

BISHOP STUART UNIVERSITY



HUMAN RESOURCE MANUAL

July 2015

FOREWORD

The Human Resource Manual [HRM] stipulates the operating rules and procedures to be followed by all stakeholders of Bishop Stuart University [BSU] and its subsidiary campuses in conducting their duties. It constitutes the University's organizational structure and working framework. The manual seeks to regulate employees' conduct, aims at ensuring efficiency and emphasizing quality at the gate through which the organizational structure is to promote the objectives and goal of the University. Accordingly, the manual outlines the Human resource policies and lays down , procedures, terms and conditions of service which are to govern employment relationships between employees and the University.

Training and Management is a highly technical function which requires appropriate levels of education, training and talent. The manual emphasizes the need to recruit staff of suitable qualification with the right attitude to work and ability to execute their duties. It is my hope that Staff and Management will be able to understand this framework to create a conducive working environment and provide care for student and employees' material and other needs. The setup is expected to bring about a degree of personal involvement in the operations of the University and its campuses.

I wish to record my gratitude in my capacity as Chairman of the University Council to the colleagues who drafted this manual for their commendable contributions. My thanks also go to the Vice Chancellor and the University Secretary and their team of senior members of staff who put together relevant material and provided the necessary information in the development of this manual.

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Prof. Elly Sabiiti
Chairman University Council

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Definition of terms

Abscondment	Shall mean absence from duty without permission for a continuous period as stipulated in this manual.
Allowances	Shall mean monetary benefits an employee is entitled to receive to assist with costs incurred for such items as housing, transport among others which shall vary from time to time.
Appointing Authority	Shall mean the University Council or Management. University Committee of Appointments and Staff Welfare)
Appointment	Shall mean the formal engagement of an employee in the service of Bishop Stuart University, in accordance with the Council regulations.
Appointments and Staff welfare committee	shall mean the Appointments and Staff welfare committee of Bishop Stuart University which is a committee of the Council
Basic Salary	Shall mean the salary exclusive of allowances.
Chancellor	Shall mean the Chancellor of the University as defined in the Universities and Other Tertiary Institutions Act 2001
Conflict of Interest	Shall mean a situation where an employee's Official decisions are influenced by his personal interests
Consolidated Salary	Shall mean the basic salary plus allowances indicated in the letter of appointment and reflected on the pay slip.
Contract	Shall mean employment in the service of the University for a specific, prescribed period under such terms and conditions as shall be agreed upon and prescribed in a service agreement
Contract of service	Means any contract, where a person, company, or corporation, agrees in return for remuneration to work for Bishop Stuart University.
Council	Means the Bishop Stuart University Council as set up in the University Charter.

Dean/Director	Shall mean a person appointed and designated by Council as Dean/Director
Disciplinary committee of Council	shall mean a committee appointed by the University Council to hear disciplinary cases or matters.
Dismissal	Shall mean termination of the services of an employee by the employer.
Employee	Shall mean a person employed by the University under a contract of service on full-time, part-time, probationary, or casual terms.
Department/ Faculty/ School	shall mean an academic unit comprising academic or research units.
Grievance	Shall mean a complaint concerning an issue arising from an employee's work, workplace and/or work environment within the University.
Gross Misconduct	Shall mean a breach of the terms and conditions of service and/ or the service regulations, professional, ethical or other law in force at the time construed by the Appointments and staff welfare committee
Head	Shall mean a person appointed and designated by Council as being accountable for an administrative unit.
Human Resource Manual	Shall mean this Manual.
Increment	Shall mean the increase in salary granted to an employee on merit until the top of the salary scale is reached.
Leave	Shall mean the official period of time during which an employee is absent from work or duty as provided for in this Manual.
Management	Shall mean the formal committee set up by Council and chaired by the Vice Chancellor and charged with the responsibility of handling administrative matters.
Misconduct	Shall mean a breach of the terms and conditions of service and/ or the service regulations, professional, ethical or other law in force at the time.

Over time	shall mean any additional hours worked in a day that is over and above the normal hours the support staff is expected to work.
Probation	Shall mean a prescribed period for which an employee has to serve prior to being confirmed in service.
Resignation	Shall mean the willful termination of the employees' contract of service with the University, by an employee, after giving due notice as required by the regulations.
Retirement	Shall mean permanently leaving service of the University at the age of between 65 and 70 or on medical grounds by an employee who has been on full time contract basis of employment.
Spouse	Shall mean a person's partner in a monogamous marriage and specifically refers to one spouse only, notwithstanding that the employee may be permitted by law or custom to have more than one spouse (The name of the spouse where applicable shall be submitted before commencement of the employment contract).
Staff	Shall mean all persons appointed by the University in the academic, administrative and support categories.
Suspension	Shall mean a situation where an employee is caused to stay off duty temporarily pending investigations into the cause of the suspension.
Term	Shall mean, in relation to an employee on contract, the period of service with the University as stipulated in his/her contract.
Teaching	Shall mean lecturing, actual teaching, drawing course outlines, setting course works and marking, setting and marking examinations, supervision, research, guidance and interaction with students.
University Secretary	Shall mean the Head of Administration and the Secretary to the University Council.
The University	Shall mean Bishop Stuart University (BSU).
The University Council	Shall mean the supreme policy making organ of Bishop Stuart University as set up under the BSU Charter as provided for under the Universities and Other Tertiary Institutions Act 2001..

Vice-Chancellor

Shall mean the Vice-Chancellor of Bishop Stuart University who is the Chief Executive Officer of the University.

Interpretation of the manual

Enforcement of the Manual shall be vested in the University Council whose interpretation shall be final as far as it does not conflict with the Constitution of the Republic of Uganda - 1995 (as amended), University and other Tertiary Institutions Act 2001, Employment Act 2006 and other relevant or related Laws of Uganda.

BACKGROUND INFORMATION

Bishop Stuart University (BSU) is a private, **not-for-profit** educational institution founded by the Ankole Diocese of the Church of Uganda. The University traces its humble beginning from Bishop Tucker Theological College, Mukono, which was founded in 1913 as a Normal School and over the years, evolved into the Uganda Christian University (UCU) in 1992.

The Normal school was transferred to Ruharo, next to Mbarara High School, in 1952 under Rev. Hugh F. Hodge who founded a Grade II Co-educational Teacher training College known as Bishop Stuart College at Kakoba.

From 1952-1981, Bishop Stuart College trained Grade II and Grade III teachers. In 1982, the College transferred to Kibingo, giving way to the National Teacher's College Kakoba to train Diploma teachers for Primary and Secondary Schools.

In March 2002, the Ankole Diocesan synod resolved to establish a University at Kakoba Hill, named Bishop Stuart University (BSU). In April 2004, after obtaining an Interim authority letter from NCHE, BSU negotiated an affiliation status with UCU. Through this affiliation, the University academic programmes were regulated by UCU which awarded UCU Certificates, Diplomas and Degrees.

In June 2006, BSU was granted a provisional license by the National Council for Higher Education to award Degrees, Diplomas and Certificates as an autonomous University. The University was **Chartered** on 25th October 2014 thus attaining National and International status in Higher Learning.

UNIVERSITY FOUNDATIONS

(i) **Ownership**

Ankole Diocese of the Anglican Province of the Church of Uganda is the historical proprietor and founding body of the University. The Diocese is represented by the Committee of Trustees.

(ii) **University Vision**

To be a University for recreating a Society with Academic Excellence, Human Values and Entrepreneurship.

(iii) **University Mission Statement**

Producing multi-sectoral leaders/operators who know the way, show the way and go the way.

(iv) **Christian Identity and Academic Freedom**

The Christian identity of Bishop Stuart University is summarized in the motto, **Our God Reigns**, and is articulated in its instruments of identity. The instruments of identity shall be consistent with the teaching of the Anglican Church of Uganda and shall be approved and maintained by the proprietors of the University through the University Council.

Academic freedom shall be within the parameters of (a) above. Academic Staff and Students are expected to engage in thorough research and vigorous exchange of ideas in the tradition of Christian liberal/formal education.

(v) **University Core Values**

- a) Faith in Jesus Christ as Lord and Savior;
- b) Pursuit of Knowledge and Ingenuity;
- c) Academic Independence and Excellence;
- d) Compassion;
- e) Relentless Service to Society;
- f) Moral Integrity;
- g) Accountability;
- h) Transparency.

CHAPTER ONE

1.1 Recruitment of Staff

BSU is an equal opportunities employer and all appointments in the University shall be governed by the principle of merit and equal opportunities. The posts in the University are created by the University Council and Appointments are made strictly in line with the criteria and procedure established by Council .

BSU as a national and international institution of higher learning shall uphold high academic and socio-economic standards and shall recruit its members of staff on contractual basis. Continuation in service shall depend on demonstration by the employees that they are growing professionally and adding value to the activities of the University. In special circumstances, the University may employ other categories of staff on open/specified special terms.

Staff recruitment and entry into the University service IN SCALES BSU 2-9 shall be done by the University Committee of Appointments and Staff Welfare, subject to approval of the University Council. Existing vacancies shall be declared to the office of the University Secretary by the respective Heads of Departments with the approval of Deans and Directors. The said vacancies will be declared and advertised using all appropriate channels, including the media, the University web pages and Notice Boards.

Group employees in SCALE BSU 10 will be recruited by Management as and when deemed necessary, provided that such positions/vacancies are within the approved University budget.

1.2 Declaration of vacanciesIt is the duty of Heads of Academic and Administrative Departments to identify the manpower gaps in their departments and to forward requests to the Academic Registrar through the Deans of Faculties for the Academic Departments and to the University Secretary for the Administrative Departments. Such proposals will then be sent to the Committee of Appointments and Staff Welfare through the Vice Chancellor for appropriate action after ascertaining the availability of funds and in line with the establishment. After ascertaining the availability of funds, the respective officer in charge of Human Resources shall schedule for recruitment to fill these existing gaps.

The posts shall be deemed vacant as a result of the following:

- a) Creation of a new office;
- b) Rejection of opportunity offered;
- c) Resignation;
- d) Dismissal;
- e) Death;
- f) Restructuring;
- g) Promotion of incumbent;
- h) End of contract.

1.3 Filling vacant positions

In case of positions falling vacant or being created due to one of the above-mentioned in Section 1.2 and subject to the availability of funds, the under-listed methods shall be adopted.

- a) Promotions;
- b) Re-appointment;
- c) New recruitment;
- d) Elections;
- e) Appointment in acting capacity.

1.4 Recruitment and advertisement procedure

All persons seeking employment shall do so through a written application. The recruitment procedure may take any of the following forms:

- a) Advertisement in the media, followed by short-listing and interviews.
- b) By search committee set up by the University Council;
- c) Any other method deemed appropriate by the University Council;
- d) Vacancies for promotion shall be advertised internally through the University Notice Boards.

Advertisement for vacancies shall include the following information:

- a) Full address of Bishop Stuart University, including location, Post Office Box number and telephone contacts;
- b) The advertised position, salary scale and benefits where applicable;
- c) Brief description of the functions, roles, responsibilities and expected results;
- d) Copies of the minimum academic and professional qualifications and work experience;
- e) The duty station and to whom to report;
- f) Referees;
- g) Closing date;
- h) Any other information as judged/considered necessary by the Council.

1.5 Interviews

All the applicants shall appear for interviews.

At the interview, all applicants are expected to submit relevant documents as specified in the advertisement in (*Section 1.4.e*) including letters of recommendation from competent referees.

1.5.1 Verification

The University reserves the right to inquire into the authenticity of the applicant in such a manner as it deems necessary. In particular, the University may inquire into a prospective employee's previous employment, salary history, stated qualifications and references.

Impersonation or falsification of documents, whenever discovered, will lead to cancellation of candidature or appointment and dismissal or criminal prosecution.

1.6 Pre-Conditions for employment

Upon selection for recruitment, the prospective staff shall be required to fill, accept and participate in the following:

a) Letter of acceptance

This letter shall be prepared by the respective officer in charge of Human Resources specifying the terms and conditions of service. Each University staff member shall sign a letter accepting to abide and comply with the university's terms and conditions as required.

b) Personal Bio-data forms

These shall contain all the important and relevant personal details of new staff that can be helpful for academic and administrative purposes.

c) Induction/pedagogical course

Upon recruitment, all new staff shall undergo induction. The Head of Department will conduct induction of staff under his/her supervision. All junior academic staff will register for a pedagogical course to prepare them for the teaching profession.

1.7 Appointment

It is the goal of BSU to attract, develop and retain staff that are highly qualified, academically competent and committed to the purpose of the University as stated in its vision and mission statements. Successful appointees shall be given an Appointment Letter stating the job description, salary scale and any other information relevant for that post. The appointee shall sign an acceptance form signifying comprehension and agreement with the terms and conditions of appointment. The form will indicate the date of appointment and expiry of the contract. All new staff shall be given a copy of the Human Resource Manual for guidance and direction during work.

1.8 Terms of appointment

All appointments shall be contractual and shall be categorized as either long or short term.

(i) Long term appointments shall exceed a period of one year. This shall include:

- a) The Vice Chancellor and Deputy Vice Chancellor(s) who shall be appointed by the Chancellor on recommendation of the University Council.
- b) All other Academic and Administrative staff shall be appointed by the University Council.
- c) The Support staff shall be appointed by the Management which will report to Council [Management to constitute an Internal Appointment Committee].

(ii) Short term appointments shall not exceed six calendar months. Short term appointments shall include part time, temporary, acting capacity and consultancy.

a) Part Time Appointments

Part time contracts for Academic staff shall normally be for a semester, subject to renewal, depending on the needs of the department and shall be approved by the Vice Chancellor in consultation with Council.

b) Temporary Appointments

The Vice-Chancellor may make temporary appointments, if there is a critical need, for a period not exceeding six months, within which submissions about the employee shall have been made to Council.

(iii) Honorary Appointments

The University Council can appoint any person to an honorary position if she/he is considered suitable such as Visiting scientists/professors, adjunct professors, friends of BSU, and Research Fellows/Professors. Such people may receive Honorarium or Certificates as may be determined by Council. This is not a salaried position.

(iv) Emeritus Professor

Senate can recommend a retiring Professor to the position of Emeritus Professor if she/he is considered suitable according to the approved criteria by University Council. This is not a salaried position.

1.9 Probation

All appointees on probation shall have a probation period of six months. The University Committee of Appointments and Staff Welfare in consultation with the University Council may extend such probation period to a maximum of six months. Appointments of less than one year shall not have a probation period. The Committee of Appointments and Staff Welfare on recommendation of Management may reduce or extend this period if it is deemed necessary.

There shall be evaluation of all staff who have completed the probation period. Evaluation shall be conducted using appraisal forms (*Appendix*) and it shall be conducted with the immediate supervisors, peers or students as deemed appropriate by the University Council. Evaluation criteria shall include performance, general conduct, interpersonal skills, creativity, relevancy and past records. The results shall be presented to Council for confirmation into service.

In the event that the Committee of Appointments and Staff Welfare [or Management in the case of support staff] is not satisfied with the employee's performance during the initial probationary period and extension and after he/she has been communicated to by Management and when there is no likelihood of improvement, the employee's services shall be terminated.

1.10 Performance Appraisal

The performance of an employee shall be evaluated annually through filling of appraisal forms.

- (i) The appraisal system shall aim at objectively and accurately:
 - a) Clarifying the job, its responsibilities and how it contributes to the objectives of the department and the University generally;
 - b) Reviewing past performance against agreed work plans and setting new objectives/plans for the following period;
 - c) Identifying development needs and assisting in career development of individuals;
 - d) Identifying organizational barriers to good performance;
 - e) Improving communication between the officers and their supervisors.
- (ii) Scoring in the Appraisals shall be interpreted as follows: 80 and above – excellent, 70-79 – very good, 60-69 – good, 50-59 – fair, 40-49 – weak and therefore requires a warning and no increment, below 40- dismiss, will be a liability to the University.

1.11 Confidential files

Every employee of the University shall have a confidential file kept in the office of the University Secretary. The confidential file of the Vice Chancellor shall be kept with the Chancellor. The Confidential files of the Deputy Vice Chancellor, the University Secretary, the Academic Registrar and the University Bursar shall be kept by the Vice Chancellor.

1.12 Promotion

All promotions to vacant positions shall be on merit in accordance with the approved criteria. The Academic and professional requirements for promotion to any position in the University shall be spelt out in the promotional guidelines. Promotion shall be based on performance, qualification, ethical conduct and experience. (Refer to Chapter eight)

CHAPTER TWO

2.0 Tenure of Service for Academic and Administrative Staff

2.1 Academic Staff

All academic appointments shall be on contractual basis except for special categories including Visiting and Honorary appointments and any other as determined by the University Council.

Academic appoints shall begin with:

(i) Teaching/Tutorial Assistant

This shall be a special category of graduate staff. The following will be their terms of employment:

- a) A first class or second class upper division from Bishop Stuart University or other accredited Higher Institutions of Learning. Teaching Assistants shall be recruited based on their academic performance and potential.
- b) No experience is required since Teaching Assistants are trainees.
- c) The position shall be held for a maximum period of five years within which the Teaching Assistant is expected to have completed his/her Master's Degree. He/she is expected to pursue a postgraduate program at Bishop Stuart University or in any recognized University specializing in the area for which he/she was recruited. Reports of his/her performance should be received annually and thus progress monitored in order for the University to renew his/her contract, which is bi-annual if nothing interrupts it prematurely.
- d) On completion of his/her Master's degree program, he/she shall, upon approval by the Faculty Committee, be recommended to the Staff Appointments and Welfare Committee of Council to be considered for appointment as Assistant Lecturer in the relevant study if position exists.

(ii) Assistant Lecturer

A person who holds a Master's degree with less than 3 years teaching experience can be appointed an Assistant Lecturer on a 3-year renewable contract.

(iii) Lecturer

The Lecturer shall hold either an academic Doctorate or a Master's degree with 3 years working experience. Lecturers with a Master's degree should have made at least one publication in a referred journal or a book chapter. The Lecturer position will be on a 4-year renewable contract.

(iv) Senior Lecturer

- a) The Senior Lecturer shall possess an academic Doctorate. He/she must have taught in a recognized University at the level of a full time lecturer for at least two years.
- b) He/she should have conducted academic research with at least five published studies in international academic and professional journals in his/her area of specialization.
- c) He/she should have supervised at least three graduate students to completion and made other contributions to the community. Three of the publications should have been produced after appointment or promotion to the position of Lecturer.
- d) He/she is given a 4-year renewable contract.

(v) Associate Professor

- a) The Associate Professor must possess an academic Doctorate. In case of Law or Clinical Medicine, a Masters Degree in the relevant field with publications in peer reviewed Journals will be considered.
- b) He/she must have taught in a recognized University at the level of Senior Lecturer for at least three years.
- c) He/she must have published in peer reviewed journal/books a minimum of 4 papers/chapters in recognized Publishing houses after promotion to the rank of Senior Lecturer.:-
- d) He/she should also have supervised at least 4 Masters students, up to graduation since the last promotion and must have a teaching experience of at least 8 years..
- e) A faculty member appointed to the rank of an Associate Professor on retirement at the age of 65 years may be retained on a 2-year renewable contract if he/she is still needed by the Faculty or University.
- f) He/she is given a 4-year renewable contract.

(vi) Professor

- a) This shall be the highest rank for academic staff.
- b) The Academic Staff that has been an Associate Professor for not less than three years may be promoted to the rank of Professor if he/she shows clear evidence of academic excellence and of an impeccable character.
- c) He/she must possess an academic Doctorate, must have published with recognized publishers a minimum of eight (8) publications, four of which must be after promotion to Associate Professor.
- d) He/she should have supervised at least five graduate students, two of whom should be since promotion to the position of Associate Professor.
- e) He/she must have made at least one academic paper presentation annually to academic and/or professional audiences during this period.
- f) He/she is given a 4-year renewable contract and on retirement at 65 years, he is given two years renewable contract.

2.2 ACADEMIC ADMINISTRATION

(i) The Academic Registrar

The minimum requirement for this position shall be a Master's degree with experience of 8 years in management, four of which should be at a senior managerial level in a reputable Higher Institution of Learning. The office bearer should also have experience in Curriculum Development. He/she is the head of the administration and management of Academic Affairs affecting students and academic staff. He/she is appointed by the Council on a 5-year renewable contract upon satisfactory performance

(ii) Deputy Academic Registrar

The minimum for the position of Deputy Academic Registrar is a Master's degree with experience of 8 years in Management, 4 of which should be at a senior managerial level in a reputable academic institution. His/her contract is a 4-year renewable contract upon satisfactory performance.

(iii) Senior Assistant Registrar

The minimum requirement for this position is a Master's degree plus 4 years of administrative experience in an academic institution. He/she is appointed by Council on a 4 year's renewable contract upon satisfactory performance.

(iv) Assistant Registrar

The minimum requirement for this position shall be a Bachelor's degree and Postgraduate Diploma in a relevant field and administrative experience of at least 2 years in a reputable institution. He/she is appointed by the University Council on a 3-year renewable contract.

Faculty and Departments

(i) Faculty Deans

Each Faculty shall have a Dean who shall be appointed by Council, taking into consideration the recommendation of Senate. The Faculty Dean shall be elected from among the Academic members of a faculty who shall be at the rank of Senior Lecturer and above. The Dean should have been elected by two thirds of Senate. The Dean shall be appointed for three years and shall be eligible for re-appointment for a second term only.

(ii) Heads of Department

Each department shall have a Head of Department who shall be appointed by Council taking into consideration the recommendation of Senate. The Head of Department shall be elected from among the Academic members of a Department. The Head of Department shall be of or above the rank of a Lecturer and must receive the support of two thirds of all the members of Senate. The Head of Department shall be appointed for three years and shall be eligible for re-appointment for a second term only.

UNIVERSITY LIBRARY

(v) University Librarian

The minimum requirement is a PhD in library science and 8 years working experience in a Library setting in a reputable organization. He/she is appointed by Council on a 4-year renewable contract.

(vi) Deputy University Librarian

The minimum requirement for this position is a relevant Master's Degree in Library and Information Science plus 5 years working experience in a Library setting in a reputable organization. He/she is appointed by on a 4-year renewable contract.

(vii) Senior Librarian

The minimum requirement is a Master's Degree in Library and Information Science plus 3 years working experience in a Library setting in a reputable organization. He/she is on a 4-year renewable contract.

(viii) Librarian

The minimum requirement is a Bachelors' Degree in Library and Information Science plus 3 years working experience. He/she is appointed on a 3-year renewable contract.

(ix) Assistant Librarian

The minimum requirement is a Diploma in Library and Information Science. He/she is appointed by on a 4-year renewable contract.

2.3 ADMINISTRATIVE STAFF

2.3.1 Executive officers

The Executive officers of the University shall include: the Vice Chancellor, the Deputy Vice Chancellor(s), the University Secretary, the Academic Registrar, the University Finance Officer and University Librarian.

(i) Vice Chancellor

The University shall have a Vice Chancellor who shall be appointed by the Chancellor on the recommendation of the University Council. The minimum requirement shall be a PhD He/she is the Chief Executive officer of the University and oversees the management and administration of all the affairs of the University. He/she is appointed on a 5-year contract renewable only once.

(ii) Deputy Vice Chancellor

The University shall have such a number of Deputy Vice Chancellors as shall be determined by Council. The Deputy Vice Chancellors shall be appointed by the Chancellor on the recommendation of Council. He/she should possess a minimum qualification of a PhD. He/she is appointed on a 5-year contract renewable only once.

2.3.2 University Secretary's office

(i) University Secretary

The minimum requirement is a Master's degree with 8 years' experience, 4 of which should have been at a senior managerial level in a reputable organization. He/she is appointed by Council on a 5-year renewable contract.

(ii) Deputy University Secretary

The minimum is a Master's degree plus eight (8) years' experience, 4 of which should have been at a senior managerial level in a reputable organization. She/he reports to the University Secretary. He/she is appointed by the University Council on a 4-years renewable contract.

(iii) Senior Assistant Secretary

The minimum requirement is a Master's degree in Management plus 4 years working experience in management of a reputable organization. He/she reports to the Deputy University Secretary. He/she is appointed by the University Council on a 4-years renewable contract.

(iii) Assistant Secretary

The minimum requirement is a Bachelors degree and Post Graduate Diploma in Management. He/she reports to the Senior Assistant Secretary. He/she is appointed by the University Council on a 3-year renewable contract.

(iv) Administration Assistant

The minimum requirement is a relevant Bachelor's degree. He/she is appointed on 3-year renewable contract.

(v) Senior Administrative Secretary

The minimum requirement is a Bachelor's degree in secretarial studies and 6 years working experience in a reputable organization. He/she is appointed on a 3-year renewable contract.

(vi) Administrative Secretary

He/she should hold a relevant bachelor's degree in secretarial studies from a recognized University. He/she is appointed on a 3-year renewable contract.

2.3.3 Legal Officer

The minimum requirement is a Bachelor's degree in Law and a Postgraduate Diploma in legal practice and 3 years' experience in Legal practice. He/she is appointed on a 4-year renewable contract subject to performance.

2.3.4 Directorate of Student affairs

(i) Dean of Students

The minimum requirement is a Master's degree plus 8 years' experience working with students. He/she is appointed on a 4-year renewable contract subject to performance.

(ii) University Chaplain

The minimum qualification is a Master's degree in Divinity or Theology with a working experience of at least 5 years. He or she shall be appointed on a 4-year renewable contract.

(iii) Sports Tutor

The minimum qualification is a Master's degree in sports science and must have working experience of 3 years. He/she is appointed on a 4 year renewable contract.

(iv) Hostels Warden

The minimum qualification is a Bachelors degree with 2 years working experience with students. He/she is appointed on a 3 year- renewable contract.

(v) University Counselor

The minimum qualification is a Master's degree in Psychology. The University Counselor must have working experience of 5 years. He/she is appointed on a 4-year renewable contract.

(vi) Assistant University Counselor

The minimum qualification is a Bachelor's degree in Psychology. The Assistant University Counselor must have working experience of 2 years. She/he is appointed on a 3-year renewable contract subject to performance.

(vii) Senior Medical Officer

The minimum requirement is a relevant Master's degree and experience of 5 years. He/she must be registered with the Medical Council. He/she is appointed on a 4-year renewable contract.

(viii) Medical Officer

The minimum requirement is a relevant Bachelor's degree and experience of 2 years. He/she must be registered with the Medical Council. He/she is appointed on a 3-year renewable contract.

(ix) Senior Nursing Officer

The minimum requirement is a relevant Bachelor's degree and experience of 5 years. He/she must be registered with the Nurses and midwives Council. He/she is appointed on a 3-year renewable contract.

(x) Clinical Officers

The minimum requirement is a Diploma in Clinical medicine and relevant experience of 4 years. He/she must be registered with the Nurses and midwives Council. He/she is appointed on a 2-year renewable contract.

(xi) Nurses

The minimum requirement is a Diploma in Nursing and relevant experience of 4 years. He/she must be registered with the Nurses and Midwives Council. He/she is appointed on a 2-year renewable contract.

2.3.5 Quality Assurance Department

(i) Quality Assurance Director

The minimum requirement is a relevant Master's degree and 5 years' experience working in the area of Quality Assurance. He/she is appointed on a 4-year contract renewable subject to performance.

(ii) Quality Assurance Officer

The requirement is a Master's degree 3 years' experience working in the area of Quality Assurance. He/she is appointed on a 4-year contract renewable subject to performance.

2.3.6 Public Relations Department

(i) Public Relations Officer

The minimum requirement for this position is a relevant Master's degree plus 5 years' experience in handling Public Relations issues. He/she is appointed on a 4-year contract renewable subject to performance.

(ii) Assistant Public Relations Officer

The minimum requirement is a relevant Bachelor's degree plus 5 years' experience in handling public relations issues. He/she is appointed on a 4-year contract renewable subject to performance.

2.3.7 Finance and Accounts Department

i. University Finance officer

The minimum requirement for this post is a relevant Master's degree and he/she must have worked for at least 8 years in a reputable organization. He/she should be a full member of ACCA/CPA. The University Finance officer is appointed on a 4-year renewable contract subject to performance.

ii. Deputy Finance officer

The minimum requirement is a relevant Master's degree and he/she must have worked for at least 4 years in a reputable organization. He/she should be a full member of ACCA/CPA. The Deputy Finance officer is appointed on a 4-year contract renewable subject to performance.

iii. Senior Accountant

The minimum requirement is a relevant Master's degree and must have worked for at least 5 years in a reputable organization. He/she should be a full member of ACCA/CPA. He/she is appointed on a 4-year contract renewable subject to performance.

iv. Accountant

The minimum requirement is a relevant Bachelor's degree and he/she must have worked for at least 3 years in a reputable organization. He/she should be a full member of ACCA/CPA. He/she is appointed on a 3-year renewable contract subject to performance.

v. Accounts Assistant

The minimum requirement is a relevant Bachelor's degree. He/she is appointed on a 3-year renewable contract subject to performance.

vi. Store Keeper

He/she should hold a relevant Bachelor's degree plus 3 years of relevant working experience in a reputable organization. He/she is employed on a 3-year renewable contract.

vii. Assistant Store Keeper

He/she should hold a minimum relevant Diploma plus 3 years of relevant working experience in a reputable organization. He/she is employed on a 2-year renewable contract.

2.3.8 Internal Audit Department

(i) Internal Auditor

The minimum requirement is a relevant Master's degree plus 6 years working experience and full professional qualifications. He/she is appointed on a 4-year renewable contract.

(ii) Assistant Internal Auditor

The minimum requirement is a relevant Bachelor's degree and 3 years working experience in a reputable organization. He/she is on a 3-year renewable contract subject to performance.

2.3.8 ICT Department

(i) Systems Manager

The minimum requirement is a relevant Master's Degree and working experience of 5 years in the field of ICT. He/she is appointed on a 4-year renewable contract subject to performance.

(ii) Systems Administrator

He/she should be a holder of a relevant Bachelor's Degree plus 3 years' experience working with Computer networking systems. He/she is appointed by Council on a 3-year renewable contract subject to performance.

(iii) Systems Technician

He/she should be a holder of a relevant Diploma plus 2 years' experience. He/she is appointed by Council on a 2-year renewable contract subject to performance.

2.3.10 Estates Department

(i) Estates Manger

The minimum requirement is a relevant Master's degree with a Bachelor's degree in civil engineering plus 6 years working experience in Estates Management. He/she is appointed by Council on a 4-year renewable contract.

(ii) Senior Estates Officer

The minimum requirement is a relevant Master's degree with a Bachelor's degree in civil engineering plus 3 years working experience in Estates Management. He/she is appointed by Council on a 4-year renewable contract.

(iii) Estates officer

He/she should have a minimum of a relevant Bachelor's degree and 3 years working experience in Estates field. He/she is appointed by Council on a 3-year renewable contract.

(iv) Assistant Estates Officer

The minimum requirement is a Bachelor's degree and 2 years working experience in the Estates field. He/she is appointed by Council on a 3-year renewable contract.

2.3.11 Procurement and Logistics Department

(i) Procurement Officer

The minimum requirement is a relevant Master's degree and a full professional course. He/she should possess working experience of 5 years. He/she is appointed by Council on a 4-year renewable contract.

(ii) Assistant Procurement Officer

The minimum requirement is a relevant Bachelor's degree. He/she should possess working experience of 2 years. He/she is appointed by Council on a 3-year renewable contract.

2.3.12 University Farm

(i) Farm Manager

The minimum requirement is a relevant Master's degree, relevant Bachelor's degree and five years' experience. He/she is appointed by Council on a 4-year renewable contract upon satisfactory performance.

(ii) Assistant Farm Manager

The minimum requirement is a relevant Bachelor's degree and 3 years' experience. He/she is appointed by Council on a 3-year renewable contract.

2.3.13 Security Department

(i) Security Officer

The minimum requirement is a Bachelor's degree and police training and experience of 8 years. He/she is appointed by Council on a 3-year renewable contract upon satisfactory performance.

(ii) Assistant Security Officer

The minimum requirement is a Bachelor's degree and police training and experience of 5 years. He/she is appointed by Council on a 3-year renewable contract.

2.3.14 Transport Department

(i) Transport Officer

The minimum requirement is a relevant Diploma. He/she should have 5 years' experience with a Driving permit for all the classes. He/she is appointed on a 2-year renewable contract upon satisfactory performance.

(ii) Assistant Transport Officer

The minimum requirement is a relevant certificate, 5 years' experience and a Driving permit for all the classes. He/she is appointed by Council on a 2-year renewable contract upon satisfactory performance.

2.3.15 Technical Staff

(i) Laboratory/Workshop Technicians

The minimum requirement is a relevant Diploma and experience of 3 years. He/she is appointed by Council on a 2-year renewable contract.

(ii) Plumber

The minimum requirement is a relevant Diploma in Plumbing and 3 years of working experience. He/she reports to the Estates officer. He/she is appointed by Council on a 2-year renewable contract.

(iii) Carpenters

The minimum requirement is a relevant Diploma in Carpentry and 3 years of working experience. He/she reports to the Estates officer. He/she is appointed by Council on a 2-year renewable contract.

(iv) Electricians

The minimum requirement is a relevant Diploma in Electrical Installations and 3 years of working experience. He/she reports to the Estates officer. He/she is appointed by Council on a 2-year renewable contract.

(v) Records officer

The minimum requirement is a relevant Diploma in Records Management and 3 years of working experience. He/she reports to the Assistant Secretary. He/she is appointed by Council on a 2-year renewable contract.

2.4 SUPPORT STAFF

The following support staff will be appointed as per Section 1.8.c on a 2-year contractual basis renewable subject to performance.

(a) Office Attendant

The minimum requirement is an O 'Level certificate. He/she reports to the Assistant Secretary and the Head of Section where He/she is deployed. He/she is appointed by Management on a 2-year renewable contract.

(b) Laboratory Attendant

The minimum requirement is an O 'Level certificate. He/she reports to the Head of Department. He/she is appointed by Management on a 2-year renewable contract.

(c) Farm Attendant

The minimum requirement is an O 'Level certificate. He/she reports to the Assistant Farm Manager. He/she is appointed by Management on a 2-year renewable contract.

(d) Library Attendant

The minimum requirement is an O 'Level certificate. He/she reports to the Assistant Librarian. He/she is appointed by Management on a 2-year renewable contract.

(e) Driver

The minimum requirement is an O 'Level certificate. He/she reports to the Assistant Transport Officer. He/she is appointed by Management on a 2-year renewable contract.

(f) Senior Security Guard

The minimum requirement is an O 'Level certificate. He/she reports to the Assistant Security Officer. He/she is appointed by Management on a 2-year renewable contract.

(g) Security Guard

The minimum requirement is an O 'Level certificate. He/she reports to the Assistant Security Officer. He/she is appointed by Management on a 2-year renewable contract.

(h) Compound Cleaners

The minimum requirement is an O 'Level certificate. He/she reports to the Assistant Estates Officer. He/she is appointed by Management on a 2-year renewable contract.

(i) Sanitary Cleaners

The minimum requirement is an O 'Level certificate. He/she reports to the Assistant Estates Officer. He/she is appointed by Management on a 2-year renewable contract.

CHAPTER THREE

3.0 HEALTH AND SAFETY AT WORK

3.1 Safety at Work

All University employees shall be accorded a safe and healthy working environment.

3.1.1 Obligations of the University

The University shall provide:

- a) A safe working environment;
- b) Ways to reduce hazards as safety policy indicates;
- c) Medical first aid at the University clinic;
- d) Workers Compensation Scheme.

3.1.2 Obligations of the Employee

The employee, while at work, shall:

- a) Take maximum precaution regarding his/her and other employee health and safety.
- b) Co-operate with University Management in complying with legal health and safety requirements.
- c) Conform to lawful orders and safety rules.
- d) Report unsafe and hazardous situations to his / her immediate supervisor or Head of Department.
- e) Report all incidences that result or may result into injury of the individual.
- f) Contribute to medical health insurance at a percentage to be determined by the University Council for the different categories of employees.

3.2 Occupational Insurance Policy

If a member gets injured or dies as a result of injuries sustained while going or while on duty or leaving duty, compensation will be paid to him/her or to his/her family members in accordance with the Insurance Policy, Workers Compensation Act, Cap 225, Laws of Uganda and Employment Act as applicable.

3.3 Medical Care

- a) The University shall subscribe to a suitable Medical Scheme or any other scheme as approved by Council to which both the University and the employee shall contribute.
- b) The ratio of contribution between the University and the employee shall be determined by Council from time to time.

3.4 HIV and AIDS at work place

The University fully subscribes to the Uganda National HIV and AIDS work place policy which has been integrated in the teaching and learning with a focus on prevention.

3.5 Support to Staff with Disability

The University shall take all possible lawful measures to assist staff with disability.

CHAPTER FOUR

4.0 PERSONAL CONDUCT AND INTEGRITY

The University expects of its staff the highest code of conduct, ethics and integrity, breach of which shall constitute sufficient grounds for disciplinary action.

4.1 Ethics

A high degree of moral integrity is expected of all University staff, in consonance with the Christian faith.

4.2 Loyalty

Except in the case of part-time appointments, explicitly so designated, a member appointed to the University shall regard his/her services as full-time employment and shall not undertake any other work which might encroach on the time expected to be devoted to the University duties without permission from the Vice Chancellor. Without selectivity, disciplinary action including dismissal or termination of contract will be taken against any member of staff who does not comply with this requirement. Transparency must be exercised strictly.

4.3 Working Hours

All offices of the University shall normally and promptly open Monday-Saturday as shown below, except where it is otherwise specified in the letter of appointment, official time table (e.g. for Academic Staff) or for particular categories of staff, required to facilitate weekend study sessions or any other University programs, as shall be determined by management:

Monday – Friday:

Morning	-	8:00 am to 1:00 pm
Afternoon	-	2:00 pm to 5:00 pm
Saturdays	-	8:00 am to 1:00 pm

Staff may be required to work past the stated time as need arises. Staff on essential duties may be called upon to perform duties outside normal working hours. No staff should leave the working station without handing over to incoming staff.

4.4 Attendance Registries

A daily attendance register will be placed at an appropriate place for all the administration and support staff and will be removed 30 minutes after reporting time. Staff on shift like the Security guards and Medical health workers, must prepare handover reports for the next incoming staff taking over from them.

The Academic members of staff are expected to observe the lecture timetables and keep time for lectures, setting and marking coursework, examination and field practice supervision. They should submit examination or test results to the Head of Department on time. It is compulsory that all lecturers participate in examination invigilation. This shall be assigned to them by the respective Heads of Department

4.5 Official Functions/Meetings

It is mandatory that all staff attend the University's Official functions/meetings in their field of operation, irrespective of the day when these events fall.

4.6 Conflict of interest and accepting gifts

An employee of the University at whatever level shall not use his/her position to secure any item or benefit that would not ordinarily accrue to him/her in the performance of his/her duties, nor shall he/she accept any compensation from any person for any duties performed in the course of his/her salaried employment in the University.

Acceptance of gifts or commissions from an officer of a company or firm, which does or seeks to do business with the University, is totally forbidden. No staff member is allowed to engage in business with the University unless the Vice Chancellor or the University Council grants special permission in advance. In such a case clear documentation of the terms of business must be made and the agreement properly signed by the relevant authorities of the University and the staff.

4.7 Public Relations

All staff members through their personality and conduct are expected to portray a good image of the University. All visitors of the University should be treated with respect and courtesy whether on phone or in person. University staff must guard against irresponsible statements either in the media or in any forum, or making public speeches or statements, especially where the information relates to the University.

All critical issues or matters that involve policy of the University must be referred to the Public Relations Officer. Any deviation from this requirement may be subject to prosecution or any other severe disciplinary action.

4.8 Staff Relations and Resolution of Conflict among Staff

The University believes in honest/truthful relations and peaceful resolution of all internal conflicts among its staff in order to promote coherence and maximize productivity.

Members of staff are expected to treat each other with respect, irrespective of their gender, rank and education, status, ethnic or religious background. A member of staff with any grievance should report to the immediate supervisor for help. If the staff is not satisfied he/she should refer the grievance to the next level of authority.

4.9 Staff Associations

A member of staff is free to associate or subscribe to an association falling within the staffs' employment group/category.

4.10 University property

An employee is required to make careful use of the University property. Any University property lost or damaged, arising out of negligence or misconduct shall be repaired or replaced by the staff. If it is established that the damage was accidental, the employee may not be held liable.

4.11 Code of conduct

This sub-section shall refer to the employee's conduct, professional conduct during employment and relationship with others. A staff member of Bishop Stuart University is expected to:

- a) Honestly agree with and acknowledge the vision, mission and core values of the University as a Christian-based institution of higher Education.
- b) At all times be related and recognized primarily on the basis of his/her integrity, punctuality, diligence, competency, efficiency, effectiveness and exemplary conduct.
- c) Comply with the laws of Uganda as well as the University's prescribed rules, policies and procedures.
- d) Be a team player and must have inter-personal skills and ability to work with colleagues and clients (students inclusive).
- e) Be loyal and committed to the University.
- f) Show potential for academic and professional growth and have the ability to contribute to the University's image and development.
- g) Exercise civility, self-control and confidentiality at all times.
- h) Have zero tolerance to corruption, fraud, discrimination and abuse of office.

4.12 Confidentiality

Employees shall not divulge any confidential information concerning matters of the University to any unauthorized person. Divulging such information about the University, whether within or outside the University, is prohibited and will lead to serious disciplinary action including suspension or dismissal of the staff involved. The information classified as vital includes that related to examinations, financial matters, agreements, tenders, staff recruitment, etc.

Swearing Oath of Secrecy

On the date of assumption of duty, all members of staff will be required to swear and sign an oath of secrecy and a form of allegiance to the University and to adhere to all that is entitled in them.

CHAPTER FIVE

5.0 LEAVE AND EMPLOYMENT BENEFITS

5.1. LEAVE

The University shall be obliged to grant various forms of leave to its employees in accordance with both the laws of Uganda and good management practices.

5.1.1 Annual Leave

- a) Employees shall be entitled to an annual leave with full pay and once in a calendar year after confirmation in the University service as follows:
 - BS 1- 7 Annual leave shall be 30 working days.
 - BS 8 – 9 Annual leave shall be 24 working days.
 - BS 10, Annual leave shall be 21 working days.
- b) Heads of Departments shall prepare an annual leave roster that will indicate when each staff shall go on leave. Officers in the same office shall not go on leave at the same time.
- c) In compelling circumstances, days off may be granted against leave.
- d) Leave not taken when due shall be forfeited except where permission to re-schedule such leave has been approved by the University Secretary on recommendation of the Head of Department. The rescheduled leave must be taken within the calendar year.
- e) Where the University requires services of an officer on leave, the officer may be called back from the leave and the remainder of the leave shall be deferred. No leave shall be accumulated or carried forward without special permission from the University Secretary.
- f) Every member shall be required to take full leave at the convenience of the University, except when recalled or the leave is rescheduled.
- g) Academic staff will have their leave during the University Vacations [the break in between the semesters]
 - (i) An employee shall be regarded as being absent from duty without permission when he/she fails to resume duty upon expiry of leave. Such an employee shall be regarded as being absent from duty without permission and therefore liable for disciplinary action. Where such absence exceeds 14 working days without written notification and permission of absence, such an employee shall be deemed to have absconded from duty.
 - (ii) Members in the administrative positions should clearly specify and plan for those who will do their work while they are on leave.

5.1.2 Sabbatical leave

- a) The purpose of Sabbatical leave is to enhance the ability, especially of academic staff, to teach, write and contribute to the academics as part of the mission and purpose of BSU. Sabbatical leave shall be granted by the Vice Chancellor.
- b) Staff may normally be granted sabbatical leave of nine months leave after six continuous years of service. Years may be accumulated but the leave will not normally be adjusted to more than one year.
- c) The sabbatical plan shall normally contain goals in an area of academic research, administrative competence or professional skill. The academic staff members will submit a

report of the Sabbatical to the Academic Registrar within three months of return. The Sabbatical plan and performance shall be included in the annual reviews.

- d) Staff on sabbatical leave shall be paid their full salary.
- e) No member of staff will take Sabbatical leave at the end of which he/ she plans to leave University service or resign. A member of staff who proceeds on Sabbatical leave shall be expected to serve for at least two years after returning from Sabbatical leave before he/she resigns from University service

5.1.3 Compassionate Leave

Compassionate leave of not more than six days may be granted by University Secretary on satisfactory reason of necessity. In granting compassionate leave, regard shall be put on customary practice such as marriage, funeral rites, etc. It should be noted that continued leave beyond the prescribed period will be considered as absence from duty and if it extends further to the detriment of the University's normal functioning, the staff will be advised to terminate his/her services.

5.1.4 Sick Leave

An employee shall be granted sick leave upon certification by a qualified medical doctor/personnel that the employee is unable to attend to his/her duties. When proved medically sick, then the staff member will be paid their salary in accordance with the following conditions:

- a) A sick member of staff on a contract exceeding three years shall be entitled to sick leave of up to three months with full pay provided that there is authentic medical evidence to prove sickness.
- b) Members of staff on contracts of three (3) years and below shall be entitled to sick leave of up to 2 months with full pay, provided that there is authentic medical evidence to prove sickness.
- c) If the staff continues to be absent due to illness with medical evidence for more than three months or two months in case of (a) and (b) above, then salary shall be reduced to half pay for the next six or four months, respectively.
- d) If the sickness continues for more than the prescribed months, payment of salary and benefits will be stopped pending the resolution of Council.

5.1.5 Maternity/Paternity Leave

- a) Workers shall be entitled to Maternity/Paternity leave according to the established labour laws in Uganda (60 working days and 4 working days respectively).
- b) Where a female employee is absent from her work or remains absent for a longer period as a result of illness, certified by a qualified medical practitioner, arising out of pregnancy or confinement and rendering her unfit for work, the provisions under sick leave shall apply.

5.1.6 Leave without Pay

Leave without pay may be taken for a justified cause, and with the approval of the Vice Chancellor for a period not exceeding one calendar month.

5.1.7 Study Leave

- a) It is essential that staff should be continually developed through study leave or research in order that teaching and management staff remain fresh, up to date and beneficial to both the University and relevant to his/her post.
- b) Study leave will be granted by the Vice Chancellor in accordance with the Staff Development/Training policy to be determined by Council.

5.1.9 Public Holidays

- a) During all public holidays declared and or gazetted by government, unless specifically omitted from the University Calendar, the University shall be closed from official business.
- b) Staff with essential duties may be asked to work on these days and shall be compensated in accordance with the approved rates.

5.1.10 Casual Leave

- a) A staff may apply in writing for casual leave to enable him attend to urgent personal affairs. Evidences for the necessity of such leave will have to be provided by staff.
- b) Casual leave shall be granted to a staff up to a maximum of five (5) days in any particular calendar year.
- c) In exceptional circumstances, casual leave may be extended for another seven (7) days in any calendar year.
- d) Casual leave shall not be deductible from annual leave.

5.2 REMUNERATION OF STAFF

BSU is committed to paying competitive salaries as well as allowances and benefits to its staff with the view to enhancing their motivation and retention. Salary, wages, allowances and other benefits shall be in a consolidated monthly package, which may be revised from time to time in accordance with the established scales.

5.2.1 Salary

- a) All ranks in the University shall be classified by title and salary scale in accordance with the duties and responsibilities carried by the post as established by the University.
- b) Employees on full-time basis will have their salary paid into their salary bank accounts at the end of every month.
- c) Part-time employees shall be paid an hourly rate as determined by Council from time to time. The salary of a part-time employee and the transport refund shall be paid upon submission of a duly filled and signed claim form through the Head of Department, Deans/Directors, the Academic Registrar and the University Secretary to the Vice Chancellor.

5.2.2 Salary Scales

Salary scales shall be determined by the Committee of Finance, Planning and Properties and approved by the Council but entry points of individual staff shall be determined by the Committee of Appointments and Staff Welfare.

5.2.3 Increments

Unless otherwise prescribed by Council, salary increments may be granted by the Appointments and Staff Welfare Committee on recommendation of management on the date of the anniversary of confirmation of the employee, depending on performance evaluation. The increment shall cease on reaching the maximum point on the salary/wage scale. Increment due may, however, be withheld or stopped depending on the employee's performance record or as part of disciplinary action against a member of staff who will accordingly be notified by the University Secretary. Performance evaluation is as follows: 50 and above normal increment, 40-49 no increment and a warning letter, below 40 termination of service.

5.2.4 Salary Deductions and Monthly Pay slips

The salary/wage package of a member of staff shall be subject to statutory deductions such as PAYE, NSSF, Local Service Tax and other approved schemes operated by the University. The employee shall be entitled to full knowledge of his/her salary/wage and details of such deductions from the University Bursar through the monthly pays lip issued by that office. Other non-statutory deductions and charges applicable, e.g. housing bills, may be made in accordance with provisions in the financial and accounting regulations of the University.

5.3 ALLOWANCES

For some categories of staff, allowances shall form part of the consolidated salary as indicated in their appointment letters. The rest of the allowances shall be as indicated below and are payable subject to availability of funds as authorized and budgeted for:

5.3.1 Acting allowance

An employee in an acting appointment of a vacant post shall be entitled to an acting allowance as shall be determined by the University Council from time to time. For one to be entitled to an acting allowance, he/she should have acted for at least 30 calendar days.

5.3.2 Transport Allowance

Employees shall travel by public means at public rates while on official duty. In some special circumstances, officers with authorization by the University Secretary may be allowed to hire transport for official work or to use University vehicles. Staff in scales BS 1-3 while on duty are entitled to official transport.

5.3.3 Housing Allowance

- a) Workers will receive housing allowance as part of the monthly consolidated package determined by Council.
- b) The University Secretary may, however, give permission to some staff to occupy houses that may be available, provided the said staff pays the rent determined by the University Council.
- c) Any staff housed by the University may upon notice surrender the house within three months.

5.3.4 Safari Day Allowance (SDA)

Where an employee is engaged in official duties away from duty station for six hours or more, he/she shall be paid an SDA, as determined by the University Council.

5.3.5 Night Allowance (Per diem)

University workers shall be entitled to a night allowance (per diem), in case duty requires that such a worker spends a night away from home as determined by the University Council. Where expenses of a member of staff are covered by the inviting Institution or BSU, the member will be entitled to Out of Pocket allowance as determined by the University Council.

5.3.6 Special Duty/Dirty Work Allowance

This allowance may be payable to a member of staff who is assigned to do unusual work or dirty work e.g. sanitary cleaners, garbage collectors/cleaners, septic tank emptier and incinerator operators, at rates determined by Council.

5.3.7 Airtime allowance

Airtime allowance shall be payable to an employee to facilitate communication in the execution of University duties as determined by the University Council on recommendation from the Committee of Finance, Planning and Properties.

5.3.8 Extra Load allowance

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

5.3.9 Supervision allowance

Supervision allowance shall be payable to Academic staff in respect of supervision of student's work as determined by the University Council from time to time.

5.3.10 Baggage allowance

This allowance shall be payable to an employee:

- a) On First appointment;
- b) Return from studies abroad;
- c) Upon retirement.

Rates are to be approved by Council from time to time.

5.3.11 Deanship/ Head of Department allowance

Deanship/Head of Department allowance shall be payable to Deans/Heads of Departments on a monthly basis as approved by Council from time to time.

5.3.12 Honorarium

Honorarium shall be payment to a non-employee who has rendered services of a special nature to the University.

5.3.13 Mileage

Mileage shall be payable at a rate determined by Council from time to time to officers who may be authorized to use their personal motor vehicles to carry out University work.

5.3.14 Out of Pocket allowance

Out of pocket allowance shall be payable to cover miscellaneous expenses where official travel, meals and accommodation are fully sponsored as approved by the University Council from time to time.

5.3.15 Overtime allowance for support staff

Over time allowance shall be paid to employees who work beyond the gazetted working hours upon recommendation by the budget holders to the University Secretary.

5.3.16 Responsibility allowance

Responsibility allowance shall be payable to specified categories of employees to cover expenses related to their responsibility burden as approved by the University Council.

5.3.17 Sitting Allowance

Sitting allowance shall be payable to specified persons who attend specified meetings of the University at a rate as determined by the University Council from time to time.

5.3.18 Other Allowances

Council shall on the recommendation of the Committee of Finance, Planning and Properties provide for other types of allowances from time to time to improve on the terms of services of staff members.

5.4 BENEFITS

Specific benefits are as follows:

5.4.1 Use of University Motor Vehicles

University motor vehicles will be used by staff for official duties only. A member of staff with urgent need or emergency may use an official vehicle with prior permission from the University Secretary. The non-personalized University vehicles should be parked in the University at 6.00 pm. Permission to use the vehicles beyond the stated time should be sought prior from the University Secretary. Those who are eligible to have official motor vehicles will from time to time be named by the University Management according to the scale or responsibility.

5.4.2 Staff Development

The University shall be committed to the training and development of its Human Resource as a strategy for enhancing knowledge, skills and competences of its staff for high quality performance. In the same regard, the University encourages its staff to develop their careers by exploiting every available opportunity in whatever area of academic interest or professional specialization.

Staff development will be realized through the Staff Development and Promotions Committee in accordance with the Staff Development Policy approved by Council.

5.5 WELFARE

5.5.1 Welfare and Development

Staff will be encouraged to save towards a scheme where the University will contribute a percentage that will be determined from time to time by Council.

5.5.2 Pre-existing and Post-existing illness/condition

- a) A member of staff shall be responsible to inform the University Secretary of any pre-existing Health condition affecting his/her job assignment and performance.
- b) Similarly, a staff member shall be responsible for notifying the University Secretary of any health condition occurring subsequently to his/her appointment, which renders the member of staff incapable of performing the prescribed job effectively.

5.5.3 Death/Bereavement

When a fulltime member of staff or one of his immediate family members (spouse, father, mother, biological and legally adopted children) is certified to have died, the University will make a contribution to cover the following expenses:

(i) Member of staff

- a) Treatment of Corpse where necessary, provision of a decent coffin or cash payment in lieu, transportation of the body to the place of burial, provision of basic burial materials and construction of the grave. Such assistance will be specified in the annual budgets and approved by the University Council.
- b) A named beneficiary of the deceased, who is also registered in the records of the University, will be paid the terminal benefits due to the deceased (where applicable).
- c) The University will introduce the next of kin to NSSF for the purpose of claiming accrued NSSF entitlements.

(ii) Spouse/Child/Parent

- a) When a spouse, biological or legally adopted child (dependent child), biological father or mother dies, the University will extend possible assistance such as a coffin and transport in accordance with the norms set by the Council. Such assistance will be specified in the annual budgets and approved by the University Council.
- b) An ex-gratia contribution determined by the University administration shall also be made with a letter of condolence.

5.6 Travel abroad (specific)

The University will cater for:

- a) The air ticket and inland transport when funds permit.
- b) Transit and subsistence which will be determined by Council from time to time and when funds permit.

5.7 Recognition for excellence

The University will at its discretion, give a reward to a staff in recognition of his/her exceptional or outstanding service and where such service falls beyond one's normal duties as directed by the University Council on recommendation of Senior Management.

5.8 House (domestic) servant's allowance

Senior staff members in salary scales BS 1 and 2 are entitled to domestic servants. The domestic servants will be remunerated as a support staff of the University as determined by Council from time to time.

5.9 Salary advance or financial assistance

Salary advance or financial assistance will be a prerogative of the University management and will be accorded to a member of staff in consideration of the following:

- a) A member of staff who needs a salary advance shall apply in writing.
- b) Only full time staff will qualify for the advances.
- c) The advance shall not exceed one month salary.
- d) Salary advances will be granted only for emergencies and shall depend on the availability of funds.
- e) No advance shall be considered for staff who already have existing salary advances.

5.10 Warm / protective clothing

The following categories of staff will qualify to get warm/ protective clothing due to the nature of work they do.

a) Security guards / watch men or gate keepers

The staff that also does night duty will be entitled to rain coats, gum boots, warm gloves and rainproof head cap. They are required to always wear the clothing when on night duty. They will be required to return the old clothes bearing their names before being issued with new ones. They will also be provided with appropriate security gadgets.

b) Kitchen staff

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

c) Office attendants/plumber/electrical staff

The staff will be issued with gum boots and/or rubber gloves.

d) Medical and nursing staff

These will be provided with protective gears as appropriate. In addition, all staff in these categories will always be required to wear their uniforms while on duty.

CHAPTER SIX

6.0 DISCIPLINARY RULES AND PROCEDURES

The University shall establish and put in place measures to urgently and efficiently handle staff grievances in order to promote harmony. Members of staff are free to organize themselves in available and serious profession associations so long as it contributes to the creation of peaceful co-existence.

6.1 Objectives

The objective of these rules is to set down a system that builds acceptable behavior and public trust in the University. In this regard the rules of natural justice will be observed.

6.2 Disciplinary Committee

There shall be a Disciplinary Committee of the University Council, a Senate Disciplinary Committee and an Internal Disciplinary Committee of Management.

- (i) Disciplinary Committee of Council. This committee is formed by the University Council as stipulated in the Charter.
- (ii) Internal Disciplinary Committee
 - a) This committee will be constituted by the Vice Chancellor.
 - b) The members will serve for a term of three years renewable only once.
 - c) The committee will be composed of five members. This committee may co-opt any other member as they may deem relevant.
 - d) The decisions of the Internal Disciplinary Committee will be forwarded to Management for action. For staff appointed by Management, the decision of Management will be binding. For unresolved issues concerning staff appointed by Council, the recommendations of Management will be forwarded to the Disciplinary Committee of Council for consideration.

6.2.1 Functions of the Internal Disciplinary Committee

The committee shall have the following functions:

- a) To handle disciplinary matters of the support staff in the scale of BS10 to conclusion in accordance with the code.
- b) To handle the disciplinary matters of Staff in the scales BS 3 to BS 9 and forward those which merit the attention of the University Council Disciplinary Committee.
- c) To make a written comprehensive report on the disciplinary proceedings conducted by it to the University Council Disciplinary Committee.
- d) To keep registry of all disciplinary proceedings, reports and related documents and information.
- e) To carry out any such other function as may be required of it by the University Council Disciplinary Committee under this code.

6.2.2 Procedure for handling a discipline case

- a) A verbal warning shall be given by the officer in charge of the day-to-day running of the office. This warning shall be confirmed in writing and its details shall be entered in the staff file.
- b) If the staff does not improve/reform then a written warning will be issued to the staff concerned.
- c) If there is no reformation or change, then staff shall be given a second and final warning.
- d) If the staff still fails to reform/improve and unsatisfactory behavior or performance persists, then the issue will be reported to the Secretary Internal Disciplinary Committee.
- e) In case of gross misconduct, the Vice Chancellor will suspend the staff at half-pay and his/her case will be reported to the Internal Disciplinary Committee or the staff may be sent on forced leave pending dismissal.
- f) In case of Senior Officers or where the case is not resolved, the case must be referred to the Disciplinary Committee of Council within a period of one month.

6.2.3 Specific applications

Without bias to the general provisions given above, the following are examples of the types of behavior which may call for disciplinary action:

6.2.3.1 Types of Behavior which would normally result in a warning

The following types of behavior, but not limited to these, will be dealt with in the first instance by a verbal or written warning:

- a) Unsatisfactory timekeeping including arriving late, leaving before normal closing time, failing to resume work after permitted breaks, in all cases without permission or instruction.
- b) Absenteeism, that is, any absence from work during a working day without prior permission or instruction but excluding absence due to abrupt sickness or injury/misfortune which has been certified to the satisfaction of the University.
- c) Quality of work/output being below the standard expected from a competent staff in a particular job's circumstances.
- d) Insubordination, including insolence or refusal to carry out instructions.
- e) Careless or willful negligence.
- f) Inability to meet targeted deadlines.
- g) Violation of university policies.

6.2.3.2 (b) Types of Behavior which will result into suspension

The following types of behaviors will be dealt with suspension on half-pay pending any necessary investigations:

- a) Ordering or purchasing goods, signing contracts, entering into commitments on behalf of the University or in any way pledging its credit without specific written authorization.

- b) Disclosing without permission any of the University's affairs, costs or other confidential information which might predispose its interests.
- c) Physical violence.
- d) Malicious or willful damage to property belonging to the University or its Stakeholders.
- e) Conviction and imprisonment on criminal offence.
- f) Willful failure to comply with lawful orders or terms and conditions of service.
- g) Theft of university's property.
- h) Possession of dangerous and unauthorized material such as explosives or fire-arms in the university.
- i) Working under the influence of alcohol or illegal drugs.
- j) Possession, distribution, sale, transfer or use of alcohol or illegal drugs in the university.
- k) Sexual or other unwelcome harassment.
- l) Putting the image or reputation of the university at risk.

Notwithstanding the foregoing provisions, if in the opinion of the University the staff's behavior amounts to gross misconduct, the staff shall be suspended.

6.2.4 Sanctions

The University Council Disciplinary Committee may impose one or more of the following sanctions upon any member of staff as a result of disciplinary proceedings under this statute:

- a) Written reprimand.
- b) Extension of probation period for a definite period of time.
- c) Stoppage of increment for a definite period of time.
- d) Reduction of pay within the salary scale.
- e) Denial of consideration of promotion for some definite period.
- f) Denial of all or some of the privileges under the terms of service, for a specified period of time.
- g) Refund of money spent on training.
- h) Recovery of the total or part of the cost of any loss of or damage to property caused by default, negligence or misconduct of the convicted member of staff.
- i) Replacement of property lost or damaged due to the misconduct or negligence of the convicted member of staff.
- j) Demotion in rank.
- k) Retirement in the interest of the University.
- l) Suspension.
- m) Forced leave.
- n) Dismissal.
- o) Dismissal with disgrace.

It shall be the duty of the University Council Disciplinary Committee and Internal Disciplinary Committee to communicate its findings or decision(s) to the concerned staff.

6.2.5 Dismissal shall be effected in one of the following ways:

- a) With notice.
- b) With pay in lieu of notice or.
- c) In case of gross misconduct, dismissal will be to make good loss to the University, without pay or compensation.

6.2.6 Natural Justice (Duty to Act Fairly)

The University will observe the basic concept of impartiality. Every employee will be accorded a right to a fair hearing. He/she will be given a prior notice of the case and a fair opportunity to answer it. The staff being complained against will be advised of the allegations in as much detail as possible and given the opportunity to reply to the allegations. The staff will be given an opportunity to prepare and present evidence to respond to arguments presented by the opposite side. The affected staff has a right to be represented by his/her legal adviser.

6.3 Staff grievances

The University responds to staff grievances with the following objectives:

- a) To handle complaints and conflicts effectively and as soon as they arise.
- b) To minimize incidents of serious disciplinary action, termination of employment, dismissal or litigation.
- c) To create harmony and a healthy working environment, maintain staff morale and ensure maximum productivity.

While it is the policy of the University to attend to grievances of all kinds promptly and effectively, it is important that grievances submitted are serious and meriting the University's attention and intervention. Staff should stand assured that no one will be penalized for making a formal complaint.

6.3.1 Presentation of grievances

(i) Stage No.1

The staff shall report the grievance to the Head of Department or supervisor who should carry out investigations and promptly endeavor to find a solution.

(ii) Stage No.2

Failing to find a satisfactory solution at the request of the complainant or at his/her own discretion, the Head of Department or supervisor or the complainant shall report the matter to a person in the next higher authority who should carry out independent investigations within two weeks and call a meeting in which both the affected parties are involved. The proceedings and the outcome of such a meeting shall be put in writing.

(iii) **Stage No.3**

If the aggrieved staff is still dissatisfied with the decision, the matter shall be referred to the Internal Disciplinary Committee. Either the staff or the supervisor responsible can do this within fourteen days after the meeting.

(iv) **Stage No. 4**

If the aggrieved staff is still dissatisfied with the decision of the Internal Disciplinary Committee, then the following shall apply:

- a) If the complainant was appointed by Management, the decision of Management is binding.
- b) If the complainant was appointed by Council, the aggrieved staff or management will report to the Disciplinary Committee of Council.

(v) **Stage No.5**

- a) If Complainant appointed by Council is still not satisfied with the decision of Disciplinary Committee of Council, then the aggrieved staff may refer his case to Council.
- b) In all cases where the aggrieved staff member is not satisfied with the way Management (for support staff) or Council (for the other staff) has handled its case or grievance, then the staff member may refer their cases to the Courts of Law.

CHAPTER SEVEN

7.0 TERMINATION OF EMPLOYMENT

Employment shall be terminated in three ways:

(i) Termination by the Staff

A Staff may voluntary terminate employment with the University by resigning, and in such a situation:

- a) Staff on scale BS10 is required to give one months' notice in writing to the University Secretary.
- b) All the Academic Staff and Administrative staff in salary scales BS 3 to BS 9 are required to give a three months' notice of termination of employment to the University Secretary.
- c) Staff under salary scales BS 1 to BS 2 is required to give a six months' notice of termination of employment.
- d) If the Staff fails to give the required notice in all the above categories he/she will pay the University in lieu of notice.

During the period of notice, the staff is expected to work in the University full-time. The University will not facilitate transport of staff that has terminated employment to the University either voluntarily or involuntarily. The resigning or terminated staff will be required to hand over all the keys and all other University property to the relevant authorities before leaving the University. This applies to both local and expatriate staff.

(ii) Termination by the University

A staff member of any rank will be asked to relinquish his/her services due to incompetence or violation of the terms and conditions of service, or in the event of redundancy, physical/mental incapacitation.

In all cases where the University is desirous of terminating services of a Staff, it shall either give sufficient notice equal to one that the Staff is required to give or else pay the staff in lieu of notice.

(iii) Termination due to Mandatory Retirement Age

Staff members are required to retire at the age of 65, but thereafter may be hired up to 70 years, based on their performance, health and discretion of Council. Any existing contracts may be adjustable to this date.

7.1 Other Conditions Justifying Termination of Service

The University will be compelled to terminate the services of a Staff after proof beyond reasonable doubt in the following circumstances:

- (i) Financial distress on the part of the University.
- (ii) If the position or the job or the program/course is scrapped as a result of restructuring/re-organization.
- (iii) Incompetence.
- (iv) Insubordination.
- (v) Membership of illegal anti-social groups.
- (vi) Immoral behavior that undermines credibility of the institution.
- (vii) Gross misconduct that undermines credibility of the institution.

In case of termination because of financial distress, scrapping of jobs or because of re-organization or scrapping of courses, the staff will be paid all his/her terminal benefits. In case of termination due to incompetence or gross misconduct, the staff member will not be paid terminal benefits for that particular year.

7.2 End of Contract

The end of a Staff's contract automatically means the end of his/her business with the University in that particular area in which he/she was contracted to perform. The University Secretary will remind the concerned staff in writing three months before his/her contract draws to a close for staff in Salary Scale BSU1-9 but one month for staff in salary scale BSU10. The staff may apply for renewal of his/her contract. Renewal is not automatic; it follows the normal procedure in Section 1.7 and 1.8 of this Manual.

CHAPTER EIGHT

8.0 THE PROMOTION POLICY

8.1 Meaning of promotion

Whenever the word “promotion” is used, it must be considered in these terms and context.

- a) When there is a vacancy in the University Service and the Appointing Authority fills the vacancy by appointing an officer who is already serving in the University Service in a lower position.
- b) When an officer is appointed to a position which is graded on a higher rank in the University hierarchy than the position he/she held prior to the promotion.

8.2 Eligibility for promotion

Promotion shall be on merit and staff will be regarded as suitable considering the under-listed:

- a) Appointment on full-time basis.
- b) Performance appraisal and recommendation for promotion.
- c) Attainment of a higher qualification relevant to the position/post.

8.3 Criteria for promotion

The academic and or professional requirements for promotion to any position in the University Service, which shall be reviewed by the University Council from time to time, shall be as set out in the criteria annexed to this policy in Appendix A.

8.4 Recommendations for promotion

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

- a) No officer shall be recommended for promotion while he or she is on probation;
- b) No officer shall normally be recommended for promotion until he or she has served a minimum period of one year in his or her substantive grade;
- c) No officer shall normally be recommended for promotion to a post more than one step up the promotion ladder except in exceptional circumstances outlined in Section 8.6.

8.5 Consideration for promotion

An officer shall not be considered for promotion in the University Service during his or her absence on:

- a) Scholarship/training course which lasts more than one calendar/academic year;
- b) Study leave without pay.

8.6 Exceptional promotion

Notwithstanding Section 8.4 (c) of this policy, staff may be given accelerated promotion in exceptional circumstances. Accelerated promotion occurs when one is promoted to a post more than one step up the promotion ladder.

8.7 Promotion of staff on long training programmes

Notwithstanding Section 4.5 (a) of this policy, staff on scholarship/training course which lasts more than one calendar/academic year may be promoted if the promotion was earned and recommended before course commencement, subject to the availability of funds.

8.8 Date of promotion

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

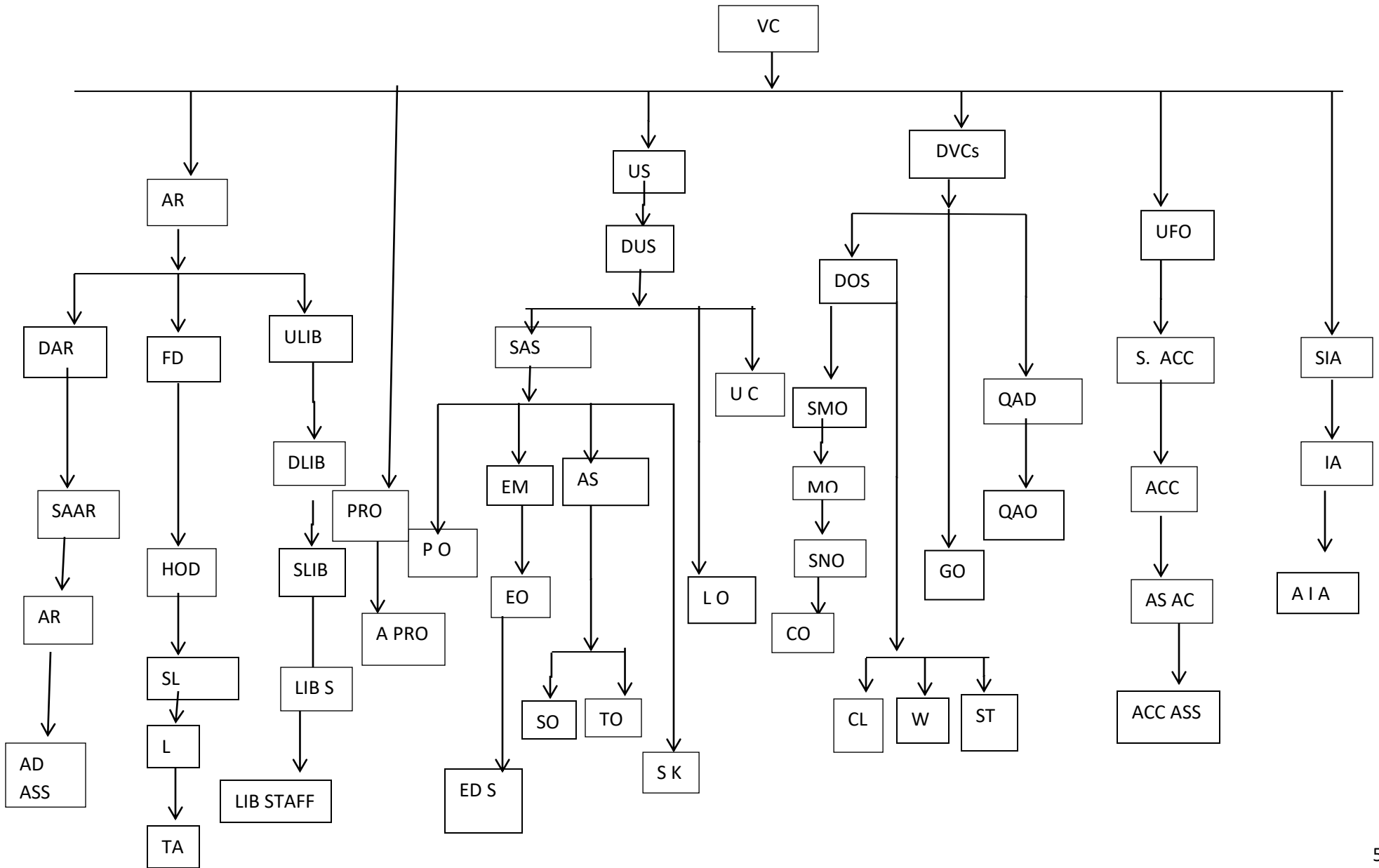
9.0 EPILOGUE

These terms and conditions of in this Manual are not exhaustive. They will be kept under review and may be amended by addition, deletion or alteration in the light of the prevailing circumstances as the University Council may deem necessary.

APPENDIX

- a) Requirements for Academic Staff
- b) Organogram.
- c) Evaluation
 - (i) Personal Progress Appraisal Form for Administrators/Academic staff
 - (ii) Supervisors Assessment
 - (iii) Evaluation of lecturers by Students
 - (iv) Personal Progress Appraisal Form for Support Staff
 - (v) Supervisors Assessment
- d) Declaration Form
- e) Leave form
- f) Employment contract

BISHOP STUART UNIVERSITY ORGAN GRAM



KEY TO ORGANOGRAM

VC	-	Vice Chancellor	DVC	-	Deputy Vice Chancellor
US	-	University Secretary	AR	-	Academic Registrar
BR	-	Bursar	ACC	-	Accountant
IA	-	Internal Auditor	DAR	-	Deputy Academic Registrar
DUS	-	Deputy University Secretary	U LIB	-	University Librarian
LIB	-	Librarian	FDS	-	Faculty Deans
HOD	-	Heads of Departments	UC	-	University Chaplain
TS	-	Teaching Staff	AR OS	-	Academic Registrar Office Staff
LIB S	-	Library Staff	EM	-	Estates Manager
EO	-	Estates Officer	EDS	-	Estates Department Staff
PO	-	Procurement Officer	US OS	-	University Secretary Office Staff
SO	-	Security Officer	TO	-	Transport Officer
SK	-	Store Keeper	LO	-	Legal Officer
DOS	-	Dean of Students	MO	-	Medical Officer
CL	-	Counselor	WD	-	Warden
ST	-	Sports Tutor	GO	-	Grants Officer
QAO	-	Quality Assurance Officer	FOS	-	Finance Office Staff
IAS	-	Internal Audit Staff	PRO	-	Public Relations Officer
PROS	-	Public Relations Office Staff			

BISHOP STUART UNIVERSITY

ACADEMIC STAFF PERFORMANCE ASSESSMENT FORM

A. Personal Information

Name of staff			
Position:	Qualifications:	Date of Birth:	Date of Appointment:
Faculty			
Department			

B. Performance Assessment by the Head of Department

Assessment date		Performance Rating						Actual score	Comments
Agreed objective for the semester	Key result areas (KRAs)	Key performance indicators	Agreed scores at the beginning of the semester						
			Very good 4	Good 3	Fair 2	Poor 1	Very poor 0		
1	Teaching								
2	Examining								
3	Invigilation								
4	Marking Exam								
5	Research								
6	Out reach								
7	Publishing								
8	Supervision								
9	Availability								
10	Attendance and Punctuality								
Add scores and divide by number of objectives							Av. score		
How has staff delivered in following tasks over the semester?									
			Very good 4	Good 3	Fair 2	Poor 1	Very poor 0		
1.	Teamwork								
2.	Communication								
3.	Professional ethics								
4.	Contribution to the department, faculty and the university								
5.	Availability to the department and faculty								
6.	Attitude to work (Ability to beat targets and deadlines and sense of self supervision)								

7. Demeanor (Appearance and behaviour at work)							
8. Response to Criticisms							
Add the scores and divide by number of tasks						Av. score	

C. Indicate strong points (areas) of staff

.....

D. Indicate weak points (areas) of staff

.....

E. Staff Development

Staff development objectives	
How do you hope to advance in your career	
Existing gap	
Developmental action and how it will be carried out	
Deadline when it will be achieved	
Staff member comments (Confirming the results of Appraisal)	
Signature-----Date-----	
Head of department comments	
Signature-----Date-----	
Comments of the Faculty Dean	
Signature-----Date-----	

Comments by the Academic Registrar	
Signature-----Date-----	
Comments by the University Secretary	
Signature-----Date-----	
Vice Chancellor's remarks	
Signature-----Date-----	

BISHOP STUART UNIVERSITY

NON-ACADEMIC STAFF PERFORMANCE ASSESSMENT FORM

A. Personal Data

Name:		
Qualifications:	Date of Birth:	Date of Appointment:
Job Title:		
Department/ Section/ Unit:		
Terms of appointment: (tick as applicable) (a) Contract (b) Temporary (c) Part time		
Period of assessment :		

(To be filled in by the member of staff)

(a) OCCUPATIONAL GROWTH

Any course(s) seminars or training undertaken during the previous year

- (i)
- (ii)

Nature of your work during the previous year

.....

(b) Contribution to the department in line with the strategic plan

.....

(c) Contribution to community

.....

(d) other information

Any special comments the member of staff wishes to be noted of

.....

Date Signature of Member of Staff

To be done by the supervisor in the presence of the member of staff. Tick as applicable

SN	Key Result Areas (KRAs)	Very good 4	Good 3	Fair 2	poor 1	Very poor 0	Actual score	Comments
1	Execution of work (responsiveness attitude to work, ability to beat deadlines, sense of self supervision)							
2	Quality of work (display of essential competencies/skills and value for money)							

3	Attendance status (frequency, punctuality, availability for functions and meetings)							
4	Teamwork (working relationship with superiors, colleagues & subordinates)							
5	Communication (formal reporting, respect for hierarchy, information sharing)							
6	Work ethics (professional ethics, other working regulations, University policies and core values)							
7	Demeanor (appearance and behavior)							
8	Contribution to the department and other areas of the University							
	Overall Assessment (add actual scores and divide by number of Key Result Areas)							

C. Staff Development Objectives (where applicable)

What was set to be achieved the previous year?	
Existing gap	
Development action and how it would be achieved	
Deadline for it to be achieved	

D. Comments by the staff member being appraised

Signature.....Date.....

Note. Signature to be appended after consent

E. Comments by the Immediate Supervisor / Appraiser

Title..... Signature.....Date.....

F. Comments by the Supervisor of the appraiser (where applicable)

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Title.....Signature.....Date.....

G. Comments by the University Secretary

Signature.....Date.....

H. Comments by the Vice Chancellor

Signature.....Date.....

BISHOP STUART UNIVERSITY

END OF COURSE UNIT STUDENT'S APPRAISAL/FEEDBACK FORM

Section A	
Faculty	
Department	
Name of staff	Position
Section B Learning environment	

	Very Good (4)	Good (3)	Fair (2)	Poor (1)	Very Poor (0)
Period allocated to the course unit					
Lecture rooms					
Arrangement					
Cleanliness					
Spacing					
Lighting					
Others (Specify)					
Library services					
Relevant reference books available					
Access of reference books					
Others (Specify)					
Sanitation/Environmental hygiene					
Cleanliness of washrooms					
Accessibility of washrooms					
Others (Specify)					
Total score in B					
Section C Feedback on Teaching /Learning					
-Teaching methods used					
-Learning materials provided					
-Relevance/applicability of content					
-Course unit objective attained					

-Comprehension level					
-Attendance by lecturer					
-Provision of feedback on assignments					
-Lecturer's attitude to work					
-Demeanor (Appearance and behaviour)					
Total score in C					

General comments Signature-----Date-----
Head of department comments Signature-----Date-----
Comments of the Faculty Dean Signature-----Date-----

Comments by the Academic Registrar Signature-----Date-----
Comments by the University Secretary Signature-----Date-----
Vice Chancellor's remarks Signature-----Date-----

BISHOP STUART UNIVERSITY

END OF COURSE UNIT PEER ASSESSMENT FORM

END OF COURSE UNIT PEER ASSESSMENT FORM	
Faculty	
Department	
Name of staff	Position

Areas of assessment	Superior 5	Above average 4	Average 3	Below average 2	Weak 1
Attendance					
Punctuality					
Sharing ideas and resource materials					
Knowledge of subject					
Ability to learn					
Contributions in meetings					
Learning support to Students					
Contribution and observance of University core values					
Attitude to work (Ability to beat deadlines, sense of self supervision)					
Demeanor (Appearance and behaviour)					
Average Score					

General comments
Head of department comments Signature-----Date-----
Comments of the Faculty Dean Signature-----Date-----

Comments by the Academic Registrar Signature-----Date-----
Comments by the University Secretary Signature-----Date-----
Vice Chancellor's remarks Signature-----Date-----

