



Makerere University Business School

HUMAN RESOURCE MANUAL 2009

(AS AMENDED IN 2024)



Foreword by the Chairman, MUBS Council

It is with great pleasure and pride that I introduce the Human Resources Manual of MUBS (As amended 2024). I am honored to present this comprehensive guide that reflects our commitment to fostering a culture of excellence, inclusivity, and professionalism within our esteemed institution.



Eng. Isaac Mubarak Ngobya

At MUBS, we recognize that our most valuable asset is our people—the dedicated staff who work tirelessly to advance our mission of academic excellence, research innovation, and community engagement. This Manual is a testament to our commitment to supporting and empowering our workforce, ensuring that every member of our community has the resources, guidance, and opportunities needed to thrive and succeed.

I encourage all staff to familiarize themselves with the contents of this manual, as it reflects the shared values and principles that guide our institution. By upholding these standards and working together towards our common goals, we can build a stronger, more vibrant community that is dedicated to excellence and driven by a spirit of continuous improvement.

Stakeholders should note that at any time (due to reasons such as a change in the laws of the country or the addition of a



new or adjustments to existing school programmes), the MUBS Council reserves the right to modify, change, suspend or cancel all or any part of this policy without notice. In case of such a scenario(s), Council shall follow the established guidelines on policy development to undertake the reviews that may be deemed necessary.

On behalf of Council, I extend my sincere gratitude to all those who have contributed to the development of this Manual. Together, let us embrace the opportunities that lie ahead and continue to uphold the legacy of excellence that defines Makerere University Business School.

A handwritten signature in black ink, appearing to read 'Isaac Mubarak Ngobya'.

Eng. Isaac Mubarak Ngobya

Chairman, Council

Makerere University Business School



Foreword by the Principal

Colleagues, allow me introduce to you this HR policy that has been designed with great care and effort to ensure good governance, inclusiveness, transparency and fairness in MUBS.

As we uphold the spirit of this manual, we contribute to the continued success and prosperity of MUBS. I am confident that by adhering to the principles outlined in this manual, we will further strengthen our School as a leading institution of learning, research, and community engagement. By this Manual, all staff are assured of equal opportunities in all aspects of employment and discrimination of any kind is strictly prohibited.



Prof. Moses Muhwezi (PhD)

I would like to thank the MUBS Council especially the Appointments Board for overseeing the revision of this Manual and ensuring that it does not only comply with the laws of Uganda but also fosters a work environment where staff can perform at their best, feel motivated, engaged and supported.

On behalf of Management, I extend my appreciation to all stakeholders for having actively participated in the revision and development of this Manual. Further, I convey my best wishes to all staff as we continue to work together to uphold the values and principles that define us.

Sincerely,

Prof. Moses Muhwezi (PhD)

Principal

Makerere University Business School



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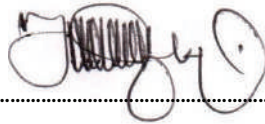
Approval of the Human Resources Manual

The MUBS Council has approved this Human Resources Manual and all its contents this 9th day of May 2024.

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke.

Mr. Francis Yosa

**School Secretary/Secretary
to Council**

A handwritten signature in black ink, featuring a large, bold, stylized 'M' and 'N'.

Eng. Isaac Mubarak Ngobya

Chairman, MUBS Council



Abbreviations and acronyms

HR	Human Resource(s)
ICT	Information Communication Technology
ISBN	International Standard Book Number
KCCA	Kampala Capital City Authority
MUBASA	Makerere University Business School Academic Staff Association
MUBS	Makerere University Business School
MUBSASA	Makerere University Business School Senior Administrative Association
MUBSSSA	Makerere University Business School Support Staff Association
MUBS RBS	Makerere University Business School Retirement Benefits Scheme
NCHE	National Council for Higher Education
NSSF	National Social Security Fund
PAYE	Pay As You Earn
PIP	Performance Improvement Plan



Definition of terms

In this Human Resource Manual, unless the context otherwise requires: –

Abscondment	Means absence from duty without permission for a continuous period of 30 days from duty.
Academic Department	Means units under a faculty which run their own academic programmes or any other unit established under special circumstances by Council e.g. the Department of Business Law.
Accounting Officer:	Means a person appointed in writing by the Permanent Secretary and Secretary to Treasury and charged with the duty of Accounting for any Service in respect of which money has been appropriated by Parliament or money from the consolidated fund.
The Act	Means the Universities and Other Tertiary Institutions Act 2001(as amended)
Appointing Authority	Means the Education Service Commission, Council or Appointments Board or the Principal as delegated by Council.

**Allowances**

Means monetary benefits, exclusive of the salary, that a staff is entitled to receive which shall vary from time to time as approved by the Council.

Appointment

Means the formal engagement of a staff in the service of Makerere University Business School, in accordance with the Act and this Manual.

Appointments Board

Means a Committee of Makerere University Business School Council which is responsible for the appointment, promotion and discipline of staff.

Abroad

Means being in a foreign country.

Agency

Means a government autonomous body or department.

Basic Salary

Means the salary as approved by Public Service exclusive of allowances.

Campus

Means the regional locations in Arua, Jinja, Mbale and Mbarara where MUBS conducts academic and administrative functions.

Casual worker

Means a person employed to perform tasks on a day-to-day ad-hoc basis.



Chief, Human Resources	Means the Senior Administrative Officer responsible for overseeing all aspects of human resource management at MUBS.
Child	Means a staff's biological, or legally-adopted child under 18 years of age, as declared in the staff biodata form.
Conflict of Interest	Means a situation where a staff's personal interests conflict with his/ her duties and responsibilities to MUBS.
Contract	Means a legally binding written agreement of service between MUBS and a staff.
Council	Means the Council of MUBS, as constituted under Section 38 of the Universities and Other Tertiary Institutions Act 2001.
Constitution	Means The 1995 Constitution of the Republic of Uganda as amended.
Dean	Means a person appointed by Council to head a Faculty.
Dean of Students	Means the Senior Administrative Officer responsible for overseeing students' affairs and ensuring their wellbeing and success while at MUBS.



Deputy Dean	Means the Senior Academic Officer responsible for assisting the Dean in managing the academic and administrative function of the Faculty.
Deputy Principal	Means the Senior Officer responsible for assisting the Principal in the day to day management of MUBS.
Dismissal	Means discharge of a staff from employment by MUBS for verifiable gross misconduct.
Date of assumption	Means the date a staff starts carrying out his/her duties as confirmed by a staff's Line Supervisor.
Employment Act	Means Employment Act, 2006
Established Position	Means a post in the MUBS Structure approved by Council and the Ministry of Public Service.
Extra Load	Means the additional hours worked in a day that are over and above the normal hours a member of the Academic and Senior Administrative staff is expected to work.
Faculty	Means an academic unit comprising departments in a related field.
Family Member	Means a spouse, biological or legally-adopted child.

**Flexi time**

Means a work schedule arrangement that allows staff to choose when they start and end their work day as long as they complete the set of approved work hours.

Formal qualification

Means a credential or a certification that is awarded upon completion of a specific educational programme or course of study at an accredited Educational Institution and or recognized the National Council for Higher Education.

Grievance

Means a formal complaint or concern raised by a staff or group of staff regarding an issue or condition they consider to be unfair, unjust, or undesirable.

Gross Misconduct

Means a fundamental breach of the terms and conditions of service that warrants dismissal from service.

Harassment

Means any behavior that creates a hostile work environment through unwelcome words, action or physical contact.

Head of Department

Means a person appointed by Council or the Principal as being administratively accountable for an Academic or Administrative Unit.



HR Manual	Means the MUBS Human Resource Manual.
Induction	Means the process of orienting new staff to their roles, MUBS culture, policies and work environment.
Leave	Means the period of time during which a staff is authorized to be absent from work.
Long-term training	Means a comprehensive and extended learning and development programme designed to enhance an individual's skills, knowledge and abilities in a particular field or discipline over an extended period of at least six (6) months.
Managers	Means the Heads of Units responsible for overseeing the operations of Units and Outreach Centers in the School.
Misconduct	Means breach of the terms and conditions of service.
Mandatory retirement	Means retirement of a staff on attainment of statutory retirement age.
Overtime	Means any additional hours worked in a day that are over and above the normal hours a member of the Support staff is expected to work.

**Peer reviewed articles**

Means a refereed article that has been evaluated and approved for publication in a non-predatory journal by scholars with expertise and knowledge related to the article's content.

Plagiarism

Means the unauthorized use or close imitation of the language and thoughts of another author and the representation of them as one's own original work.

Principal

Means the Chief Academic, Administrative and Accounting Officer of MUBS.

Probation

Means the mandatory period which a staff must serve on first appointment prior to being confirmed in MUBS service.

Promotion

Means an advancement of a staff within MUBS to a higher-level position with increased responsibilities accompanied by a higher level of authority, prestige and compensation.

Recruitment

Means the process of actively seeking out, attracting and hiring qualified candidates to fill job vacancies within the School.



Resignation	Means termination of service with MUBS at will by a member of staff following the processes spelt out in this Manual.
Responsibility Allowance	Means an additional payment or financial benefit provided to an employee in recognition of the increased level of responsibility associated with their job role or specific duties. This allowance is typically offered to staff who undertake additional responsibilities, tasks, or duties beyond their regular job scope, often requiring a higher level of skill, expertise, or commitment.
Salary Increment	Means an upward adjustment in a staff's remuneration.
Salary structure	Means the salary structure approved and published by Public Service.
Short-term Training	Means a focused, brief educational programme within a relatively condensed time frame.
Spouse	Means a person to whom a staff is legally married.
Staff	Means a person employed by MUBS by law.
Staff Establishment	Means the approved jobs and number of posts created by Council and approved by the Ministry of Public Service.



Suspension	Means temporary removal of a staff from exercising the duties of his/her office while investigations on an alleged misconduct are being carried out.
The School	Means Makerere University Business School (MUBS).
Top Management Committee	Means the highest-level administrative committee responsible for overseeing and directing the strategic, academic and operational affairs of the School.
Secretary	Means the School Secretary & Secretary to the MUBS Council.
Unit	Means a division or Department within MUBS that is responsible for carrying out specific functions or activities e.g Academic/ Administrative Departments
Visiting Professor/ Lecturer	Means a Faculty Member from another recognized University or an academic Institution of repute invited to carry out academic work at MUBS.
Volunteer	Means an individual who willingly renders services to MUBS without pay.



Preamble

In accordance with the Act, MUBS is a public tertiary institute affiliated to Makerere University with its own Council, Administration and Organizational structure. MUBS was born out of a merger between Makerere University Faculty of Commerce and National College of Business Studies by the Makerere University (Establishment of Constituent College) Order of 1997. In 2000, the Makerere Act (Establishment of Constituent College) Amendment Order put in place governance structures at MUBS similar to those of Makerere University and these structures were saved under section 71(2) of the Act. Under this legal regime, the MUBS Council is established under Section 38 of the Act with the overall responsibility of administration of MUBS. Sections 40 (1) (b) and 41 (d) of the UOTIA empowers the MUBS Council to make regulations governing the terms and conditions of employment of staff. As an institution dedicated to academic excellence, innovation, and the holistic development of our community, MUBS places great emphasis on the value of its human capital. Our staff are at the heart of our success, and their dedication, expertise, and commitment drive us towards our collective vision of becoming a leading center of excellence in business education and research.

This HR Manual serves as a guide and reference for all staff, outlining our policies, procedures, and expectations to ensure a harmonious, inclusive, and productive work environment. It reflects our commitment to promoting fairness, transparency, and professionalism in all aspects of human resources management at MUBS.

Through this manual, we aim to foster a culture of respect, collaboration, and continuous growth, where every member of our



diverse workforce is empowered to reach their full potential and contribute meaningfully to the advancement of our academic community. By upholding the principles outlined herein, we strive to create an environment that supports the well-being, development, and success of our staff, enabling us to collectively achieve our institutional goals and serve our stakeholders with excellence.

We trust that this Manual will serve as a valuable resource for all staff guiding in upholding the values and standards that define MUBS as an institution and as a community of dedicated professionals.

Together, we can ensure that MUBS remains a dynamic and rewarding place to work, learn, and grow.



The School Vision

To be the benchmark for Business and Management Education Research and Training in the region.



The School Mission

To enable the future of our clients through the creation and provision of knowledge.



The Overall Strategic Goal

To continue leadership in the provision of high-quality programmes in Business and Management Education that are responsive to the market needs and satisfy stakeholders' requirements.



Core Values

The values that guide the conduct of the affairs of the School are as follows;

- i. A time conscious Institution
- ii. An ICT driven Institution
- iii. A customer Oriented Institution
- iv. A professionally responsive Institution
- v. An Institution that facilitates generation of new ideas, products and processes
- vi. A team driven Institution
- vii. An Ethical and high Integrity Institution

Declaration

Nothing in this Human Resources Manual shall deprive any person of any right, or shall absolve any person from any liability or obligation accrued to or incurred by such a person under any of the provisions of the preceding Human Resources Manuals at any time before coming into force of this Human Resources Manual.

Notwithstanding the provisions of this Manual, any decision made or action taken under the previous Human Resources Manuals shall be deemed to have been made or taken under the Human Resources Manual, 2009 (as amended in 2024) and shall continue to be valid until revoked.



Preliminary provisions

1. Title

This Manual shall be known as the “Makerere University Business School (MUBS) Human Resources Manual, 2009 (as amended in 2024).”

2. Interpretation of the Manual

The interpretation and enforcement of this Manual shall be vested in Council, whose interpretation shall be final in as far as it does not conflict with the Constitution of the Republic of Uganda 1995 (as amended), the Universities and other Tertiary Institutions Act 2001 (as amended), the Employment Act in force and any other relevant or related laws.

3. Purpose

The purpose of the HR Manual for Makerere University Business School is to provide a comprehensive framework of policies and procedures that support the Institution’s commitment to fostering an inclusive, equitable, and supportive work environment for all employees. This manual serves as a guide to ensure consistency, transparency, and fairness in the administration of human resource practices across the School.

This HR Manual is designed to:

1. Articulate the School’s values, expectations, and standards related to human resources management, in alignment with its mission and vision.
2. Outline the rights, responsibilities, and benefits of staff, while promoting a culture of respect, diversity, and professional development.



3. Provide clear guidance on employment practices, performance management, compensation, benefits, and employee relations, ensuring compliance with applicable laws and regulations.
4. Support the School's strategic objectives by promoting the recruitment, retention, and development of a talented and diverse workforce.
5. Establish a framework for resolving workplace issues and conflicts, fostering a positive and harmonious work environment.
6. Promote the health, safety, and well-being of staff through policies related to occupational health, safety, and work-life balance.
7. Serve as a reference for Managers, Supervisors and staff to facilitate consistent and fair decision-making in all matters related to human resources.

By adhering to the principles and guidelines outlined in this HR Manual, MUBS aims to create an environment where staff are empowered, respected, and valued, ultimately contributing to the overall success and excellence of the School community.

This purpose statement reflects MUBS commitment to promoting a culture of integrity, collaboration, and continuous improvement in all aspects of human resources management.

4. Implementation of the Manual

The implementation of this Manual is vested in the Human Resource Directorate headed by the Chief, Human Resource, in consultation with the Principal, and in collaboration with managers and supervisors at all levels.



The Chief, Human Resource shall ensure the accessibility of the Manual to all MUBS staff.

5. Accessibility of the Manual

The Chief, Human Resources shall;

- a) Make this Manual accessible to all staff.
- b) Avail a copy of the Manual to each Head of Department / Unit or Faculty Dean, who shall in turn make it accessible to all staff for reference.
- c) Avail copies of the Manual at the reference section of the School Library.
- d) Upload a soft copy of the Manual on the School website and intranet for reference by all staff.
- e) Provide copies of the Manual in a form that can be accessed and used by people with visual impairment.

6. Applicability and Scope of the Manual

- a) This Human Resources Manual shall be applicable to all persons holding or acting in any position in MUBS service.
- b) The Manual shall be supplemented by other relevant School policies, professional codes of conduct and other applicable laws.

7. Amendment of the Manual

This Manual may be reviewed from time to time under the following procedures and/or circumstances;

- a) A member or members of staff or any Organ of the School, may communicate in writing a proposed amendment to any part of the Manual to the Chief, Human Resources.



The proposed amendment shall be communicated to the Principal who shall present the same before the Top Management Committee for consideration.

- b) The Top Management Committee shall consider the proposed amendment(s) and make recommendations to the Appointments Board for consideration. The Appointments Board shall after consideration of the proposal make a recommendation to Council.
- c) Council may upon consideration resolve to amend the Human Resources Manual.

8. Other Policies and Manuals in the school

- a) The School shall issue and maintain policies in other areas that affect employment such as project management, financial, safety, affirmative action, technology and other like areas.
- b) All Policies and Manuals shall be in harmony with this Human Resources Manual and shall have to be passed by Council.
- c) No subordinate Policy or Manual shall apply to any staff if it was not passed by the Council.
- d) Employees should consult the School website and other appropriate offices for additional applicable policies and laws.

9. Commencement of the Manual

This Manual shall come into force with effect from **May 9, 2024**.



Section

01

Appointment/ Employment

1.0 Introduction

It is the MUBS policy to be an equal opportunity employer and not to discriminate on the basis of nationality, race, color, religion, disability, marital status, age or sex. Recruitment shall be carried out to fill vacancies on the basis of merit. This section provides procedures for recruitment, appointment, posting and confirmation in MUBS service

1.1 Policy Objectives

- i. Provide a framework by which MUBS as an employer implements the principle of equal opportunity in the area of recruitment.
- ii. Ensure that recruitment is carried out based on merit.
- iii. Provide guidelines for transparent and accountable recruitment procedures

1.2 Appointment of Staff

- 1.2.1 Appointment of staff in MUBS shall be in accordance with the Staff Establishment that is recommended by Council subject to approval by the Ministry of Public Service.



- 1.2.2 The MUBS Council or Appointments Board shall be responsible for all appointments except for the positions of Principal and Deputy Principal.

1.3 Forms of Appointment

- a) MUBS shall offer probationary, permanent, contract, part-time, voluntary, casual, honorary, and professor emeritus appointments.
- b) Part-time, voluntary, honorary, and professor emeritus appointments shall not be entitled to regular service benefits, including gratuity, National Social Security Fund (NSSF), medical care, loans, advances, bonus, transport/mileage allowance, death benefits, etc.
- c) Benefits for any form of appointment shall be specified in the letter of appointment.

1.3.1 Probationary appointment

- a) Save for Part-time staff, Professor Emeritus, volunteers, honorary professors, visiting academic staff, all staff recruited on permanent and contract terms shall be offered probationary appointment pending confirmation in service.
- b) Where an appointee has already held an appointment at a lower grade in School service, the Appointments Board may waive the whole or part of the probation.
- c) The probation period shall be for six months and may be extended for another period of not more than six months.

1.3.2 Permanent Terms



- a) Staff shall attain permanent employment in MUBS service upon successful completion of the probationary period and subsequent confirmation.
- b) Eligibility for appointment on permanent terms shall be as follows: –
 - i. All Academic staff the age of fifty (50) years and below;
 - ii. All Senior Administrative staff below the PU3 salary scale and at the age of fifty (50) years and below; and
 - iii. All support staff at the age of fifty (50) years and below.

1.3.3 Appointment on contract

- a) Appointment on Contract is where an employee is given a contract for a defined period of time on specified terms of service.
- b) Contract appointments shall be offered to the following categories of staff:
 - i. The Principal and Deputy Principal who shall be appointed according to the Universities and Other Tertiary Institutions Act (2001) as amended.
 - ii. Other MUBS Officers and Heads of Administrative Departments on salary scale PU3 (or whatever nomenclature may be in place for this particular salary scale).
 - iii. Assistant Lecturers shall be hired on a 4-year contract, renewable once subject to satisfactory performance.



- iv. Teaching Assistants shall be hired on a 2-year contract, renewable once depending on good progress on Masters' studies. After attaining the Master's degree, they shall be appointed as Assistant Lecturers depending on availability of wage.
 - v. Staff recruited under the Grants Management Office and Projects.
 - vi. Staff whose services are still required after attainment of the mandatory retirement age as per policy.
 - vii. Non-Ugandans subject to obtaining a work permit.
 - viii. Staff recruited using the Personal Contact method/ Head-hunting.
 - ix. All new appointments at the age of fifty (50) years and above.
- c) An employee may subject to approval by the Appointing Authority change his/ her terms of service from permanent to contract terms and vice versa.
- d) Renewal of contract
- i. A staff on contract whose tenure exceeds three years and is eligible for renewal, shall apply for a renewal at least six months before the expiry of the contract.
 - ii. A staff on contract whose tenure does not exceed three (3) years, and is eligible for renewal shall apply for a renewal at least three (3) months before expiry of the contract.



- e) Where a new Directorate or Administrative Department/ Unit is established by Council, the Principal shall appoint a staff on contract to operationalize the newly established Directorate or Administrative Department/ Unit as per the law.

1.3.4 Appointment in acting capacity

- a) The Principal may appoint a staff in acting capacity for a period of six months renewable where;
 - i The incumbent is away on approved leave,
 - ii The position is vacant pending recruitment.
 - iii Any other circumstance deemed necessary by the Principal.
- b) The Principal may extend the appointment in (a) above for a further period depending on the circumstances.
- c) The person to be appointed on acting terms shall be the one immediately below the substantive holder of the position in the departmental hierarchy.
- d) The Principal may at his discretion request another person to act where the one immediately below is not available.
- e) Upon appointment on an acting basis, the substantive position the staff holds shall not be declared vacant.
- f) Staff in acting appointments shall be paid acting allowance as stipulated in this Manual.
- g) Upon expiry of an acting appointment, a staff who has been acting shall revert to his/her original position or may be considered for confirmation of appointment in the position in which he/she has been acting.



- h) A member of staff on probation and those on leave exceeding one month shall not be eligible for acting appointment.

1.3.5 Appointment on Part-time

- a) Appointment on part-time terms shall be the type of appointment where the number of hours worked shall be remunerated on rates approved by Council.
- b) Part-time appointments shall be made by the Principal who shall notify the Appointments Board on such appointments.
- c) All part time staff shall only be entitled to the benefits specified in their appointment letters.
- d) Through the respective Dean and Principal, each Head of Department shall, before the beginning of an academic year, submit to the Chief, Human Resources all staff requirements of a part-time nature.
- e) Staff employed on part-time basis shall be required to meet the minimum qualifications for an equivalent position on permanent terms.
- f) Appointment for part-time teaching staff shall be for one (1) semester renewable subject to satisfactory performance and availability of work load.

1.3.6 Casual Appointment

Casual appointment is where the Principal appoints a person to perform defined tasks which are not regular and is paid for the work done without the expectation of ongoing regular work.



1.3.7 Honorary Appointment

- a) An Honorary appointment is where an individual is engaged to provide services to MUBS without the expectation of being paid a salary or wage. Instead, the individual may receive an honorarium or other non-monetary compensation as a token of appreciation for their contribution.
- b) Honorary appointments shall be made by the Authority of the Appointments Board following an application to the Principal following the procedure for appointment of staff.

1.3.8 Voluntary appointment

- a) Persons with appropriate skills who offer themselves to serve MUBS at no cost may be offered voluntary appointment by the Principal in consultation with the beneficiary Unit and the Chief, Human Resources.
- b) Voluntary appointment shall be for a specific purpose during periods of emergency or high activity.
- c) Voluntary appointment shall be for a maximum period of three months in any one Financial Year but may be extended for a final term of three months.

1.3.9 Adjunct appointments

- a) A member of staff may be required to offer additional services to another Department / Unit, other than their primary Department / Unit of employment where there is expressed need from the receiving Department / Unit.
- b) Such appointments shall be by the authority of the Principal upon a recommendation by the Chief, Human Resources.



1.3.10 Appointment of Professor Emeritus

- a) The Appointments Board may in special circumstances upon a recommendation from Academic Board appoint a former staff to the honorary position of professor emeritus.
- b) A person shall not be appointed to the position of Professor Emeritus unless:
 - i. He/ she was at the rank of full Professor at the time of retirement.
 - ii. He/ she has made a significant contribution in research and grant winning and has continued to publish and do academic related work.
 - iii. Has attracted funding at the time of appointment.
- c) A Professor Emeritus shall not be entitled to a salary but may receive honorarium to be determined by Council from time to time.

1.3.11 Exceptional Appointments

In exceptional circumstances, the Principal may appoint an expert, advisor, or volunteer, by whatever name called, and whether from local or external sources, shall be considered as an appointment in School service, regardless of the existence or otherwise of a vacancy on the School Establishment against which to hold the expert, advisor or volunteer, as the case may be. This shall mainly cover projects, collaborations and other similar arrangements.

1.4 Categories of Staff

Staff of MUBS shall comprise three categories; namely Academic, Senior Administrative, and Support.



1.4.1 Academic Staff

Academic staff shall be engaged in teaching, examining, research and outreach to the community in line with the mission of the School. They shall include the following: -

- i. Principal;
- ii. Deputy Principal;
- iii. Deans of Faculty;
- iv. Campus Chiefs
- v. Deputy Deans;
- vi. Heads of Academic Departments;
- vii. Professors;
- viii. Visiting Faculty;
- ix. Professor Emeritus;
- x. Associate Professors;
- xi. Research Fellow;
- xii. Senior Lecturers;
- xiii. Lecturers;
- xiv. Assistant Lecturers;
- xv. Teaching Assistants;
- xvi. Research Assistant;
- xvii. Instructors;
- xviii. Librarian and other Library staff designated academic.
(The staff who carry out academic research)

1.4.1.1 Academic Leaders

Subject to the provisions of the Act, the academic leaders shall be appointed in accordance with the Election Guidelines for Academic Leaders.



1.4.2 Senior Administrative Staff

Senior Administrative staff shall be those engaged to render administrative and/or managerial support to fulfil the mission of the School. They shall include the following:

- i. Chief;
- ii. Deputy Chief;
- iii. Principal Administrator;
- iv. Senior Administrator;
- v. Administrator;
- vi. Assistant Administrator.

1.4.3 Support Staff

Support staff is a category of employees who provide support services to both Academic and Senior Administrative staff.

1.5 Minimum Qualification for Appointment into MUBS Service

1.5.1 Eligibility for first time appointments on basis of age

The School shall observe age limits for first time appointment of staff on **permanent terms** as follows:

- a) All Teaching Assistants shall be appointed on **contract terms** by the Appointments Board and shall not be exceeding thirty (30) years of age on first appointment.
- b) All Assistant Lecturers shall be appointed on **contract terms** by the Appointments Board and shall not be exceeding thirty-five (35) years of age on first appointment.



- c) All other first-time appointments of employees on **non-permanent terms**, with reference to age, shall be on the terms and conditions set by the Appointments Board.
- d) All first-time appointments at the age above fifty (50) years shall be on contract terms.
- e) The Appointments Board shall have the mandate to waive or cap the age limit where necessary in line with the existing Laws and provisions of this Manual.

1.5.2 Minimum qualifications for Academic Staff

The minimum qualifications for appointment of teaching staff and research fellows shall be as indicated in **Table 1(a)** and **Table 1(b)**, respectively.

Table 1(a) Minimum qualifications for Academic Staff

No.	Post	Minimum qualifications
1.	Teaching Assistant	1 st Class Degree/Upper Second or Lower Second <i>(in special circumstances)</i>
2.	Assistant Lecturer	Master's Degree 1 st Class Degree/Upper Second or Lower Second <i>(in special circumstances)</i>
3.	Lecturer	Master's Degree but on PhD track



No.	Post	Minimum qualifications
4.	Senior Lecturer	PhD Three (3) recognized publications in the area of specialization since the date of application for promotion to the rank of lecturer. The publications shall be in non-predatory journals/publishers and will have a plagiarism index of 30 or below. The applicant should be the first author of at least one publication. Where there is evidence that the Principal investigator did the work with a student, it should be taken as co-authorship; A peer-reviewed book, with an ISBN in the area of specialization will be equated to three (3) publications; A chapter in a peer-reviewed book with an ISBN in the area of specialization will be equivalent to one (1) peer reviewed journal article Where the applicant is a recipient of internationally recognized scholarly award (from an Academic Body) it will be equated to three (3) peer reviewed publications Four (4) years of teaching experience since promotion to the rank of Lecturer Supervision of at least two (2) Graduate Students to completion.



No.	Post	Minimum qualifications
5.	Associate Professor	PhD Four (4) new recognized peer reviewed publications in the area of specialization since the date of application for promotion to rank of Senior Lecturer. The publications shall be in non-predatory journals/ publishers and will have a plagiarism index of 30 or below. Applicant should be first author of at least 50% of the publications. Where there is evidence that the Principal investigator did the work with a student, it should be taken as co-authorship; A peer-reviewed book, with an ISBN in the area of specialization will be equated to three (3) publications; A chapter in a peer-reviewed book with an ISBN in the area of specialization will be equivalent to one (1) peer reviewed journal article Where the applicant has published a peer reviewed book, this should be equated to three (3) publications. Eight (8) years of Teaching experience and; having served for the period of three (3) years since the last promotion to the rank of Senior Lecturer. Evidence of having won at least one (1) research grant since promotion to the position of Senior Lecturer. Supervision of at least three (3) Graduate Students to completion (<i>At least 2 (two) Graduate Students to completion since last promotion</i>).



No.	Post	Minimum qualifications
5.	Professor	PhD Twelve (12) years of Teaching Experience and; having served for a period of at least three (3) years since promotion to the rank of Associate Professor. Five (5) new recognized publications since the date of application for promotion to the rank of Associate Professor. The publications shall be in non-predatory journals/ publishers and will have a plagiarism index of 30 or below. Applicant should be first author of at least 50% of the peer reviewed publications. Where there is evidence that the Principal investigator did the work with a student, it should be taken as co-authorship. Where the applicant is a recipient of an internationally recognized scholarly award (from an academic body, it will be equated to three (3) publications; A peer-reviewed book, with an ISBN in the area of specialization will be equated to three (3) publications; A chapter in a peer-reviewed book with an ISBN in the area of specialization will be equivalent to one (1) peer reviewed journal article Evidence of having won at least one (1) research grant since promotion to the position of Associate Professor. Supervision of at least seven (7) graduate students to completion. <i>(At least 4 (four) Graduate Students to completion since last promotion).</i>



Table 1(b): Minimum qualifications required to be recruited as a Research Fellow

Post	Minimum requirements
Research Fellow	PhD in a relevant discipline. At least ten (10) publications in peer reviewed journals; or five (05) published book chapters; or one (01) published book with an ISBN in the area of specialization. The publications shall be in non-predatory journals/ publishers and will have a plagiarism index of 30 or below. Applicant should be first author on at least three (03) of the publications mentioned in b above. A minimum of two (02) years of experience in research.
Senior Research Fellow	PhD in a relevant discipline. At least twenty (20) publications in peer reviewed journals or ten (10) published book chapters; or two (02) published books with ISBNs in the area of specialization. The publications shall be in non-predatory journals/ publishers and will have a plagiarism index of 30 or below. Applicant should be first author on at least nine (09) of the publications mentioned in b above. A minimum of five (05) years of experience in research. Membership to professional organizations



Post	Minimum requirements
Associate Research Professor	PhD in a relevant discipline. At least thirty (30) publications in peer reviewed journals or fifteen (15) published book chapters; or three (03) published books with ISBNs in the area of specialization. The publications shall be in non-predatory journals/ publishers and will have a plagiarism index of 30 or below. Applicant should be first author on at least fifteen (15) of the publications mentioned in b above. A minimum of ten (10) years of experience in research. Membership to professional organizations.
Research Professor	PhD in a relevant discipline. At least forty-five (45) publications in peer reviewed journals; or twenty (20) published book chapters; or five (05) published books with ISBNs in the area of specialization. The publications shall be in non-predatory journals/ publishers and will have a plagiarism index of 30 or below. Applicant should be first author on at least eighteen (18) of the publications mentioned in b above. A minimum of ten (10) years of experience in research. Evidence of successful research grants proposals prior to application. a) Membership to professional organizations.



Table 1(c): Minimum qualifications required to be recruited as a Library staff designated as academic

Post	Minimum requirements
Library Assistant	Bachelor's Degree in Library Science or related field with a First or Second class upper.
Assistant Librarian	Bachelor's Degree in Library Science or related field with a First or Second class upper. A Masters Degree in Library Science/ Records & Archives Management/ Information Systems/ information Technology. Three (3) years professional experience in library work. Information Literacy Instructions.
Librarian	Bachelor's Degree in Library Science or related field with a First or Second class upper. A Masters Degree in Library Science/ Records & Archives Management/ Information Systems/ information Technology. PhD track. Six (6) years professional experience in library work. Information Literacy Instructions.



Post	Minimum requirements
Senior Librarian	Bachelor's Degree in Library Science or related field with a First or Second class upper. A Masters Degree in Library Science/ Records & Archives Management/ Information Systems/ information Technology. PhD in Library Science/ Information Technology/ Information Systems. Nine (9) years professional experience in library work. Three (3) new recognized publications in the area of specialization. Information Literacy Instructions. Contribution to community
Deputy School Librarian	Bachelor's Degree in Library Science or related field with a First or Second class upper. A Masters Degree in Library Science/ Records & Archives Management/ Information Systems/ information Technology. PhD in Library Science/ Information Technology/ Information Systems. Ten (10) years professional experience in library work. Six (6) new recognized publications in the area of specialization. Information Literacy Instructions. Contribution to community



Post	Minimum requirements
School Librarian	Bachelor's Degree in Library Science or related field with a First or Second class upper. A Masters Degree in Library Science/ Records & Archives Management/ Information Systems/ information Technology. PhD in Library Science/ Information Technology/ Information Systems. Twelve (12) years professional experience in library work. Nine (9) new recognized publications in the area of specialization. Information Literacy Instructions. Contribution to community

1.5.3 Minimum qualifications for Senior Administrative Staff

The minimum qualification to be eligible for employment as a Senior Administrative staff in the MUBS service shall be an honors Bachelor's degree from a chartered institution or its equivalent.

Table 2: Minimum qualifications for Senior Administrative Staff

Next Post	Minimum qualifications
Assistant Administrator	Hon. Bachelor's Degree from a recognised University or its equivalent or professional qualification



Next Post	Minimum qualifications
Administrative Officer	Hon. Bachelor's Degree from a recognised University or its equivalent or professional qualification At least two (2) years' experience at the level of Assistant Administrator
Senior Administrative Officer/ Secretary	Masters Degree from a recognized University At least two (2) years' experience at the level of Administrative Officer
Principal Administrative Officer	Masters Degree from a recognized University At least two (2) years' experience at the level of Senior Administrative Officer
Deputy Chief	A Master's Degree. An Honors Bachelor's Degree from a recognized Institution. Membership with professional body is an added advantage. A minimum of (12) twelve years relevant working experience 3 of which must have been at the level of Principal in a reputable organization.



Next Post	Minimum qualifications
Chief	A Master's Degree. An Honors Bachelor's Degree from a recognized Institution. Membership with professional body. A minimum of 15 years relevant working experience 3 of which must have been at the level of manager in a reputable organization.

1.5.4 Support Staff

The minimum qualification to be eligible for employment as a support staff in MUBS service shall be an Ordinary Level Certificate of Education (UCE) or its equivalent.

Table 3: Minimum qualifications for support staff

Post	Minimum qualifications
PU10	A minimum of a Diploma in the relevant field. At least 5 years of relevant experience at senior support level
PU11	A minimum of a Diploma in the relevant field. At least 3 years of relevant experience at PU11.
PU12	A minimum of a Diploma in the relevant field. At least three (3) years of relevant experience at PU12.



Post	Minimum qualifications
PU13	A minimum of Diploma in the relevant field This is an entry level for Diploma holders.
PU14	A minimum of a Certificate: Stage 1/2 in the relevant field. At least 3 years of relevant experience.
PU15	A certificate in the relevant field.

1.6 Recruitment Procedures

- a) Notification of vacancy: The Head of Department / Unit shall notify the Chief, Human Resources through their immediate supervisor on upcoming/ existing vacancies or positions within six (06) months before they fall vacant.
- b) The Chief, Human Resources shall update Management which will in turn update the Appointments Board or the delegated authority on the identified vacancies and develop a recruitment plan to fill them.
- c) The Appointments Board shall direct Management to have the identified vacancies filled in line with the approved recruitment plan.
- d) All appointments, unless otherwise specified shall be subject to availability of vacancies in the approved school staff establishment and wage and other government directives.



1.7 Methods of Recruitment

The School shall use the following methods of recruitment.

1.7.1 Internal Methods

1.7.1.1 Internal advertising

- a) For positions that may fall vacant within the existing staff establishment / structure, recruitment by internal advertising shall be carried out.
- b) Notwithstanding section (a) above where there is only one candidate who qualifies for the position, the Departmental / Faculty Appointments and Promotions Committee shall recommend the candidate for interviews.
- c) If there is no qualified candidate/staff, the position shall then be filled through external advertisement.
- d) Notwithstanding section 1.8.1.1 (a) all Officers and Administrative staff whose positions are in the salary scale of PU3 (or whatever nomenclature may be in place) and above shall be externally advertised.

1.7.2 External Methods

In case recruitment has to be sourced outside the School, the following methods shall be used:

1.7.2.1 Personal contact method / Head-hunting

This method shall be used where:

- a) The School has not been able to attract any suitable candidate through advertising.



- b) Where there is need for a staff to handle emergencies identified by a Department / Unit resulting from any form of cessation of employment during or immediately before the beginning of the semester.
- c) Qualifications for appointment shall be those specified under Sections 1.5.2; 1.5.3 and 1.5.4.

1.7.2.1.1 Mode of application and appointment

- a) For academic positions, the Head of Department, in consultation with the Departmental Appointments and Promotions Committee shall initiate the process of head hunting for a suitable candidate.
- b) For administrative positions, the Head of the User Department, in consultation with the School Interviewing Committee shall initiate the process of head hunting for a suitable candidate.
- c) The Head of Department shall contact the identified candidates.
- d) Persons contacted by the Head of Department through this method shall be required to apply for the vacant posts through the Head of Department.
- e) The recommendations from the Departmental Appointments and Promotions Committee and the School Interviewing Committee shall be forwarded to the Chief, Human Resources for onward consideration.
- f) The Chief, Human Resources shall forward the recommendations for appointment to the Principal.
- g) Upon receipt of the recommendations in (f) above, the Principal shall make a temporary appointment for a period of six months within which Appointments Board shall consider the application(s).



1.7.2.1.2 Terms of appointment

- a) Staff appointed using this method shall serve under contract terms pending ratification by the Appointments Board.
- b) Staff appointed through this method shall initially be offered a contract appointment for six months after which they shall be confirmed in service for the contractual period or for permanent service in the School based on satisfactory performance.

1.7.2.2 Recruitment through collaborations

- a) Where necessary and appropriate, the School shall recruit staff through agreements, protocols and staff exchanges with other organizations and Governments.
- b) Persons recruited through this method shall be offered appointment on contractual terms and conditions as stipulated in the agreements and protocols.

1.7.2.3 Advertising

- a) Where the responsible School Interviewing Committee or Faculty Appointments and Promotions Committee are satisfied that there is no qualified candidate from within the Department to fill the vacancy, it shall recommend to the Chief, Human Resources that the vacancy be externally advertised.
- b) Where this method is used, a job advertisement for a vacant position shall be placed in the print media and/or School Website, or School Notice Boards or other suitable locations/ channels.



- c) The advert shall be drafted by the user Department through Top Management and approved by the Appointments Board.

1.7.3 Contents of a Job Advertisement

The job advertisement shall contain:

- a) A brief about MUBS;
- b) The job title;
- c) Job salary scale;
- d) Allowances and other benefits;
- e) Reporting hierarchy;
- f) Overall Objective of the job;
- g) Job description;
- h) Job and person specifications;
- i) Application procedure;
- j) Closing date for applications.

1.8 Application

The job application shall include:

- a) The application letter;
- b) Copies of relevant academic/professional transcripts & certificates;
- c) Detailed curriculum vitae;
- d) Names and addresses of referees;
- e) Applicant's physical address, telephone contact, and email address;
- f) Any other relevant information.



1.8.1 Screening of Job Applications

- a) Upon closing of the advert, the Chief Human Resources shall screen the applications for completeness and forward them to the Appointment Board or Internal Staff Appointments and Promotions Committee for vetting and shortlisting.
- b) For positions in salary scales PU3 - PU12 (or whatever nomenclature of salary scales may be in place), the Appointments Board shall form a shortlisting Committee comprising of its members, Chief Human Resources and the user Department to vet all applications against job and person specifications and make a shortlist of the most qualified applicants.
- c) For salary scales PU13 - PU15 (or whatever nomenclature may be in place), the Internal Appointments and Promotions Committee, shall conduct the screening, vetting, shortlisting and interviews and present the recommendations to the Appointments Board for appointment.
- d) Where after application screening, it is found out that there are more than five candidates that could be objectively subjected to oral interviews, the Appointments Board or its delegate may subject the shortlisted candidates to written and/or practical tests to further screen the best candidates for oral interviews.
- e) Shortlisted candidates shall be notified by all possible means. The shortlists shall be displayed on the notice boards/website or any other formal channels prior the interview date.



- f) Selected/ shortlisted candidates shall be given reasonable written notice for interviews specifying time and place of interview.
- g) The Appointments Board may seek technical support from relevant ministries, departments and agencies or any other relevant body or person at any stage in the recruitment process.

1.8.2 Interview procedures

a) Types of Interviews

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

- i. Oral interviews
- ii. Written interviews
- iii. Aptitude tests
- iv. Practical tests
- v. Any other type as the Appointments Board may find necessary.

b) Interview panels

- i. The Appointments Board shall interview all applicants for positions in the salary scales of PU3 – PU12 (or whatever nomenclature of salary scales may be in place) using interview panels.
- ii. The Appointments Board shall constitute Interview Panels to handle the interviews and each panel shall have a Chairperson and a Secretary.
- iii. The Secretary to the interview panel shall prepare a report and forward it to the Appointments Board for consideration.



- iv. The Appointments Board may co-opt persons to provide technical guidance and support to the interview panels.
- v. The School interviewing Committee shall interview applicants in salary scales PU13 to PU15 (or whatever nomenclature of salary scales may be in place); and make written recommendations to the Appointments Board on the interviews carried out for ratification.

c) Interview processes

- i. At the interview, candidates shall present original copies of transcripts, certificates and testimonials to the interview panel for verification.
- ii. Candidates shall be required to present a copy of their National Identity / Passport /Driving Permit or any other document from the National Registration Authority at interviews for purposes of identification.
- iii. All shortlisted candidates whose main job roles require use of machinery on a daily basis shall be subjected to practical interview as part of the interview process and results of such interview shall constitute part of the final mark.
- iv. The procedure and criteria of scoring candidates shall be determined and agreed upon by the interview panel before the interview session.
- v. The best candidate (s) shall be selected during the same interview session in which they are interviewed.



- vi. Whenever candidates are interviewed for a position, the Appointments Board shall maintain a data bank consisting all candidates who score the set pass mark from which it will pick the next best candidate in case a person offered the appointment does not take up the position or leaves within 6 months after appointment for any reason whatsoever.
- vii. The data bank shall be valid for only six months from the date of interview.
- viii. The Secretary to the Appointments Board shall keep a record of the report on the interview process.

d) Due diligence

- i. The Appointments Board shall conduct due diligence to confirm the employability and validity of all information provided by the candidate prior to, and / or after the job interview.
- ii. Due diligence shall be carried out on the best candidate selected for employment.
- iii. Due diligence shall be carried out by the Appointments Board for members of staff in salary scale PU3 – PU12 (or whatever nomenclature of salary scales may be in place).
- iv. Due diligence shall be carried out by the School interviewing Committee for members of staff in salary scale PU13 – PU15 (or whatever nomenclature of salary scales may be in place).
- v. Misrepresentation of oneself or use of forged documents before and during the recruitment and selection process shall result in the disqualification and possible prosecution.



1.9 Effecting Appointments

1.9.1 General provisions

- a) Copies of such offers of appointment shall be given to relevant Heads of Department / Units and Deans.
- b) The Appointment letter shall specify the name of appointee, effective date of appointment, rank appointed to, reporting relationships, terms of appointment, validity period of appointment, acceptance option, salary scale, allowances, and any other entitlements as applicable.
- c) The appointee shall be required to indicate in writing their acceptance of the offer, attach three copies of passport size photographs of their current likeness, indicating the earliest time they would be available to take up the post.
- d) All new staff shall be required to fill the personal data form which captures their bio-data and other information required by the School during and after their tenure of employment.
- e) It shall be the responsibility of the appointee to provide up-to-date information about their bio-data to capture significant changes during their tenure of employment

1.9.2 Appointment of Principal and Deputy Principal

The Principal and Deputy Principal shall be appointed in accordance with the Act.

1.9.3 Appointment of other staff

- a) Upon receipt of the decision of Appointments Board appointing the successful candidate(s), the Chief Human Resources shall inform the successful candidate(s) and



invite him/her to sign for and collect the appointment letter within the first fifteen (15) calendar days of receiving the invitation by the appointee.

- b) An offer of appointment not taken within a period of thirty (30) calendar days from the date the candidate is invited to pick the appointment letter, shall be deemed as having been declined and the Chief Human Resources shall declare the post vacant to the Appointments Board for filling thereafter.
- c) The appointee shall take up the job in a period not exceeding three (3) months from the date of appointment. Appointees may, however, be required to report for duty at once depending on MUBS needs.
- d) Appointed candidates who do not report for duty within the time specified in above shall lose their offers and the job shall be offered to the next best candidate or re-advertised as may be determined by the Appointments Board.
- e) No appointment of any staff shall be deemed effective until either the Principal or Chief Human Resources or their delegate has made a written offer to the applicant and the applicant has accepted the terms of the offer in writing.
- f) The salary and other benefits to a staff shall not be paid until he/she has assumed duty which shall be confirmed in writing by the respective supervisor.
- g) An offer of employment which is not accepted by the applicant shall lapse after a period of thirty (30) days.
- h) Where the Appointing Authority confirms that a staff was



appointed based on information that is falsified or forged, the staff shall be dismissed.

1.9.4 Posting and Reporting for Duty

- a) Upon appointment, a staff shall immediately report to their designated Supervisor for deployment. A staff who does not comply with the posting instructions will be liable to disciplinary action.
- b) staff may be transferred to another department when need arises and the following guidelines shall be followed: –
 - i. Transfers shall be based on genuine administrative considerations;
 - ii. Transfers shall not be used as a punitive measure; and
 - iii. Transfers shall be carried out in accordance with deployment plans.
 - iv. Under normal circumstances, the School shall not post husband and wife for duty in the same unit.
 - v. If (iv) above is not possible, both husband and wife may work in the same Department but shall not be employed in a subordinate/immediate supervisor relationship.
 - vi. When posting staff, the Human Resource Directorate shall ensure that copies of the posting instructions are sent to the receiving unit.
 - vii. As much as possible deployment and transfer of staff will be based on staff's academic qualifications, skills, knowledge and experience.



- viii. Needs assessment for departments may be considered as a basis of deployment or transfer of staff.

1.10 Reporting Procedure

- a) A newly appointed staff shall report to their respective Head of Department/Section for assignment of duties as stated in the appointment letter.
- b) The Head of Department/Unit shall within a period of one week confirm in writing to the Chief, Human Resource indicating the assumption of duty of the newly-appointed staff. Copies of this confirmation will be sent to the Principal, School Bursar and other relevant offices.
- c) Upon confirmation by the Head of Department in (b) above, the Chief Human Resource shall include the new staff on the payroll.

1.11 Induction/Orientation

The Head of Department/ Unit shall in liaison with Human Resource Directorate ensure that the newly appointed staff are inducted/oriented to enable the staff effectively carry out their assignment.

1.12 Confirmation of Appointment

A staff who has completed his/her probation period may be confirmed in MUBS service with effect from the date of expiry of his/her probationary period.

The procedure shall be as follows: -

- a) A staff on probation shall, through the Head of Academic or Administrative Department/Unit, submit an application for confirmation with a duly completed



appraisal form to the Chief, Human Resource, two months before the expiry of the probationary period.

- b) Upon receipt of the application, the Head of Department/ Unit shall if the probation has been successful forward the application with an appraisal to the Chief, Human Resource.
- c) The Chief, Human Resource shall validate the application and in consultation with the Principal present the Application for confirmation to Top Management Committee for consideration.
- d) The Top Management Committee shall receive and consider the application within a period of one month and make recommendations to the Appointments Board for further consideration.
- e) The Appointments Board shall receive and take a decision on Top Management Committee's recommendation and inform the staff before expiry of the probationary period.
- f) Where the probation period has not been successful, the Head of Department/ Unit shall submit the same to the Departmental/ Unit/ Faculty Staff Selections Committee for consideration.
- g) Upon receipt of the application and appraisal from the Head of Department/ Unit, the Departmental Committee/ Unit/ Faculty Staff Selection Committee shall consider the application and make recommendations to the Top Management Committee within a period of one month.
- h) The Top Management Committee shall receive, consider and make a decision on application for confirmation and inform the staff within a period of one month from



the date of receipt of the recommendation from the Departmental Committee/ Unit/ Faculty Staff Selection Committee.

1.13 Employment of Persons upon abolition or merger of Office

- a) Where an office is abolished or merged with another one, a staff affected by such abolition or merger may be re-deployed to another post to which he or she is qualified.
- b) Where the position a staff to be re-deployed to is lower than the previous one, the staff will assume the role with a person-to-holder salary.
- c) Where it is not possible to re-deploy a staff affected by abolition or merger, the School shall pay appropriate compensation to the staff.

1.14 Employment of persons who resigned

A staff who resigns from the School service may only be appointed as per the School recruitment procedures.

1.15 Employment of persons with special needs

“Special needs” includes, but is not limited to, physical, sensory, mental health, intellectual, and learning disabilities, as well as chronic health conditions. MUBS is commitment to creating an inclusive and accessible work environment, where staff members with disabilities are supported, accommodated, and provided with equal opportunities for professional growth and success.



1.16 Equal Opportunity and Non-Discrimination

1.16.1 MUBS is committed to providing equal employment opportunities to all staff members, including those with disabilities, and will not discriminate against individuals on the basis of their disability.

1.16.2 Recruitment and Hiring

MUBS will provide reasonable accommodations during the recruitment and hiring process to ensure that individuals with disabilities have an equal opportunity to compete for employment opportunities. All job postings will include a statement indicating MUBS' commitment to providing accommodations for applicants with disabilities.

1.16.3 Accessibility and Inclusivity

MUBS will strive to create a physically accessible and inclusive work environment to ensure that staff members with disabilities can fully participate in all aspects of employment, including facilities, technology, and communication.

1.16.4 Training and Awareness

All Managers and Supervisors will receive training on disability awareness and the legal obligations of MUBS in supporting staff members with disabilities. Additionally, awareness programs will be conducted to foster a culture of understanding and support among all staff members.

1.16.5 Confidentiality and Privacy

Information regarding a staff's disability shall be treated as confidential and shared only on a need-to-know basis. The privacy and dignity of staff members with disabilities will be respected at all times.



1.16.6 Career Development and Advancement

Staff members with disabilities will have equal access to professional development opportunities, career advancement, and promotion processes. MUBS will make reasonable accommodations to support their participation in training, mentoring, and career growth initiatives.

1.17 appointment of an academic staff to a senior administrative post

Where an academic staff is appointed to a senior administrative position within MUBS, his/her position as an academic shall not be declared vacant and such a staff shall return to their academic position at the end of their tour of duty at the senior administrative position.

1.18 Employment of staff on secondment to other Government Institutions

Staff who are appointed on secondment to another Government Institution shall return to School service in their previous position at the end of their tour of duty subject to provision of wage by Public Service.

1.19 Circumstances under which former staff shall not be re-employed

Persons previously employed in the School service shall not be re-employed after leaving the Service under any of the following circumstances: -

- a) Retirement in public Interest; and



- b) Dismissal from the School

1.20 Working Hours

- a) Unless otherwise provided, the hours of work for staff shall not exceed a total of forty-eight hours per week.
- b) Subject to flexibility as duty may demand for some categories of staff, the normal working time for a staff shall be at least eight (8) hours per day from Monday to Friday as follows:
 - i. *Morning 8.00 am to 1.00pm*
 - ii. *Afternoon: 2.00 pm to 5.00pm.*
 - iii. *Shift working*
 - iv. *Saturday and Sunday during examinations*
 - v. *Flexi time*
- c) Staff are entitled to a one- hour lunch break each working day.
- d) The working hours for academic staff shall be 40 hours a week, of which 10 hours are for teaching and the rest for research, setting, invigilating and marking exams, supervising students and attending of meetings and any other such duties as may be assigned by the Head of Department and/or Dean of Faculty on behalf of the Principal from time to time. However, should there be a need to allocate a staff extra hours over and above their load, the Head of Department will be required to formally seek the Accounting Officer's approval prior to allocating the extra hours.
- e) For Support staff, excess hours worked outside the normal working time shall be compensated as overtime.



- f) For Staff who work in excess of the normal working hours, they shall be paid overtime/ Extra Load. Overtime/ Extra Load will only be compensated if it is deemed necessary and authorized in advance by the Principal through one's Supervisor and the Human Resource Directorate.
- g) Where a staff works in excess of eight (8) hours per day or forty-eight (48) hours per week, authorized overtime will be compensated at a rate of times one and a half (*1.5) of the normal hourly rate of the staff or as time off in lieu of overtime worked on normal working days. Any overtime worked on weekly rest days and gazetted public holidays is compensated at double the normal rate (*2).
- h) Where staff are working in shifts, it shall be permissible for such staff to work in excess of eight hours in any one day or forty eight hours in any one week, provided that the average number of hours over a period of three weeks does not exceed ten hours per day or fifty hours per week.
- i) The attendance of staff shall be monitored using a daily attendance register which shall be signed by all administrative and support staff.
- j) The supervising officer shall be responsible for the proper maintenance of the attendance register which will shall be kept at a convenient place in the office premises.
- k) The supervisor shall submit a copy of the attendance register to the Chief, Human Resources for analysis on the 30th day of every month.
- l) The Chief, Human Resources may produce a quarterly report summarizing attendance record of each staff which shall be presented to Management.



- m) MUBS reserves the right to take disciplinary action against any staff who is absent from work without permission.
- n) A staff shall not work remotely unless he/she has been granted permission by his/her Line Supervisor.
- o) MUBS shall devise a system of tracking the number of hours worked for staff who work remotely.
- p) In certain circumstances, a staff may be required to work beyond the official hours.

1.21 Special duty

- a) Special duty arises where a staff is given an assignment outside their normal duties by the Principal.
- b) Staff on special duty shall have special working schedules suitable for the type of duty and shall be appropriately remunerated

1.22 Attendance Register

- a) All administrative units shall maintain an attendance register to keep track of the reporting and departure time of staff.
- b) The Head of Department/Unit shall monitor, evaluate and follow up on the employees' records on the attendance register.
 - i. It shall be the duty of every employee to record their attendance in the attendance register or to clock-into the electronic register if any.
 - ii. If an employee's name does not appear in the register, it shall be deemed as a rebuttable presumption of non-attendance of duty.



1.22.1 Absence from duty

- a) A staff may with written permission from his/ her Supervisor be absent from duty, provided a ways that the Supervisor shall make arrangements to make up for the staff's schedule of duties during their absence.
- b) A supervisor shall not unreasonably withhold permission to a staff who seeks to be absent from duty.
- c) In circumstances where prior written permission may not be possible, permission should be obtained by the staff within six (6) hours of the absence.

1.23 Public Holidays

The following are the statutory public holidays (subject to changes by the government):

Table 4: Public Holidays

No.	Date	Public Holiday
1	1st January	New Year's Day
2	16th February	Janan Luwum Day
3	26th January	NRM Liberation Day
4	8th March	Women's Day
5	Variable date	Good Friday
6	Variable date	Easter Monday
7	1st May	Labour Day
8	3rd June	Martyrs' Day
9	9th June	Heroes Day
10	Announced by Government	Eid-ul-Fitr
11	9th October	Independence Day
12	Announced by Government	Eid-ul-Adhuha
13	25th December	Christmas Day
14	26th December	Boxing Day
15	Any other day declared by the Head of Public Service	



Section

02

Performance Management

2.1 General Provisions

- a) Performance management shall be a continuous process involving an agreement between the employee and the supervisor on performance targets, formulating strategies to achieve the targets, evaluation and review of performance and agreeing on new targets.
- b) Performance Management shall aim at improving the productivity and development of all MUBS staff.
- c) On appointment, a staff shall be provided with a schedule of duties derived from the job description.
- d) The supervisor shall ensure that a member of staff is assigned work.
- e) The performance management cycle shall involve the following processes:
 - i. Performance planning
 - ii. Performance implementation and monitoring
 - iii. Performance appraisal
 - iv. Performance improvement
 - v. Rewards and sanctions
 - vi. Performance reporting and feedback.



Table 5: The Performance Management Cycle

Month of the performance year	Performance management activity
1	Reviewing and setting targets
2 -5	Implementation (phase one)
6	Mid-term review and adjustment of targets
7 – 10	Implementation (phase two)
11	Appraisal
12	Feedback

2.2 Performance appraisal

- a) Performance appraisal shall refer to the assessment of a staff's performance on an annual basis.
- b) The performance appraisal process shall be conducted using the appraisal instruments and methods approved by Council.
- c) Performance appraisal shall be transparent and participatory, involving the staff and supervisor.
- d) The staff performance appraisal system in the School shall be guided by the following principles:
 - i. Objectivity;
 - ii. Transparency;
 - iii. Fairness; and
 - iv. Participation.
- e) Performance appraisal shall be evidence-based and scoring shall be supported by availing means of verification or evidence documents.



- f) Each member of staff shall be entitled to feedback on the performance appraisal from the immediate supervisor and the Chief, Human Resources shall give written feedback to each member of staff on his/her appraisal.
- g) All performance appraisal reports shall be submitted to the Chief, Human Resources who will prepare performance feedback.
- h) On the basis of the performance appraisal reports, the Appointments Board shall take appropriate action including but not limited to promotion, training, retirement, transfer, recognition, special awards, review of job design, and/or disciplinary action.

2.2.1 Performance Appraisal Procedure

- a) The Chief, Human Resources shall be responsible for sensitizing staff on the appraisal exercise on an annual basis.
- b) Appraisers and appraisees shall agree on the deliverables at the beginning of the appraisal period.
- c) A Performance Management Plan shall be published by the Chief, Human Resources by end of March of each calendar year.
- d) The appraisee shall initiate the appraisal process by filling and submitting the form to the appraiser.
- e) The Appraiser shall, after assessing the appraisee's performance, submit the appraisal form to the Countersigning Officer after signoff by the appraisee.
- f) The Countersigning Officer shall review the appraisal, make recommendations and forward the appraisal form to the Chief, Human Resources.



- g) The Chief, Human Resources shall process the recommendations, and through the Principal present the recommendations to the Top Management Committee for approval.
- h) The Chief, Human Resources through the Principal shall after approval by Top Management submit the recommendations to the Appointments Board for final approval.
- i) The Chief, Human Resources shall implement the decisions of the Appointments Board.
- j) A staff who feels unfairly appraised, shall be free to appeal to the Staff Tribunal.

2.2.2 Appraisal instruments

Performance appraisal shall be conducted using specifically designed tools for academic, administrative, and support staff as approved by Council.

2.2.3 Assessment criteria

The criteria used for assessment of staff performance shall be as per **Appendix 4**.

2.2.4 Appraisal interval

- a) A member of staff shall be appraised every financial year and the appraisal process shall be completed by the 31st of July of the following financial year.
- b) A member of staff on probation shall be appraised before the expiry of his/her probationary period.



2.2.5 Participation

- a) All members of staff shall participate in the appraisal process at their respective levels.
- b) A member of staff who fails to perform his/her role in the stipulated time shall face disciplinary action.
- c) A member of staff with a grievance about the appraisal process shall present the grievance in writing to the Chief, Human Resources.
- d) Where a member of staff has a grievance about the appraisal process that involves the Chief, Human Resources, such an employee shall present his/her grievance in writing to the Principal.
- e) The Chief, Human Resources, shall handle the grievance and conclude it or through the Principal present it to the Top Management Committee.
- f) A member of staff on study leave, sick leave and leave without pay shall not be required to fill the appraisal forms until his / her return. The Chief, Human Resources shall ensure that the period of absence is duly authorized and clearly documented.
- g) A member of staff on annual leave shall be required to appear for the appraisal exercise.

2.3 Roles of Various Stakeholders in Performance Management

2.3.1 Principal

The Principal shall be responsible for the institutionalization of performance Management in MUBS and ensuring that a strategic annual work plan is developed and cascaded to various levels in the School.



2.3.2 Deputy Principal

The Deputy Principal shall be the overall supervisor for the implementation of the key performance management systems in faculties.

2.3.3 Chief, Human Resources

The Chief, Human Resources shall:

- a) Coordinate development of the institutional and directorate work plans.
- b) Co-ordinate implementation of the performance management system within MUBS.
- c) Avail guidance to staff on the performance management system.
- d) Ensure that deadlines for handling each step of the performance management process are met.

2.3.4 Heads of Administrative Units, Deans, Campus Chiefs, Heads of Department and Managers

Heads of Administrative Units, Deans, Campus Chiefs and Heads of Department and Managers shall:

- a) Ensure that all staff are aware of their Departmental/ Unit workplan and objectives.
- b) Ensure development of individual workplans and setting of performance targets in the department / unit that are aligned with the annual strategic work plan and mandate of MUBS.
- c) Ensure compliance with set time frames in the performance management process.



- d) Ensure that each staff knows and understands what he/she is accountable for and what needs to be done to succeed.
- e) Monitor progress and manage the appraisee's performance by regularly providing feedback and communicating with the appraisee.
- f) Request and receive reports from staff at the specified timelines.
- g) Ensure that resources as indicated in the staff's individual work plan are provided.
- h) Coach and mentor staff as and when necessary.
- i) Carry out annual appraisal of staff' performance.
- j) Report on training needs of all staff to the Chief, Human Resources

2.3.5 Individual employees

An individual employee shall:

- a) Request for departmental workplan and objectives from the supervisor to be able to develop an individual workplan.
- b) Discuss departmental workplan with the supervisor.
- c) Develop an individual workplan.
- d) Indicate resources required to implement the individual workplan and discuss them with the supervisor.
- e) Give regular feedback on his/her performance to the supervisor and point out any problems being encountered.
- f) Prepare performance reports and avail them to the supervisor as and when they are required.



2.4 Recognizing and rewarding performance

- a) There shall be a Rewards and Sanctions Framework developed by the Appointments Board under which good performance shall be rewarded and poor performance sanctioned.
- b) An appropriate reward and recognition shall be accorded to any member of staff who exhibits exemplary performance.
- c) The rewards may include, but not limited to, official word of recognition of good performance, open praise, challenging work assignments normally done by seniors, letter of commendation, presents, mementoes, certificate of merit, concessionary trips, cash bonuses, award of medals, salary increments, and/ or promotion.
- d) As a means of motivating members of staff, the School shall also encourage Units to exercise innovativeness in terms of developing and implementing appropriate schemes of staff recognition and rewards.
- e) The Chief, Human Resources shall coordinate the formulation of frameworks for determining excellence deserving rewards or recognition across the different departments and occupation categories.

2.5 Managing Poor Performance/ Sanctions

- a) A member of staff who fails to meet their performance standards and targets, shall be helped, by the supervisor to improve through training, mentoring, coaching, and attachment to other better performing officers, among others.



- b) A member of staff who fails to improve his or her performance after measures prescribed in paragraph (a) above may be subjected to disciplinary proceedings.

2.6 Performance Improvement Plan

A performance improvement plan (PIP) shall be used by the Human Resource Directorate to help staff improve their performance when it has fallen below the expected standard. Below is detailed procedure:

2.6.1 Clear Identification of Performance Issues

The PIP shall clearly outline the specific areas of unsatisfactory performance or behavior of the staff that needs improvement. This may include specific examples, incidents, or metrics that demonstrate the deficiency.

2.6.2 Objectives and Expectations

The PIP shall establish clear and measurable performance objectives and expectations that the staff is required to meet within a defined timeframe. These objectives should be specific, realistic, and directly related to the areas needing improvement.

2.6.3 Support and Resources

The plan shall identify the support, resources, and training that will be provided to help the staff meet the performance expectations outlined in the plan. This may include mentoring, coaching, additional training, or access to relevant tools and resources.

2.6.4 Timeline

The PIP shall specify a timeline for the improvement, outlining the duration of the plan and the deadlines for achieving specific objectives. This timeline should be reasonable and consider the complexity of the issues being addressed.



2.6.5. Monitoring and Feedback

The plan shall outline how the staff's progress shall be monitored and evaluated. This may include regular check-ins with the staff's supervisor, performance reviews, or other methods of feedback and assessment.

2.6.6. Consequences

The PIP shall clearly communicate the potential consequences if the staff fails to meet the performance expectations outlined in the plan. This may include further disciplinary action, up to and including termination of employment, if the performance does not improve.

2.6.7 Staff Input:

The staff shall have the opportunity to provide input and feedback on the plan. This may involve a discussion with their supervisor to ensure that the objectives and expectations are understood and achievable.

2.6.8 Signatures:

Both the staff and the supervisor shall sign the PIP witnessed by the Chief, Human Resources, or his/ her delegate to indicate that they have reviewed and agreed to the terms of the plan. This helps to ensure mutual understanding and commitment to the improvement process.



Section

03

Staff Training And Development

3.1 Introduction

MUBS is committed to continuous improvement of its staff through training and development. This will create and maintain a competitive and highly motivated workforce and create efficiency and effectiveness in operations.

3.2 Principles

This policy shall be guided by the following principles;

- a) Professionalism: shall be planned, monitored and evaluated.
- b) Transparency: Training opportunities shall be made known to all stakeholders.
- c) Fairness: shall be reflected in all decisions concerning training.
- d) Equal opportunity: There shall be no discrimination in award of training opportunities.
- e) Affirmative action: Disadvantaged groups shall be given special consideration for training.



- f) Demand-driven approach: Training shall be based on identified training needs of both the individual member of staff and School.
- g) Value for Money: Training funds shall be optimally utilized for the benefit of the school.

3.3 Objectives

The overall training and development objective shall be to provide an environment that encourages and supports staff to reach their maximum potential. The policy therefore, aims at;

- a) Enabling Council to support staff training and development.
- b) Enabling the Chief, Human Resources to effectively plan, coordinate, implement and evaluate training programs.
- c) Providing all eligible staff with appropriate and relevant training opportunities.

3.4 Managing the Training Process

- a) Individual training needs shall be identified through the performance management/appraisal system and other staff evaluation criteria.
- b) The Departmental training needs shall be derived from individual needs, and job tasks.
- c) The School training needs shall be derived from Departmental needs in relation to the institutional plans and stakeholder needs.
- d) The Chief, Human Resources shall consolidate the School's training needs into annual training plans with an agreed upon training budget. Decisions shall then be



made on how best to meet those needs.

- e) The Chief, Human Resources, in consultation with the Heads of Departments / Units shall prioritize the training needs against the available resources.
- f) MUBS's training plans shall be approved by the Top Management Committee.
- g) Training and development shall cover specific performance shortfalls, if it becomes clear that management coaching and guidance shall not be sufficient.
- h) Members of staff who are identified to have potential for training shall be availed relevant training opportunities depending on the availability of funds, fellowships or scholarships.
- i) Where there are no funds, scholarships or fellowships, a staff shall be encouraged to take up relevant self-sponsored development programs, but in such cases, it will be ensured that such programs do not significantly interrupt the school's official business.

3.5 Training Administration Procedures

- a) The preparation for training shall be the responsibility of the respective departments in liaison with the Human Resource Directorate in line with the School's approved training plan.
- b) The Chief, Human Resources shall follow up training reports, analyse, summarize, evaluate, and thereafter make reports to the Principal for appropriate action.
- c) It shall be mandatory for members of staff to complete



their training programs within the stipulated time. However, in exceptional cases, extension(s) may be granted by Management on condition that the decision is budget neutral.

- d) Failure to complete a course of study on leave with pay / sponsorship shall be considered indiscipline and the staff shall be subjected to disciplinary action.
- e) The positions of Assistant Lecturer and Teaching Assistant are training grades. Staff in these positions shall, therefore, be permitted to undertake further appropriate training as soon as training opportunities are available.
- f) Members of staff on probation, other than those specified in (e) above shall not be sponsored by the School for courses longer than one (01) month. The Principal may, however authorize longer training for members of staff on probation acting in the best interests of the School.
- g) Staff on long training programs shall sign a bonding agreement.
- h) Upon completion of a bonded training program, a member of staff shall not be allowed to undertake further long training programs until he/she has served the whole bonding period of the previous course, except in cases where such training is a continuation of the previous course, or does not interfere with the individual's performance of his/her routine duties. The Principal may, however, grant express permission in special circumstances
- i) MUBS shall not grant permission for a member of staff to undertake programmes that are irrelevant to its plans and needs.



3. 6 Training Categories

In addition to the trainings herein provided, a staff may undertake any other training that may be deemed necessary subject to availability of funds.

3.6.1 Performance Improvement Training

Subject to availability of funds, every staff shall undergo at least one performance improvement training programme once every year. Such courses shall be of short duration targeted towards improving general or specific aspects of a given Job. There shall be different forms of performance improvement training programmes such as;

- i. Refresher training: staff identified to be in need of refresher training shall be facilitated to attend the same.
- ii. Job-related training: newly appointed or promoted staff shall, as soon as practicable, be given job-related training.
- iii. Management and Leadership skills training: supervisors shall, on a regular basis, be equipped with relevant management skills training.

3.6.2 Professional Training

- a) Professional training is one that provides special knowledge, skills and competencies relevant to a specific profession or industry. For example, ACCA and ICPA for the accounting profession; CIM for Marketing; CIPD for Human Resource; CIPS for Procurement; ICSA for Secretaries and Administrators.
- b) Senior Academic and Administrative staff at the salary scale of PU7 and above may be eligible to apply for a professional training subject to meeting other requirements as provided for in this manual.



- c) A staff who has been granted permission to study a professional programme, shall be expected to meet the cost of the registration and examination fees. Refund of the fees shall be made following the successful completion of the programme.

3.6.3 Pre-retirement training

3.6.3.1 Introduction

This policy is designed to help employees prepare for a smooth transition into retirement by providing them with the necessary resources, information, and support to plan for this significant life change.

3.6.3.2 Policy Objectives

- a) To empower staff to make informed decisions regarding their retirement by offering relevant training and resources.
- b) To help staff navigate the financial, emotional, and lifestyle adjustments that come with retirement.
- c) To ensure a seamless transition for retiring staff and facilitate knowledge transfer within MUBS.
- d) To promote a culture of respect, appreciation, and support for staff at all stages of their career, including retirement.

3.6.3.3 Policy Detail

- a) **Eligibility:** – All staff approaching retirement age, as defined by the School policy, are eligible to participate in the Pre-Retirement Training Program.

**b) Training Components:**

- i. Financial Planning: Workshops and resources on retirement savings, investments, retirement benefit schemes, and budgeting for retirement expenses.
- ii. Emotional and Psychological Preparation: Counselling services, seminars on coping with retirement-related stress, and strategies for maintaining mental well-being.
- iii. Lifestyle Transition: Workshops on creating a fulfilling retirement lifestyle, exploring hobbies, volunteer opportunities, and maintaining social connections.
- iv. Legal and Administrative Guidance: Information on retirement benefits, healthcare options, estate planning, and navigating administrative processes.

c) Delivery Method: – The Pre-Retirement Training Program will be delivered through a combination of workshops, seminars, one-on-one consultations, online resources, and external partnerships with experts in retirement planning.

d) Timing:-

- i. Staff shall be encouraged to participate in the Pre-Retirement Training Program at least 5 -15 years before their planned retirement date to allow for adequate preparation and planning.
- ii. The Chief, Human Resource shall ensure that staff are trained on a quarterly basis.

e) Evaluation and Feedback: – Feedback from staff shall be collected to continuously improve and update the Pre-Retirement Training Program to meet the evolving needs of staff.



3.7 Responsibility for Training

The following shall ensure that training programmes achieve the intended objectives;

3.7.1 Staff

Staff shall;

- i. Be responsible for self-training and development through private study and practice.
- ii. Show positive attitude towards learning and continuing education.
- iii. Have the obligation to formulate or identify appropriate and relevant schemes of study in accordance with a staff's career plan.
- iv. Participate in training programs arranged at the Department/Unit, Faculty, Campus or School level.
- v. Seek permission to undertake training in accordance with the provisions of this Manual.

3.7.2 The Dean/ Campus Chief/Head of Administrative Unit/ Head of Department/ Manager

The Dean/ Campus Chief/Head of Administrative Unit/Head of Department/ Manager shall;

- a) Identify the training needs for the Faculty/Campus/ Department and come up with training plans.
- b) Develop staff through counselling and coaching them to reach acceptable levels of performance in their jobs, and preparing them for higher responsibilities. They shall also give necessary induction to new members of staff in line with established procedures and practices in the School.



- c) Recommend staff for training programs and opportunities to the Chief, Human Resources.
- d) Advise on the appropriateness of releasing a member of staff for further training depending on current Faculty/Campus/Departmental needs.

3.7.3 The Principal and Chief, Human Resources

The Principal and Chief Human Resources shall;

- a) Be responsible for the overall direction of staff training and development.
- b) Support staff training and development by providing the necessary resources.
- c) Release staff to attend courses in accordance with the needs of the School, and as much as possible, ensure their proper placement after training.

3.8 Permission to Undertake Training

3.8.1 Nomination for training

- a) Scholarships, fellowships, grants to MUBS shall be received by the Human Resource Directorate and communicated to all Departments/Units.
- b) Nomination of candidates for such awards shall be made by the heads of departments/units subject to satisfactory performance and in accordance with the School's Staff Development Plan.
- c) Self-acquired scholarships shall be undertaken subject to approval by the Principal.



3.8.2 Recommendation for training

- a) All applications for training shall be to the Chief, Human Resources through the respective Dean/Campus Chief/ Head of Department/Unit for approval.
- b) The Chief Human Resources shall table the Application before the Staff Development Committee for consideration.
- c) The Staff Development Committee shall consider the Application and make a recommendation to the Principal for approval.

3.9 Staff Training and Development Committee

There shall be a Staff Training and Development Committee appointed by the Principal from the following constituencies:

- a) One representative from the Deans of Faculties
- b) One representative from the Academic Heads of Departments
- c) One representative from the Administrative Heads of Departments/ Units
- d) One representative nominated from the Academic staff Association
- e) One representative nominated from the Senior Administrative staff Association
- f) One representative nominated from the Support staff Association
- g) One representative from regional campuses



- h) One representative from staff with special needs
- i) The Chief, Human Resources shall be the Secretary to the Committee
- j) The Committee Chair shall be appointed by the Principal and shall oversee the Committee's activities and meetings.
- k) The Committee shall receive and evaluate applications for trainings in accordance with the Staff Development Plan and make recommendations to the Principal.

3.9.1 Staff Training and Development Committee Rules of Procedure

The committee shall determine its rules of procedure.

3.10 Study Leave

3.10.1 Purpose

The Study Leave Policy at MUBS is designed to support the continuous professional development of staff members by providing opportunities for further education, training, research, or other activities that enhance their skills, knowledge, and expertise in their respective fields.

3.10.2 Eligibility

Full-time permanent staff members who have completed a minimum of five (5) years of service at MUBS are eligible to apply for study leave.

The availability of study leave is subject to departmental approval and the operational needs of the School.



3.10.3 Types of Study Leave

- a) **Educational Leave:** Staff members may be granted study leave to pursue formal education programs such as degree programs, certifications, or courses related to their job responsibilities.
- b) **Research Leave:** Staff members may be granted study leave to conduct research, publish scholarly work, or engage in academic collaborations.
- c) **Training Leave:** Staff members may be granted study leave to attend conferences, workshops, seminars, or other training programs relevant to their professional development.

3.10.4 Duration of Study Leave

- a) The duration of study leave may vary depending on the type of leave requested and the nature of the study or research project.
- b) Study leave may be granted for a minimum of three (3) working days up to a maximum of four (4) years, subject to the Principal's approval.
- c) The period in (b) above may be extended by the Principal in special circumstances.

3.10.5 Application Process

- a) Staff members interested in applying for study leave must submit a formal application to the Principal through the Head of Department or Supervisor outlining the purpose of the leave, proposed activities, expected outcomes, and duration of leave.
- b) Applications for long-term study leave must be submitted at least one (1) month before the intended start date.



- c) For short term-study leave, applications must be submitted within two (2) weeks before the intended start date.

3.10.6 Approval Process

- a) Study leave applications will be reviewed by the Head of Department, Human Resource Directorate, and relevant stakeholders to assess the impact on departmental operations and the feasibility of granting the leave.
- b) Final approval of study leave will be granted by the Principal based on the merit of the application and the availability of resources.

3.10.7 Obligations During Study Leave

- a) Staff members granted study leave are expected to fulfil any obligations outlined in their leave approval, such as completing coursework, conducting research, or participating in training programs.
- b) Staff members on study leave are encouraged to maintain communication with their department and the Human Resource Directorate, and provide updates on their progress as requested.

3.10.8 Reporting and Evaluation

- a) Staff members on study leave are required to submit a report detailing their activities, outcomes, and learnings upon their return to work.
- b) The Chief, Human Resource in liaison with the relevant Head of Department will evaluate the impact of study leave on staff development and consider feedback for future improvements to the policy.



3.10.9 Return to Work

Staff members are expected to return to their regular duties upon completion of the study leave and apply the knowledge and skills acquired during their leave to their work responsibilities.

3.10.10 Review and Amendments

- a) This Study Leave Policy shall be reviewed periodically to ensure its effectiveness and relevance to the evolving needs of staff.
- b) Any proposed amendments to the policy shall be subject to approval by Council.

3.10.11 Study Leave without pay

- a) A member of staff may be granted study leave without pay to undertake a privately sponsored course/program, which may not be in the interest of the School or relevant to the staff's current job or career path.
- b) A staff's position on study leave without pay shall be retained but temporally occupied by a contract employee for the duration of the study leave period.

3.10.12 Study Leave disputes

- a) A staff who has reasonable grounds to believe that he/she will be unfairly treated, by the respective Dean/Campus Chief/Head of Department /Unit during the process of applying for training program(s), shall be allowed to submit his/her application directly to the Chief, Human Resources.
- b) A staff who is dissatisfied with the decision of the Chief, Human Resources shall apply to the Principal who in turn shall present the application to the Top Management Committee for consideration.



- c) Where a staff is not satisfied with the decision of the Top Management Committee, he/she may refer the matter to the Appointments Board for a final decision.

3.11 Bonding Agreements

- a) A staff who undertakes a long-term training program sponsored by the School or on sponsorship or fellowship secured by or recommended by the School shall be bonded.
- b) A staff who undertakes his/her long-term training at MUBS or other institutions without sponsorship and continues to perform his/her routine duties shall not be bonded.
- c) The staff in (b) above who fails to carry out his/her routine duties during the study period, shall be subjected to disciplinary proceedings.
- d) The School shall recover from a member of staff under section (a) above the cost of salary and any other training related costs that might have been paid by the School in case of breach of the bonding agreement.
- e) A staff in (a) above who does not complete the bonding period shall be required to refund the salary and sponsorship prorated to the unserved bonding period.

3.11.1 Bonding Period

A staff who undertakes a programme sponsored by the School or donor grant or sponsorship/fellowship approved by MUBS shall be bonded as follows:



Table 7: Bonding Period

Academic Programme	Bonding Period (Years)
PhD	3 for those not working and 1 year for those working
Master's	2
Bachelor's	3
Postgraduate Diploma & Certificate	1
Professional	2

3.11.2 Bonding agreements

- A bonding agreement shall be signed before the program commences.
- A staff who breaches the bonding contract shall be treated as stipulated in the bonding agreement.
- A staff who exhaust their study leave and does not return to the School within one month from the time of the expiry of the leave, without justifiable reason, shall be regarded as having absconded from duty and subjected to disciplinary proceedings.
- The Chief, Human Resources shall be the custodian of all bonding agreements.

3.12 Training Reports

- A staff on a training programme of one year or more shall be required to submit bi-annual progress reports to the Chief, Human Resources through their Heads of Departments / Units and Deans. Such reports shall



be endorsed by the training supervisors. Where such reports are not provided, the staff shall be subjected to disciplinary proceedings.

- b) On completion of a training programme, the staff shall be required to submit a feedback / experiential report to the Chief, Human Resources through their supervisor.
- c) A copy of each report shall be kept on the personnel file, and another copy forwarded to the staff's respective duty department.
- d) Where action needs to be taken as a result of such a report, the Staff Training and Development Committee shall convene to recommend the necessary action to the Principal.
- e) The Staff Training and Development Committee shall provide reports about on-going and completed training programs to the Principal on an annual basis.

3.13 Training Certificates

- a) A staff shall be required to submit a copy of the training certificate to the Human Resource Directorate within three (03) months after the completion of training programme.
- b) A copy of each training certificate shall be kept on the staff's personal file.
- c) A staff shall be required to submit a copy of their dissertation to the School Library.
- d) A staff who fails to submit a copy of the dissertation and certificate shall be subjected to disciplinary proceedings.



3.14 Attainment of Additional Qualifications

- a) MUBS shall encourage members of staff to update their skills and knowledge in areas related to their professions.
- b) The attainment of higher qualifications shall not automatically qualify a member of staff for promotion to the next grade.
- c) A member of staff who completes her/his programme of study shall be deployed appropriately depending on the School's needs.
- d) A staff who acquires higher qualifications shall be eligible for promotion to a higher grade in accordance with the provisions of this Manual.

3.15 Other Staff Training and Development Issues

The Chief Human Resources shall from time to time advise the Top Management Committee on how to resolve issues that may not be specifically addressed by this Policy.

3.16 Knowledge Management

3.16.1 Introduction

This policy aims to establish guidelines and procedures for the effective management of institutional knowledge to enhance organizational effectiveness, innovation, and decision-making. This policy outlines the responsibilities, processes, and tools necessary to capture, share, and leverage knowledge within MUBS.

3.16.2 Objectives

- a) Promote a culture of knowledge sharing and collaboration among faculty, staff, and students.



- b) Facilitate the creation, capture, organization, and dissemination of valuable institutional knowledge.
- c) Enhance decision-making processes, improve operational efficiency, and drive innovation through the effective use of knowledge assets.
- d) Preserve and protect critical institutional knowledge to mitigate risks associated with turnover and organizational change.

3.16.3 Responsibilities

a) **Top Management:**

Top Management at MUBS is responsible for championing knowledge management initiatives, allocating resources, and promoting a culture of knowledge sharing and collaboration.

b) **Knowledge Managers:**

Designated knowledge managers will be responsible for overseeing the implementation of knowledge management processes, tools, and systems, as well as facilitating knowledge sharing activities within their respective departments.

c) **Employees:**

All employees, including faculty, staff, and students, are responsible for actively participating in knowledge sharing activities, documenting their expertise, and contributing to the institutional knowledge base.



3.16.4 Knowledge Management Process

a) Knowledge Creation:

Encourage staff to document their experiences, best practices, lessons learned, and innovative ideas to create new knowledge assets.

b) Knowledge Capture:

Develop mechanisms to capture tacit knowledge through interviews, mentorship programs, communities of practice, and other collaborative platforms.

c) Knowledge Organization:

Establish a centralized repository or knowledge base to categorize, tag, and store knowledge assets in a structured manner for easy retrieval and sharing.

d) Knowledge Sharing:

Promote knowledge sharing through training sessions, workshops, seminars, intranet portals, collaboration tools, and other communication channels.

e) Knowledge Utilization:

Encourage staff to leverage existing knowledge assets to make informed decisions, solve problems, and drive continuous improvement.

3.16.5 Technology and Tools

MUBS will invest in appropriate knowledge management tools and technologies to support knowledge sharing, collaboration, and information retrieval. These tools may include document management systems, collaboration platforms, learning management systems, and knowledge repositories.



3.16.6 Training and Awareness

MUBS will provide training sessions and workshops to educate staff on knowledge management principles, tools, and best practices. Staff shall be encouraged to actively participate in knowledge sharing activities and contribute to the institutional knowledge base.

3.16.7 Compliance and Monitoring

All staff are expected to comply with this Knowledge Management Policy. Knowledge managers shall monitor the implementation of knowledge management processes, assess the effectiveness of knowledge sharing initiatives, and provide regular reports to Top Management.

Section

04

Staff Promotions

4.1 Purpose

The purpose of this policy is to establish guidelines and procedures for the promotion of academic and administrative staff at MUBS in recognition of their achievements, contributions, and performance.

4.2. The objectives of the policy are as follows;

- a) **Merit-Based Recognition:** Ensure that promotions are granted based on merit, qualifications, experience, and performance to reward staff members who excel in their roles.
- b) **Career Development:** Provide a structured pathway for career advancement and professional growth for academic and administrative staff.
- c) **Retention of Talent:** Encourage staff retention by offering opportunities for advancement thereby reducing turnover and maintaining a skilled and experienced workforce.



- d) **Motivation and Morale:** Boost staff motivation and morale by recognizing and rewarding achievements, fostering a culture of excellence and commitment to the School's goals.
- e) **Transparency and Fairness:** Establish clear guidelines and criteria for promotions to ensure fairness and transparency in the decision-making process, promoting trust and confidence among staff members.
- f) **Professional Development:** Encourage continuous learning, skill development, and improvement among staff members to enhance their capabilities and contribute to the overall success of MUBS.
- g) **Alignment with Institutional Goals:** Ensure that promotions align with the strategic objectives and mission of MUBS, promoting a cohesive and goal-oriented workforce
- h) **Accountability:** Hold staff members accountable for their performance and contributions, promoting a culture of accountability and responsibility within MUBS.
- i) **Legal Compliance:** Ensure that promotions are carried out in compliance with relevant laws, regulations, and institutional policies to avoid any legal issues or disputes.
- j) **Succession Planning:** Facilitate succession planning by identifying and preparing potential future leaders within the institution through a structured promotions process.

4.3 Eligibility

Promotions at MUBS shall be based on merit, qualifications, experience, and performance. All academic and administrative staff members are eligible for promotion, subject to meeting the criteria established for each rank.



4.4 Promotion Criteria

- a) Promotion criteria for academic staff shall include, but not be limited to, the following:
 - i. Demonstrated excellence in teaching, research, and service
 - ii. Publication record in reputable journals and academic books.
 - iii. Leadership and administrative capabilities.
 - iv. Professional development and continuous learning.
 - v. Positive performance evaluations.
 - vi. Contribution to the mission and goals of MUBS.
- b) Promotion criteria for administrative staff shall include, but not be limited to, the following:
 - i. Demonstrated excellence in their respective roles and responsibilities.
 - ii. Leadership skills and ability to manage teams effectively.
 - iii. Professional development and continuous learning.
 - iv. Positive performance evaluations.
 - v. Contribution to the mission and goals of MUBS.

4.5 Preconditions for Promotion

- a) Prior to considering any member of staff for promotion, the following preconditions shall be fulfilled:
- b) A member of staff must be confirmed in School service.
- c) The position must be within the approved Staff Establishment to which a member of staff can be promoted to.



- d) Wage must be available within the approved budget to support the promotion.
- e) A member of staff may be considered for promotion if:
 - i. He/she is recommended for promotion during the performance appraisal process; and
 - ii. He/she has the required promotion qualifications and competences.
- f) A member of staff shall not be recommended and considered for promotion in the School Service during absence from office as a result of interdiction.
- g) Unless specifically stated by the Appointments Board, the date of promotion of a member of staff shall be the date of assumption of duty to a higher position which is a future date.
- h) In the process of applying for promotion, the applicant must know or be aware that the decision to promote lies with Appointments Board and not the supervisor or the School Officer processing his/her application.

4.6 Exceptional Promotion

4.6.1 Accelerated Promotion

This policy is to provide a framework for recognizing exceptional performance and achievements by staff and facilitating their accelerated career advancement.

4.6.2 Eligibility

Staff who demonstrate outstanding performance, significant achievements, and exceptional contributions to the School may be eligible for accelerated promotion under this policy. Eligibility criteria may vary based on the staff category.



4.6.3 Accelerated Promotion Criteria

Criteria for accelerated promotion under this policy may include, but not limited to:

- a) Consistent demonstration of exceptional performance and achievements beyond the expectations of their current position.
- b) Significant contributions to the School's mission, goals, and strategic objectives.
- c) Leadership qualities, innovation, and creativity in their work.
- d) Record of publications, research grants, patents, or other scholarly achievements (for academic staff).
- e) Demonstrated excellence in teaching, mentoring, or student engagement (for academic staff).
- f) Exceptional service to the School community or professional organizations.
- g) Recognition and awards received for their work.

4.7 Eligibility Criteria for Promotion

4.7.1 Academic staff

The eligibility criteria for promotion of academic staff shall be either under ordinary or fast track method. The criteria may be reviewed from time to time by Council.

4.7.1.1 Ordinary-Track Promotion for Senior Academic Positions

A staff shall be eligible for promotion under ordinary track if he/she meets the requirements in table 7 below:



Table 7: Promotion criteria for academic staff on ordinary track

No.	Current post	Next post	Requirements for Ordinary Track Promotion
1.	Teaching Assistant	Assistant Lecturer	Master's Degree 1 st Class Degree/Upper Second or Lower Second (<i>in special circumstances</i>)
2.	Assistant Lecturer	Lecturer	Master's Degree but on PhD track
3.	Lecturer	Senior Lecturer	PhD Three (3) new recognized publications in the area of specialization since the date of application for promotion to the rank of lecturer. The publications should be in non-predatory journals/ publishers with the plagiarism index at 30 or below. The applicant should be the first author of at least one publication. Where there is evidence that the Principal investigator did the work with a student, it should be taken as co-authorship; A peer-reviewed book, with an ISBN in the area of specialization will be equated to three (3) publications; A chapter in a peer-reviewed book with an ISBN in the area of specialization will be equivalent to one (1) peer reviewed journal article Where the applicant is a recipient of internationally recognized scholarly award (from an Academic Body) it will be equated to three (3) peer reviewed publications Four (4) years of teaching experience since promotion to the rank of Lecturer Supervision of at least two (2) Graduate Students to completion.



No.	Current post	Next post	Requirements for Ordinary Track Promotion
4.	Senior Lecturer	Associate Professor	PhD Four (4) new recognized peer reviewed publications in the area of specialization since the date of application for promotion to rank of Senior Lecturer. The publications should be in non-predatory journals/publishers with the plagiarism index at 30 or below Applicant should be first author of at least 50% of the publications. Where there is evidence that the Principal investigator did the work with a student, it should be taken as co-authorship; A peer-reviewed book, with an ISBN in the area of specialization will be equated to three (3) publications; A chapter in a peer-reviewed book with an ISBN in the area of specialization will be equivalent to one (1) peer reviewed journal article Where the applicant has published a peer reviewed book, this should be equated to three (3) publications. Eight (8) years of Teaching experience and; having served for the period of three (3) years since the last promotion to the rank of Senior Lecturer. Evidence of having won at least one (1) research grant since promotion to the position of Senior Lecturer. Supervision of at least three (3) MUBS Graduate Students to completion (<i>At least 2 (two) Graduate Students to completion since last promotion</i>).



No.	Current post	Next post	Requirements for Ordinary Track Promotion
5.	Associate Professor	Professor	PhD Twelve (12) years of Teaching Experience and; having served for a period of at least three (3) years since promotion to the rank of Associate Professor. Five (5) new recognized publications since the date of application for promotion to the rank of Associate Professor. The publications should be in non-predatory journals/ publishers with the plagiarism index at 30 or below Applicant should be first author of at least 50% of the peer reviewed publications. Where there is evidence that the Principal investigator did the work with a student, it should be taken as co-authorship. Where the applicant is a recipient of an internationally recognized scholarly award (from an academic body, it will be equated to three (3) publications; A peer-reviewed book, with an ISBN in the area of specialization will be equated to three (3) publications; A chapter in a peer-reviewed book with an ISBN in the area of specialization will be equivalent to one (1) peer reviewed journal article Evidence of having won at least one (1) research grant since promotion to the position of Associate Professor. Supervision of at least seven (7) graduate students to completion. <i>(At least 4 (four) Graduate Students to completion since last promotion).</i>

**4.7.1.2 Fast-Track Promotion for Senior Academic Positions**

A staff shall be eligible for promotion under fast track if he/ she meets the requirements in table 9 below:

Table 8: Promotion criteria for academic staff on fast track

No.	Current post	Next post	Requirements for Fast-Track Promotion
1.	Lecturer	Senior Lecturer	PhD Six (6) recognized peer reviewed publications in the area of specialization since the date of application for promotion to the rank of Lecturer. The publications should be in non-predatory journals/ publishers with the plagiarism index at 30 or below The applicant should be the first author of at least two (2) peer reviewed publications; Where there is evidence that the Principal investigator did the work with a student, it will be taken as co-authorship; A peer-reviewed book, with an ISBN in the area of specialization will be equated to three (3) publications; A chapter in a peer-reviewed book with an ISBN in the area of specialization will be equivalent to one (1) peer reviewed journal article Where the applicant is a recipient of an internationally recognized scholarly award (from an academic body), it will be equated to three publications. Where the applicant has a patent, it will be equated to three (3) publications Two (2) years Teaching experience; Supervision of at least two (2) graduate students to completion.



No.	Current post	Next post	Requirements for Fast-Track Promotion
2.	Senior Lecturer	Associate Professor	PhD Eight (8) new peer reviewed publications in the area of specialization since the date of application for promotion to the rank of Senior Lecturer: The applicant should be the first author of at least 50% of the publications. Where there is evidence that the Principal investigator did the work with a student, it will be taken as co-authorship; A peer-reviewed book, with an ISBN in the area of specialization will be equated to three (3) publications; A chapter in a peer-reviewed book with an ISBN in the area of specialization will be equivalent to one (1) peer reviewed journal article Where the applicant is a recipient of an internationally recognized scholarly award (from an academic body), it will be equated to three publications. Where the applicant has a patent, it will be equated to three (3) publications Four (4) years Teaching experience Evidence of having won at least one (1) research grant since promotion to the position of Senior Lecturer. Supervision of at least four (4) graduate students to completion.



No.	Current post	Next post	Requirements for Fast-Track Promotion
3	Associate Professor	Professor	PhD Ten (10) new peer reviewed publications since last promotion to the rank of Associate Professor. The publications should be in non-predatory journals/publishers with the plagiarism index at 30 or below The applicant should be the first author of at least 50% of the publications Where there is evidence that the Principal investigator did the work with a student, it should be taken as co-authorship; A peer-reviewed book, with an ISBN in the area of specialization will be equated to three (3) publications; Where the applicant is a recipient of an internationally recognized scholarly award (from an academic body), it will be equated to three (3) publications. Where the applicant has a patent, it will be equated to three (3) publications. Evidence of having won at least one (1) research grant since promotion to the position of Associate Professor. Six (6) years Teaching experience. Supervision of at least eight (8) graduate students to completion.

**Note:**

- a) All applications to senior academic positions in School service shall be supported by a completed preliminary review form as per the following criteria:
 - i. Evidence to prove that the applicant is a competent academic staff by having participated in teaching, invigilating, marking and processing of results; and specifically, should have:
 - ii. Attended at least 50% of Faculty and Departmental meetings;
 - iii. Executed at least 50% of the set invigilation as timetabled;
 - iv. Must have participated in examination and marking as per determined load.
 - v. Evidence of having presented papers at a conference or academic seminar;
 - vi. Evidence of having carried out any other academic duties as assigned by the Head of Department;
 - vii. Contribution to community.
- b) Academic publications made after the date of promotion to the current position shall be considered in the application for the subsequent promotion.
- c) Academic publications submitted for promotion shall not be from predatory publishers or journals.



4.7.1.3. Promotion criteria Research Fellow

Table 9: Promotion criteria for Research Fellows

Post	Next level	Promotion requirements
Research Fellow	Senior Research Fellow	PhD in a relevant discipline. At least twenty (20) publications in peer reviewed journals or ten (10) published book chapters; or two (02) published books with ISBNs in the area of specialisation. The publications should be in non-predatory journals/publishers with the plagiarism index at 30 or below At least ten (10) of the publications or five (05) of the book chapters should have been published after the last appointment. At least six (06) of the publications mentioned in (c) above, as first author. Evidence of innovations or winning extramural Grants or resources mobilisation for the School. Membership to professional organizations



Post	Next level	Promotion requirements
Senior Research Fellow	Associate Research Professor	PhD in a relevant discipline. At least thirty (30) publications in peer reviewed journals or fifteen (15) published book chapters; or three (03) published books with ISBNs in the area of specialisation. The publications should be in non-predatory journals/publishers with the plagiarism index at 30 or below At least ten (10) of the publications or five (05) of the book chapters should have been published after the last appointment/promotion. At least eight (08) of the publications mentioned in (c) above, as first author. Evidence of innovations or winning extramural Grants or resources mobilisation for the University. Membership to professional organizations.



Post	Next level	Promotion requirements
Associate Research Professor	Research Professor	PhD in a relevant discipline. At least forty-five (45) publications in peer reviewed journals; or twenty (20) published book chapters; or five (05) published books with ISBNs in the area of specialisation. The publications should be in non-predatory journals/publishers with the plagiarism index at 30 or below At least twelve (12) of the publications or six (06) of the book chapters or two (02) of the books, should have been published after the last appointment/promotion. At least ten (10) of the publications mentioned in (c) above, as first author. Evidence of contribution to community service. Evidence of innovations or winning extramural Grants or resources mobilisation for the University. Membership to professional organizations.



4.7.1.4. Promotion criteria Library staff designated as academic

Table 10: Promotion criteria for Library staff designated as academic

Post	Next level	Promotion requirements
Library Assistant	Assistant Librarian	Bachelor's Degree in Library Science or related field with a First or Second class upper. A Masters Degree in Library Science/ Records & Archives Management/ Information Systems/ information Technology. Three (3) years professional experience in library work. Information Literacy Instructions.
Assistant Librarian	Librarian	Bachelor's Degree in Library Science or related field with a First or Second class upper. A Masters Degree in Library Science/ Records & Archives Management/ Information Systems/ information Technology. PhD track. Six (6) years professional experience in library work. Information Literacy Instructions.



Post	Next level	Promotion requirements
Librarian	Senior Librarian	Bachelor's Degree in Library Science or related field with a First or Second class upper. A Masters Degree in Library Science/ Records & Archives Management/ Information Systems/ information Technology. PhD in Library Science/ Information Technology/ Information Systems. Nine (9) years professional experience in library work. Three (3) new recognized publications in the area of specialization. Information Literacy Instructions. Contribution to community
Senior Librarian	Deputy Librarian	Bachelor's Degree in Library Science or related field with a First or Second class upper. A Masters Degree in Library Science/ Records & Archives Management/ Information Systems/ information Technology. PhD in Library Science/ Information Technology/ Information Systems. Ten (10) years professional experience in library work. Six (6) new recognized publications in the area of specialization. Information Literacy Instructions. Contribution to community



4.7.1.5 Senior Administrative staff

The eligibility criteria for promotion of senior administrative staff shall be as indicated in the table 10 below:

Table 11: Promotion criteria for senior administrative staff

Current post	Next Post	Requirements for promotion
PU12 – PU10	Assistant Administrator	Honours Bachelor's Degree from a recognised University or its equivalent or professional qualification
Assistant Administrator	Administrative Officer	Honours Bachelor's Degree from a recognised University or its equivalent or professional qualification Two (2) years' experience at the level of Assistant Administrator
Administrative Officer	Senior Administrative Officer/ Secretary	Masters Degree from a recognized University Two (2) years' experience at the level of Administrative Officer
Senior Administrative Officer/ Secretary	Principal Administrative Officer	Masters Degree from a recognized University Two (2) years' experience at the level of Senior Administrative Officer
Principal Administrative Officer	Deputy Chief	A Master's Degree. An Honours Bachelor's Degree from a recognized Institution. Membership with professional body is an added advantage. A minimum of (12) twelve years relevant working experience 3 of which must have been at the level of Principal Administrative Officer.



4.7.1.6 Support staff

The eligibility criteria for promotion of support staff shall be as indicated in the table 11 below:

Table 12: Promotion criteria for support staff

Current post	Next post	Requirements for promotion
PU11	PU10	A minimum of a Diploma in the relevant field. At least 3 years of relevant experience at PU11.
PU12	PU11	A minimum of a Diploma in the relevant field. At least three (3) years of relevant experience at PU12.
PU13	PU12	A minimum of Diploma in the relevant field This is an entry level for Diploma holders.
PU14	PU13	A minimum of a Certificate: Stage 1/2 in the relevant field. At least 3 years of relevant experience.
PU15	PU14	A certificate in the relevant field or its equivalent. At least 3 years of relevant experience.

4.7.2 Procedure for Promotion of Academic Staff

4.7.2.1 Procedure for Promotion to the Position of Assistant

Lecturer and Lecturer

The procedure for promotion from Teaching Assistant to Assistant Lecturer and Assistant Lecturer to Lecturer shall be as follows:

- The staff seeking a promotion shall through Head of Department and the Dean of Faculty apply to the Principal.



- b) Upon receipt of the application, the Dean shall table the application to the Staff Selection and Promotion Committee of the Faculty for consideration.
- c) The Staff Selection and Promotion Committee shall evaluate the application and make a recommendation to the Principal.
- d) The Principal shall upon receipt of the recommendation from the Faculty Selection and Promotion Committee forward the same to the Human Resource Directorate for verification and presentation before the Top Management Committee.
- e) The Top Management Committee shall receive and consider the application and make a recommendation to the Appointments Board.
- f) The Appointments Board shall receive the recommendation of Top Management and make a decision on the application for promotion.
- g) The decision of the Appointments Board shall be communicated to the staff as soon as possible.
- h) A staff aggrieved with the decision of the Appointments Board shall appeal against the decision to the Staff Tribunal.

4.7.2.2 Procedure for promotion to the position of Senior Lecturer

The procedure for promotion to the position of Senior Lecturer shall be as follows:

- a) The staff seeking a promotion shall through Head of Department and the Dean of Faculty apply to the Principal.



- b) Upon receipt of the application, the Dean shall table the application to the Faculty Staff Selection and Promotion Committee of the Faculty for consideration.
- c) The Faculty Staff Selection and Promotion Committee shall evaluate the application and make a recommendation to the Principal.
- d) The Principal shall upon receipt of the recommendation from the Faculty Staff Selection and Promotion Committee, forward the same to the Human Resource Directorate for verification and presentation before the Appointments and Promotions Committee for further evaluation and consideration.
- e) The Principal shall upon receipt of the recommendation from the Appointments and Promotions Committee forward the same to the Top Management Committee for consideration.
- f) The Top Management Committee shall receive and consider the application and make a recommendation to the Appointments Board.
- g) The Appointments Board shall receive the recommendation of Top Management and make a decision on the application for promotion.
- h) The decision of the Appointments Board shall be communicated to the staff as soon as possible.
- i) A staff aggrieved with the decision of the Appointments Board shall appeal against the decision to the Staff Tribunal.



4.7.2.3 Procedure for promotion to the position of Associate

Professor to Professor

The procedure for promotion to the position of Associate Professor and Professor shall be as follows:

- a) The staff seeking a promotion shall through Head of Department and the Dean of Faculty apply to the Principal.
- b) Upon receipt of the application, the Dean shall table the application to the Staff Selection and Promotion Committee of the Faculty for consideration.
- c) The Faculty Staff Selection and Promotion Committee shall evaluate the application including subjecting the publications of the applicant to the Internal Review process and make recommendations to the Principal.
- d) In the event that the Faculty has no capacity to review the publications, the Faculty Staff Selection and Promotion Committee shall make a report and recommend to the Principal that the application be reviewed externally.
- e) The Principal shall upon receipt of the recommendation from the Faculty Selection and Promotion Committee forward the same to the Human Resource Directorate for verification and onward transmission to the School Secretary for verification and presentation before the Appointments Board.
- f) The Appointments Board shall consider the application and approve the submission of the applicant's publications to external reviewers.
- g) Upon the approval of the Appointments Board, the School Secretary shall forward the applicant's publications for



external review. The external reviewers shall be selected on the following guiding criteria:

- i. Specialist Field of Study
 - ii. Research profile
 - iii. Publications records
 - iv. Ability to identify and advise on publishable works
- h) The vetting of the publications shall be based on the following criteria:
- i. Originality and contribution to knowledge
 - ii. Relevance to the academic discipline
 - iii. Relevance and currency of literature
 - iv. Relevance or consistency to the individual's own specialization in an academic discipline
 - v. Quality of published work
 - vi. Overall quality
- i) The grading system for the external vetters shall be as follows:

Table 13: Grading system for External Veters

Grade	Points	Comment
A	6	Excellent
B+	5	Very Good
B	4	Good
C	3	Average
D	2	Poor
E	1	Very Poor

- j) For one to be promoted, they should have scored an average of B and above.



- k) For one's publications to be vetted, they should have been published not more than five (5) years from the date of application.
- l) The School Secretary shall table the external review reports before the Appointments Board for a decision on the application for promotion.
- m) The decision of the Appointments Board shall be communicated to the staff as soon as possible.
- n) A staff aggrieved with the decision of the Appointments Board shall appeal against the decision to the Staff Tribunal.

4.8 Promotion of Administrative Staff

The procedure for the application for promotion of administrative staff in the School shall involve a structured process to ensure fairness, transparency and equal opportunity for all eligible candidates.

The following steps shall be followed:

- a) Announcement of vacancies. The Human Resource Directorate shall announce the availability of promotion opportunities including the positions eligible for promotion and the criteria for eligibility.
- b) Submission of application. Candidates shall submit their application by the specified deadline to the Chief, Human Resource who is responsible for overseeing the promotions process.
- c) Evaluation and assessment. The School Interviewing Committee shall conduct interviews, assessments or evaluations of the candidates to further gauge their suitability for promotion. This may involve reviewing past performance evaluations, conducting skills assessments



and seeking input from current supervisors or colleagues.

- d) The School Interviewing Committee shall after interviewing the candidates seeking promotion make a recommendation to the Top Management Committee.
- e) Top Management Committee shall consider the recommendations of the School Interviewing Committee and make recommendations to Appointments Board which shall in turn make a decision on the applications for promotion save for positions of School Secretary, School Bursar, School Registrar, School Librarian and Dean of Students which shall be tabled in Council.
- f) Notification of results. Once decisions regarding promotions have been made by the Appointments Board, the candidates shall be notified of the outcome of their applications. Successful candidates shall receive promotion letters including details of new position, salary adjustments, and any other relevant information.

4.8.1 Promotion across job categories

A staff is eligible for promotion from one job category to another, (e.g from support staff to the senior administrative staff) subject to availability of a vacancy or vacancies. Vacancies in all staff categories shall be advertised internally.

4.8.2 Criteria for Promotion:

Candidates recommended for promotion should have served for at least two (2) years at the current rank and have demonstrated the following:

- a) **Job performance.** A candidate should have demonstrated history of exceeding job expectations as evidenced by performance evaluations and positive



feedback from Supervisors and colleagues.

- b) **Academic/ professional qualifications.** Depending on the nature of the administrative role, academic qualifications such as relevant degrees, certifications or professional accreditations shall be considered in the promotions process.
- c) **Years of service and experience.** While not the sole criteria, the candidate's years of service and relevant experience within the University shall be taken into consideration.
- d) **Adherence to ethical standards.** The candidate should exhibit high ethical standards and integrity in their professional conduct as well as commitment to the School's values and code of conduct.

Note: *The attainment of higher qualifications does not automatically qualify the staff for promotion to the next grade. An employee who acquires higher qualifications is eligible for appointment to a higher grade when a vacancy exists and has to compete with other eligible candidates.*

4.8.3 Re-designation

- a) Re-designation shall not amount to promotion. It shall be a lateral re-assignment of duties and responsibilities at the same level deemed administratively prudent. The Chief, Human Resource shall in consultation with the Principal re-designate staff as shall be deemed necessary to promote efficient human resource utilization.
- b) Where duties and responsibilities remain unchanged, re-designation shall not apply. A change of title without a change in the substance of the job does not call for re-designation but an automatic change of title.



Section

05

Payment of Salary and allowances

5.1 Policy Statement

This payment policy sets MUBS policies relating to payment of salary and allowances in line with the Public Service salary structure.

5.2 Purpose

The purpose of this policy is to establish guidelines and procedures for the payment of salaries to staff in a timely, accurate, and transparent manner.

5.3 Policy Objective

- a) **Timely and Accurate Payments:** Ensure that staff receive their salaries on time and accurately processed according to their designated positions, experience, and qualifications.
- b) **Compliance:** Ensure compliance with labor laws, regulations, and internal policies governing the payment of salaries.



- c) **Transparency:** Provide transparency in the calculation of salaries, deductions, and any additional compensation, allowing staff to understand how their pay is determined.
- d) **Equity and Fairness:** Ensure that salaries are determined based on objective criteria such as job responsibilities, qualifications, and experience, promoting fairness and equity among staff.
- e) **Efficiency:** Streamline the salary payment process to ensure efficiency and effectiveness in payroll management, reducing errors and delays.
- f) **Staff Satisfaction:** Enhance staff satisfaction by providing timely and accurate salary payments, addressing any concerns or disputes promptly, and offering opportunities for additional compensation or benefits.
- g) **Cost Control:** Manage salary and allowance costs effectively by ensuring that salary payments are aligned with the MUBS' budget and financial resources.
- h) **Retention and Motivation:** Use payments as a tool to attract and retain talent, motivate staff to perform to their best, and reward exceptional performance through bonuses, incentives, or other forms of compensation.
- i) **Legal Compliance:** Ensure that all payments, deductions, and compensation packages comply with relevant laws and other legal requirements.
- j) **Continuous Improvement:** Regularly review and update the payment policy to adapt to changing needs, regulatory requirements, and best practices in payroll management.



5.4 Payment Schedule

- a) The effective date of salary entitlement is the employee's date of assumption of duty.
- b) Salaries and allowances shall be paid by the 28th day of every calendar month.

5.5 Salary Calculation

- a) Salaries shall be based on the Public service salary structure.
- b) Allowances shall be calculated based on the staff's designated position, level of experience, qualifications, and any other relevant factors as determined by Council.

5.6 Deductions

- a) Salary deductions, including but not limited to taxes, social security contributions, and any other statutory deductions, will be made in compliance with applicable laws and regulations. Any additional deductions authorized by the staff, such as voluntary contributions to savings schemes or charitable donations, will also be processed accordingly.
- b) Total deductions from a staff's salary shall not exceed 50% of one's gross salary in any one month. The statutory deductions, that is to say, Government taxes, shall take precedence

5.7 Payment Methods

- a) All salaries shall be effected in Uganda shillings.
- b) Staff will receive their salaries and allowances through



electronic funds transfer (direct deposit) to their designated bank accounts. Pay slips detailing the breakdown of the salary, deductions, and any other relevant information will be made available to staff electronically through the Human Resource Information System or any other appropriate system in place.

5.8 Salary Advances

In exceptional circumstances, where a staff faces financial hardship, salary advances may be considered on a case-by-case basis. Requests for salary advances should be made to the Human Resources Directorate and will be subject to approval by the Principal.

5.9 Salary Disputes

Any disputes or discrepancies related to a staff's salary should be reported to the Human Resources Directorate for investigation and resolution. Staff are encouraged to raise any concerns regarding their salary in a timely manner to ensure prompt resolution.

5.10 Compliance

MUBS shall adhere to all relevant labor laws, regulations, and internal policies governing the payment of salaries to staff. Any deviations from this policy must be approved by the Council.

5.11 Payment to Part time staff

- a) Part-time staff shall be paid an hourly rate as determined by Council and as stipulated in the Contract of Service from time to time.



- b) The payment of a part-time staff and the transport refund (if any) shall be paid upon submission of a duly filled and signed claim form through the Head of Department/ Unit.

5.12 Personal to holder

When a post has been downgraded, a staff member occupying the post will have the right to retain his or her previous salary on a person to holder basis until the salary level in the grade reaches his or her level. Only new entrants shall start from the new entry point.

5.13 Salary Arrears

- a) Salary arrears that accrue to a staff within a financial year shall be paid through the payroll within the same financial year.
- b) The Human Resource Directorate shall process all residual salary arrears by 30th September.
- c) All claims for salary arrears must be authorized by the Accounting Officer.

5.14 Salary Adjustment

When a staff's salary is to be adjusted, it shall be effected through the payroll using the existing payroll management procedures.

5.15 Allowances

MUBS shall pay allowances to staff as herein provided.



5.15.1 Responsibility Allowance

Heads of Administrative Units, Deans, Campus Coordinators and Heads of Academic and Administrative Departments/ Units shall be paid a responsibility allowance as determined by Council from time to time.

5.15.2 Acting allowance

- a) An acting allowance shall be paid to a staff, duly appointed by Council or the Principal to act in an office higher than his or her substantive office.
- b) The Acting allowance will be 50% of the difference between his/ her substantive current monthly basic salary and the monthly remuneration of the higher office.
- c) To qualify for "Acting Allowance" a staff shall have acted in the higher post for not less than 15 consecutive days.

5.15.3 Academic Allowances

- a) Academic staff shall be paid Team Leading, supervision, marking and invigilation allowances to be determined by Council from time to time.
- b) Administrative and Support staff who participate in invigilation shall be paid an invigilation allowance to be determined by Council from time to time.

5.15.4 Risk allowance

A risk allowance shall be paid to staff working in offices that are categorized as "High Risk".



5.15.5 Extra Load allowance

Extra load allowance shall be paid to a staff in the Academic and Senior Administrative staff categories who has obtained prior authority from the Principal to work beyond the recommended maximum hours to cover work assigned to them in excess of the normal workload.

5.15.6 Overtime allowance

- a) Overtime allowance shall be paid to a support staff who has upon instruction from his/ her immediate Supervisor worked in excess of his/ her normal work load.
- b) The immediate Supervisor shall be required to obtain prior authorisation from the Principal before the overtime activity is undertaken.
- c) Overtime allowance shall be calculated at a rate of times one and a half (*1.5) of the normal hourly rate. Any overtime worked on weekly rest days and gazetted public holidays is compensated at double the normal rate (*2).

5.15.7 Sitting Allowance

A sitting allowance shall be paid to specified persons attending specified meetings of the School at a rate as determined by Council from time to time.

5.15.8 Airtime allowance

An airtime allowance shall be paid to Deans of Faculties and Heads of Academic/Administrative Departments or any other officer designated by the Principal to facilitate communication in the execution of their managerial duties.



5.15.9 Fuel allowance

A Fuel allowance shall be paid to the Principal, Deputy Principal, Deans of Faculties, Heads of Academic/ Administrative Departments and any other designated officers duly authorized by the Principal to enable them execute their duties.

5.15.10 Entertainment allowance

An entertainment allowance shall be paid to the Principal, Deputy Principal, Deans of Faculties and Heads of Academic/ Administrative Departments/ Units or any other Officer designated by the Principal for entertainment of official guests at a rate that shall be determined by Council from time to time.

5.15.11 Honorarium

An Honorarium shall be paid to an individual who has rendered services of a special nature to the School.

5.15.12 Lunch and Dinner Allowance

- a) Lunch and dinner allowance shall be paid for certain categories of employees who are required to remain in their offices during lunch or dinner time. Such staff shall be paid an allowance to cater for either lunch or dinner or both.
- b) In case of staff travelling on duty to a neighbouring country from Uganda or from a country where his or her mission is accredited to another in the morning and returning by air the same day in the evening, they may claim the actual cost of reasonable meals and expenses in accordance with the approved rates.



5.15.13 Repatriation Allowance

- a) This is an allowance given to staff members who have reached retirement age.
- b) This allowance is used for transportation costs involved when going back to their home districts.

5.15.14 Disturbance Allowance

- a) Disturbance Allowance is an allowance which a staff may claim to offset additional household expenses incurred under the following circumstances: -
 - i When a staff is transferred at the initiative of MUBS from one station to another, whether during a period of work or on return from leave, and as a direct result has to or is directed to, move his or her living quarters; or
 - ii When the distance between a staff's previous living quarters and his or her new living quarters is not less than 40 kilometers by road by the most direct route;
 - iii When the transfer, at the time it is made, is not expected to be for a period of less than two months.
- b) Disturbance allowance shall be equivalent to one months' basic salary of the staff being transferred or UGX 4,300,000 whichever is higher.

5.15.15 Official Travel Allowance

- a) Official travel for the purpose of this manual shall mean authorized travel.
- b) The Principal shall obtain permission to travel from the Chairperson of Council.



- c) The Principal shall authorize official and specific travel of all members of Management and staff.
- d) A staff must personally ensure that necessary authorization is obtained before travel.
- e) The route for all authorized travel shall be the most economical and safe.
- f) All staff travelling by air shall use economy class except for those whose contracts or terms of service stipulate otherwise.
- g) A staff granted permission to travel shall submit a back to station report about the trip and any necessary financial accountability upon return including boarding passes.

5.15.16 Specific Official Travel Allowances

- a) Out-of-Pocket allowance

The Accounting Officer shall where relevant authorise an Out-of-pocket allowance of \$200 for the Principal; \$150 for the Deputy Principal; \$100 for Members of Top Management and \$80 for other staff to cover miscellaneous expenses not exceeding 10 days.

- b) **Day Travel/Safari Day allowance in and outside Uganda**

- i. A Day travel (Safari Day) allowance shall be payable to a staff on official duty but off-station for a period exceeding six hours but not of overnight duration.
- ii. Safari Day Allowance outside Uganda is paid when an officer travels on duty for a period of six (6) hours or more and returns to the Country or duty station on the same day.



- iii. The cost of any train, taxi, bus fares or any other means of transport incurred may be claimed subject to the approval of the Accounting Officer.

c) Per diem/Subsistence allowance

- i. A per-diem allowance shall be payable to a staff who will be required to travel on duty away from their duty station for at least a night.
- ii. The payment of per diem per staff shall be restricted to a maximum of 150 nights in any one financial year.

d) Transit allowance

Transit allowances shall be paid to a staff to cater for incidental travel expenses at airports while waiting for flight connections for 4 hours and above at a rate to be determined by Council from time to time.

e) Warm Clothing allowance

- i. A warm clothing allowance shall be payable once every three years to a staff on official travel to an overseas country in a temperate and cold climate zone to cater for warm clothing needs.
- ii. This allowance may be claimed by a staff before departure for his or her trip overseas.

5.15.17 General travel rules

- a) A staff shall ensure that his or her travel documents are in order before he or she travels. Failure to comply with regulations concerning travel documents, the staff shall be personally liable to make good of any losses incurred.



- b) When a staff entitled to a lower class of travel is required to accompany a staff who certifies in writing that he or she requires the staff to travel with him or her for consultation on the way, the School may make arrangements for the staff to travel with the senior staff in the same class.
- c) Save for the Principal and Deputy Principal, the School will not meet the expenses of the spouse of a staff who travels with him or her when he or she is travelling on duty. If the staff wishes to travel with his or her spouse, he or she will do it at his or her own expense.
- d) The School shall have no responsibility of transporting newly recruited persons, whether Ugandan citizens or not, residing outside Uganda. Travel arrangements for staff recruited on contract from outside Uganda shall be handled as specified in their contract agreements.
- e) Council shall enact a policy for repatriation of the remains of deceased staff. Travel arrangement for a deceased staff or a member of his or her family shall be handled in accordance with the terms of appointment.
- f) A staff may subject to authorization from the Principal use a personal motor vehicle for occasions on which he or she is entitled to travel at school expense and claim the appropriate Kilometrage allowance in accordance with the School rates.
- g) The School shall provide insurance cover for a staff travelling by Air, Rail, Water and Road on official duty.



5.16 Contract Gratuity

Contract Gratuity shall be the terminal benefit a staff on contract will receive upon completion of the respective period of service. It shall be computed as a percentage of the staff's annual salary. Save for the Principal and Deputy Principal whose gratuity will be paid at 30 % and 25% respectively, the School shall pay contract gratuity at 20% of basic salary to its members of staff.

- a) The following categories of staff shall be considered for gratuity payment:
 - i. Members of staff in salary scale PU1 – PU3 (or whatever nomenclature of salary scales may be in place) appointed on contract.
 - ii. Staff appointed on contract where gratuity is specified in the letter of appointment.
- b) Contract gratuity shall be paid annually.



Section

06

Leave

MUBS staff shall be entitled to leave in accordance with the laws of Uganda and this policy. Leave shall take the following types:

6.1 Annual Leave

6.1.1 Annual Leave

All staff are entitled to Annual Leave as follows:

- a) Principal and Deputy Principal are entitled to 36 working days.
- b) The Principal's leave will be granted by the Chairman Council.
- c) Academic and Senior Administrative Staff are entitled to 30 working days.
- d) Support staff at the PU10 and PU11 salary scale are entitled to 24 working days.
- e) Support staff salary scales of PU12 to PU15 are entitled to 21 working days.



- f) Every staff shall be entitled to go for annual leave with full pay.
- g) A staff shall apply for annual leave in a prescribed Form as provided by the Human Resource Directorate from time to time.
- h) A staff shall NOT proceed on leave until approval from the Principal or any Officer designated by the Principal has been obtained in writing.
- i) In compelling circumstances, days off may be granted against annual leave.
- j) Annual leave NOT taken when due shall be forfeited except where permission to carry forward such leave has been granted by the Principal on the recommendation of the Head of Unit.
- k) Every staff shall be required to take leave in full unless recalled or rescheduled. Where a staff is recalled from leave prematurely, all the reminder of the leave shall be deferred.
- l) Annual leave shall not be accumulated in excess of 60 (Sixty) working days.
- m) Where a staff fails to resume duty upon expiry of annual leave, such a staff shall be regarded as being absent from duty without permission.
- n) Where such absence exceeds fourteen (14) working days without written notification and permission of absence, such staff shall be deemed to have absconded from duty.
- o) The period a staff is on suspension, study leave or sabbatical leave shall not be considered when computing Annual leave.



- p) It is the responsibility of the Head of Department/ Unit in liaison with the Human Resource Directorate to schedule annual leave for all staff in the department.
- q) Every department shall have a leave roster at the beginning of each calendar year a copy of which shall be availed to the Human Resource Directorate.
- r) In order to ensure proper planning and processing, staff shall be required to apply to the Principal for annual leave, through their respective Heads of Department, at least one month in advance.
- s) All staff proceeding on annual leave shall submit a comprehensive handover report using a simplified form to the satisfaction of the immediate supervisor and hand over any School property under his or her care.

6.1.2 Approval for carrying leave forward

- a) A request to carry forward annual leave must be submitted to the relevant offices for approval by 15th December.
- b) Leave cannot be accumulated from one calendar year to another unless authority is sought for and is obtained as provided for under (a) above.
- c) A staff retiring or about to retire from the service, shall take and exhaust any entitlement of leave due to him or her before the last day, immediately preceding the date of retirement or else it shall be forfeited.

6.2 Maternity Leave

- a) Maternity Leave shall be granted at the rate of 60 working days.



- b) Where a female staff is absent from her work or remains absent for a longer period as a result of her or her baby's illness certified by a qualified medical practitioner or midwife, arising out of pregnancy or confinement and rendering her unfit for work, the provisions under sick leave shall apply.

6.3 Paternity Leave

- a) A staff shall immediately after the delivery or miscarriage of his spouse, have the right to a period of seven (7) working days' leave from work herein referred to as paternity leave.
- b) A staff referred to in (a) shall be entitled to his full pay during the said paternity leave.

6.4 Sick leave

6.4.1 Sick Leave

- a) A staff shall be entitled to a total of three (3) months sick leave in any period of 12 months subject to a recommendation of the School Doctor
- b) A staff who has been granted sick leave but has not recovered shall be granted another three (3) months subject to a Doctor's second opinion.
- c) If a continued period of sickness extends beyond six (6) months, the Appointments Board may in its discretion continue payment of salary either in full or in part for a further maximum period of six (6) months subject to a third medical opinion.
- d) For a member of staff with less than one year's service, the period of paid sick leave will be restricted to one



half of the total amount of his/her active service. The Principal may in his/her discretion increase this period to a maximum not exceeding three (3) months, after which the position will be reviewed by the Appointments Board.

- e) An employee who is unable to attend work because of sickness for a period exceeding two (2) working days shall be required to be examined by the School Doctor or a certified medical practitioner for purposes of obtaining a medical report.
- f) Where by reason of sickness, the employee is not able to apply for sick leave, the employee shall as soon as reasonably practicable validate the sick leave with an application for the same.

6.4.2 Application for Sick Leave

In the event of illness that necessitates the absence of the concerned staff from work, the following procedure applies

- a) The staff (or one so authorized on behalf of that staff) shall report the matter in writing to the School Medical Doctor and to the respective Head of Unit.
- b) On recommendation of the School Medical Doctor, the staff (or his/her authorized representative) shall apply for sick leave to the Principal through the School Medical Doctor and Head of Unit and Dean of Faculty in the case of academic staff.
- c) Subject to the provisions of the Employment Act on sick pay, sick leave shall only be granted with the approval of the Principal or an Officer designated by the Principal.
- d) The approval of sick leave shall be communicated to the staff by the Chief, Human Resource.



6.5 Leave without Pay

- a) A staff who secures a consultancy may be granted leave of absence not exceeding twelve (12) months. The frequency of leave without pay shall be at the discretion of the Principal subject to recommendation of the concerned Department/Unit. Leave without pay shall not exceed twelve (12) months.
- b) Any earned leave outstanding to a staff should be exhausted before proceeding on leave without pay otherwise it shall be forfeited.
- c) Leave without pay shall not be granted to staff on probation.
- d) Applications and recommendations for leave without pay must be submitted, giving justification and duration before the leave is granted.
- e) A staff shall take leave without pay only after obtaining approval from the Principal.
- f) A staff shall be required to hand over all School property under his or her possession before taking leave.
- g) A staff returning from leave without pay shall rejoin the School service on the grade applicable at the time his or her leave without pay was granted.
- h) The days under leave without pay shall not be included in the calculation of experience for promotion.

6.6 Special Leave of Absence

- a) Special leave of absence is granted for a specific purpose subject to the discretionary approval of the Principal.
- b) Special leave of absence shall be granted for a period



not exceeding ten (10) days in any calendar year and such leave will be on full pay and will not count against annual leave entitlement.

6.7 Study Leave

A staff who has been granted permission to study shall be entitled to study leave in accordance with section 4.10 of this Manual.

6.8 Sabbatical Leave

A staff may apply to the Principal for a leave to pursue personal and professional development opportunities, recharge and contribute to his/ her overall well-being while maintaining a connection to the School.

6.8.1 Eligibility Criteria

To be eligible for sabbatical leave a staff must:

- a) Be a member of the Senior Academic Staff at the level of Senior Lecturer and above;
- b) Be on permanent terms of employment;
- c) Have at least ten (10) years of uninterrupted service in MUBS.
- d) For Departments/ units which have more than one eligible sabbatical leave candidate at a given period:

The order of priority for taking the sabbatical leave shall be determined by the relevant Department/Unit;

- a) A staff who has served the School longer since the completion of his/her PhD or since the previous sabbatical leave shall merit a higher priority consideration;



- b) A staff who has just completed two terms as School Administrator (e.g. Principal, Deputy Principal, Dean, Head of Administrative Units or Heads of Academic or Administrative Department), during which period he/she had relatively little time available for research, shall be prioritized;
- c) Where a staff takes a year off for further training (e.g. post-doctoral research), for a fellowship, or a special assignment, or for Secondment to the School or other Organizations, the experience acquired during the period of absence from the institution shall be considered as a substitute for a sabbatical leave.

6.8.2 Academic/Professional Activities undertaken during sabbatical leave

The academic/professional activities to be undertaken for which sabbatical leave is sought shall comprise any of the following:

- i. Academic research
- ii. Consultancy work, that is evidently of benefit to the School and to the staff.
- iii. Employment whose outcome is for the benefit to academia.

6.8.3 Duration of sabbatical leave

The duration of the sabbatical leave shall be for a year.

Procedure of applying for sabbatical leave

- a) A staff applying for sabbatical leave shall submit his/her application to the Principal for approval through the relevant Head of Department and Dean of Faculty.



- b) Upon receipt of the application for sabbatical leave, the Principal shall present the same to Top Management Committee for approval.
- c) A staff who qualifies for sabbatical leave shall submit a report to the Principal through the relevant Head of Department and Dean of Faculty on completion of the sabbatical leave.

6.8.4 Financial Provisions for sabbatical leave

- a) A staff who plans to take sabbatical leave may apply for funding from the School or a funding body outside the School.
- b) A staff who receives external funding to cover living and research expenses during his/her sabbatical shall continue to receive his/her salary from the School for the duration of his/her absence.
- c) A staff who is paid a salary alongside research and living expenses by a host institution shall forego salary from MUBS for the duration of the sabbatical leave.

6.8.5 Return from Sabbatical Leave

At the end of the sabbatical leave, a staff shall return to his/ her post in the School.

6.8.5.1 Sabbatical Engagement

- a) A person to be engaged in MUBS on sabbatical secondment from another Institution shall;
 - i. Be a member of the Senior Academic/ Administrative Staff of an Institution at least comparable to MUBS.



- ii. Be on permanent terms of employment at the University of origin.
- b) Activities to be undertaken by the visiting Professor during sabbatical leave is sought to comprise any of the following:
 - i. Academic research
 - ii. Consultancy work, that is evidently of benefit to the School and to the employee.



Section

07

Code of Conduct and Disciplinary Regulations

7.0 General

- a) The aim of the code and disciplinary regulations is to provide a framework within which management can work with staff to maintain satisfactory standards of conduct and encourage improvement where necessary; and to set clear parameters for both Council, Management and staff to follow when handling disciplinary issues in the workplace.
- b) Where a staff is unsure about his or her responsibilities or the standards of conduct required of him / her, he / she should seek clarification from their Line Supervisor or Chief Human Resources.
- c) The power to exercise disciplinary control is vested in Council through the Appointments Board.

7.1 Code of Conduct

A staff shall:

- a) Uphold professional and ethical standards of conduct at all times while working with MUBS. He/she must observe the terms and conditions of his/her employment,



particularly with regard to:

- i. Work Ethic
 - ii. Work Performance
 - iii. Confidentiality
 - iv. Personal Conduct
- b) Observe all laws, policies, procedures and regulations as applicable
 - c) Comply with all reasonable instructions given by the supervisors.
 - d) Act in good faith and in the best interests of MUBS, its clients and staff at all times.
 - e) Dress decently and in the generally acceptable standards.
 - f) Respect and protect the rights of all staff regardless of gender.
 - g) Be subjected to disciplinary procedures in case of failure to maintain the satisfactory standards of conduct.

7.2 Representation of MUBS

- a) Official representation of MUBS shall be vested in the Chairperson of Council, the Principal or any other designated Official.
- b) No staff shall officially represent MUBS without permission from the Principal.
- c) A staff appointed to represent MUBS shall be required to submit a report to the Principal on the subject matter of representation.



7.3 Spouse and Family Relationships

- a) MUBS shall not employ both wife and husband or biological children in the same department except in professional areas like research, academic departments or in a specialized unit.
- b) A staff shall declare their conflict of interest to MUBS whenever a family member applies to join MUBS service and such a staff shall not participate in the interview, recruitment, supervision and promotion processes relating to the said family member. Breach of this regulation constitutes sufficient grounds for disciplinary action against such staff.

7.4 Time Management and Execution of Duties

7.4.1 Time Management

Each staff shall observe time as a non-renewable resource in the execution of his/her duties. A staff's perpetual failure to manage time i.e.: late arrival at work and for meetings, early departures, failure to observe deadlines shall constitute grounds for disciplinary action.

7.4.2 Management of MUBS Property

- a) A staff shall keep and maintain MUBS property that comes into his/her possession in the course of his/her employment, in a clean and functional condition; and such property shall be exclusively used for the benefit of MUBS.
- b) Confirmed misuse of or damage to MUBS property shall constitute grounds for disciplinary action.



7.5 Misconduct

Misconduct refers to behavior of staff that violate the School's policies, ethical standards or legal requirements. Misconduct shall be categorized as follows;

7.5.1 Minor misconduct: This is a case of unprofessional behavior which is deemed to have minor implications on the operations of the School and warrants only a verbal or written warning when it is an isolated incident.

Minor misconduct shall include but not limited to the following;

a) Attendance to work:

Repeated lateness, leaving work early without permission, or taking extended breaks beyond what is allowed by MUBS policies.

b) Insubordination:

Disrespectful behavior towards supervisors or failure to follow reasonable instructions without a valid reason.

c) Inappropriate Use of MUBS Resources:

Inappropriate use of MUBS resources, such as excessive personal use of MUBS computers, phones, or supplies.

d) Failure to Follow Procedures:

Not following established procedures for tasks such as procurement, travel reimbursement, or other administrative processes.

e) Dress Code Violations:

Persistently failing to adhere to the MUBS dress code as per section 10.4 of this manual.



f) Minor instances of plagiarism

A plagiarism similarity index of 75% and above shall be regarded as malpractice and the case shall be reported to the Appointments Board for consideration.

g) Minor Breaches of Confidentiality:

Inadvertent disclosure of non-sensitive information or failure to handle MUBS data with appropriate care.

h) Unauthorized Absences:

Taking time off without following the proper notification and approval procedures.

i) Minor Ethical Violations:

Engaging in behaviors that fall short of ethical standards, such as minor conflicts of interest or failure to disclose potential conflicts when required.

j) Unprofessional Conduct:

Behaviors that are unprofessional in nature, such as engaging in gossip or spreading rumors about colleagues.

7.5.2 Serious misconduct:

Is one that has wider implications on the operations of the School and/ or reflects poor staff behavior. This offence warrants a written warning or reprimand.

Serious Misconduct shall include but not limited to the following;

- a) Holding more than one fulltime employment concurrently
- b) Unsatisfactory performance of duty
- c) Insubordination
- d) Incitement with intent to cause disobedience



- e) Absence from duty without permission for 7 days
- f) Refusal to comply with a posting instruction or order
- g) Using abusive language
- h) Neglect of work
- i) Any act of serious misconduct once repeated shall amount to gross misconduct.

7.5.3 Gross misconduct:

Gross misconduct is an offence committed by a staff, and includes fundamental breach of the employment contract. It is an offence that has a major negative impact on the operations of the school and may once proven lead to dismissal for a staff from the school.

Gross Misconduct shall include but not be limited to the following;

- a) Gross negligence in performance of duty
- b) Acts involving turpitude e.g theft, corruption, nepotism
- c) Disclosure of information in contravention of the law
- d) Sexual harassment
- e) Abuse of drugs or alcohol
- f) Falsification of documents or records
- g) Making false statements with the intent to damage the image the Institution.
- h) Such other actions as are likely to lead to disruption of work or loss to the Institution other than those prescribed within the law.
- i) Absence from duty without permission for 30 days
- j) Holding more than one fulltime employment in more than one Government job concurrently.



- k) Malicious damage of Government property
- l) Examination malpractices
- m) Fighting at the workplace
- n) **Physical Violence or Threats of Violence:** Engaging in physical altercations, making serious threats of violence, or engaging in behavior that poses an immediate and significant risk to the safety of others within the university community.
- o) **Serious Breaches of Academic Integrity:**
Engaging in widespread and deliberate acts of academic fraud, such as fabricating research data, falsifying academic credentials, or undermining the integrity of academic programs.
- p) **Financial Fraud:**
Engaging in embezzlement, misappropriation of MUBS funds, or other forms of serious financial malpractice that significantly undermine the School's financial integrity.
- q) **Sexual Harassment and Discrimination:**
Engaging in egregious or persistent sexual harassment, creating an extremely hostile work environment through discriminatory behavior, or engaging in discriminatory hiring or promotion practices that egregiously violate the School's policies and legal requirements.
- r) **Gross Misconduct in Research or Professional Practice:**
Engaging in research misconduct, serious breaches of professional ethics, or unethical behavior that profoundly undermines the reputation and integrity of the School.



s) Serious IT Misconduct:

Engaging in deliberate and severe unauthorized access to sensitive data, sabotaging IT systems, or other actions that profoundly compromise the School's information security and operations.

t) Offences relating to Exams

Offences relating to exams are prescribed by the Examination Rules and Regulations of Makerere University:

7.6 Disciplinary penalty

- a) Disciplinary penalty for the purposes of this Policy includes: –
 - i. Oral/ verbal warning;
 - ii. A written warning;
 - iii. Reprimand;
 - iv. Suspension from work; and
 - v. Dismissal
- b) The disciplinary penalties shall be administered in accordance with the disciplinary procedures herein provided.

7.7 Disciplinary Procedures

These are the formal processes that MUBS shall follow when allegations of misconduct are raised against a staff. In implementing the disciplinary procedures herein, MUBS shall adhere to the rules of natural justice, fairness and equity.

7.7.1 The power to exercise disciplinary control is vested in the Appointments Board as stipulated in the Act. The Appointments Board by this Manual delegates the power to administer a



disciplinary penalty of reprimand to the Principal and the disciplinary penalty of oral and written warnings to the Principal and Supervisor.

7.7.2 Proper disciplinary procedure shall be followed in all cases involving disciplining staff.

7.7.3 The disciplinary procedure for minor offences shall take a progressive approach involving but not limited to the following steps:-

- a) Oral or verbal warning which must be administered in the presence of a third party and recorded.
- b) A written warning. This may be given to a staff on the first instance depending on the magnitude of the disciplinary offence or following a verbal warning.
- c) A final written warning when given shall be valid for a period of twelve (12) months.
- d) Recurrence of the offence shall lead to suspension or other disciplinary measures.

7.7.4 The written warning is a formal document that is used to communicate serious concerns about a staff's conduct or performance. When issuing a written warning, it's important to provide clear and specific details about the issues at hand, as well as the expectations for improvement. Here are the key elements that a written warning should entail:

1. Staff information:

The written warning should include the staff's name, job title, and other relevant identifying information to ensure that it is clearly associated with the correct individual.



2. Date of the warning:

Clearly state the date on which the written warning is being issued. This helps establish a timeline for the disciplinary process.

3. Description of the issue:

Provide a detailed description of the specific conduct, behavior, or performance issues that have led to the warning. Use clear and factual language to describe the concerns, and include specific examples where possible.

4. Relevant policies or standards:

Reference the company policies, codes of conduct, or performance standards that the staff's behavior or performance is not meeting. This helps to establish the basis for the warning and provides clarity on the expected standards.

5. Previous discussions:

If there have been previous informal discussions or oral warnings about the same issues, reference these discussions in the written warning to demonstrate that the concerns have been previously addressed.

6. Expectations for improvement:

Clearly outline the expectations for improvement and the specific actions that the staff needs to take to address the concerns raised in the warning. This might include specific performance goals, behavioral changes, or other corrective actions.

7. Consequences of further issues:

Clearly communicate the potential consequences if the behavior or performance does not improve. This



might include additional disciplinary action, up to and including termination of employment, depending on the severity of the issues and the organization's policies.

8. Signature and acknowledgment:

Provide a section for the staff to acknowledge receipt of the written warning, and a space for both the staff and the manager or HR representative to sign and date the document. This acknowledges that the staff has received and understands the warning.

9. Remedial Steps:

Outline any support or resources that will be provided to help the staff improve, as well as a timeline for follow-up discussions or evaluations.

A staff shall not be subjected to a disciplinary process above mentioned unless he/ she has been accorded an opportunity to defend him/herself.

7.8 Disciplinary procedure for gross misconduct

- a) Allegations of gross misconduct shall be submitted to Appointments Board for a hearing in accordance with the law.
- b) The Principal may on allegations of gross misconduct suspend a staff for a period not more than 1 month on half pay and immediately report the case to Appointments Board for a hearing. The Penalty of a suspension shall be invoked where there is need for investigations to be carried out without the interference of the staff in question or where it is in the best interests of the School that the staff be suspended.



7.8.1 Notification of a hearing

- a) A staff shall not appear before the Appointments Board for a hearing unless a notice of not less than 14 days inviting the staff for the hearing has been effectively served to the staff.
- b) The notice inviting the staff shall state the following:
 - i. Well explained allegations made against the staff
 - ii. The date, time and venue of the hearing
 - iii. The right of the staff to appear for the hearing with witnesses and a representative of his/ her choice who may include an advocate of the High Court of Uganda.
 - iv. Information on the witnesses and documents to be relied on to prove the allegations.
 - v. The right of the staff to cross examine the witnesses.
- c) The Appointments Board shall afford the staff member the opportunity to respond to the allegations and present their perspective. This might involve a formal meeting or hearing where the staff member can provide their account of the events and address the allegations made against them.
- d) The Appointments Board shall while adjudicating a disciplinary case be impartial and unbiased. This means that it must not have a direct personal interest in the outcome of the case and should approach the matter with an open mind
- e) The staff shall be given access to all relevant information and evidence that will be considered in the decision-making process. This includes the right to review



documents, witness statements, and any other materials relevant to the case.

- f) The Appointments Board shall communicate decisions regarding disciplinary matters to the staff member in writing. The decision should include the rationale for the decision, the evidence considered, and explain the right of the staff to appeal its decision.

7.8.2 Dismissal

The Appointments Board may in cases of gross misconduct or where a final written warning has failed to achieve the required improvement dismiss a staff from MUBS service.

7.9 Termination of Service

Termination is the discharge of a staff from the School employment at the initiative of either MUBS or the staff for reasons other than misconduct.

Termination of service shall be deemed to take place in the following instances:

- a) Where the contract of service is ended by the School or staff member (resignation) with notice.
- b) Where the contract of service, being a contract of fixed term ends with the expiry of the specified term.
- c) After the expiry of the term of the employment contract and the contract is not renewed within a period of one month from the date of expiry.
- d) Where the staff suffers from any serious form of disability or terminal illness that adversely affects his/her job performance, subject to the recommendation of a recognized Medical Practitioner.



- e) Upon retirement by a staff.
- f) Death of a staff.

7.9.1 Types of Termination

7.9.1.1 Termination with Notice

- a) Termination shall not occur unless written notice or payment in lieu of the notice period is given by either the staff or MUBS.
- b) The Notice period to be given by a staff or MUBS prior to termination shall be in accordance with section 7.15 of this Manual.
- a) The School or staff shall in lieu of notice pay the equivalent of one month's gross pay multiplied by the number of months required for the notice.
- b) Written notice or payment in lieu of notice by a staff shall be subject to approval by the Appointments Board. Where the Appointments Board cannot be convened within a reasonable time to consider the notice, the Chairperson of the Board may consider the notice on behalf of the Board.

7.9.1.2 Redundancy/ Retrenchment/ Layoff

- a) The services of a staff may and can be terminated on grounds of redundancy where: -
 - i. The School has ceased or intends to cease to carry on the business for the purpose of which the staff was employed.
 - ii. The School has ceased or intends to cease to carry on that business in the place where the staff was so employed.



- iii. The School has ceased to require the specific skills for the exercise of which the staff was employed.
 - iv. The School has financial difficulty.
- b) In all cases, necessary measures shall be taken to avoid redundancies. However, if it is inevitable, the School shall give ample notice to the staff in order to help prepare for the separation process.
 - c) The redundancy process shall be handled in transparent manner and the affected staff shall be informed accordingly.
 - d) Upon separation, the School shall pay all benefits due to the staff.

7.10 Retirement

Retirement refers to the time when a staff permanently leaves the work force due to age or disability. A staff may retire under the following circumstances:

7.10.1 Mandatory retirement

A staff shall retire from school service upon attainment of the age of 60 years.

7.10.2 Early Retirement

Subject to approval by the Appointments Board, a staff who attains the age of 55 years may apply to retire from School service.

7.10.3 Disability Retirement

- a) Subject to approval by the Appointments Board, a staff may apply to retire on medical grounds or by reason of a disability subject to provision of a medical report.



- b) The School Doctor shall verify the medical report/records of a staff who has applied for disability retirement and make a report of the same to the Human Resource Directorate.

7.11 Return of School Property

Upon termination of employment, all items of any kind created or used pursuant to the staff's service or furnished by the School including but not limited to computers, reports, files, manuals, literature, confidential information, or other materials shall remain and be considered the exclusive property of the School at all times, and shall be surrendered to the Head of Department, in good condition, promptly and without being requested to do so.

7.12 Exit Interviews

Where the employment is terminated at the initiative of the staff, an exit interview where possible shall be conducted to establish the reasons for the termination in order to take appropriate corrective measures to minimize such termination of employment in future.

7.13 Certificate of Service

- a) A staff who leaves the service of MUBS may on request be given a written record showing the nature and duration of employment, etc., known as a Certificate of Service.
- b) The certificate of service shall be issued by the Chief, Human Resource.

7.14 Appeal against decisions of Appointments Board

- a) A staff aggrieved by the decision of the Appointments Board may appeal to the Staff Tribunal within 30 days from the date of dismissal in accordance with the MUBS Staff Tribunal Regulations. In any appeal, the Staff Tribunal may confirm, vary, amend or set aside the decisions appealed against or make such decisions as the case may require.



- b) Where a staff has been dismissed by the Appointments Board, they shall be deemed to be on suspension at half pay until the expiry of the period allowed for appeal, at which date the dismissal shall become effective or where an appeal has been lodged in time, the suspension shall remain in force until the appeal is disposed of by the Tribunal.
- c) Staff shall not be subject to persecution for participating in the disciplinary procedure as witnesses.
- d) If a staff is aggrieved by a decision of the Staff Tribunal, she/he may apply to the High Court for Judicial Review.

7.15 Notice periods

The notice requirement in clause 7.9.1.1 above shall be as follows:

Table 14: Notice Periods

Period	Description
Not less than two weeks	where the staff has been employed for a period of more than six months but less than one year
Not less than one month	where the staff has been employed for a period of more than twelve months, but less than five years
Not less than two months	where the staff has been employed for a period of five, but less than ten years
Not less than three months	where the service is ten years or more

7.16 Grievances and Appeals Procedure

- a) A member of staff who has a grievance on the basis of ethnicity, religion, sex, age or disability may submit it to the Head of Department for resolution.



- b) The Head of Department will seek a resolution of the grievance by calling together the aggrieved party as well as the member(s) of staff deemed to be the source of the grievance (if applicable). At this stage the deliberations may be verbal, but any resolution made shall be documented.
- c) Should the Head of Department fail to reach a resolution, then the matter may be formally forwarded to the Principal for final resolution. In the case of Academic Staff the Dean of Faculty is the next level for grievance resolution after the Head of Department, before the grievance may be forwarded to the Principal.
- d) The Principal may refer the grievance to the Staff Disciplinary Committee or Appointments Board for consideration. The Staff Disciplinary Committee or the Appointments Board shall accord an opportunity to the aggrieved party and the member(s) of staff deemed to be the source of the grievance (if applicable) to be heard and to witnesses if any.

7.17 Staff Anti-Sexual Harassment

- a) In line with the Constitution of the Republic of Uganda that guarantees all Ugandans equality, dignity and non-discrimination, Makerere University Business School reaffirms its policy of zero-tolerance to sexual harassment and is committed to creating an environment that respects and protects the rights of all its members, male and female as per the Staff Anti-Sexual Harassment Policy.
- b) This policy applies to all staff and students of MUBS as well as to others people who participate in MUBS programmes, activities and employment in both on and off campus settings.



Section

08

Welfare and Benefits

8.1. Policy Statement

It is MUBS Policy to attract, retain and motivate staff of high-caliber. The School shall create a conducive, caring and supportive environment to enhance staff morale and ensure their commitment to achieving the School's goals and objectives.

8.2. Policy Objectives

- a) To enhance staff morale and motivation at the workplace.
- b) To ensure staff commitment and loyalty to the School and to the realization of its goals and objectives.
- c) To sustain the positive corporate image of the School.

8.3. Medical Care

- a) A staff together with the immediate registered members of his/her family, i.e. spouse and up to 4 biological or legally adopted children below the age of 18 years, are entitled to free medical treatment at the School Health Centre.
- b) Medical treatment is for general sickness, which does not include Dental, Ante-Natal, and Eye Care.



- c) In case of an emergency the School Medical Officer will refer the concerned patient to an authorized Government hospital. Or in the event that the staff is not able to obtain medical attention at the recommended Government hospital, the staff may notify the School Medical Officer within 48 hours.
- d) In cases where the School Medical Officer recommends purchase of drugs the receipts should be returned to the School Health Centre for endorsement within 48 hours from the date of purchase of the drugs.
- e) The School Health Centre shall make a report to the Principal on all such cases as in (d) above.
- f) At the end of the month the School Health Centre shall make a monthly report on all staff who have got treatment from the Health Centre and all those who have been referred to other hospitals, indicating the costs involved.

8.3.1. Medical Refund

A staff shall be entitled to a medical refund as a reimbursement of the cost of treatment received subject to:

- a) Receipt of a referral from the School Medical Officer;
or
- b) Notification to the School Medical Officer in cases of emergency within the 48-hour bracket.

The medical refund entitlement shall be as follows:



Table 13: Medical refund entitlement

Academic staff	Administrative staff	Entitlement per year (UGX)
Senior Lecturer and above	Principal officer and above	2,500,000
Academic staff at the level of Lecturer and below	Assistant Administrator to Senior officer	2,000,000
-	Support staff	1,500,000

8.3.1. Medical Insurance

Subject to availability of funds, the School may procure medical insurance for either a staff or staff and family member(s). this will be an alternative to the treatment at the Health Services Centre.

8.4. Workers Compensation Scheme

The School shall abide by the provisions of the Workers Compensation Act, 15. currently in force whose salient features for purposes of this manual are:

- The School shall compensate a staff who suffers injury in the course of their employment.
- Compensation shall be payable under this section whether or not the injury suffered by the staff was due to his/her recklessness or negligence.
- In the event of physical or mental incapacitation or death by accident attributable to the execution of MUBS duties, a member of staff or beneficiaries thereof shall receive compensation in accordance with the Group Personal Accident (GPA) and Workers' Compensation Act 2000 (WCA).



8.5. Salary Advances

- a) A Salary Advance is awarded to meet immediate and/or emergency personal needs of full-time staff that arise in the course of the month.
- b) The salary advance requested for must not exceed two-thirds ($\frac{2}{3}$) of a staff's monthly net pay.
- c) The recovery period for the salary advance is one month.
- d) The Human Resource Directorate shall avail forms to staff who wish to request for Salary Advances.
- e) For purposes of effective salary advance management, advances are only to be approved and paid between the 5th and 21st day of each month.
- f) Salary Advances shall be approved by the Principal or an Officer designated by the Principal from time to time.
- g) In cases where the applicant has other on-going or pending deductions to his or her salary advance shall only be granted on certification by the Responsible Officer that the total deduction shall not exceed 50% of the employee's gross salary in any one month.

8.6 Loans

8.6.1 School Loans

- a) The School extends loans at an interest rate according to instructions from Government to staff for their personal development projects. The maximum loan amount a staff may apply for is equivalent to two (2) times the gross salary (Government Salary only).
- b) The School loan shall be recovered within a period of nine (9) months.



- c) Staff on contract applying for loans must have a valid contract whose duration covers at least the nine (9) months' recovery period for the loan.
- d) At the discretion of the Principal, in consultation with relevant Head of Department/ Administrative Unit, a loan may be advanced to a part-time staff.

8.7 Salary Loans for financial institutions

- a) The School may assist staff to access salary loans from financial institutions by recommending them to obtain the loans on terms and conditions mutually agreed upon between the two Institutions.
- b) The School shall only recommend and not act as a guarantor for salary loans but shall ensure that the salary is paid to the agreed account.
- c) The School shall only confirm that the person asking for the Loan is a bonafide employee.
- d) Staff interested in accessing salary loans may approach the Human Resource Directorate for guidance.

8.8 Financial and Cooperative Services

8.8.1 Salary Loans

8.8.1.1 MUBS may recommend staff to obtain loans against their salary from financial institutions on terms and conditions mutually agreed upon between those institutions and in line with other School regulations.

8.8.1.2 MUBS shall only recommend and not act as a guarantor for salary loans.



8.8.1.3 The authority to recommend a staff is vested in the Chief, Human Resources.

8.8.2 Staff' Cooperative Saving Schemes

8.8.2.1 MUBS may support the establishment of saving schemes which staff may voluntarily join where they can save and borrow money.

8.8.2.2 MUBS shall ensure that as much as possible the staff cooperative and savings fund is managed in an efficient and transparent manner for the benefit of the contributing members and in accordance with the law governing such schemes.

8.9 Counselling Services

This policy establishes guidelines for the provision of counselling services to staff at Makerere University Business School (MUBS). Counselling services aim to support the mental health and well-being of the MUBS community and enhance academic success and personal development.

8.9.1. Confidentiality:

All counselling sessions and information shared during counselling sessions shall be kept confidential, following ethical standards and legal requirements. Information will only be disclosed with the consent of the individual, except in cases where there is a risk of harm to self or others.

8.9.2. Accessibility:

Counselling services shall be made accessible to all staff. Counselling sessions shall be provided by qualified and licensed counsellors, psychologists, or mental health professionals.



8.9.3. Services Provided:

Counselling services may include but are not limited to individual counselling, group counselling, crisis intervention, workshops, and referrals to external resources when necessary.

8.9.4. Appointment Scheduling:

Staff can schedule counselling appointments through a designated online platform, by phone, or in person. Same-day appointments may be available for urgent situations.

8.9.5. Outreach and Awareness:

The Counselling Centre at the School shall conduct outreach activities and awareness campaigns to promote mental health and well-being within the MUBS community. These activities may include workshops, seminars, and mental health screenings.

8.9.6. Responsibilities:

8.9.6.1. The Counselling Centre:

The Counselling Centre at the School is responsible for implementing this policy, ensuring the confidentiality of counselling sessions, providing quality counseling services, and maintaining a safe and supportive environment for clients.

8.9.6.2. Staff:

Staff are encouraged to seek counselling services when needed, to respect the confidentiality of counselling sessions, and to actively participate in mental health promotion activities organized by the Counselling Centre.

8.10 Spiritual Services

8.10.1 Diversity and Inclusivity:

The School recognizes and respects the diversity of spiritual and



religious beliefs within the community and the right to freedom of worship, as enshrined in the Constitution of the Republic of Uganda. Spiritual services shall be inclusive and non-discriminatory, welcoming individuals of all faiths and beliefs.

8.10.2. Chaplaincy Services:

The School has two Chaplaincies (Anglican and Roman Catholic) and an Imam for the Moslem Community.

The School shall provide chaplaincy services to offer spiritual guidance, counseling, pastoral care, and support to students, staff, and faculty members. The Chaplains and Imam may represent various religious traditions and denominations to cater to the diverse needs of the community.

8.10.3. Religious Facilities:

- a) The School may provide designated spaces for prayer, meditation, and spiritual reflection to accommodate the religious practices of individuals within the community. These facilities shall be maintained to ensure a respectful and peaceful environment for spiritual activities.
- b) The School may facilitate and support religious observances, ceremonies, and events that are important to the spiritual and cultural traditions of the community. These activities shall be conducted in a manner that respects the beliefs of all individuals and promotes understanding and harmony.

8.10.4. Responsibilities:

8.10.4.1. Chaplains and Imam:

The Chaplains and Imam providing spiritual services at the School are responsible for upholding the principles of diversity, inclusivity, and respect for all beliefs. They shall offer confidential and non-judgmental support to individuals seeking spiritual guidance or assistance.



8.10.4.2. Students, Staff, and Faculty:

Members of the MUBS community are encouraged to utilize spiritual services for personal growth, support during challenging times, and to connect with their spiritual beliefs and practices. Respect for the beliefs and practices of others is essential in fostering a harmonious community.

8.10.4.3 Policy Compliance:

Non-compliance with this policy, including acts of discrimination or intolerance based on spiritual beliefs, may result in disciplinary action in accordance with the School's policies and procedures.

8.11. Staff Engagement Programmes

Staff Engagement Programmes shall be the programmes aimed at boosting staff morale fostering a positive work culture, increasing employee satisfaction and ultimately improving productivity and retention at MUBS. The Staff Engagement Programmes shall include the following:

- a) Professional development opportunities for all staff to enhance their skills and knowledge through workshops, training sessions either physically or online.
- b) Systems for regular communication and feedback channels like monthly check-ins or surveys.
- c) Recognition and rewards programmes to acknowledge and incentivize outstanding performance.
- d) Team building activities to build trust, strengthen relationships and enhance their problem-solving skills. These can be realised through icebreakers, group exercises and team challenges/ retreats.



- e) Wellness programmes geared to encouraging staff to take care of their physical and mental health. These programmes include gym membership, mental health resources, providing healthy meals and so on.

8.12 Death of a staff

This policy provides guidelines and support for the provision of death benefits to the beneficiaries of deceased staff of the School. The policy aims to assist the families of deceased staff with financial support during the difficult time and ensure a compassionate and efficient process for handling death benefits.

8.12.1. Scope:

This policy applies to only full-time staff who are eligible for death benefits as per the terms of their employment contract.

8.12.2. Death Benefits:

8.12.2.1. Notification and Reporting:

- a) In the event of the death of a staff, the immediate supervisor or department head shall notify the Human Resources Directorate as soon as possible. The Chief, Human Resources shall initiate the process of providing death benefits to the deceased staff's beneficiaries.
- b) When a staff is killed on duty or dies as a result of injuries sustained during the course of his or her service, a full report of the circumstances, which led to the death shall be sent by the School to the Police and the District Labour Officer.
- c) Where a member of staff dies on duty, the Director Human Resources shall inform the next of kin of the death of the staff.



- d) On the death of a staff his/her employment shall automatically cease.

8.12.3.2. Financial Benefits:

The School shall provide financial benefits to the beneficiaries of deceased staff members, which may include but are not limited to:

- a) Payment of accrued salary, retirement benefits, and any other outstanding payments up to the date of death to the next of kin(s) or legal representatives of the deceased's estate.
- b) The accrued salary referred herein above shall include the gross pay of the deceased staff's last month of service.
- c) The School shall bear transport expenses in case a member of staff dies outside Uganda while on official duty.
- d) Funeral assistance or reimbursement of funeral expenses, subject to the provisions of the policy and any applicable limits to include:
 - i. Provision of a coffin or its equivalent and transport to take the body to its final resting place.
 - ii. Contribution of an amount equivalent to the deceased's monthly gross salary or UGX 4,000,000 whichever is higher in cash or in kind or both.

8.12.3.3 MUBS Representation at the funeral of the deceased staff

- a) MUBS may be represented at the funeral of the deceased staff by Members of Top Management and staff.
- b) The Human Resource Directorate shall ensure that outstanding payments of the deceased are paid promptly.



- c) Transport will be provided to staff who will be officially travelling to represent the School at the funeral. In the case of the official School representative a safari day allowance will be provided.

8.12.3.4. Counseling and Support:

The School shall offer counseling services and emotional support to the colleagues and family members of the deceased staff member to help them cope with the loss and navigate the grieving process.

8.12.3.5. Documentation and Process:

Beneficiaries of deceased staff shall be required to submit necessary documentation, such as a death certificate, proof of relationship, and any other relevant documents, to the Chief, Human Resources to facilitate the processing of death benefits in a timely manner.

8.12.4. Responsibilities:

8.12.4.1. Human Resources Directorate:

The Human Resource Directorate is responsible for coordinating the provision of death benefits to the beneficiaries of deceased staff, ensuring compliance with the policy, and offering support and guidance throughout the process.

8.12.4.2. Supervisors and Colleagues:

Supervisors and colleagues of the deceased staff are encouraged to offer support, empathy, and assistance to the family and beneficiaries during the difficult period following the staff member's death.

8.13. Death of a member of the family

The purpose of this policy is to provide support and guidance to staff who experience the death of an immediate family member, including



a spouse, biological child, or legally adopted child. The policy aims to offer compassionate assistance during the bereavement period and ensure that staff members have the necessary time and resources to grieve and make necessary arrangements.

8.13. Policy Provisions

8.13.1. Bereavement Leave:

- a) A Staff who experiences the death of a spouse, biological child, or legally adopted child, or a parent is entitled to 5 days of paid bereavement/compassionate leave.
- b) Additional leave beyond the specified period may be granted based on individual circumstances and at the discretion of the supervisor and Chief, Human Resources.

8.13.2. Notification Process:

- a) The bereaved staff is required to notify his/her immediate supervisor and the Chief, Human Resources as soon as possible following the death of an immediate family member.
- b) The bereaved staff should provide relevant details, including the relationship to the deceased and the expected duration of absence.

8.13.3. Support Services:

- a) The bereaved staff may have access to confidential counselling services and employee assistance programs to help them cope with their loss and emotional distress.
- b) Information on available grief counselling resources and support groups will be provided to the bereaved staff member.



8.13.4. Flexible Work Arrangements:

- a) Flexible work arrangements, such as remote work options or adjusted schedules, may be offered to accommodate the needs of the bereaved staff member during the mourning period.
- b) Additional time off or reduced workload may be granted to allow the staff member to attend to funeral arrangements and personal matters.

8.13.5. Confidentiality and Respect:

- (a) The confidentiality and privacy of the bereaved staff member and their family will be respected at all times.
- (b) Communication about the death will be handled with sensitivity and empathy, and information will only be shared with the staff member's consent.

8.13.6. Additional Support:

- a) Colleagues and supervisors are encouraged to offer their support and condolences to the bereaved staff member in a respectful and compassionate manner.
- b) A designated point of contact or support person may be assigned to provide ongoing assistance and check-ins for the bereaved staff member upon their return to work.

8.13.7. Financial Support:

- a) The School shall contribute to the burial expenses for each family member an amount equivalent to a staff's gross salary or UGX 3,000,000 whichever is higher.
- b) Where a staff loses his/ her biological parent, the School shall contribute UGX 1,000,000 towards burial expenses.



- c) Where a staff loses both biological parents at the same time, the financial support in (b) above will be provided for each parent.
- d) Where staff share parents, each staff shall be entitled to the financial support in (b) above.

8.14. Facilitation in case of nuptials

This policy provides guidelines for the facilitation of nuptials (weddings) of staff members at the School. The policy aims to support and recognize the importance of family and personal milestones in the lives of staff members while maintaining professionalism and fairness in the facilitation process.

8.14.1. Scope:

This policy only applies to full-time staff members who are planning to get married and wish to seek facilitation or support from the School.

8.14.2. Facilitation of Staff Nuptials/Weddings:

8.14.2.1. Leave for Nuptials:

Staff members planning to get married are entitled to apply for leave to facilitate their nuptials. The duration of leave granted shall be in accordance with the school's leave policy and the staff member's employment contract.

8.14.2.2 Financial Support:

The School shall provide financial support or assistance to staff members in the form of a one-time grant or gift to help cover wedding-related expenses. The amount and eligibility criteria for financial support shall be determined as follows:



- a) The School will provide an Institution wedding gift worth UGX. 1,000,000.
- b) The Principal will provide a wedding gift worth UGX 500,000.
- c) Transport facilitation will be as follows:
 - i. For a radius of 15Km, a sum of UGX150,000 will be availed.
 - ii. For a radius of 16Km – 50Km, a sum of UGX 200,000 shall be availed.
 - iii. For a radius of 51Km – 100Km, a sum of UGX 300,000 shall be availed.
 - iv. For a radius of 101Km – 150Km, a sum of UGX 400,000 shall be availed.
 - v. For a radius of 151Km – 200Km, a sum of UGX 500,000 shall be availed.
 - vi. For a radius of 201Km and above, a sum of UGX 600,000 shall be availed.

8.14.2.3. Venue and Facilities:

The School may make available certain venues or facilities on campus for staff members to use for their wedding ceremonies or related events, subject to availability of the venue and approval by the Principal.

8.14.2.4. Recognition and Celebrations:

The School may organize or participate in celebrations or recognition events to honor staff members who are getting married. This may include sending congratulatory messages, organizing a small reception, or other gestures of support and acknowledgment.



8.14.3. Responsibilities:

8.14.3.1. Staff Members:

Staff members planning to get married are responsible for following the procedures outlined in this policy, including applying for leave, requesting financial support if eligible, and complying with any other requirements set forth by the School.

8.14.3.2. Human Resources Directorate:

The Human Resources Directorate shall be responsible for processing leave requests for nuptials, facilitating financial support as per the policy guidelines, and providing guidance to staff members on the facilitation process.

8.15. The Biological & Legally-Adopted Children's Scheme

- a) The biological and/or legally adopted children of staff who are thirty (30) years and below admitted to programmes conducted at the School (day & evening) shall benefit from a 50% waiver of tuition fees, but shall be required to pay all functional fees.
- b) The scheme shall be granted for the duration of the program, beyond which the staff shall be required to pay full tuition and all functional fees.
- c) Where a staff retires from School service or passes on while still in service, his/her beneficiary children already enrolled into the University shall continue to benefit from the scheme.
- d) Staff who resign or are terminated from School service shall cease to benefit from the Scheme.
- e) Up to four children of a member of staff shall benefit from the scheme at any given time.



- f) Only biological or legally adopted children registered in the School bio data shall be eligible to benefit from the scheme.
- g) In instances where members of staff are a couple and their child is admitted to pursue a School programme of study, they shall benefit as independent members of staff and the child shall not pay any tuition fees.
- h) The scheme shall be managed by the Chief, Human Resources who shall develop the relevant tools and processes in consultation with the Academic Registrar.
- i) For purposes of this section, a child means a son/daughter of a staff below the age of 30.

8.16 Retirement Benefit Schemes and National Social Security Fund

The Staff of MUBS contribute to NSSF and MUBS RBS.

- a) Subject to the NSSF Act as amended, MUBS contributes 10% and the employee 5% to NSSF per month.
- b) MUBS contributes 2% and the employee 2% per month to MUBS RBS.
- c) A staff may voluntarily increase their contribution to MUBS RBS as long as such contribution when added to other obligations of the staff does not exceed 50% of the employee's net salary.
- d) The School may review its contribution to MUBS RBS subject to availability of funds.



8.17 Retirement Award

A retirement award will be given to a staff as a recognition or token of appreciation upon their years of service, dedication and contribution to MUBS. The award will be determined by Council from time to time.

8.18 Staff Associations /Employee Relations

- a) It is the policy of School to encourage democratic practices through free, and responsible exchange of views and ideas among staff on matters of mutual interest. In conducting their business, Staff Associations will be governed by the Laws of Uganda, their Constitutions and general rules of conduct.
- b) Subject to the provisions of the Constitution, staff shall have a right to:
- c) freedom of assembly and association: –
 - i. form or join a labor union of their choice for the promotion and protection of their economic and social interest;
 - ii. collective bargaining and representation;
 - iii. withdraw their labor in accordance with the law.
- d) Staff in management positions should not hold leadership positions in staff associations.
- e) Below are the staff Associations we have in Makerere University Business School as per section 68 of the Act:
 - i. **Makerere University Business School Academic Staff Association (MUBASA)**

MUBASA is the officially- recognized Association that represents the interests of the academic



staff in accordance with section 68 & 93 (1) of the Universities and Other Tertiary Institutions Act of 2001 (as amended).

ii. Makerere University Business School Administrative Staff Association (MUBSASA)

MUBSASA is the officially recognized Association that represents the interests of the Senior Administrative staff in accordance with section 68 of the Universities and Other Tertiary Institutions Act of 2001 (as amended).

iii. Makerere University Business School Support Staff Association (MUBSSSA)

MUBSSSA is the officially recognized association that represents the interests of support staff.

8.19. Negotiating, Consultative, and Disputes Settlement

- a) The School recognizes staff associations as bodies representing staff for the purposes of negotiations concerning the general terms and conditions of service and consultations on any other matter bearing on the employment relationship for their members.
- b) In pursuance of the above policy, the Labor Union Act, the Public Service Act, the Public Service (Negotiating, Consultative and Dispute Settlement) Act and other relevant laws provides machinery for any formal negotiations and consultations between School and the associations.
- c) The School will enter into Recognition Agreements with each association to determine and regulate the relations between them in the interest of mutual understanding and cooperation.



- d) Below are provisions which govern Public Service staff during industrial actions:
- i. The law (Article 40 (3) of the Constitution and the Labor Union Act 2006) gives staff the right to withdraw labor / strike provided they follow procedures.
 - ii. The Public Service (Negotiating, Consultative and Disputes Settlement Machinery) Act, 2008 promotes the principle of collective bargaining, freedom of association and expression and consultations and negotiation between Government as an employer and the Unions.
 - iii. Section 3 of the Act in (b) above also provides for the creation of **consultative committees** to offer conciliation services in labor disputes. These Committees are the first autonomous bodies to handle grievances and comprise five (5) Union representatives and five (5) staff representatives. The Chief, Human Resource in this case is the secretary.
 - iv. The issues for negotiation could be in relation to salaries and allowances; hours of work; health and safety at work and all types of leave.
 - v. Where the Consultative Committee fails to resolve the dispute, the same shall be referred to the **Public Service Negotiating and Consultative Council** for resolution.
 - vi. Where the dispute is not resolved by the Public Service Negotiating and Consultative Council, the same shall be referred to the **Public Service Tribunal** arbitration.



- vii. Nothing in this section shall deny staff their right to call a strike in furtherance of a labour dispute in accordance with the law.

8.20. Dispute Resolution

- a) The School Council shall be the supreme dispute resolution body of the School and shall be in charge of resolving disputes that may be forwarded to it by the Principal or aggrieved staff.
- b) If any disputes arise between staff (Staff Associations) and the School Management as concerning the terms of service, they shall be resolved by Council.
- c) If any person is aggrieved by a decision of Council, the dispute shall be handled in accordance with the provisions of the law on Public Service Negotiating, Consultative and Dispute Settlement Machinery.

8.21. School grievance procedure

- a) A staff with a complaint may raise it with their Supervisor who shall where possible resolve the complaint.
- b) Where the Supervisor is unable to resolve the complaint, he/ she shall refer the same to the Officer next in rank for resolution.
- c) If the dispute remains unresolved, it shall be referred to the Principal who shall set up a Committee to arbitrate the grievance.
- d) The Committee set up in (c) above shall hear and determine the grievance within a period of 30 days
- e) If any person is dissatisfied with the decision of the



Committee set up in (c) above, he/ she may appeal to the Appointments Board.

- f) The Appointments Board shall hear and determine the appeal within a period of 30 days.
- g) A person dissatisfied with the decision of the Appointments Board, may within 30 days appeal against the decision of the Appointments Board to the Staff Tribunal. The decision of Staff Tribunal shall be final.
- h) In dealing with the grievance, the rules of natural justice and fairness be applied.

Section

09

Health and Safety

MUBS is dedicated to maintaining high standards of safety throughout its campuses. The School recognizes that the wellbeing of staff, students and visitors to its campuses is paramount, and is committed to providing the necessary resources, training and support to ensure safe environment for all.

9.1 Purpose

The purpose of this Health and Safety Policy is to establish guidelines and procedures to promote a safe and healthy environment for all staff, students and visitors of MUBS.

9.2 Scope

This section of the manual is applicable to all staff students as well as any external visitors, including Service/maintenance contractors.

9.3 Policy Guidelines

- a) In order to improve job satisfaction, ensuring a safe and secure environment, for the staff is critical to MUBS. Staff should always be conscious of danger to themselves, and



their colleagues presented by their working environment and activities.

- b) Any unsafe conditions for example, faulty lifts, faulty fire doors, missing fire extinguishers, missing fire notices, defective equipment, poor lighting, damaged floor coverings, and unsafe furniture and so on, should be reported at once to immediate supervisor so that necessary immediate action can be taken.
- c) Recognizing the importance of staff, health and safety MUBS is committed to ensure that employees must know and follow all health and safety requirements their specific job requirements.
- d) All staff must as a matter of priority to know, and understand the following:
 - i. Health and safety should be given equal consideration with all other functions of MUBS.
 - ii. Health and safety are everyone's responsibility.
 - iii. MUBS is committed to comply with the occupational health and safety act, the workers compensation act, the KCCA act and all government regulations on health and safety at the workplace.
 - iv. All related injuries and illnesses are preventable by identifying and controlling risks.
 - v. Hazard, identification risk assessment and risk control, represent the foundation of a successful health and safety management system.
 - vi. MUBS health and safety management system is based on continuous improvement.



9.4 Potential Hazards in the Workplace

The hazards which can potentially affect staff, students, visitors and contractors, include the following;

- i. Portable and fixed electrical appliances.
- ii. Office equipment, computers, etc.
- iii. Trailing cables.
- iv. Stairs, stairways, and lifts.
- v. Congested, walkways and corridors.
- vi. Access and exit.
- vii. Seating, workstations, including furniture and fixtures.
- viii. Heating and ventilation.
- ix. Lighting levels (low/insufficient).
- x. Cleanliness and waste materials.
- xi. Sanitary, conveniences.
- xii. Dust, powders chemicals/ lubricants, and fumigation.
- xiii. Walking alone at night.
- xiv. Damaged building or substandard construction, false ceiling and walk under progress areas.
- xv. Workplace violence (physical or verbal).
- xvi. Any other potential hazards.

9.5 Health and safety guidelines

9.5.1 General Guidelines

- a) It is the policy of MUBS to ensure that all activities carried out in its offices, or and taken by the staff are managed in such a manner so as to avoid reduce or control, through implementation of all relevant safety procedures, all for seeable risks to the health and safety of any person(s) may be affected by such activities to at tolerable level.



- b) It is also the policy of MUBS that these procedures are communicated to all staff visitors, customers, and those who are impacted by their implementation.
- c) It is the policy of MUBS to ensure provision of:
 - i. A safe place in which to work with means of access.
 - ii. Suitable and sufficient information, instruction, training, and supervision to enable all staff to comply with this section of the Manual.
 - iii. Appropriate management procedures, and consultative arrangements to monitor and audit compliance with MUBS health, safety, and environment policy.
 - iv. Appropriate arrangements to access and control the risks associated with work activities undertaken at MUBS by staff, students, contractors and visitors.
- d) The Human Resource Directorate shall extract from the HR manual this section and ensure that all receive a copy of this section, and will be required to acknowledge that they have received read and understood it. New Stuff shall be required to read and sign a copy of this section of the manual before they start work, and their supervisor shall familiarize explain and assist them to begin work in a safe manner.
- e) All workplace incidents/accident must be reported to the Human Resource Directorate with complete details and action taken as soon as possible.
- f) All expenses on medical treatment rehabilitation and/or burial of staff who are injured in the workplace incident in the cost of their employment, shall be borne by MUBS.



- g) MUBS shall procure workman's insurance cover from our reputable insurance company.

9.5.2 Fire Safety Guidelines

- a) MUBS shall provide the necessary firefighting equipment at all designated locations in the school and campuses. It is Policy of MUBS to over, rather than under provide such facilities.
- b) All staff are required to familiarize themselves with the fire drill procedure as mentioned in this section of the manual exercises will be arranged at regular intervals (at least twice in a year).
- c) Existing firefighting equipment shall be inspected, and its health recorded by a staff responsible for safety on quarterly basis.
- d) Fire and smoke detection alarms shall be installed at all locations and tested by our staff responsible for safety on a regular basis.
- e) Fire extinguishers should only be removed from their wall brackets in an emergency removal of fire extinguishers. In other cases, without good reason, will be considered as misconduct.
- f) Fire exits shall be provided at all locations/buildings were required, red or green color signs board indicating fire "exits" shall be visibly placed. fire exit must be kept clear at all times.
- g) All premises at MUBS shall be no smoking areas. No smoking signs will be listed permanently smoking at MUBS premises will be considered as misconduct.
- h) Emergency phone numbers of police, fire, hospitals, etc shall be displayed at the noticeboard of each location.



- i) A signboard with a map of all exits to the premises and necessary evacuation instructions will be prominently displayed at all premises.
- j) A fire assembly point shall be designated on the School premises.

9.5.3 Electrical/Mechanical Safety Guidelines

- a) Changes to the electrical system (including new plugs) shall only be undertaken by competent person who have been hired for such work.
- b) Work on three phase electrical systems shall never be taken by unqualified personnel. Only train personnel shall handle the electrical and mechanical equipment.
- c) Protective clothing/accessories shall be provided to all staff working on electrical/mechanical equipment such as gloves, helmet, etc, protective clothing must be worn before commencing any hazardous activity. failure to do so will be considered as misconduct.

9.5.4 First Aid & First Aid Box

- a) MUBS shall provide first aid facilities at all its designated locations. The Chief Human Resources shall nominate first aiders whose names shall be published on the noticeboard of each premise.
- b) First aid box containing necessary items shall be provided at each location.

9.5.5 General Safety

- a) Since good housekeeping in all areas is an essential feature of safety and the prevention of accidents, MUBS shall insure, proper maintenance of office premises to ensure a clean and safe environment.



- b) MUBS shall also control the use disposal and transportation of all waste/hazardous material including sanitary garbage etc. This shall normally be done after regular working hours.
- c) Fumigation of office premises shall be carried out regularly fumigation will only be carried out on weekends or after office hours, when all staff have left the premises.

9.6 Training

- a) The Chief, Human Resource shall nominate and ensure that at least one staff in each department/Unit attends a training course on health and safety duties and responsibilities, including instructions on applying first aid and use of firefighting equipment.
- b) The Chief, Human Resource shall arrange for the in-house or external training periodically to all nominated staff from a professional body/person.
- c) Whenever possible, all new staff shall be given short briefing during basic level training course on health and safety.
- d) Regular communication and awareness campaigns shall be conducted to ensure that the entire school community is informed about health and safety protocols, and best practices.
- e) The Chief, Human Resources shall ensure that staff are trained regularly in firefighting.



9.7 Responsibilities

It will be the responsibility of every staff to ensure a proper implementation of the provisions of the section however, primary responsibility rests with the following:

9.7.1 Chief Human Resources

It shall be the responsibility of the Chief Human Resource to:

- a) Devise strategy and plan to implement this policy throughout MUBS on an annual basis.
- b) Ensure implementation and monitoring of this policy.
- c) Audit the health, safety and environment performance of MUBS and prepare an annual report for review by management.
- d) Investigate and take appropriate action on the findings.
- e) Nominate and updates and when required the list of staff responsible for safety

9.7.2 Staff responsible for safety

It shall be the responsibility of the staff responsible for safety designated by the chief human resources to:

- a) Participate in courses on fire, safety, first aid, etc, being organized by the Human Resource Directorate from time to time.
- b) Ensure proper implementation of the provisions of this section.
- c) Ensure that new staff understand the content of this section by giving them a short briefing.
- d) Carry out the risk assessment prior to any work activity to be undertaken.



9.7.3 Staff

It shall be the responsibility of all staff to:

- a) Read and understand and adhere to all health, safety and environment related risks procedures mentioned in this section and keep them abreast with the latest information being issued from the Human Resource Directorate.
- b) Participate in regular fire drill being held at their workstation.
- c) Understand the location of a fire alarm fire extinguisher, first aid box, emergency, exits, and important emergency telephone numbers.
- d) In case of emergency evacuation of the premises, ensure safety of important documents without endangering their life.
- e) Switch off all the electrical, mechanical and electronic equipment and they use while leaving the office.

9.8 Risk Assessment

Risk Assessment shall be conducted regularly by the health and safety committee to identify and mitigate potential health and safety hazards. All identified risks shall be managed in a timely and effective manner to minimize their impact on the school community.

9.9 Emergency Procedures

- a) Detailed emergency procedures, including evacuation protocols, first aid provisions and reporting mechanisms will be clearly communicated to all members of the community.



- b) Regular drills and exercises will be conducted to ensure preparedness for various emergency scenarios.

9.10 Health and Safety Standards

MUBS shall adhere to all relevant health and safety regulations, including those mandated by local, national and international authorities.

9.11 Health and Safety Committee

A Health and Safety Committee shall be appointed by the Principal to oversee the implementation of the health and safety policies and procedures, as well as to facilitate ongoing improvements in the health and safety practices.

9.12 Monitoring and Review

The effectiveness of the health and safety policy and associated procedures shall be regularly monitored, and reviewed with adjustments, made as necessary to ensure continuous improvement.

9.13 Compliance and Enforcement

Non-compliance with the health and safety procedures by staff shall result in appropriate disciplinary procedures as per the school's disciplinary process.



Section

10

Miscellaneous Provisions

10.1 Employment outside Official Schedule

10.1.1 Policy Statement:

Staff are expected to dedicate their scheduled work hours to the responsibilities and duties associated with their primary employment at MUBS. Engaging in outside employment activities during scheduled work hours, including remote work hours, is generally prohibited without prior authorization from the appropriate Supervisor or Management.

10.1.2 Guidelines:

a) Prior Authorization:

If a staff wishes to engage in outside employment activities during scheduled work hours, they must seek prior authorization from their immediate supervisor or department head. Authorization will be granted based on the potential impact on the employee's primary job responsibilities and MUBS' operational needs.

b) Conflicts of Interest:

Staff are required to avoid conflicts of interest between MUBS and any outside employment activities. Engaging



in outside employment that could impair their objectivity, judgment, or ability to fulfil their duties to MUBS is strictly prohibited. For avoidance of doubt staff shall not be employed on a fulltime basis in any organization other than MUBS.

c) Use of MUBS Resources:

Staff are prohibited from using MUBS resources, including equipment, facilities, or proprietary information, for the purpose of conducting outside employment activities during scheduled work hours.

d) Reporting Outside Employment:

Staff are required to disclose any outside employment commitments to their supervisor or the Human Resources Directorate. This includes part-time jobs, consulting arrangements, freelance work, or any other form of outside employment that could potentially conflict with their obligations to MUBS.

e) Professional Conduct:

Staff engaged in outside employment activities are expected to conduct themselves in a professional and ethical manner, ensuring that their actions do not reflect negatively on MUBS or compromise its reputation.

f) Performance and Attendance:

Outside employment activities should not adversely affect an employee's performance, attendance, or availability during scheduled work hours for MUBS. Staff are expected to fulfil their duties and responsibilities at MUBS without interruption or compromise.



g) Compliance with Laws and Regulations:

Staff engaging in outside employment activities must comply with all applicable laws, regulations, and contractual obligations related to outside employment, including any restraint of trade agreements or industry-specific restrictions.

10.1.3 Enforcement:

Violation of this policy may result in disciplinary action, up to and including termination of employment, depending on the severity and impact of the violation on MUBS and its operations.

10.2 Handing-Over Office

10.2.1 Purpose

The purpose of this Policy is to establish guidelines and procedures for the smooth transition of responsibilities and duties when an employee leaves their position at MUBS. This policy aims to ensure continuity of operations, effective knowledge transfer, and the protection of institutional assets during the handover process.

10.2.2 Responsibilities

10.2.2.1 Outgoing Staff:

The outgoing staff shall be responsible for preparing a comprehensive handover document three (3) months prior to the expiry of their contract detailing their duties, projects, deadlines, and any outstanding tasks. They must also ensure that all relevant files, documents, keys, access cards, and institutional property are returned to the appropriate authorities.

10.2.2.2 Incoming Staff/Successor:

The incoming staff or successor shall be responsible for reviewing



the handover document provided by the outgoing staff, seeking clarification on any unclear points, and assuming their new responsibilities in a timely manner.

10.2.2.3 Handover Process

- a) **Notification:** The outgoing staff shall provide written notice of his/her intention to vacate his/her position to the supervisor or relevant authority at least fifteen (15) days in advance.
- b) **Handover Document:** The outgoing staff shall prepare a detailed handover document outlining his/her daily tasks, ongoing projects, pending deadlines, key contacts, passwords, and any other relevant information necessary for the incoming staff to assume his/her responsibilities.
- c) **Meeting:** The outgoing and incoming staff shall schedule a handover meeting to discuss the contents of the handover document, clarify any questions, and ensure a smooth transition of duties.
- d) **Asset Return:** The outgoing staff shall return all School property, including keys, access cards, equipment, and any other items to the relevant department or authority.

10.2.2.4 Confidentiality:

Both the outgoing and incoming staff shall maintain the confidentiality of sensitive information during the handover process. Any confidential or proprietary information shared during the handover must be handled with care and in accordance with MUBS policies and procedures.

10.2.2.5 Documentation and Records

MUBS shall maintain records of all handovers to track the transfer



of responsibilities and ensure accountability. Handover documents and related records shall be stored securely and retained for a specified period in accordance with School record-keeping policies.

10.2.2.6 Compliance and Enforcement

All staff are required to comply with this policy. Failure to adhere to the guidelines outlined in this policy may result in disciplinary action in accordance with MUBS's policies and procedures.

This policy shall survive and be enforceable against an individual even after their employment with MUBS.

10.3 Use of, Care and Disposal of School Properties

10.3.1 General Rules

- a) School property means resources owned by School or in the custody or care of School which include monies, inventories, property, assets, loans and investments.
- b) Every staff is personally and pecuniary responsible for School property under his or her control or custody.
- c) A staff shall safeguard School property or assets entrusted to him or her and shall ensure that no damage, loss or misappropriation occurs in the process of procurement, storage, utilization and disposal.
- d) A staff shall ensure that all School property under his or her care is labelled.
- e) Disposal of School assets and property shall be in accordance with the law on public procurement and disposal of assets.



10.3.2 Use and Care of School Vehicles

The following shall be observed with regard to all School vehicles:

- a) The School shall not acquire a new vehicle outside the guidelines as circularized from time to time by Government;
- b) Every School vehicle shall be subject to an annual inspection, irrespective of age or condition;
- c) The School pool vehicle shall not be driven outside official working hours without the express permission of the Principal or a designated officer.
- d) Where a vehicle is required for official use outside official working hours and on weekends, the Principal or designated officer may grant authority in writing for a specified period of time and shall ensure that this authority is not misused;
- e) Every School vehicle shall have a log book in which the driver records all the journeys made. Each journey entered in the log book shall be certified by an authorized officer.
- f) A driver shall not carry unauthorized passengers and goods in the School vehicle.
- g) School pool vehicles shall be driven by official drivers who shall possess a valid driving permit.
- h) A driver shall take personal interest and be capable of carrying out routine repair or checks on the School vehicle.
- i) To ensure that School vehicles are regularly serviced (including oiling and greasing) and repaired, a Service Chart shall be kept by the Estates Section on every School vehicle.



10.3.3 Provision of School Vehicles

- i. The School shall provide official cars to the Office of the Principal and Deputy Principal.
- ii. Subject to availability of funds, Faculty Deans and Senior Administrative Heads may be provided with Official cars.
- iii. Where it is not possible to procure cars, the School shall give a car allowance to be determined by Council from time to time.

10.3.3.1 Project Vehicles

- a) Faculties/ Departments/ Units may procure cars under external funded projects.
- b) Upon expiry of the projects under which a vehicle(s) was/ were procured, the vehicle shall be transferred to the Office of the Principal for further deployment.

10.4 Dress Code

The objective of this policy is to ensure that staff present themselves in a manner that is appropriate for MUBS as an Institution that prides itself in professionalism, respect and discipline in the education industry.

The policy will promote a positive learning environment by minimising distractions amongst staff while preparing our students for future careers where dress codes are enforced.

10.4.1 Professionalism:

Staff members are expected to present themselves in a professional and neat manner, reflecting MUBS' commitment to excellence and respect for its diverse community.



10.4.2 General Attire:

Business Casual: Unless otherwise specified by their department or role, staff members should adhere to a business casual dress code. This typically includes collared shirts, blouses, sweaters, dress pants, skirts, and appropriate footwear.

Casual Fridays: The School may choose to designate Fridays as casual dress days, allowing staff to wear more relaxed attire, such as khakis, jeans (if permitted), and casual footwear.

10.5 Role-Specific Considerations:

a) Academic and Administrative Roles:

Staff members who interact with students, fellow staff, and external stakeholders should maintain a professional appearance conducive to their responsibilities and interactions.

b) Facilities and Maintenance Staff:

Those in roles requiring physical labor or exposure to specific work environments should be provided with attire appropriate for their duties, such as uniforms, protective gear, or specialized clothing.

10.6 Exceptions and Special Events:

Staff members may be required to dress in more formal attire for special events, meetings with external partners, or School ceremonies. Clear guidance should be provided in such cases.

10.7 Personal Expression:

a. Diversity and Inclusion:

The dress code should respect individual expressions



of cultural, religious, and gender diversity, allowing for variations in attire that align with personal beliefs and identities.

b. Modesty and Sensitivity:

Staff members should be mindful of MUBS' diverse community and ensure that their attire is respectful and considerate of others' sensitivities.

10.8 Health and Safety Considerations:

Staff members should adhere to safety regulations and guidelines, including appropriate footwear for different environments and any necessary protective attire.

10.9 Communication and Training:

MUBS should clearly communicate the dress code expectations to all staff members and provide training or resources to address any questions or concerns.

1.9.1 Enforcement and Feedback:

Supervisors and human resources personnel should address any violations of the dress code in a respectful and constructive manner, providing feedback and guidance to support compliance.

10.10 Acceptance of Presents, Gifts and Bribes

- a) A staff or a member of his or her family shall not receive valuable presents other than ordinary gifts from friends or relatives.
- b) A staff may accept a valuable gift or present if it is in the nature of a souvenir or ornament and does not exceed UGX 100,000 in value.



10.11 Financial Embarrassment

- a) A staff shall not be indebted to the extent of being financially embarrassed. For purposes of this section, financial embarrassment refers to any form of indebtedness, which includes but is not limited to:-
 - i. Failure to pay a debt;
 - ii. Obtaining goods, money, services or works under false pretence, extortion and blackmail.
- b) The Human Resource Directorate shall conduct regular sensitization programmes for staff on financial literacy and debt sustainability.
- c) Non-compliance to this policy shall result in disciplinary action in accordance with the MUBS policies and procedures.

10.12 Accountability

A staff shall hold office in public trust and shall be accountable to Council. He or She shall be accountable for all resources under him or her as follows: -

10.12.1 Financial

- a) A staff shall ensure proper and frugal utilisation of School funds and value for money.
- b) A staff shall at all times promptly account for any financial resources entrusted to him or her in accordance with the Financial Regulations, Treasury Accounting Instructions (Part I Finance and Part II Stores) and Procurement Regulations.



10.12.2 School Property/Assets

A staff shall safeguard School property/assets entrusted to him or her and shall ensure that no damage, loss or misappropriation occurs in the process of procurement, storage, utilization and disposal.

10.13 Participation of Staff in Political Activities

- a) Staff are prohibited from: –
 - i. Being a founding member of a Political Party;
 - ii. Holding office in a Political Party;
- b) A staff who wishes to contest for a political position shall be required to resign from School service.

10.14 Time Management

10.14.1 Introduction

This policy aims to establish guidelines and expectations for effective time management practices among staff. It outlines the importance of managing time efficiently, setting priorities, and balancing work responsibilities to enhance productivity and achieve organizational goals.

10.14.2 Objectives

- a) Promote a culture of accountability, efficiency, and productivity within MUBS.
- b) Enhance individual and organizational performance through effective time management practices.
- c) Encourage a work-life balance that supports staff well-being and job satisfaction.
- d) Improve the quality of work, decision-making, and outcomes through better time allocation and prioritization.



10.14.3 Responsibilities

- a) **Senior Management:** Senior management shall be responsible for promoting a culture of effective time management, providing necessary resources, and leading by example.
- b) **Supervisors:** Supervisors are responsible for setting clear expectations regarding time management, supporting their team members in prioritizing tasks, and providing guidance on effective time management strategies.
- c) **Staff:** All staff are responsible for managing their time efficiently, setting priorities, meeting deadlines, and seeking assistance when needed to ensure optimal productivity.

10.14.4. Time Management Best Practices

- a) **Prioritization:** Encourage staff to prioritize tasks based on urgency and importance to ensure that critical activities are completed in a timely manner.
- b) **Planning:** Encourage the use of tools such as to-do lists, calendars, almanac, and project management software to plan and organize tasks, meetings, and deadlines.
- c) **Time Blocking:** Encourage staff to allocate specific time blocks for different tasks or activities to minimize distractions and improve focus.
- d) **Delegation:** Encourage delegation of tasks when appropriate to maximize efficiency and leverage the skills and strengths of team members.
- e) **Avoiding Procrastination:** Encourage staff to address tasks promptly and avoid procrastination to prevent last-minute rushes and reduce stress.



1.1.5 Communication and Collaboration

- a) Encourage open communication among staff regarding project timelines, deadlines, and workload distribution to ensure effective coordination and collaboration.
- b) Use collaboration tools and platforms to streamline communication, share updates, and track progress on projects and tasks.

10.14.6 Training and Support

- a) Provide training sessions, workshops, and resources on time management techniques, tools, and best practices to empower staff to enhance their time management skills.
- b) Offer support and guidance to individuals who may be struggling with time management issues and provide coaching or mentoring as needed.

10.14.7 Monitoring and Evaluation

- a) Supervisors and managers should monitor the time management practices of their team members, provide feedback on areas for improvement, and recognize and reward staff who demonstrate exceptional time management skills.
- b) Regularly evaluate the effectiveness of time management practices and make adjustments as needed to optimize productivity and performance.

10.14.8 Compliance and Enforcement

All staff are expected to comply with this policy. Failure to adhere to the guidelines outlined in this policy may result in corrective action in accordance with MUBS's policies and procedures.



10.15 Customer Care

10.15.1 Purpose:

This policy is designed to ensure that all students, staff, visitors, and stakeholders receive exceptional service and support from all departments and personnel within the institution. This policy aims to promote a culture of respect, responsiveness, and excellence in customer service to enhance the overall experience of all individuals interacting with MUBS.

10.15.2 Policy Statement:

At MUBS, we are committed to providing high-quality customer service to all individuals who engage with our institution. We value every interaction and strive to meet the needs and expectations of our students, staff, visitors, and stakeholders. Our goal is to create a welcoming, inclusive, and supportive environment that fosters positive relationships and promotes a culture of continuous improvement.

10.15.3 Key Principles:

a) Respect and Dignity:

All individuals interacting with MUBS will be treated with respect, courtesy, and professionalism at all times.

b) Responsiveness:

We will strive to respond promptly to inquiries, requests, and feedback from students, staff, visitors, and stakeholders.

c) Transparency:

Information about MUBS programs, services, policies, and procedures will be communicated clearly and accurately to ensure understanding and transparency.



d) Accountability:

We will take ownership of issues and concerns raised by customers and work towards timely and effective resolution.

e) Continuous Improvement:

We are committed to continuously improving our customer service processes, systems, and training to enhance the overall experience of our stakeholders.

10.15.4 Roles and Responsibilities:

- a) All MUBS staff members are responsible for upholding the principles of this Customer Care Policy in their interactions with students, colleagues, and other stakeholders.
- b) Department heads and supervisors are accountable for ensuring that their teams are trained in customer service best practices and are equipped to deliver exceptional service.
- c) The Human Resources Directorate is responsible for providing ongoing training and support to staff members to enhance their customer service skills and knowledge.
- d) Students are encouraged to provide feedback on their experiences with MUBS services and personnel to help identify areas for improvement.

10.15.5 Compliance:

Failure to adhere to this Customer Care Policy may result in disciplinary action in accordance with MUBS's disciplinary procedures.

10.16 Conflict of Interest

In the execution of official School business, an employee shall not put himself or herself in a position where his or her personal interest conflicts with his or her duties and responsibilities as a staff. Council shall enact a comprehensive policy on conflict of interest.



Section

II

MUBS GOVERNANCE AND MANAGEMENT STRUCTURE

11.1 MUBS Council

Council is the supreme organ of MUBS and is responsible for the overall administration of the objects and functions of the School.

11.1.1 Membership of Council

Membership of the MUBS Council is constituted under Section 38 (1) of the Act.

11.1.2 Functions of the MUBS Council

The MUBS Council shall perform the following functions:

- a) Be responsible for the direction of the administrative, financial and academic affairs of the School;
- b) Formulate the general policy of the School;
- c) Give general guidelines to the administration and academic staff of MUBS on operational matters.
- d) Do any other thing and take all necessary decisions conducive to the fulfillment of the objects and functions of the School.



11.1.3 The Powers of MUBS Council

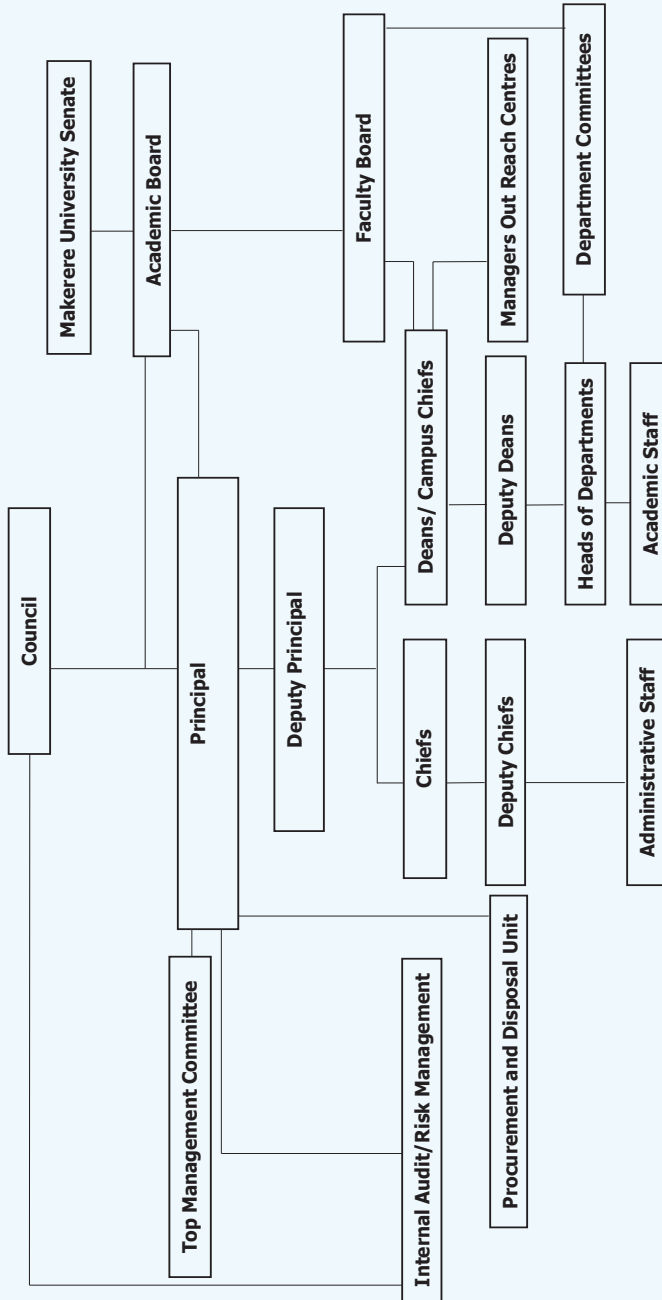
MUBS Council has the following powers:

- a) Represent MUBS in all legal suits;
- b) Receive gifts, donations, grants or other monies and make disbursements as may be required, on behalf of MUBS;
- c) Make statutes, regulations and guidelines under the Act;
- d) Establish faculties, departments, boards and courses of study and approve proposals for the creation or establishment of Regional Campuses with the approval of NCHE, Ministry of Public Service, Ministry of Finance, Planning and Economic Development and other relevant bodies;
- e) Provide for the welfare and discipline of staff;
- f) Approve the MUBS budget proposals and the final accounts submitted by Management;
- g) Approve the appointment of Deans and Deputy Deans of Faculties, Directors and Heads of Academic and Administrative Units.



11.2 MUBS Management

11.2.1 Makerere University Business School Organogram





11.3 Top Management positions

i. **Principal**

The Principal shall be the Chief Academic and Administrative Officer as well as the Accounting Officer of MUBS. In the absence of the Chancellor or Vice Chancellor, the Principal shall preside over ceremonial assemblies of MUBS and award Diplomas and Certificates.

ii. **Deputy Principal**

The Deputy Principal shall assist the Principal in the performance of his/ her functions and perform such other functions that may be delegated to him/ her by the Principal from time to time.

iii. **School Secretary**

The School Secretary shall be responsible for the general administration of MUBS including the custody of the seal and administration of its assets. The School Secretary shall be the Secretary to Council and shall perform any other duty assigned to him/ her by the Principal.

iv. **School Registrar**

The School Registrar shall be responsible to the Principal through the Deputy Principal for the administration and organization of all academic matters including admission, undergraduate studies, postgraduate studies, examinations, research and publication.

v. **School Librarian**

The School Librarian shall be responsible to the Principal for the development, control, management and coordination of all Library and Information services of MUBS.



vi. Chief, Human Resource

The Chief, Human Resource shall be responsible to the Principal for the management and welfare of staff.

vii. School Bursar

The School Bursar shall be responsible to the Principal for the financial administration and planning of MUBS and shall maintain the accounts in a form determined by Council.

viii. Chief, Internal Audit

The Chief, Internal Audit shall be responsible to Council and Principal for ensuring that the School's internal controls, risk management and governance processes are effective and are operating in accordance with the law.

ix. Dean of Students

The Dean of Students shall be responsible to the Principal for the welfare of the students.

x. Chief, Quality Assurance

The Chief, Quality Assurance shall be responsible for the successful implementation of the Quality Assurance initiatives of the School and managing its details

xi. Deans of Faculties or Campus Chiefs

Deans of Faculties or Campus Chiefs shall be responsible to the Principal for the academic and administrative management of the Faculty or Campus.

xii. Top Management Committee

Top Management shall be responsible for overseeing the overall strategic direction, academic, financial and management of MUBS and shall be constituted by the persons occupying the listed offices above.



11.3 Committees of Top Management

There shall be Committees of Top Management established to handle specific needs of the School. The committees shall include:

I. **School Interviewing Committee**

The School Interviewing Committees shall be responsible for evaluating candidates for promotions to senior administrative positions (PU 4– to PU15), conducting interviews and making recommendations to the Top Management Committee for consideration.

II. **Staff Loans Committee**

There shall be a Staff Loans Committee responsible for managing and overseeing the administration of staff loans or financial assistance programmes within the School.

III. **School Health Committee**

There shall be a School Health Committee responsible for promoting and maintaining the health and wellbeing of staff.

IV. Skills Development Education Programme Committee

V. Development Committee

VI. Contracts Committee

VII. Sports Committee

VIII. School Irregularities Committee

IX. Committee of Persons with Special Needs

X. Occupational Health & Safety Committee

XI. Staff Training & Development Committee

XII. Staff Sexual Harassment Committee



APPENDICES

**Current
passport
photo**

APPENDIX 1: PERSONAL RECORD FORM

CURRENT POSITION:

1. Details of Employee

- (a) Surname:.....
- (b) Other Names:.....
- (c) Date of Birth:
- (d) Gender:
- (e) Religion:
- (f) Telephones:
- (g) Email address(es)
- (h) Mailing address / P.O. Box number:

2. Marital Status:

- (a) Single.....
- (b) Married
- (c) Separated
- (d) Divorced.....
- (e) Widow/Widower.....

3. Details of Spouse

- (a) Name of spouse.....
- (b) Date of birth.....
- (c) Place of work/Employer
- (d) Telephone..... Email:
- (e) Residence.....

(Please attach national ID of spouse)



4. Residence (Where employee ordinarily resides during working days)

- (a) Village/LC1:
- (b) Parish:
- (c) Sub-county:
- (d) District:

Parents (if alive)

- a) Name of your Father.....
- b) Name of Mother.....

5. Children (Biological or Legally adopted)

Name	Date of Birth
i.	
ii.	
iii.	
iv.	
v.	
vi.....	
vii.	
viii.	

(Please attach birth certificate or adoption documents)

6. Nationality

- (a) Nationality.....
- (b) National ID No.
- (c) Home District.....
- (d) County.....
- (e) Sub-County.....
- (f) Parish.....

(Please attach copy of the National ID or passport for non-Ugandans)



7. Educational Background

A. Primary

Name of school

Dates

(a)From.....to

(b)From.....to

Qualification obtained after Primary Education

.....

.....

B. Secondary Schools Attended:

Name of school

Dates

(a)From.....to

(b)From.....to

(c)From.....to

Qualification obtained after Ordinary Level Education

.....

.....

Qualification obtained after Advanced Level Education

.....

.....

C. Universities/ Colleges attended

Name of Institution

Dates

Qualifications Obtained

(a).....From.....to	
(b).....From.....to	
(c).....From.....to	
(d).....From.....to	



(e).....From.....to	
(f).....From.....to	
9.Current Employment Record	
(a) Post:	
(b) Faculty/Department/ Unit:	
(c) Date of appointment:	
(d) Appointment type:	

Payroll Information

- (a) Bank: Branch: Account No:
- (b) Tax Identification Number (TIN):
- (c) NSSF Number:
- (d) Payroll (*IPPS or equivalent*) Number:
- (e) Payroll (*Supplier*) Number:

II. Details of previous employment since you left School/ College/University

Date	Employer	Reasons for departure
(a)		
(b)		
(c)		
(d)		
(e)		
(f) Indicate your last salary.....		



12. Publications

List of publication (s) if any (attachment recommended). The publications should be non-predatory journals/ publishers and the plagiarism index should be 30% or below.

.....

.....

13. Have you ever been convicted of any offence in courts of law:

Yes/No

If yes, what was/were the charges against you?

Date

Charge

(a)

.....

(b)

.....

(c)

.....

14. Special needs

(a) Do you suffer from any physical or mental impairment?

(b) If so, please give details

.....

.....

15. Next of Kin (Person the School should contact in case of an emergency).

(a) Names

Relationship detail, e.g. husband/wife/brother/sister/son/etc.
(please tick)

Telephone Contact.....

Email.....



(b) Names

Relationship detail, e.g. husband/wife/brother/sister/son/etc.
(please tick)

Telephone contact Email.....

16. Declaration

I
certify that to the best of my knowledge the above information is true
and correct.

Signed:

Date.....



APPENDIX 2: DECLARATION OF MEMBER OF FAMILY

(To be completed by a member of staff whose relative is an employee of the School)

A. PARTICULARS OF PERSON DECLARING

Staff File Number:	
Names:	
Position:	
Department / Unit:	
Faculty/Institute:	
Date of Appointment:	

B. PARTICULARS OF PERSON BEING DECLARED

Staff File Number:	
Names:	
Position:	
Department / Unit:	
Faculty/Institute:	
Date of Appointment:	

C. RELATIONSHIP BEING DECLARED

Spouse: Telephone contact

Child: Telephone contact

Father: Telephone contact

Mother: Telephone contact

Brother: Telephone contact



Sister: Telephone contact

Other: Relation of other: Telephone contact.....

Signature of person declaring: Date:

D. SUBMISSION TO CHIEF, HUMAN RESOURCES

Date received:

Signature:



APPENDIX 3: EMPLOYEE INDUCTION COMPLETION FORM

MAKERERE UNIVERSITY BUSINESS SCHOOL

EMPLOYEE NAME _____

DESIGNATION: _____

DEPARTMENT: _____

FACULTY /UNIT: _____

I confirm that I have been inducted / oriented into School service. By checking **“yes”** against the indicated items / elements, I confirm that they have been explained to me, and where I had questions and concerns, they were answered to my satisfaction.

No	Item	Yes	No
1	Terms of employment		
2	Hours of work		
3	Standards and procedures for my work		
4	School policies		
5	Occupational safety and health		
6	Tour of the workplace		
7	Introduction to colleagues and managers		
8	Paperwork that must be filled before I start work		
9	Any other element of interest (please mention):		

Date of induction: _____

Employee's signature: _____

Induction conducted by (Name, position and signature): _____

**APPENDIX 4: PERFORMANCE PLAN – ACADEMIC STAFF**

This should be filled by both the Appraiser and the Appraisee. At the beginning of each assessment period, the Appraiser and Appraisee will agree on the key outputs for the assessment period. The means by which performance shall be measured (Performance Indicators) and the minimum level of performance (Performance targets) for each output shall be agreed upon. If in the course of the assessment period, other activities are assigned to the Appraisee, the outputs related to the activities should be agreed upon and included immediately or at least before the end of the assessment period. It is recommended that the maximum of outputs for each assessment period should not exceed 10.

Key performance outputs (Minimum five, maximum ten)	Performance Indicator (How will results be measured)	Performance targets (An agreed minimum level of performance)	Means of verification	Rating
Teaching and Learning				
Research, Innovations and Publications				
Community Outreach and Service				
Governance, Administration & Financial management				
Total				

Note: Scoring is done in percentage

Name of appraisee: Signature: Date:

Name of appraiser: Signature: Date:



APPENDIX 5: PERFORMANCE PLAN –ADMINISTRATIVE AND SUPPORT STAFF

This should be filled by both the Appraiser and the Appraisee. At the beginning of each assessment period, the Appraiser and Appraisee will agree on the key outputs for the assessment period. The means by which performance shall be measured (Performance Indicators) and the minimum level of performance (Performance targets) for each output shall be agreed upon. If in the course of the assessment period, other activities are assigned to the Appraisee, the outputs related to the activities should be agreed upon and included immediately or at least before the end of the assessment period. It is recommended that the maximum of outputs for each assessment period should not exceed 10.

Key performance outputs (Minimum five, maximum ten)	Performance Indicator (How will results be measured)	Performance targets (An agreed minimum level of performance)	Means of verification	Rating
Total				

Note: Scoring is done in percentage

Name of appraisee: Signature: Date:

Name of appraiser: Signature: Date:



APPENDIX 6: ANNUAL STAFF PERFORMANCE APPRAISAL FORM

PERIOD OF ASSESSMENT:..... **TO**

SECTION A: PERSONAL INFORMATION *(To be filled by the Appraisee).*

Name of the Appraisee:

Date of birth:

Current Job Title: Salary Scale:

Date of 1st Appointment:..... Latest Date of Appointment:

.....

Terms of Appointment (Probation, Permanent, Contract):

Probation Name of the Appraiser:

Job Title: Salary Scale:

Faculty/Institute/Unit:Department:

SECTION B: ASSESSMENT OF THE LEVEL OF ACHIEVEMENT

At the end of the assessment period, an appraisal meeting should be conducted by the Appraiser. The appraisal exercise should base on the plan elaborated at the beginning of the assessment period.

Key Outputs	Indicator	Targets	Predetermined Rating	Self-Rating out of the predetermined rating	Supervisor Rating out of the predetermined rating	Agreed Rating	Comments of Performance
TOTAL						80%	



SECTION C: ASSESSMENT OF CORE COMPETENCIES

This section should be filled by the Appraiser after joint discussions between him/her and the Appraisee. The assessment will help establish any areas where some training or development is necessary. The Appraisee should be rated only in areas, which are relevant to his/her job. The maximum points per competence are **5, which represents excellence, 4- very Good, 3-Good, 2-Fair, 1-Poor, N/A- Not Applicable**. The Appraiser should give work related examples under comments, to justify their rating.

No	Competence	Assessment performance level attained (please tick)					Comments
		5	4	3	2	1	
1	Professional knowledge/skills: Uses own knowledge and expertise to demonstrate good judgment and relates it to work.						
2	Planning, organizing and coordinating: Prioritizes own work, develops and implements plans to rationally allocate resources and build capacity for effective planning and execution of work.						
3	Leadership: Demonstrates credible leadership, uses power and authority fairly and reinforces and communicates vision for change.						



No	Competence	Assessment performance level attained (please tick)					Comments
		5	4	3	2	1	
4	Decision making: Makes logical analysis of relevant information and develops appropriate solution.						
5	Initiative & Innovation Shows persistence by addressing current problems; acts proactively, plans for the future and implements comprehensive plans.						
6	Team work: Works cooperatively and collaboratively to build strong teams; also shares information and develops processes to improve the efficiency of the team.						
7	Human Resources Management:/ Mentorship Works effectively with people to achieve organizational goals. Trains, mentors and motivates supervisees and also delegates effectively to build a strong working team.						
8	Financial Management: Knows basic financial policies and procedures; is familiar with the overall financial management processes.						



No	Competence	Assessment performance level attained (please tick)					Comments
		5	4	3	2	1	
10	Result orientation: Takes up duty willingly and produces results.						
11	Customer/Client care Responds well and attends to clients. Reflects a good image of MUBS.						
12	Communication: Actively listens and speaks respectively; seeks and sends clear oral and written messages, and also understands the impact of messages on others.						
13	Integrity: Communicates values to others and takes pride in being trustworthy. Provides quality services without need for inducements.						
14	Time Management: Always maximizes time in accomplishing set targets.						



15	Loyalty: Complies with lawful instructions of Supervisor and is able to provide on-going support to supervisors.						
	Total						

Overall Assessment of Performance Overall assessment of performance should be derived by adding the scores of each category of assessment.

Overall Performance Level

Excellent	Very Good	Good	Fair	Poor
5	4	3	2	1
> 80 %	70–79 %	60–69 %	50–59 %	Attained results <50 %

(Tick the relevant box)

SECTION D: ACTION PLAN TO IMPROVE PERFORMANCE

The Action Plan shall be jointly agreed during the performance appraisal meeting, taking into account the Appraisee's required job competencies, and the identified performance gaps. Such action plan for improved performance may include: Training, coaching, mentoring, job rotation, counselling among others.

Performance Gap	Agreed Action	Time frame

**SECTION E: COMMENTS OF THE APPRAISEE**

Describe how effectively you have been utilized by the School.

.....

How would you like management to assist you in improving your performance?

.....

What are your aspirations as far as career development is concerned?

.....

Signature of appraisee:

APPRAISER

Comment:

Reasons for comments

Recommendation by the Supervisor

.....

Signature of appraiser:

.....

CHIEF, HUMAN RESOURCES

I confirm receipt of the completed appraisal form.

Name and Signature:

Date and stamp:



APPENDIX 7: APPLICATION FORM FOR CONFIRMATION IN SERVICE

A. PERSONAL DETAILS (*To be filled by Applicant*)

Staff File Number:	
Name:	
Position:	
Department / Unit:	
Faculty/Campus:	
Date of Birth:	
Date of Appointment:	
Signature of Applicant:	
Date:	

B. PERFORMANCE (*To be filled by Supervisor*)

- (a) Comments on applicant's performance. (Attach performance appraisal form).

.....

.....

.....

- (b) Comments on applicant's achievements. (Attach statement of achievement).

.....

.....

.....



- (c) Recommendation whether to confirm or not to confirm
(give clear reasons for either choice)

.....

.....

.....

Names of Supervisor: _____

Signature_____

Date_____

C. ACTIONS BY THE APPOINTMENTS BOARD

- (a) Date received by the Chief, Human Resources:
- (b) Minute of Appointment
- (c) Action by Appointments Board:
- (d) Date:



APPENDIX 8: APPRAISAL INSTRUMENT FOR FACULTY DEANS, DEPUTY DEANS, CHIEFS OF OUTREACH CENTRES AND REGIONAL CAMPUSES

Assessment Period: From To

This instrument is designed for the appraisal of MUBS Faculty Deans, Deputy Deans, and Directors of Outreach Centres and Regional Campuses.. It describes the agreed goals and performance targets against which each of the above officers' performance is to be evaluated, the level of achievement registered annually by the officer being appraised, the agreed goals and performance targets, and the officer's performance gaps and development needs that require addressing. The appraisal period is from July 1 to June 31. The instrument is also intended to be used by each of the officers for self-evaluation on a continuous basis. It has six (6) sections as described below:

Section 1: Provides the particulars of the Appraiser and the appraisee.

Section 2: Lists the performance targets agreed between the Appraiser and the Appraisee for the period in question, as well as the evidence required to demonstrate achievement of those targets (i.e. performance indicators) by the Appraisee.

Section 3: Provides space where the Appraisee should provide evidence, in narrative, of performance against the agreed targets during the appraisal period, including any factors that may have constrained performance in some areas. The narrative should not exceed 700 words per agreed target. This section should be completed by the Appraisee before the Form is forwarded to the Appraiser for his/her input.



Section 4: Provides the various leadership and managerial parameters against which the Appraisee is evaluated by the Appraiser, and the frame to be used for measuring the level of achievement. The Appraiser will take into account the performance evidence provided by the Appraisee including reports, minutes of relevant School organs and other documents in which the Appraisee's work is profiled. The Appraiser will indicate his/her assessment of each parameter by ticking against one of the following assessment levels: • **Outstanding (5):** The Appraisee has exceeded the agreed targets, has consistently produced results of excellent quality, has demonstrated a high level of productivity and timeliness, and is a model of excellence in terms of the results achieved and the means by which they have been achieved.

- **Very Good (4):** The Appraisee has met all the agreed targets, and consistently met expectations in terms of agreed targets and the means by which they are achieved.
- **Good (3):** The Appraisee has met most, but not all, of agreed targets.
- **Fair (2):** The Appraisee has met a few of the agreed targets.
- **Needs improvement (1):** The Appraisee has met very few of the agreed targets.

Section 5: Highlights the Appraisees' main strengths that should be built on, and the areas where the Appraisee requires further personal development.

Section 6: Lists the performance targets and performance indicators for the following year.



SECTION I: PARTICULARS OF THE APPRAISER AND THE APPRAISEE

Names of the Appraiser: _____

Designation: _____

Email: _____

Phone: _____

Names of the Appraisee: _____

Email: _____

Phone: _____

Date of first Appointment: _____

Summary of the Appraisee's duties (as described in appointment letter):



SECTION 2: PERFORMANCE TARGETS AND INDICATORS

Carefully selected performance targets numbering 5 or 6 which, taken together, constitute effective execution of the Appraisee's duties should be stated in the table below together with the evidence required to demonstrate their effective achievement. The targets should reflect the most significant activities on which the Appraisee is expected to direct most of his/her attention and energies, including (i) leadership and strategic planning (ii) programme development and implementation within the context of relevant Government policies, programmes, regulations and guidelines (iii) financial management and accounting (iv) human resource management and development, and (v) promoting the School's image. The performance targets and indicators should be jointly agreed by the Appraiser and Appraisee.

	PERFORMANCE TARGET	PERFOMANCE INDICATOR



	PERFORMANCE TARGET	PERFORMANCE INDICATOR



SECTION 3: PERFORMANCE ACHIEVEMENT

This section, which should be completed by the Appraisee, should provide *evidence* of the extent to which the agreed targets have been met. The narrative on each performance target should not exceed 700 words.

SECTION 4: PERFORMANCE MEASUREMENT

The Appraiser will assess the Appraisee on the following parameters using the scores and guidance provided in Section 4 at the beginning of this Appraisal Instrument.

No.	EVALUATION CRITERION	SCORES					COMMENTS/ SUGGESTIONS
		1	2	3	4	5	
1	LEADERSHIP AND STRATEGY EXECUTION						
1.1	Has developed strong academic programmes, courses and activities from the School's strategic plan.						
1.2	Has accurately identified and analyzed the issues and challenges confronting the programmes, courses and activities under his/her control, and has designed effective measures to address them.						



No.	EVALUATION CRITERION	SCORES					COMMENTS/ SUGGESTIONS
		1	2	3	4	5	
1.3	Has ensured that issues relating to programmes, courses and activities under his/her control are tabled before the relevant School organs, and has taken action on the resultant decisions and recommendations.						
1.4	Has led by example in teaching, supervision of students, research and publishing.						
2	MANAGEMENT						
2.1	Has ensured that courses under his/her control are properly taught, examined, marked and the results produced on time.						
2.2	Has continuously provided staff under his/ her control with effective supervision, guidance and support in the performance of their duties.						



No.	EVALUATION CRITERION	SCORES					COMMENTS/ SUGGESTIONS
		1	2	3	4	5	
2.3	Has kept complete and accurate records of academic programmes, courses and activities under his control.						
2.3	Has consistently made sound decisions and timely adjustments in strategies and action plans whenever conditions have warranted.						
2.4	Has demonstrated thorough understanding of the School's, planning, budgeting and management processes and operations.						
2.5	Has effectively managed finances under his/ her control in line with approved financial management guidelines						
2.6	Has been readily accessible to his/her staff for consultations and resolution of individual and group issues.						
2.7	Has been readily accessible to students for consultations, guidance and counselling.						



No.	EVALUATION CRITERION	SCORES					COMMENTS/ SUGGESTIONS
		1	2	3	4	5	
3	EXTERNAL RELATIONS						
3.1	Has served as an effective representative of the School to external environments whenever required.						
3.2	Has handled matters under his/her control in a manner that builds goodwill for the School and lessens concerns from the general public.						
4	HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT						
4.1	Has motivated staff under his/her control to take initiative and be creative when implementing programmes and activities.						
4.2	Has effectively supported development of staff under his/her control to increase the School's knowledge and experiential base.						



No.	EVALUATION CRITERION	SCORES					COMMENTS/ SUGGESTIONS
		1	2	3	4	5	
4.3	Has treated all staff under his/her control fairly and without favoritism or discrimination.						
5	PERSONAL QUALITIES						
5.1	Has established an image and attitude that reflects positively on the School's internal and external stakeholders.						
5.2	Has shown sensitivity, respect and concern for others within the School.						
5.3	Has exercised good judgment in handling sensitive issues affecting various individuals and groups within the School						
5.4	Has maintained a high standard of ethics and integrity.						
5.5	Has competently taken measures to sharpen his/her skills in order to perform better.						



SECTION 5: PERFORMANCE ENHANCEMENT FOR THE APPRAISEE

1. What are the Appraisee's major strengths that should be maintained?

2. What should be the key areas for the Appraisee's personal development in the coming year?
(The key areas should be agreed by both the Appraiser and the Appraisee)



SECTION 6: PERFORMANCE TARGETS FOR THE COMING YEAR [-----]

The performance targets and indicators for the following year should be agreed by the Appraisee and the Appraiser and inserted into the table below.

No.	PERFORMANCE TARGET	PERFORMANCE INDICATOR



No.	PERFORMANCE TARGET	PERFOMANCE INDICATOR

Signed:

Appraiser: _____

Date _____

Appraisee: _____

Date _____



APPENDIX 9: APPRAISAL INSTRUMENT FOR HEADS OF DEPARTMENT/UNIT

PARTICULARS OF STAFF

DATE:

NAME POSITION:

SECTION :

EVALUATION

This performance appraisal consists of three parts. All staff performance appraisal shall be conducted on a bi-annual basis.

Parts I and II of the form assess the employee performance on Technical and Behavioral competences of the job respectively. Each of the components is given a weighted value. The total weighted value of all the competences listed in Part I should equal to 70 and Part II should equal to 30. Part III constitutes personal development plan. The employee should conduct a self evaluation and after which the Supervisor shall review the evaluation form with the employee and attach an agreed score for each of the competences using a scale of 1-4 as narrated below:

4= Exceeds Expectations: Has met all performance standards of the job and exceeded in all aspects. Has made outstanding contribution to the institution in performance of his/her duties.

3 = Meets Expectations: Has met all performance standards of the job as agreed upon by the supervisor.



2 = Below Expectations: The performance is below the expected standards. The employee had to be prompted and required more than normal input from the supervisor.

1 = Unacceptable Performance: Has failed to meet performance standards.

Notes: The appraisal should be conducted with reference to the job description.

Scores of 4 or 1 shall require reference to some critical incidents.

An average of the bi-annual performance evaluations shall be computed and will be used as a basis for making recommendations to be implemented by Human Resource Office as per the School performance appraisal policy.

Part I: Managerial Competences

No.	Managerial Competences	Weights	Rating Scale (Circle one)				Agreed Score	Comments
			1	2	3	4		
1	Supervision: Monitors the performance of staff and recommends timely appropriate actions	25						
2	Staff Development: Initiates and plans for the development of staff	15						
3	Leadership: Inspires staff to contribute to the achievement of the School vision	25						



No.	Managerial Competences	Weights	Rating Scale (Circle one)				Agreed Score	Comments
4	Conflict Resolution: Resolves conflicts quickly and fairly by implementing appropriate procedures which lead to positive outcomes	15	1	2	3	4		
5	Accountability: Accounts for his/her actions satisfactorily	20	1	2	3	4		
	Total Weight	100	Appraisal score					
			Highest possible score in Part I				400	

PART II: Technical Competence

No.	Technical Competences	Weights	Rating Scale (Circle one)				Agreed Score	Comments
1	Client/service orientation: Attends to clients' needs and performs his/her duties in a timely and satisfactory manner.	8	1	2	3	4		
2	Planning: Plans and/or implements and reviews all work activities	8	1	2	3	4		



No.	Technical Competences	Weights	Rating Scale (Circle one)				Agreed Score	Comments
3	Resource management: Effectively and efficiently uses resources to accomplish work assigned	5	1	2	3	4		
4	Records management: Maintains and keeps complete, accurate and up-to-date records related to his/her duties	4	1	2	3	4		
5	Reporting: Prepares and submits accurate and timely reports	5	1	2	3	4		
6	Knowledge competence: Demonstrates relevant job knowledge gained through experience, education and/or training	10	1	2	3	4		
	Total Weight	40	Appraisal score					
		Highest possible score in Part II					160	
		SCORE SUMMARY						
		Part I						
		Part II						
	Note: The appraiser should compute the total appraisal score by adding the appraisal scores in Parts I &II							



PART III: Behavioral Competences

No.	Behavioral Competences	Weights	Rating Scale (Circle one)				Agreed Score	Comments
1	Dependability: The employee is reliable in performing work assignments and carrying out instructions. The employee exhibits willingness to take on relevant responsibilities and to be accountable for them.	10	1	2	3	4		
2	Initiative: The employee identifies activities to be done and takes appropriate actions without being so directed.	10	1	2	3	4		
3	Interpersonal Relations: The employee exhibits a good working relationship with his/her peers, supervisors, students and the general public.	10	1	2	3	4		
4	Teamwork: The employee works cooperatively and collaboratively, shares information to improve the efficiency of the team. The employee exhibits willingness and ability to work as a team member and responds to suggestions and criticism with minimum negative defensiveness.	10	1	2	3	4		



No.	Behavioral Competences	Weights	Rating Scale (Circle one)				Agreed Score	Comments
5	Self Development: The employee consistently demonstrates ability to identify, select and exploit opportunities to train/improve his/her abilities.	10	1	2	3	4		
6	Integrity: The employee adheres to moral principles and is honest in execution of his or her duties.	10	1	2	3	4		
	Total Weight	60	Appraisal score					
			Highest possible score in Part III				240	
			SCORE SUMMARY					
			Part I					
			Part II					
			Part III					
			Final Total Score					
			Highest possible score in parts I, II & III				800	
			% FINAL SCORE				%	
	Note: The appraiser should compute the total appraisal score by adding the appraisal scores in Parts I & II							

**PART III: Personal Development plan*****(To be filled by Appraisee)***

This section summarizes your strengths, areas for improvement, and the personal development plan.

1. STRENGTHS:

Summarize your strengths as demonstrated since the last performance review:

- a)
- b)
- c)

2. WEAKNESS:

Summarize your areas for improvement as demonstrated since the last appraisal

- a)
- b)
- c)

PERSONAL DEVELOPMENT PLAN:

Summarize plans that will assist your development (*training required/ mentoring/coaching and how it can be achieved*)

- a)
- b)
- c)
- d)



EVALUATOR'S COMMENTS

(Evaluator should advise whether the recommended action will improve the performance of the employee)

.....

.....

.....

.....

APPRAISEE'S COMMENTS

.....

.....

.....

.....

Employee: I have reviewed my evaluation in detail and have discussed it with my supervisor and agree with the outcomes.

.....
Name & Signature

.....
Date

Supervisor:

.....
Name & Signature

.....
Date

Reviewed by Human Resource Directorate:

.....
Name & Signature

.....
Date



APPENDIX 10: APPLICATION FORM FOR CONFIRMATION IN SERVICE

A. PERSONAL DETAILS (*To be filled by Applicant*)

Staff File Number:	
Name:	
Position:	
Department / Unit:	
Faculty/Campus:	
Date of Birth:	
Date of Appointment:	
Signature of Applicant:	
Date:	

B. PERFORMANCE (*To be filled by Supervisor*)

- (a) Comments on applicant's performance.
(Attach performance appraisal form).

.....
.....

- (b) Comments on applicant's achievements.
(Attach statement of achievement).

.....
.....

- (c) Recommendation whether to confirm or not to confirm
(give clear reasons for either choice)

.....
.....



Name of Supervisor: _____

Signature _____

Date _____

I have reviewed my performance evaluation in detail and have discussed it with my supervisor and agree with the outcomes.

C. ACTIONS BY THE APPOINTMENTS BOARD

(a) Date received by the Chief, Human Resources:

.....

(b) Meeting and Minute Number of Appointment:

.....

(c) Action by Appointments Board:

.....

(d) Date:

.....



APPENDIX 11: APPLICATION FORM FOR PROMOTION (ACADEMIC STAFF)

A. PERSONAL DETAILS

Staff File Number:	
Name:	
Current Position:	
Desired Position:	
Department / Unit:	
Faculty/Campus:	
Date of Birth:	
Previous promotions:	
Date of first appointment:	
Date of promotion to current position:	

B. ACADEMIC QUALIFICATIONS

Institution name	Qualification	Award date	Tick if document has been attached.

C. PROFESSIONAL QUALIFICATIONS

Institution name	Qualification	Award date	Tick if document has been attached.



D. PUBLICATIONS

- (a) All publications – Papers, Book Chapters or Books/ Academic Awards (from most recent) From non-predatory journals, refereed, with plagiarism index of 30 or below.**

S/N	Title	Publication year	Journal and or Publisher	Authors	Author type (First, corresponding or co-author)	DOI or ISBN	URL

- (b) Selected publications for vetting – Papers, Book Chapters or Books (from most recent publications– not more than 5 years)**

S/N	Title	Publication year	Journal and or Publisher	Authors	Author type (First, corresponding or co-author)	DOI or ISBN	URL

- (c) Confirmation of the validity of publications by the Chief Quality Assurance**

(to be done within a week)

I confirm that the publications above that have been submitted by Dr/Mr/Ms_____ have passed the plagiarism test and that they are NOT in predatory journals/ books or publishers.



Name of anti-plagiarism software used (NB: Chief, Quality Assurance to keep plagiarism reports on file and give a copy to the applicant and Chief Human Resources):

List of predatory journals/publishers/books used:

.....

Name of Chief Quality Assurance:

.....

Signature: _____ Date: _____

Official Stamp:

E. STUDENT SUPERVISION

(a) PhD students supervised to completion

S/N	Name	Registration Number	Date of completion	University

(b) Officer responsible for Graduate Studies & Research's confirmation of PhD students supervised to completion:

I confirm that Dr/Mr/Ms..... supervised the above listed students to completion.

Name: Signature:

Date:.....

Official Stamp:



Master's degree students supervised to completion

S/N	Name	Registration Number	Date of completion	University

(c) Officer responsible for Graduate Studies & Research's confirmation of the Master's degree students supervised to completion:

I confirm that Dr/Mr/Ms..... supervised the above listed students to completion.

Name: Signature:

Date: :.....

Official Stamp:

F. EXTRAMURAL (e.g. RESEARCH) GRANTS

(a) Research grants won (*list from the most recent*)

S/N	Name / Title	Team Members	Grant Number	Amount (in foreign currency and UGX)	Funder	Date of start and completion



(b) Confirmation of the above Grants by the Officer responsible for Grants

I confirm that Dr/Mr/Ms.....won all the grants listed above.

Name of Officer:

Title: Signature:

Date:..... Official Stamp:.....

(c) Confirmation of the above Grants by the Principal/Accounting Officer

I confirm that Dr/Mr/Ms.....won all the grants listed above.

Name of Officer:

Title: Signature:

Date:..... Official Stamp:.....

G. INNOVATIONS

(a) List of Innovations

S/No	Item	Registration Number
1	Patent	
2	Utility model	
3	Industrial Design	
4	Product	
5	Other	



(b) Confirmation of Innovations by the Principal/Accounting Officer

I confirm that Dr/Mr/Ms.....won all the grants listed above.

Name of Officer:

Title: Signature:

Date:..... Official Stamp:.....

H. SERVICE TO THE SCHOOL (ATTACH LETTERS)

S/No	Item / Position	Department / Unit	Date of appointment
1	Dean / Director		
2	Deputy Dean/Deputy Director		
3	Head of Department		
4	Membership to committees (School or Faculty)		
5	Other		

(a) Confirmation of service to the School by the Chief, Human Resources (CHR)

I confirm that Dr/Mr/Ms_____ has served the School in the capacities stated above.

CHR:_____

Signature:_____

Date:_____

Official Stamp: _____



I. SERVICE TO THE COMMUNITY (Attach Letters)

S/No	Activity	Location	Date of activity
1			
2			
3			
4			

J. OTHER ACADEMIC ACTIVITIES

(a) External examination (attach letters)

No	Student name and or Registration number	Institution	Date of examination
1			
2			
3			
4			

(b) Internal Examination

S/No	Student name and or Registration number	Department	Date of examination
1			
2			
3			
4			



(c) Confirmation of the Internal Examination by the Head of Department

I confirm that Dr/Mr/Msexamined the students listed in (b) above.

Head of Department:_____

Signature:_____

Date:_____

Official Stamp: _____

K. CONFERENCE PRESENTATION (*Present proof of participation*)

S/No	Name of Conference	Conference Theme	Location	Date
1				
2				
3				
4				

APPLICANT'S SIGNATURE AND DATE

I confirm that the above information provided is true to the best of my knowledge.

Signature of applicant:_____

Date_____

Date of submission of application: _____



M. COMMENTS AND RECOMMENDATIONS

- (a) Comments and recommendation by Head of Department** (and attach Minute Extract of the Departmental Appointments and Promotions Committee).

.....

Name.....

Signature..... Date.....

- (b) Comments and recommendation by Dean of Faculty/ Campus Chief** (and attach Minutes of the Faculty/ Campus Appointments and Promotions Committee)

.....

Name.....

Signature..... Date.....

- (c) Internal Vetting of publications, book chapters and book(s) (where necessary)**

Date	Action	Status	Comments
	Documents sent to School Secretary		
	School Secretary has identified vetters		
	Documents sent to vetters		



Date	Action	Status	Comments
	Vetter reports have been received		
	Vetters reports sent to APB		

(d) Date of receipt of vetters' reports received by Dean:

.....
.....

(e) Final action by the Faculty Appointments and Promotions Committee (FAPC):

.....
.....

Signature (Dean):

Signature (Secretary to (FAPC)

Date: Date:

N. SUBMISSION TO THE APPOINTMENT BOARD AND SUBSEQUENT ACTIONS

(a) Date received by Chief Human Resources:

(b) Preliminary action taken by the Appointments Board:

.....

(c) External Vetting of publications, book chapters and book(s) (where necessary)



Date	Action	Status	Comments
	Documents sent to School Secretary		
	School Secretary has identified vetters		
	Documents sent to vetters		
	Vetter reports have been received		
	Vetters reports sent to Appointments Board		

(g) Date of receipt of vetters' reports received by the School Secretary:

(h) Final action by the Appointments Board:

.....

Signature:

Date:

Secretary to Council



APPENDIX 12: COMPETENCE SCORING SYSTEM FOR PROMOTIONS

The following scoring criteria for promotion of academic staff shall be used as a guideline to assess the competences of each applicant.

CRITERIA – Professor/ Associate Professor
1 – Academic and professional qualifications in relevant disciplines • PhD/Doctoral degree (12 points) [or being on PhD track (10 points), for Lecturer] • Masters (8 points) • Bachelor's degree: First class (6 points); Second upper (4 points); Lower second (2 points) • Other academic and professional qualifications (2 points)
2 – Publications (obtained after last promotion) • Peer-reviewed journal article: First author and Corresponding (4 points); Co-author up to the 5th (2 points) • Published book with an ISBN (12 points) • Book chapter (4 points)
3 – Teaching experience (where its required) • 1 point per year; maximum 15 years (15 points) up to the current position. • Professor – 15 points; Associate Professor – 12 points
4 – Research grants and collaborations (cumulative) • More than UGX 500,000,000 (12 points) • Between UGX 250,000,000 – 500,000,000 (8 points) • Between UGX 50,000,000 – 250,000,000 (6 points) • Less than UGX 50,000,000 (4 points)

**5 – Supervision of Postgraduate Students to Completion (only the required number of completions shall be scored)**

- PhD student: 6 points
- Masters student: 2 points

6 – Innovations

- Patent (5 points)
- Utility model (3 points)
- Industrial Design (3 points)
- Product (3 points)
- Other (3 points)

7 – Other academic activities

- External examination of a thesis (1 point per candidate), maximum of 10 candidates.
- Internal examination of a thesis (0.5 point per candidate, maximum of 10 candidates).
- Conference presentation (0.5 points per conference, maximum of 2 presentations).
- Editors of journals (1 point per journal, maximum of 3 journals)

8 – Service to the School

- Principal/Deputy Principal (6 points)
- Dean / Chief (5 points)
- Deputy Dean/Deputy Director (4 points)
- Head of Department (3 points)
- Members of Council (3 points)
- Membership to committees (School or Faculty) (2 point)
- Team Leader/ Coordinator (1 point)

9 – Service to the Community

- Any form of community service: 5 points



10 – Membership to Professional Bodies/Associations

Membership to Professional Bodies/Associations: 1 point (maximum 2 bodies)

11 – Performance and Conduct

- Based on performance appraisals for the last 3 years: 3 points.

CRITERIA – Senior Lecturer

1 – Academic and professional qualifications in relevant disciplines

- PhD/Doctoral degree (12 points)
- Masters (8 points)
- Bachelor's degree: First class (6 points); Second upper (4 points); Lower second (2 points)
- Other academic and professional qualifications (2 points)

2 – Publications (obtained after last promotion)

- Peer-reviewed journal article: First author and Corresponding (4 points)
- Published Book

3 – Teaching experience (where its required)

- Maximum 9 years (1 point per year)

4 – Supervision Students to Completion (only the required number of completions shall be scored)

- 2 Masters students

5 – Performance and Conduct

Based on performance appraisals for the last 3 years: 3 points.



CRITERIA – Lecturer

1 – Academic and professional qualifications in relevant disciplines

- PhD/Doctoral degree (12 points) [or being on PhD track (10 points), for Lecturer]
- Masters (8 points)
- Bachelor's degree: First class (6 points); Second upper (4 points); Lower second (2 points)
- Other academic and professional qualifications (2 points)

2 – Publications (obtained after last promotion)

- Peer-reviewed journal article: First author and Corresponding (4 points); Co-author up to the 5th (2 point)
- Published book with an ISBN (12 points)
- Book chapter (4 points)

3 – Teaching experience (where its required)

- 1 point per year; maximum 15 years (15 points) up to the current position.
- Lecturer – 6 points

4 – Performance and Conduct

- Based on performance appraisals for the last 3 years: 3 points.



CRITERIA – Assistant Lecturer

1 – Academic and professional qualifications in relevant disciplines

Assistant Lecturer

- Masters (8 points)
- Bachelor's degree: First class (6 points); Second upper (4 points); Lower second (2 points)
- Other academic and professional qualifications (2 points)

2 – Teaching experience (where its required)

- 1 point per year; maximum 15 years (15 points) up to the current position.
- Assistant Lecturer – 3 points

3 – Performance and Conduct

- Based on performance appraisals for the last 3 years: 10 points.

*For unclassified degrees, the official University degree classification system shall apply to grade the candidates.

**These shall be students of Makerere University Business School and students of other Universities recognized by NCHE

“**completion**” shall mean successful thesis / dissertation defence or graduation as confirmed in a letter by the relevant authority.

N/Total score * 100 will give the maximum score per candidate.

Candidates will be required to score a minimum of 50%



APPENDIX 13: VETTERS FORM

A: SCORING PROCEDURE FOR VETTERS

A1. Veters shall submit the following information on each publication. Assessment of the publication in relation to:

- Originality and contribution to knowledge.
- Relevance to the academic discipline.
- Relevance and currency of literature.
- Relevance or consistency to the individual's own specialization in an academic discipline.
- Quality of published work.
- Overall quality.

A2. For each component above, a grade should be awarded following the grading system shown below. In summary, a score of A (Excellent) should only be awarded when indicators in (a), (b), and (c) are highly regarded. For (f) above (overall quality of the publication), the grade should reflect the average of components (a) to (e), as mentioned above.

Grade	Points	Comment
A	6	Excellent
B+	5	Very Good
B	4	Good
C	3	Average
D	2	Poor
E	1	Very Poor



A3. The overall average score for:

- a) Senior Lecturer to Professor shall be a B.
- b) Lecturers, the minimum shall be a C.

B: EVALUATION FORM

Journal Article/Book/ Book chapter	(a) originality and contribution	(b) Relevance To academic discipline	(c) Relevance and currency of literature	(d) Relevance or consistency to individual's own specialization in academic discipline	(e) Quality of published work	(f) Overall quality
1						
2						
3						
4						
5						
6						

N.B:

- i. Publications shall not be in predatory journals/books/publishers.
- ii. Plagiarism index shall be 30 or below.
- iii. Journal article should not be 5 years and more at the time of submission.



B1. Overall Assessment (with a recommendation to *promote/ not to promote* or to *appoint/not to appoint*)

B2. Any other comments / suggestions/recommendations (Please attach any other relevant additional information).

C: ASSESSOR'S ENDORSEMENT

Signature and date: _____

.

Assessor's name: _____

.

Academic Qualifications: _____

Title: _____

Institution: _____



APPENDIX 14: APPLICATION FOR TRAVEL – ACADEMIC STAFF

To Be Completed in Triplicate (one for applicant, Central Registry personnel file and the other for departmental file) attach all relevant documents including Letters of Invitation/Placement and Sponsorship and budget breakdown)

SECTION ONE (To be filled by applicant- Academic Staff)

Name:

Designation

Faculty/Campus:

Department:

Travel Destination:

Dates: From to

Reason:

Any funds sought from the School? Yes/No, Amount:

If yes, specify the purpose for the funds sought? (Details e.g. per diem, air ticket etc.):

.....

If No, source of funding:

Date you last had Official Travel:

For how long



Reason(s) for travel then

Funding Agency

Did you receive (additional) School Sponsorship? Yes/No.....

.....

If Yes, How much?

What expenses were covered?.....

Signature: Date:Tel.....email.....

SECTION TWO (To be filled by the Dean/Chief/Head of Department/Unit)

Remarks by the Dean (in case of Heads, regarding relevance, timing and vote position, etc.)

.....

Signature: Date:.....

Remarks by the Head of Department (for other academic staff)

.....

Signature: Date:.....

For Deans/Heads (name who is to act in your absence)

.....



SECTION THREE (To be filled by the Bursar when funds are sought from the School)

Recommended/Not Recommended

Reason(s)

Signature:

Date:.....

SECTION FOUR To be filled by the Principal

Decision by the Principal

Approved/Not Approved:

Signature:

Date:.....



APPENDIX 15: APPLICATION FOR TRAVEL – OTHER STAFF

To Be Completed in Triplicate (one for applicant, Central Registry personnel file and the other for departmental file) attach all relevant documents including Letters of Invitation/Placement and Sponsorship and budget breakdown)

SECTION ONE (To be filled by applicant- Other staff)

Name: Designation

Department: Faculty/Campus:.....

Travel Destination:

Dates: From to

Reason:

Any funds sought from the School? Yes/No, Amount:

.....

If yes, specify the purpose for the funds sought? (Details e.g. per diem, air ticket etc.):

..... If No, source of funding:

Date you last had Official Travel: For how long



Reason(s) for travel then Funding Agency Did you receive (additional) School Sponsorship? Yes/No..... If Yes, How much? What expenses were covered?

Signature: Date:

Tel: Email :

SECTION TWO (To be filled by Heads of Department/Unit)

Remarks by the School Secretary or Head of Department
(For Heads of Departments and other staff respectively,
regarding relevance, timing and vote position, etc.)

.....

Signature: Date:

For Heads of Departments (Recommend who is to act in your absence)

SECTION THREE (To be filled by the Bursar when funds are sought from the School)

Approved /Not approved

Reason(s) for approval/Not approval

.....



Signature: Date:

SECTION FOUR (To be filled by the Principal)

Approved/Not Approved:

Signature: Date:



APPENDIX 16: ANNUAL LEAVE FORM

To Be Completed in Triplicate (one for applicant, Central Registry personnel file and the other for departmental file). Attach Leave roster.

SECTION ONE (To be filled by applicant)

Name.....Designation

Department

Leave applied for.....days. From:.....To:.....

Address while on leave:.....

Telephone No:.....E-mail

Signature: Date

SECTION TWO (To be filled by the Head of Department/Unit)

Balance outstanding at last leave days

Leave due from: To:

Leave taken off..... days

This application is in accordance with leave roster, computation checked and leave recorded. I recommend that leave be granted.

Signature:

Date:

**SECTION THREE (To be verified by the Chief, Human Resource)**

Type of leave (specify):..... No. of days entitled (annually).....

Date of return from last leave:..... Less taken previously:.....

Verified by Chief, Human Resources

Signature:..... Date:.....

SECTION FOUR (To be filled by the Principal)

Application for leave from.....to.....
is approved/ not approved (reasons for not approving must be given)

.....

Signature:..... Date:.....



APPENDIX 17: MATERNITY LEAVE FORM

To Be Completed in Triplicate (one for applicant, Central Registry personnel file and the other for departmental file). Attach Discharge form from a recognized health facility).

SECTION ONE (To be filled by applicant)

Name of applicant:

Position held:

Department/Unit:

Date of assumption of duties on first appointment:.....

Date of return from last maternity leave:

Present Maternity leave entitlement:.....

Maternity leave currently required:.....days. From:..... To:.....

Address while on Leave:.....

Signature of applicant:..... Date

SECTION TWO (To be filled by the Head of Department)

Leave due from: To:

Leave taken off..... days

I certify that the applicant is entitled to maternity leave applied for and recommend that leave be granted.

Signature: Date:

**SECTION THREE (To be verified by the Chief, Human Resource)**

Type of leave (specify):..... No. of days entitled(annually).....

Date of return from last leave:..... Less taken previously:.....

Verified by Chief, Human Resources

Signature:

Date:

SECTION FOUR (To be filled by the Principal)

Leave approved/ not approved as recommended above.

The leave is taken up to:.....

Signature:

Date:



APPENDIX 18: PATERNITY LEAVE APPLICATION FORM

To be completed in Triplicate (one for applicant, Central Registry personnel file and the other for Departmental file). Attach spouse's discharge form from a health facility).

SECTION ONE (To be filled by applicant)

Name of applicant:

Position held:

Department/Unit:

Names of Spouse who delivered:

Date of delivery:

Date of return from last Paternity leave:

Present Paternity leave entitlement:

Paternity leave currently required:days. From: To:

Address while on Leave:

Telephone contact:

Signature of applicant: Date

SECTION TWO (To be filled by the Head of Department)

Leave due from: To:

Leave taken off..... days

I certify that the applicant is entitled to Paternity leave applied for and recommend that the leave be granted.

Signature: Date:

**SECTION THREE (To be verified by the Chief, Human Resource)**

Type of leave (specify):..... No. of days entitled(annually).....

Date of return from last leave:..... Less taken previously:.....

Verified by Chief, Human Resources

Signature: Date:

SECTION FOUR (To be filled by the Principal)

Leave approved/ not approved as recommended above. If the leave is not approved, please give reasons:

.....

The leave is taken up to:

Signature: Date:



APPENDIX 19: RETURN FROM LEAVE FORM

To: The School Secretary
Makerere University Business School

Thru:

Name:

Designation:

Type of Leave: Annual/ Sick/ Maternity/ Unpaid

Number of Days:

Date when taken:

Approved Return Date:.....

Actual Return Date:

Remarks:

.....

.....

Sign.....

Date:.....

Verified by:

Sign.....

Date:.....

For: Human Resource Directorate



APPENDIX 20: STAFF RESIGNATION COMPLIANCE FORM

To Be Completed in Triplicate (one for Applicant, one for Central Registry Personal File and the other for the Departmental File.

SECTION ONE (To be filled by the applicant)

Name of applicant:

Position held:

Faculty/Campus:

Department/Unit:

Date of first appointment:

Date of resignation application:

Effective date of resignation:

Reason(s) for resignation:

.....

.....

Notice period required: Notice period given:

SECTION TWO (To be filled by the Head of Department/Unit)

(Attach Department Minutes on bonding, discipline, accountability etc.):

I confirm that the applicant has fulfilled all the requirements of resignation as stipulated by the relevant laws, policies and regulations including handing over of School property. I recommend that he/she be allowed to resign from School service.

Signed: Date:



SECTION THREE (To be completed by the Dean for academic staff)

I confirm that the applicant has fulfilled all the requirements of resignation as stipulated by the relevant laws, policies and regulations including handing over of School property. I recommend that he/she be allowed to resign from School service.

Signed: Date:

SECTION FOUR (To be completed by the Chief, Human Resource)

I confirm that the applicant has no pending or related disciplinary matter(s).

Signed: Date:

SECTION FIVE (To be completed by the Principal)

I confirm that the applicant has fulfilled all the requirements of resignation as stipulated by the relevant laws, policies and regulations including handing over of School property. I recommend that he/she be allowed to resign from School service.

Signed: Date:



APPENDIX 21: EXIT INTERVIEW FORM

MAKERERE UNIVERSITY BUSINESS SCHOOL EXIT INTERVIEW QUESTIONNAIRE

The purpose of this questionnaire is to help Makerere University Business School (MUBS) determine reasons for staff turnover. MUBS appreciates your effort in answering these questions frankly and your answers will not be used as part of any decision regarding future re-employment. Also nothing in this form will be revealed to any other organization.

There are two parts to this form, the first an element evaluation, the second, simple questions. Please rate according to the appropriate tables.

Please use the following tables to express how strongly you feel about each of the elements listed below and write the number in the space provided. The table is designated to measure which areas of concern were most important to you in your decision to leave MUBS. The higher the number, the more weight given.

TABLE FOR EVALUATION OF ELEMENTS

- (5) Most (or one of the most) important Reason
- (4) Considered by me to be fairly important
- (3) Has some bearing in my decision.
- (2) Very little influence
- (1) Not involved in decision

- | | |
|--|--|
| ☐ Salary | ☐ Advancement opportunities |
| ☐ Job challenge | ☐ welfare and benefits |



- | | |
|---------------------------------------|--|
| ☐ Job location | ☐ Hours of work |
| ☐ Workload | ☐ Relationship with supervisor(s) |

These questions will help us address areas that need improvement in our company.

Please rate your reactions according to the following point system.

5. Excellent

4. Good

3. Satisfactory

2. Fair

1. Poor

☐ How would you rate MUBS as a work place?

☐ What is your overall view of MUBS' policies and procedures?

☐ How would you rate the working conditions and physical facilities?

☐ Compared with other organizations in the public sector, how would you rate our benefits package?

☐ How do you feel about Management's willingness to hear complaints and make changes?

☐ How do you rate the initial training (induction and orientation) you received?

☐ How do you rate subsequent training opportunities to improve your skills and opportunities?

☐ How well did you understand the performance standards you were expected to meet?

☐ How well were you informed about changes that affected your work?

☐ How much of a chance do you feel you had to develop your full potential?

☐ How do you rate your superior's willingness to answer questions and help solve problems?



- () To what extent were you encouraged to offer suggestions and improvements?
- () What level of respect did you hold for your superior?
- () How would you rate the spirit of cooperation and teamwork among fellow staff in your department?

What suggestions do you have to make MUBS a better place to work?

.....

.....

.....

.....

Thank you for your cooperation.

Staff Name:

Chief, HR:

Signature:

.....

Date:

.....



APPENDIX 22: CERTIFICATE OF SERVICE

(To be completed in respect of all staff leaving the Service regardless of scale)

Name of staff:

Faculty/Department/Unit

Last Position held

Period of Service: From To

Type of engagement: Permanent/Contract:

Details of work performed

General Conduct

Cause of separation termination of engagement

This certificate is issued without any alteration or erasure.

Name and Designation:

Signature..... Date.....

Stamp of the Chief, Human Resources

.....



APPENDIX 23: MEDICAL REFUND FORM

Refunds are made to staff only if:

- a) The patient was referred to designated Health Centers but within Uganda by the School Doctor
- b) There was an emergency, which made the staff use other services, and the case is reported within 48 hours.

Section A

1. Name of Claimant
2. a) Designation b) Department
3. Name of Patient (if not as above)
4. Relationship with Patient:
5. Amount being Claimed for (attach receipts)
.....
6. Signature of Claimant..... Date:.....
7. Recommended By:..... Date:.....
(Head of Department)

Section B (TO BE COMPLETED BY HUMAN RESOURCE DIRECTORATE)

1. Total Annual entitlement:
2. Amount already claimed:
3. Balance on annual entitlement:
- Signature:..... Date:.....
(Chief, Human Resources)



Section C (TO BE COMPLETED BY SCHOOL HEALTH COMMITTEE)

1. Recommended/ Not recommended By
..... Date:.....
2. If not Recommended give reasons:
.....
.....

Section D (TO BE COMPLETED BY PRINCIPAL)

1. Recommended/ Not recommended By
..... Date:.....
2. If not Recommended give reasons:
.....
.....
3. Authorized by:..... Date:.....
(Principal)



APPENDIX 24: SALARY ADVANCE FORM

I To be filled in by the applicant

Name of staff:.....

Designation: :.....

Department: :.....

Do you have any outstanding loan/ advance? Yes/ No. If yes state the amount: :.....
.....

Purpose for salary advancement:.....

Amount requested: :.....

UGX..... Signature..... Date:.....

II For Head of Department

I recommend/ do not recommend the granting of salary advance

Reasons: :.....

Signature:..... Date:.....

Subject to other conditions being fulfilled



III To be filled by the Human Resource Directorate

Employment status of applicant:

- a) Permanent Yes:..... No:
- b) Contract: Duration:
- Date of contract expiry

Advance ceiling as per policy is UGX:

Any other remarks about staff:

Does applicant already have a loan? Yes:..... No:.....

If yes state the amount:..... How much has been recovered?.....

What is the balance left?.....

Verified by:..... Signature:..... Date:.....

V For the Principal

Salary advance approved/ Not approved

Reasons :

Signature:..... Date:.....



APPENDIX 25: OVERTIME FORM

Date:

(To be filled by the Head of Department/Section)

Department/ Section:

Person required:

Reason for overtime:

.....

.....

Day (when task is to be performed):

Estimated number of hours:

Description of tasks:

.....

.....

Signature (by Head):

(To be filled by the person working overtime)

Commencement Time:

Time of completion:

Task performed:.....

Signature by employee:.....

(To be filled by the Human Resource Directorate)

Note:

Overtime allowance is only to be claimed by support staff and the Head of Department/Section should seek for the principal's approval before authorizing the task to be done.



Section A

Name Designation

Department/ Section

Description of work done

Nature of work done

.....

Day when work was performed

Number of hour.....

Prepared By **Signature**..... **Date**.....

Section B (To be filled by the Human Resource Directorate)

Basic Salary of Claimant.....

Rate Per day based on 30 days

Rate per day based on 8 hours.....

Overtime rate per x 1.5

Total overtime x Overtime hours worked.....

Verified By **Date**.....

(Signature of Administrator/HRD)

Section C. (Approval of the Chief HR: For Principal)

Approved By.....Date.....

(Signature of the Chief, Human Resource for Principal)



APPENDIX 26: OATH OF SECRECY

OATH OF SECRECY

I,, swear that I will not directly or indirectly communicate or reveal any matter to any person which shall be brought under my consideration or shall come to my knowledge in the discharge of my official duties except as may be required for the discharge of my official duties or as may be specially permitted by the Principal. So, help me God.

.....

Signature of Declarant

SWORN before me atthis day of 20.....

.....

Signature of Person author

