serves as a point of information for students and responds to students' needs.
- 5) Supervises and coordinates various campus programmes pertaining to students' social life.

- 6) Serves as liaison between university administrators and student organisations, such as students Guild Council.
- 7) Coordinates services specifically for transfer of students.
- 8) Handles discipline-related processes and procedures.
- 9) Assists in implementing and enforcing the code of student conduct in collaboration with appropriate faculties and departments, individual staff and students, and in accordance with established policy, makes recommendations on student discipline.
- 10) Monitors the academic progress of students and encourages students to strive for academic success.
- 11) Assists in managing the budget for student welfare and social life programmes.
- 12) Assists in developing policies regarding student welfare and social life programmes.
- 13) Reviews and recommends policies and procedures for the student services division to continuously improve both efficiency and friendly service to our students.
- 14) Collaborates with Academic Registrar to coordinate dissemination of information and materials regarding campus life and student affairs to prospective and newly matriculated students throughout the recruitment and admissions process. Leads in organizing student orientation and student general assembly.
- 15) Leads and coordinates institutional response in all student crisis situations, in collaboration with appropriate departments and staff members as needed.
- 16) Develops and maintains strong collaborative working relationships with the landlords and managers of students' housing facilities.
- 17) Works with the student leaders, student groups and other members of the university community in developing

- extracurricular programmes and services that assure integration with the academic life of the institution and encourage student personal growth and development.
- 18) Helps to establish a student culture where diversity is encouraged and where students learn to respect differences and take responsibility for their actions.
 - 19) Provides leadership in and is responsible for the development, implementation and evaluation of policies and regulations pertaining to student life, especially those related to alcohol and drug usage, student conduct and student residences.
 - 20) Serves as a key contact and respondent to emergencies and crisis situations, parent concerns, faculty issues and student concerns
 - 21) Initiates and coordinates activities to strengthen relationships with parents, administration departments, faculties, academic staff and student support groups.
 - 22) Administers and interprets the policies and procedures pertaining to student life, including oversight for the Student Code of Conduct and related student discipline activities.
 - 23) Assists in developing services and communications that enable students to be well-informed and successful, including review of university notices, website, social media and other forms of communications that allow students to receive necessary information on all policies and programmes.
 - 24) Fosters and models an atmosphere of mutual respect, caring, collective engagement, accountability, and personal growth in a community of exceptional talent and diversity.
 - 25) Facilitates communication between university staff, students and/or parents for the purpose of evaluating situations, solving problems and/or resolving conflicts.
 - 26) Facilitates meetings, interactive processes, such as consultations and meetings, for the purpose of meeting

- curriculum guidelines and/or ensuring that state mandates are achieved.
- 27) Intervenes in occurrences of inappropriate behaviour of students for the purpose of assisting students in modifying such behaviour and developing successful interpersonal skills.
 - 28) Assists in developing and maintaining of a university crisis management plan and safety requirements.
 - 29) Serves as a resource person to staff regarding student management issues.
 - 30) Performs any other duties as may be assigned by the Vice Chancellor.

Essential Professional Minimum Qualifications and Experience:

- 1) Master's degree in educational administration, education, or related field.
- 2) Minimum of three years of experience in a college student services position including experience using college administrative software; experience in a registrar capacity is desirable.
- 3) Experience in operational planning, policy development and outcome/needs assessment.

Requisite Personal Attributes:

- i). Demonstrated ability to establish and maintain collaborative and effective working relationships with students, faculty, staff, administration, and governing council.
- ii). Demonstrated leadership in campus operations and student services administration using quality improvement principles and teams.
- iii). Proven skills in conflict resolution.
- iv). Ability to effectively communicate ideas and information, in written and oral format, to students, staff, professional colleagues, governing boards, and the general public in large or small group settings.

v). Knowledge of work, impact, self-reliance, work standards, technical/professional self-development, teamwork, written communications, oral presentations, delegation, performance results, negotiation, sensitivity, initiative, analysis, decisiveness, dependability, planning and organising, persuasiveness, attention to detail, stress tolerance, judgement, commitment to the college, informal communications, and influence

8. Faculty Dean's Job Description

Overall Job Purpose: To administer and provide effective leadership in the faculty in undergraduate and graduate programme development, implementation, evaluation, budgeting and resource management. Head of Department reports directly to the Dean.

Major Job Functions: The Faculty Dean reports directly to the Deputy Vice Chancellor in charge of academic and student affairs , and interacts with faculty, administrators, staff, students, alumni and other constituencies. Reporting directly to the Dean are the chairs of the departments.

Key Duties and Responsibilities

- 1) Spearheads planning, implementation and evaluation of faculty-based academic programmes and institutional research in support of university-wide programmes.
- 2) Serves as the chief academic and administrative officer responsible for faculty administration and implementation of the accredited programmes, and direct liaison with appropriate departments and administrative offices.

- 3) Collaborates with the Vice Chancellor, the Deputy Vice Chancellors, other Deans and staff in developing and implementing strategies, policies and procedures.
- 4) Coordinates and integrates the faculty programmes with those of other units of the university, as appropriate.
- 5) Provides strategic leadership in developing a quality faculty dedicated to teaching, service, applied research and creative expression.
- 6) Assists in the development of the faculty budget and is responsible for effective resource management in the faculty.
- 7) Complies with university financial regulations and implements devolved budgets and ensures adherence by all faculty members to university financial regulations and other financial operating procedures and regulations.
- 8) Ensures that university equipment/facilities under the faculty's control are properly maintained and serviced as required.
- 9) Supervises the overall operations of the faculty.
- 10) Provides the Vice Chancellor with an annual review of faculty staff performance.
- 11) Recommends faculty appointments, rank and salary to the Vice Chancellor.
- 12) Recommends faculty candidates for contract renewal/extension and promotion in accordance with established policies.
- 13) Monitors faculty staff qualifications for employment and assignment, standards for the improvements of advisement, instruction and supervision, teaching loads and faculty evaluation.
- 14) Develops faculty goals and objectives in accordance with Council approved strategic initiatives, themes and goals.
- 15) Oversees, coordinates and reviews the day-to-day teaching, research and the student learning experience within the faculty.

- 16) Oversees the development, administration, marking and grading of exams and other forms of assessment, and providing feedback to students.
- 17) Supports the institution's commitment to equal educational opportunity and actively assists in meeting the actions set forth in the university's affirmative plan.
- 18) Participates actively in the evaluation of department heads and faculty personnel.
- 19) Serves as the faculty representative and spokesperson in the Senate and Top Management teams and other university committees and organs.
- 20) Represents the faculty in the university's academic and administrative activities and attends appropriate on-campus and off-campus academic and social functions.
- 21) Provides strategic leadership in meeting the professional and staff development needs of the faculty.
- 22) Serves as the focal person on faculty issues and trends at the internal, national, regional and international levels.
- 23) Serves as the faculty's chief representative in matters related to both undergraduate and graduate programmes to various local, national, regional and international organisations and agencies.
- 24) Makes recommendations on the appointment, promotion and tenure of Heads of Department, Senior Lecturers, Lecturers and other faculty staff.
- 25) Takes responsibility for all final decisions in relation to the operation of the faculty within the properly authorised policies of the university.
- 26) Oversees the preparation and administration of the faculty budget.
- 27) Keeps the Vice Chancellor, Deputy Vice Chancellor, University Secretary and Academic Registrar fully informed of the faculty's operational status.

- 28) Leads the faculty in the development and maintenance of high quality instruction, scholarship and policies.
- 29) Maintains liaison with students, staff, faculty, alumni and community, including local, regional and national organisations.
- 30) Assigns and monitors use of office and classroom space within the faculty.
- 31) Performs any other duties as may be assigned by the Vice Chancellor.

Essential Professional Qualifications and Experience:

- 1) Earned doctorate degree from a globally recognised academic institution.
- 2) Five years' experience in higher education.
- 3) Credentials to qualify for full professorship.

Requisite Personal Attributes:

- i). Demonstrable knowledge of and respect for the uniqueness of the various academic disciplines and programmes in the faculty.
- ii). Ability to provide a scholarly environment to support teaching, learning, research and other scholarly activity.
- iii). Understanding of shared governance, academic personnel issues, curricular and budgetary matters.
- iv). Excellent leadership, interpersonal, communication and presentation skills.
- v). Expertise in particular subject area or areas.
- vi). Excellent application of pedagogical principles, strategies and techniques.
- vii). Excellent research and consultancy concepts and skills
- viii). Ability to plan, organise, conduct and evaluate learning and training activities.
- ix). Excellent ICT skills and computer literacy.
- x). Ability to engage constructively with people at various levels.
- xi). Ability to manage multiple competing demands.

- xii). Excellent supervisory and delegation skills and ability to motivate and inspire staff and students.
- xiii). Flexibility and adaptability to changing circumstances.
- xiv). Ability to exercise sound decisions and judgement and willingness to take risks.
- xv). Demonstrable experience of collaborative work in a team-based environment.
- xvi). Demonstrable experience of sustained participation in professional development.
- xvii). Strong motivation and self-drive.
- xviii). Excellent organisational skills and attention to detail.

9. Head of Department's Job Description

Overall Job Purpose: The prime role of the Head of an Academic Department is to provide strong academic leadership for successful delivery of academic programmes.

Major Job Functions: The Head of Department (HOD) is required to lead, manage and develop the academic department to achieve the highest possible standards of excellence in all its programmes and activities. HODs are academic leaders in their disciplines and work with their Dean and with other HODs to deliver University strategic objectives. A HOD is required to exercise leadership, demonstrate vision, and empower others in order to deliver the agreed departmental strategy within the faculty.

Key Duties and Responsibilities: The HOD reports to the Dean of a Faculty on academic and student matters and the relevant body for other matters

- 1) Develops and advances the academic strategy of the Department in line with Faculty and university strategic plans and direction.
- 2) Serves as an active member of the Faculty Board and contribute to the overall leadership and management of the Faculty and carries functional responsibility for specific agreed cross-cutting Faculty areas.
- 3) Develops and sustains appropriate structures for management, consultation, decision making and communication with staff and students and contributes to university-wide initiatives so as to improve understanding of this area.
- 4) Promotes and represents the University both internally and externally.
- 5) Ensures the best possible student experience through the fulfilment of the university's responsibilities concerning students in respect of their admission, instruction, progress and examination; the provision of pastoral assistance; and adherence to the policies, regulations and procedures of the Senate.
- 6) Reviews and refreshes existing programmes and develops new programmes in order to attract new students and markets.
- 7) Ensures the highest levels of quality, integrity and ethics in all consultancy and research work undertaken and creates a dynamic and forward looking research environment for both staff and students.
- 8) Spearheads entrepreneurial activity to develop income-generating activities and creates and exploits new opportunities for knowledge transfer activities in order to secure additional income streams and new areas of teaching and/or research.
- 9) Oversees the induction, probation and mentoring of new staff in the department in accordance with university policies.
- 10) Ensures that staff performance is managed appropriately and in a way that is consistent with the expectations of the university's

- stakeholders, and that fair workload allocation processes are in place.
- 11) Ensures all staff have access to the necessary support to enable them to contribute fully and develop their skills and experience.
 - 12) Engenders a culture of excellence, cooperation, collaboration and mutual respect both within and beyond the department.
 - 13) Ensures that students' interests are accommodated as appropriate in the various decision making forums within the department.
 - 14) Ensures a safe and healthy environment for both staff and students, and full compliance with health and safety requirements.
 - 15) Manages financial, staffing and other resources effectively and efficiently within the assigned budget and other agreed parameters, to ensure achievement of the department's strategy and compliance with financial regulations and other controls.
 - 16) Ensures adherence by all Department members to university financial regulations and other financial operating procedures and regulations.
 - 17) Ensures that university equipment/facilities under the department's control are properly maintained and serviced as required.
 - 18) Oversees, coordinates and reviews the day-to-day teaching and the student learning experience within the department.
 - 19) Supervises the delivery of the department's teaching programmes in collaboration with programme leaders and ensures high academic quality and standards through compliance with the university's quality assurance procedures.
 - 20) Evaluates the department/faculty's instructional content and methodologies using feedback from students and third parties to formulate strategies for improvement.

- 21) Ensures that all teaching and learning activities are carried out to the highest possible standards and puts in place the necessary monitoring and evaluation procedures to ensure both compliance and improvement.
- 22) Ensures that lecturers devote adequate contact/teaching time to students.
- 23) Plays a lead role in the development, administration, marking and grading of examinations and other forms of assessment, and providing feedback to students.
- 24) Undertakes continuous professional development (CPD) and participates in staff development activities to improve and consolidate the department's capacity as a leading academic centre of excellence.
- 25) Retains connections with teaching at both undergraduate and postgraduate levels and serves as a role model for staff members in pursuit of academic excellence.
- 26) Establishes and builds collaborative links with public and private organisations and external agencies, such as employers, professional bodies, research councils and other funding bodies, for the benefit of the department's teaching and research.
- 27) Represents the department at professional conferences and seminars, and contributes to these as necessary.
- 28) Performs any other duties as may be assigned by the Vice Chancellor.

Essential Professional Qualifications and Experience:

- 1) A doctorate in a relevant discipline with at least two (2) years of teaching and/or research experience in a Higher Education institution; or
- 2) A master degree in a relevant discipline with at least four (4) years of teaching and/or research experience in a Higher Education institution.

- 3) A very good understanding of the academic disciplines within the department and a very strong academic track record and standing.

Requisite Personal Attributes:

- i). Expertise in particular subject area or areas.
- ii). Excellent application of pedagogical principles, strategies and techniques.
- iii). Excellent research and consultancy skills.
- iv). Ability to plan, organise, conduct and evaluate learning and training activities.
- v). Excellent ICT skills and computer literacy.
- vi). Excellent leadership, interpersonal, communication and presentation skills.
- vii). Ability to engage constructively with people at various levels.
- viii). Ability to manage multiple competing demands.
- ix). Excellent supervisory and delegation skills.
- x). Flexibility and adaptability to changing circumstances.
- xi). Ability to exercise sound decisions and judgement and willingness to take risks.
- xii). Demonstrable experience of collaborative work in a team-based environment.
- xiii). Demonstrable experience of sustained participation in professional development.
- xiv). Strong motivation and self-drive.
- xv). Ability to motivate and inspire students.
- xvi). Strong organisational skills and attention to detail.

10. University Librarian's Job Description

Overall Job Purpose: To organise, operate and maintain the university library and provide a variety of professional library services, including

printed materials and digital resources, to the university community, including students, staff and researchers.

Major Job Functions: The main role of the university Librarian is to facilitate and support learning by imparting information search and retrieval skills to students and staff within the library or via virtual learning environments. The role is also very customer-focused. Other librarian roles include research, electronic resources, cataloguing and classification systems, and information materials acquisition and management.

Key Duties and Responsibilities:

- 1) Develops and manages collections of books and journals (both printed and electronic), as well as websites.
- 2) Conducts day-to-day operations of the university library, including collection services, circulation, classification, cataloguing and bibliographic processing.
- 3) Manages library staff, which may involve recruitment and selection, appraisals, support and development, disciplinary action, staff rotas and training, as well as allocating and supervising daily tasks.
- 4) Maintains a thorough knowledge of the research, teaching and learning needs of various university constituents and the most effective methods of providing required library services.
- 5) Defines, specifies, designs, installs, and/or maintains automated systems and other technologies to support provision of library services to staff and students, using appropriate bibliographic principles for effective implementation.
- 6) Identifies, evaluates and selects print and online library resources to ensure library resources are current and adequately reflect the needs of users.

- 7) Compiles recurring orders for print and digital scholarly works, non-print media, and package plans, and makes requisitions through the University Secretary.
- 8) Develops and maintains library service guides, usage instructions, research tools, and other aids for finding resource materials.
- 9) Assists users in locating materials, provides policy, general operating information, and other related assistance, and processes users' borrowing and returns.
- 10) Identifies damaged material and requisitions for preservation and bindery services.
- 11) Initiates and maintains productive business relationships with publishers and/or book, software, hardware or electronic service vendors.
- 12) Ensures compliance with copyright law, licences and university policies for specified products and services, and explains related issues to library users.
- 13) Represents the Library effectively at the university and in the local community in the course of outreach services, teaching, committee service and collaborations.
- 14) Works collaboratively with librarians at academic institutions and professional organisations, to assure rich and diverse collections, resource sharing programmes, and cooperative technology initiatives.
- 15) Performs curatorial duties for a specific collection, including selection and acquisition of books, electronic resources, serials and manuscript collections.
- 16) Serves as primary contact with past, current and potential donors of library materials and related resources.
- 17) Provides assistance to users in a variety of settings by assessing user's information needs through use of formal interviewing techniques, then identifies appropriate resources and assists the user in selecting and using those resources.

- 18) Researches, selects, and maintains appropriate resources in a variety of formats and delivery models to support academic programmes and university initiatives.
- 19) Reviews and evaluates the need, cost, availability and on-going usefulness, and requiring subject expertise and knowledge of user needs and the market.
- 20) Trains and assists library users in the use of electronic and print research tools, at point of need.
- 21) Develops, presents, and assesses formal instructional programmes and resources designed to teach information skills using appropriate settings and technology.
- 22) Coordinates the formulation, management, and documentation of cataloguing and metadata standards, policies and procedures in conformance with nationally accepted and current cataloguing standards and practices.
- 23) Plans, organises and coordinates digital preservation efforts for the library that ensures enduring access to the full content of digital resources over time.
- 24) Assists in developing, implementing, interpreting library policies and procedures, and makes agreed exceptions to established policies and procedures within acceptable library practice and principles.
- 25) Evaluates new electronic resources or systems under consideration by preparing specifications, attending demonstrations and/or providing input.
- 26) Maintains and implements approved library policy and procedural documentation.
- 27) Resolves challenges and problems associated with methods, procedures, principles or theories related to professional librarianship.
- 28) Ensures the security, functionality and availability of library facilities, equipment and library collections.

- 29) Prepares monthly reports and statistical data related to library operations for the attention of the University Secretary Academic Registrar.
- 30) Assists the University Secretary, Academic Registrar in reviewing, developing and improving library policy and procedural documentation, not only to protect and preserve library resources, but also to maximise value for library users.
- 31) Performs any other duties as may be assigned by the Vice Chancellor.

Essential Professional Qualifications and Experience:

- 1) A Bachelor degree in Library and Information Science.
- 2) Demonstrated working knowledge of current ICT and electronic library systems.
- 3) Generally a minimum of three (3) years of related experience in a library setting.

Requisite Personal Attributes:

- i). Competency in library operations including classification, cataloguing, bibliographic systems, formats, rules, guidelines and standards.
- ii). Demonstrated ability to use the tools and standards, internal and external to the library, that provide the basis for responding to queries, coordinating services, organising information, creating new resources or finding aids, or implementing new technologies.
- iii). Excellent ICT skills and computer literacy.
- iv). Excellent communication skills.
- v). Experience managing a department, project or team.
- vi). Experience in managing a budget for a project.

- vii). Demonstrated analytical and problem solving skills with ability to be forward thinking and ready to embrace change.
- viii). Demonstrated experience working in a team-based environment.
- ix). Evidence of sustained participation in professional development activities.

11. Community Knowledge Centre Manager's Job Description

Overall Job Purpose: To manage, develop and promote the university's Community Knowledge Centre (CKC) and to ensure that effective information telecommunications (IT) resources and services are available to internal and external clients.

Major Job Functions: The Manager CKC is responsible for the strategic direction and operational effectiveness of the university CKC to support internal and external community learning, teaching, business and research activities. The Manager is also responsible for driving a customer-focused service and a commitment to quality. The Manager is an innovator, committed to developing and delivering value-adding services, both on campus and online.

Key Duties and Responsibilities:

- 1) Plans and oversees the organisation, operation, maintenance, and efficient and effective use of the CKC resources, facilities and services.
- 2) Identifies and recommends ways to create, share and utilise knowledge within the CKC and to contribute to a culture of knowledge sharing within the university.
- 3) Proactively consults and liaises with CKC's clients on their learning and information requirements and delivers on same.
- 4) Collaborates with colleagues across the university to develop CKC customer offerings and services.

- 5) Supports CKC programmes through the design and delivery of information skills training and through the provision of materials, guides and tutorials to CKC clients.
- 6) Develops and supports information skills within the university curriculum, in consultation with the appropriate academic staff.
- 7) Prepares financial estimates for the CKC facilities and services, negotiates with the Top Management Team over funding for the CKC, and takes responsibility for compliance with university financial regulations and implements devolved budgets.
- 8) Trains and supervises all CKC staff and helpers as well as internal and external clients in the use of CKC facilities and services.
- 9) Selects, acquires and maintains the CKC facilities and services in good order.
- 10) Organises, catalogues and classifies CKC resources to ensure effective utilisation.
- 11) Ensures that the maximum use is made of the CKC facilities and services, and maintains an awareness of relevant developments in CKC facilities and services.
- 12) Makes the CKC facilities and services attractive and accessible to internal and external clients, including the provision of displays, guiding and publicity materials.
- 13) Effectively markets and promotes CKC services and resources to ensure maximum awareness and uptake both internally and externally.
- 14) Liaises with the appropriate external agencies to ensure that the maximum use is made of CKC facilities and services provided by outside agencies and organisations.
- 15) Implements appropriately the policies and procedures for the use of CKC facilities and services which reflects the aims and objectives of the university and monitors the effectiveness of the policies and procedures on a regular basis.

- 16) Keeps the Vice Chancellor and University Secretary informed about the needs and progress of the CKC, including the compilation of a quarterly report on the CKC's facilities and services and developmental needs in relation to its integral role in supporting the university programmes.
- 17) Supervises and facilitates clients using CKC resources, facilities and services and maintains good working relations with them.
- 18) Supports and promotes all university policies related to CKC services.
- 19) Performs any other duties as may be assigned by the Vice Chancellor.

Essential Professional Qualifications and Experience:

- 1) A Bachelor degree in Information and Communication Technology or Computer Science.
- 2) Thorough knowledge of current ICT and electronic systems.
- 3) A minimum of five (5) years of related experience in an ICT environment.

Requisite Personal Attributes:

- i). Ability to plan, organise, conduct and evaluate ICT training.
- ii). Demonstrated ability to train others in use of ICT facilities and tools.
- iii). Excellent ICT skills and computer literacy.
- iv). Excellent communication skills.
- v). Experience in managing a budget for a project.
- vi). Demonstrated analytical and problem solving skills with ability to be forward thinking and ready to embrace change.
- vii). Demonstrated experience working in a team-based environment.

- viii). Evidence of sustained participation in professional development activities.

12. Senior Lecturer's Job Description

Overall Job Purpose: To carry out teaching, research and administration within the Department, especially in the area of specialisation, and contribute to the development of the department/faculty through the generation of research, teaching and scholarship of international excellence.

Major Job Functions: Senior lecturers divide their time between preparing for teaching, teaching, meeting students privately and research activities, including presenting research findings at conferences. Senior lecturers participate in strategic planning and decision making for their department and faculty. They usually devote less time to teaching first year undergraduates and focus more on teaching senior undergraduates and postgraduates.

Key Duties and Responsibilities:

- 1) Designs, develops and delivers courses and programmes of study and teaches students at undergraduate and graduate levels in areas allocated and reviewed from time to time by the Head of Department.
- 2) Develops and uses appropriate and effective instructional methods, including lectures, presentations, seminars, tutorials, practical demonstrations, laboratory experiments, field work, multimedia and e-learning technologies.
- 3) Carries out research and produces publications, or other research outputs, in line with personal objectives agreed in the staff review process.
- 4) Devotes adequate contact/teaching time to students.

- 5) Undertakes administrative tasks in the department, such as student registration and induction programmes and involvement in committees and boards.
- 6) Designs, develops and prepares teaching materials and delivers lectures, tutorials, presentations and seminars.
- 7) Supports students through an advisory/pastoral role and delivers one-to-one advice on particular pieces of students' work.
- 8) Solicits and takes note of feedback from students to improve instructional content and methodologies within the department/faculty.
- 9) Designs, administers, marks, assesses and grades coursework tests, assignments and examinations.
- 10) Supervises students working on research projects, dissertations and theses.
- 11) Keeps records of students' academic achievement and progress.
- 12) Undertakes continuous professional development (CPD) and participates in staff development activities.
- 13) Participates in interdepartmental planning, implementation and evaluation activities to ensure cross-departmental parity.
- 14) Plans, designs and conducts research and undertakes consultancy projects and presents research findings and consultancy reports at conferences.
- 15) Maintains collaborative links with public and private organisations.
- 16) Performs any other duties as may be assigned by the Vice Chancellor.

Essential Professional Qualifications and Experience:

- 1) A doctorate in a relevant discipline with at least two (2) years of teaching and/or research experience in a Higher Education institution; or

- 2) A master degree in a relevant discipline with at least four (4) years of teaching and/or research experience in a Higher Education institution.

Requisite Personal Attributes:

- i). Expertise in particular subject area or areas.
- ii). Excellent application of pedagogical principles, strategies and techniques.
- iii). Excellent research and consultancy skills.
- iv). Ability to plan, organise, conduct and evaluate learning and training activities.
- v). Excellent ICT skills and computer literacy.
- vi). Excellent interpersonal and communication skills
- vii). Ability to engage constructively with people at various levels.
- viii). Ability to manage multiple competing demands.
- ix). Excellent supervisory and delegation skills.
- x). Flexibility and adaptability to changing circumstances.
- xi). Ability to exercise sound decisions and judgement and take risks.
- xii). Demonstrable experience of collaborative work in a team-based environment.
- xiii). Demonstrable experience of sustained participation in professional development.
- xiv). Strong motivation and self-drive.
- xv). Ability to motivate and inspire students.
- xvi). Strong organisational skills and attention to detail.
- xvii). Excellent presentation skills.
- xviii). Excellent interpersonal and communication skills.

13. Lecturer

Overall Job Purpose: To undertake teaching, research and administrative duties within a specialist subject area.

Major Job Functions: Lecturers divide their time between preparing for teaching, teaching, meeting students privately and research activities, including presenting research findings at conferences. Lecturers participate in strategic planning and decision making in their department. They usually devote more time to teaching first year undergraduates and do less teaching of senior undergraduates and postgraduates.

Key Duties and Responsibilities:

- 1)Plans, prepares and conducts lectures, research and consultancy.
- 2)Teaches students at undergraduate and graduate levels in areas allocated and reviewed from time to time by the Head of Department.
- 3)Carries out research and produces publications, or other research outputs, in line with personal objectives agreed in the staff review process.
- 4)Assists with supervision of undergraduate and graduate students undertaking fieldwork and research assignments.
- 5)Contributes to the planning, development and implementation of a high quality curriculum.
- 6)Assists in developing learning materials, preparing schemes of work and maintaining records to monitor student attendance, achievement and progress.
- 7)Participates in departmental and faculty seminars for sharing research outcomes and building interdisciplinary collaboration within and outside the department.
- 8)Participates in the development, administration, marking and grading of exams and other forms of assessment, and providing feedback to students.
- 9)Provides pastoral care and support to students.

- 10) Participates in the administration of the department's programmes of study and other activities as requested.
- 11) Contributes to departmental, faculty or university-wide working groups or committees as requested.
- 12) Maintains personal continuing professional development.
- 13) Actively follows and promotes university policies, including equal opportunities.
- 14) Maintains an awareness and observation of health and safety regulations.
- 15) Devotes adequate contact/teaching time to students.
- 16) Checks, assesses and grades students' work.
- 17) Supports and encourages students' personal development via tutorials and pastoral care.
- 18) Performs any other duties as may be assigned by the Vice Chancellor.

Essential Professional Qualifications and Experience:

- 1) A good degree and postgraduate qualification relevant to the subject area.
- 2) At least two (2) years of academic or pertinent professional work experience.

Requisite Personal Attributes:

- i). Expertise in particular subject area or areas.
- ii). A sound understanding of pedagogical principles, strategies and techniques.
- iii). Commitment to continuing professional development.
- iv). Strong motivation and self-drive.
- v). Ability to motivate and inspire students.
- vi). Ability to work collaboratively in a team environment.
- vii). Strong organisational skills and attention to detail.
- viii). Excellent presentation skills.
- ix). Good research and consultancy skills.

x). Good interpersonal and communication skills.

14. Assistant Lecturer's Job Description

Overall Job Purpose: To undertake teaching duties within a specialist subject area.

Major Job Functions: Assistant lecturer performs duties pertaining to teaching and learning to assist senior faculty staff. Assigns material in class, conducts tutorials and practical sessions, and marks and grades tests and assignments as needed.

Key Duties and Responsibilities:

- 1) Plans, prepares and conducts lectures, tutorials and practical lessons.
- 2) Teaches students at undergraduate in areas allocated and reviewed from time to time by the Head of Department.
- 3) Assists faculty members with classroom instruction, exams, record keeping and other research and consultancy projects.
- 4) Assists in preparing learning materials, preparing schemes of work and maintaining records to monitor student attendance, achievement and progress.
- 5) Participates in departmental and faculty seminars for sharing research outcomes and building interdisciplinary collaboration within and outside the department.
- 6) Participates in the development, administration, marking and grading of exams and other forms of assessment, and providing feedback to students.

- 7) Participates in the administration of the department's programmes of study and other activities as requested.
- 8) Contributes to departmental, faculty or university-wide working groups.
- 9) Assists in providing pastoral care and support to students.
- 10) Maintains personal continuing professional development.
- 11) Actively follows and promotes university policies, including equal opportunities.
- 12) Hands out assignments and grades papers.
- 13) Creates and writes materials such as course syllabi, visual aids, answer keys, supplementary notes.
- 14) Performs any other duties as may be assigned by the Vice Chancellor.

Essential Professional Qualifications and Experience:

- 1) A good degree and postgraduate qualification relevant to the subject area.
- 2) At least one (1) year of academic or pertinent professional work experience.

Requisite Personal Attributes:

- i). Expertise in particular subject area or areas.
- ii). A sound understanding of pedagogical principles, strategies and techniques.
- iii). Commitment to continuing professional development.
- iv). Strong motivation and self-drive.
- v). Ability to motivate and inspire students.
- vi). Ability to work collaboratively in a team environment.
- vii). Strong organisational skills and attention to detail.
- viii). Excellent presentation skills.

- ix). Good research and consultancy skills.
- x). Good interpersonal and communication skills.

15. Administrative Assistant Job Description

Overall Job Purpose: To provide a variety of advanced administrative and secretarial services necessary for the unique functions of the Vice Chancellor's office.

Major Job Functions: Reporting to the Vice Chancellor, the Administrative Assistant exercises initiative, independent judgement, tact and discretion, while working independently under the Vice Chancellor's general direction and relying on personal interpretation of established policies, procedures and practices.

Key Duties and Responsibilities:

- 1) Serves as personal assistant to the Vice Chancellor and coordinates administrative activities of the offices of the Vice Chancellor, Deputy Vice Chancellor, University Secretary, Academic Registrar and Bursar, and keeps them updated on the status of scheduled and unscheduled activities.
- 2) Performs a variety of administrative and/or secretarial support activities for the Vice Chancellor and University Secretary.
- 3) Assists in accomplishing the activities in the Vice Chancellor's office and handles administrative details involved in line with established policies and procedures.
- 4) Ensures that the Vice Chancellor's office is clean, tidy and professionally arranged at all times and that office equipment and supplies are available as required.
- 5) Receives, attends to and schedules appointments for the Vice Chancellor's visitors.

- 6) Handles the Vice Chancellor's official communications, and maintains and keeps custody of official documents and records for the Vice Chancellor's office.
- 7) Assists in the preparation of Top Management, Senate and Council reports, responses to job applications, proposals and requests.
- 8) Supervises the Vice Chancellor's office operations and ensures office activities comply with established policies, procedures and practices.
- 9) Responds to inquiries from a variety of sources and explains established policies and procedures.
- 10) Maintains and keeps track of Vice Chancellor's official calendar, diary and appointment schedules and gives timely reminders to the persons concerned.
- 11) Maintains an orderly and efficient filing system for the Vice Chancellor's office and handles the Vice Chancellor's clerical work, including preparation, filing, custody and retrieval of official documents, minutes and other records.
- 12) Drafts and composes relevant documents for Vice Chancellor's approval and despatches and files them as required.
- 13) Compiles and organises required information and related materials for preparing the Vice Chancellor's recurring and special reports.
- 14) Compiles and organises required information and related materials for meetings, presentations and special events involving the Vice Chancellor.
- 15) Makes requisitions for, receives and ensures proper care and use of office supplies and equipment.
- 16) Checks for, receives and reviews incoming mail and other correspondence and identifies items of special interest to the Vice Chancellor, Deputy Vice Chancellor, University Secretary and Academic Registrar and transmits them appropriately.

- 17) Serves as point of contact and liaison to staff, students, alumni, outside agencies and the public concerning administrative information and complaints.
- 18) Assists in making arrangements for conferences or meetings and communicates arrangements to appropriate individuals.
- 19) Prepares correspondence, reports or other documents as directed or required.
- 20) Arranges necessary travel reservations and itineraries for the Vice Chancellor.
- 21) Supervises and assigns appropriate tasks to the Receptionist and Office Attendant.
- 22) Performs any other duties assigned by the Vice Chancellor.

Essential Professional Qualifications and Experience:

- 1) A Bachelor's Degree in Secretarial Studies or Business Administration.
- 2) At least three (3) years relevant experience in a busy professional environment.

Requisite Personal Attributes:

- i). Excellent administrative and secretarial skills.
- ii). Excellent ICT skills and computer literacy.
- iii). Experience managing a busy professional office.
- iv). Strong negotiation and conflict management skills.
- v). Strong motivation and self-drive.
- vi). Ability to work collaboratively in a team environment.
- vii). Strong organisational skills and attention to detail.
- viii). Good interpersonal and communication skills.
- ix). Good customer care and public relations skills
- x). Good decision making and problem solving skills
- xi). Good scheduling and time management skills

