

HUMAN RESOURCE MANUAL



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TROPICS COLLEGE OF BUSINESS AND MANAGEMENT



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HUMAN RESOURCE MANUAL

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HUMAN RESOURCE MANUAL

APPROVAL

This Human Resource Manual was written and approved by the proposed Governing Council of Tropics College of Business and Management.

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Signed:



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Principal



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Chairperson Governing Council

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1. INTRODUCTION

1.1 Justification

The Human Resources of an Organization is a very important item in the development of an Organisation. This is because it is people who make things happen in an Organization. Management relies on people to streamline and achieve all the goals and objectives of an Organization. Infact management has been defined as the fulfillment of tasks and objectives of an organization through the efforts of other people. Policies should therefore be designed to ensure that there is harmony in the organization. Tropics College of Business and Management strongly believes that the Human Resource Manual is to streamline all the Human Resource requirements for the guidance of all College's employees. This manual harmonizes the TCBM College policy towards the requirements of the employer-employee relationship, and also indicates how policy is to be administered so that, each manager and supervisor are in position to implement the college policy in a given situation. Employees of all categories should always consult on all Human Resource related issues using this Human Resource Manual.

Today, all Organizations are operating in a very volatile environment that requires clear guidelines and principles. It is this reason that TCBM College seeks to implement this Human Resource Manual as a guide book for all Human Resources related issues. The major goal of this manual is to ensure objectivity in handling of the Human Resource related affairs of the College employees through putting in place procedures, defined rules and regulations which are clearly stipulated. These guidelines, principles, policies and procedures are clearly written down to promote consistency, continuity, and understanding within an organization. The staff shall always be notified for any changes with in this Human Resource through the line offices of Tropics College of Business and Management. Manual will be notified by official notice from the Principal's Office. These notices will then become part of the official TCBM College Employment Hand Book (Addenda). In case of any future conflict or confusion in the change of a policy, the policy detailed in the most recent Addendum will take precedence.

The terms and conditions of employment contained in this manual comply with all the employment related laws, decrees and provisions effective in Uganda; and as such, the Labour Laws will be followed to settle any conflict. (The Employment Act, 2006) and (The Universities and other Tertiary Institutions Act, 2003)

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1.2 College Vision

To be a College that trains and provides manpower which is creative and innovative in transforming the society, geared towards filling the growing needs for skilled manpower in a competitive regional work environment.

1.3 College Mission

TROPICS COLLEGE OF BUSINESS AND MANAGEMENT seeks to be Center for providing hands-on training through innovations, creativity to engage effectively in education and entrepreneurship.

1.4 Goal

Enhancing quality education by equipping students with more practical skills and knowledge which is relevant to the contemporary society and fostering corroborative development efforts with in the East African Region and beyond

1.5 Aims and Objectives

- To provide manpower tailored towards the current job market in the East African Region and beyond.
- To provide quality teaching and learning environment for students and the teaching staff.
- To promote research initiatives and enhance skills that will transform the local environment into a modern one.
- To enhance social and economic development through networking with the local, national and international communities.

1.4 College Governance and Organization Structure

The College will be constituted of three (3) major organs which shall include: The Board of Trustees – Tropics College of Business and Management, Governing Council, Academic Board and the Principal/Deputy Principal.

The Board of Trustees – Tropics College of Business and Management

This is the top most authority which makes up the ownership of the College. It is headed by the Chairperson Board of Trustees. Its overall function is to exercise guardianship over the College. Some of its

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major functions are:

- a) To Consider for appointment members of the Governance Council,
- b) To consider and approve the strategic directions and long term plans of the college.
- c) To ensure adequate financial resources, strong financial management, and preserve the institutional autonomy.
- d) To make sure the college operates within the law and with good business practice.
- e) To provide direction to the Governing Council.
- f) To commit resources to various departments.
- g) To approve major funding/resource allocation.

The Governing Council

This is the supreme governing organ of the college and is responsible for the overall administration of the college. It is responsible for the administrative, financial and academic affairs of the college. It makes policies and oversees their implementation by management. Some of its major functions are:

- a) Approve the annual budget and business plans
- b) Represent the college in all legal suits by and against the college.
- c) Fix scales of fees, salary structures and boarding charges.
- d) Establish, Departments, Boards and programmes of study.
- e) Provide for the welfare and discipline of students
- f) Approve the appointment of lecturers and Heads of Departments.

The Academic Board

This is the chief academic organ of the college. It is composed of senior academic staff and responsible for the organization, control and direction of the academic matters of the college. It is in charge of teaching, research and the general standards of education and research and their assessment. Some of its major functions are:

- a) Initiate the academic policy of the college and advise the Governing Council on the required facilities to implement the policy.
- b) Direct and regulate the instruction, programmes and structure of any course within the college
- c) Advise the Governing Council regarding the eligibility and qualifications of persons for admission to courses leading to the award of diplomas in the college.
- d) Make regulations regarding the content and academic standard of any course of study in respect of all

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the diplomas.

- e) Make regulations regarding the standard of proficiency to be attained in each examination
- f) Decide which persons have reached the standard of proficiency and are fit for the award of diplomas.

Tropics College of Business and Management Organization Structure

(This is illustrated in Appendix A)

2.0 RECRUITMENT PROCESS

2.1 Recruitment policy

2.1.1 Tropics College of Business and Management (TCBM) offers equal opportunities in its recruitment policy. Candidates with the required aptitude and qualifications of the various jobs and tasks shall be employed to fill various vacancies in an open, competitive and non-discriminatory manner without regard to race, creed, gender, ethnicity and disability.

2.1.2 Recruitment procedures and practices are oriented towards the employment of competent individuals who will bring knowledge, skills and experience to their positions and are willing to establish a long-lasting relationship with the College.

2.1.3 Recruitment in the College is managed by the Appointments Committee of the Governing Council and occurs against a defined establishment of the Governing Council and the Academic Board.

2.1.4 The recruitment process begins from the office of the Principal (if necessary, under instruction of the Governing Council and the Academic Board) and managed by the Appointments Committee of the Governing Council. The process is described in Appendix B. Every post has a formal job description for which guidelines are in Appendix D.

2.1.5 It is anticipated that all posts: Lecturer, Senior Lecturer and Teaching Assistant and Tutorial Assistants) would be considered first through an internal Annual Promotional exercise.

2.2 Criteria and basis for selection

Employment at the College is open to all persons who fulfill eligibility requirements to working in Uganda.

2.2.1 The criteria for selection of a candidate are based on the academic qualifications, relevant skills, level of experience needed to effectively carry out the functions of the post and acceptance of the mission, vision and objectives of the College. It is understood that consideration is also given to recommendations of past

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and present employers, previous professional experience, references and the candidate's behavior and conduct at the time of the interview and selection tests (where appropriate).

2.2.2 Applications for permanent employment are evaluated by the Appointments Committee which reports its recommendations to the Governing Council on the eligibility of the candidate for employment and on the modalities to be followed for the process of recruitment. Where it is necessary to recruit at short notice, the Principal is delegated to recruit and select individuals for Temporary/Casual or fixed term contracts. Fixed Term Contracts shall be for periods of no more than two years subject to renewal depending on the results of the Staff Appraisal system.

2.3 Process of offering an appointment

The entire process is indicated in appendix B

A successful candidate for employment will be informed as follows:

2.3.1 A Letter of Appointment accompanied by the document outlining the Terms and Conditions of Employment which will constitute a Contract of Employment. In the absence of further specification in the letter of appointment, the terms and conditions detailed in this Employment Handbook will constitute the terms and conditions of the employment.

2.3.2 The employee shall be required to countersign the document outlining the terms and conditions, and if the conditions are favorable to him/her this shall be automatically commitment to provide the service and this will establish and finalize the contract on assumption of duties.

2.4 Personal files

2.4.1 All employees will have personal files that will be kept under the responsibility of the Human Resource Manager (HRM). All Personal files are confidential and accessible only to the HRM, members of the Management Committees, members of the Governing Council and the HR Advisory Committee of the Academic Board where necessary.

2.4.2 Any employee who wishes to consult his/her file shall be granted opportunity to do so on application to the HRM.

2.5 False information

2.5.1 Any candidate who will submit false, misleading or incomplete information at any stage of the entire recruitment process will be disqualified instantly. False information includes, but is not limited to, current

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status of employment, information regarding references, education, age, work experience and health status. Candidates are thus advised to avail accurate and adequate information as required by the College.

2.5.2 If discovered after employment has commenced, false or incomplete information given during the recruitment process shall invalidate the employment contract and may be a cause for termination of the contract without notice.

3. EMPLOYMENT PROCEDURES

3.1 Establishment

3.1.1 All appointments in the college occur in normal circumstances based on an established post approved by the Council. In exceptional circumstances, recruitment and appointment can occur outside the established post subject to the Principal seeking clearance from the Chair of the Appointments Committee to do so.

3.1.2 The Governing Council defines which positions are subject to appointment by the Committee and which positions are the responsibilities of Academic Board. In turn, the Academic Board defines which positions are delegated to appointment by the Appointments Committee and which positions can be appointed by the Principal (See Appendix B).

3.1.3 The Governing Council is responsible for the selection and appointment of the Principal and Deputy Principal (*See Appendix B*).

3.2 Job Description

3.2.1 Each post established should have a corresponding required job description prepared by the Departments in conjunction with the Human Resource Manager, giving specific required qualifications, tasks and duties.

3.2.2 The job description may vary during the employment as dictated by the demands of service. Changes of job description do not necessarily require alteration of the terms and conditions of service.

3.2.3 The job description will comprise of the following;

- a) Title of the job
- b) Qualifications, experience, competences and desirable profile
- c) Purpose of the job
- d) Reporting Relationship

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- e) Nature of task and responsibilities (detailed)
- f) Appointing authority.
- g) Working conditions

3.3 Appointment

3.3.1 Appointing Authority

The appointing authority shall be comprised of the Tropics College of Business and Management Board of Trustees which shall appoint the Governing Council; and the Governing Council shall appoint the Principal and Deputy Principal (s). The appointing authority for all other established posts is the Principal and Deputy Principal. The Principal is delegated as the appointing authority to recruit and select individuals for Temporary/Casual or fixed term contracts, subject to advising the Chair of the Appointments Committee.

3.3.2 Types of appointments

All appointments at Tropics College of Business and Management will be categorized as;

- Permanent terms; this will encompass all those appointments that have no specific end at the moment of appointment
- Fixed term contract; this covers all those appointments with a specific end at the moment of appointment
- Temporary appointments or casual terms

Permanent terms are not normally applicable to the following categories of appointment, which will be subject to Fixed Term:

- Over the age of 65 years
- Expatriate staff
- Staff belonging to different administrators
- Staff recruited for specific tasks and projects
- Other categories as specified by the College

3.4 Probationary period

3.4.1 This is a status given to new employees of a company or business and in the context of Tropics College of Business and Management; probationary period of three (3) months will be applied to all permanent employees on their first appointment on permanent terms in the College.

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3.4.2 The probationary period for staff on Fixed Terms will be defined in the contract.

3.4.3 Should performance be deemed unsatisfactory within the probationary period, notice of termination of employment may be made at any stage throughout the probation or at the end of the probationary period. In exceptional circumstances, the probationary period may be extended for a period of a further three (3) months where performance is deemed unsatisfactory.

3.5 Confirmation of appointment

The College will issue a letter of confirmation of appointment after the probationary period is completed satisfactorily. This will generally be based on a staff appraisal process and on request of the employee.

3.6 Temporary terms

3.6.1 As and when the need arises, the College shall employ personnel on Temporary Terms for a period of 3, 4, 5, 6 months or any other period as per the specific requirements of the concerned department.

3.6.2 An appointment on Temporary terms shall be given a letter of appointment.

3.6.3 A Temporary worker that works without interruption for more than six months is entitled to apply for formal employment. This may be on either Permanent or Fixed Term depending on the needs of the College.

3.7 Casual terms

3.7.1 As and when the need arises, the College shall employ personnel on Casual Terms and these must be notified to the Human Resource Manager.

3.7.2 Employment on Casual Terms does not create an obligation for the employer to provide work for the employee on a continuous basis, nor to provide any benefit.

3.7.3 Employment on Casual Terms entails payment on a daily basis. For administrative reasons, payments can be arranged on a weekly/bi-weekly or monthly basis, on the ground of days of actual work, ascertained through roll calls and recorded on time sheets. This arrangement does not modify the terms of employment. Employment on Casual Terms does not require a written appointment for work of less than one week.

3.8.1 Fixed Term Contract-Part Time

Appointment on Contract shall be the type of employment where the terms of employment are as defined in

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a particular contract of employment between the College and an employee. The employee will be paid an hourly wage for the actual hours worked. This includes teaching, exam and coursework setting, invigilation, administration and marking.

3.8.2 Fixed term Contract - Full time

Appointment on Contract shall be the type of employment where the terms of employment are as defined in a particular contract of employment between the College and an employee. Academic Staff are required to teach for a minimum of 10 hours per week. The Administrative Staff are required to work from 8.00am – 5.00pm Monday to Friday and 9.00am -1.00pm on Saturday.

3.9 Secondment

The College reserves the right to second an employee to another organization for their benefit. Normally the employee will retain his/her existing terms and conditions of employment and remuneration. In the event that different terms, conditions and/or remuneration are applied during the Secondment, at the end of the Secondment the employee will revert to his/her terms, conditions and remuneration prior to the Secondment, unless these are varied by the College according to normal procedures.

3.10 Special conditions of service

Expatriate staff

The College values the contribution of expatriate staff/visitors who can meet a number of needs. They may fill vacancies that would be otherwise difficult to fill. They are often linked to projects that support the College financially. They may possibly bring expertise in specific fields. They can also help avoid cultural isolation and keep the College staff abreast of scientific and academic developments. Last but not least, they can sensitize their community of origin for giving financial and other support to the College.

Expatriate staff working with the College shall fall into one of the following categories:

- Employees on contract to a third party employer deployed to the College, usually as part of a project. The third party employer shall be the only contractual counterpart of the employee and a memorandum of understanding between the College and the third party employer shall spell out the duties obligations, prerogatives and fringe benefits, if any, of the employee.
- Employees on contract with the College. The terms and conditions of the employment shall be specified in a written contract. The College shall not have any other obligations and responsibilities towards the employee in the future, and he/she shall have to confirm that he/she

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has subscribed his/her own insurance abroad and that he/she undertakes to indemnify the College against any claims that may arise relating to the insurance.

- Persons rendering voluntary, unpaid service to the College shall have to comply with the code of conduct and with the instructions given by the College. The College might decide at the discretion of the Principal or a delegated officer, to pay partially or fully the costs in the form of allowances.
- In certain circumstances expatriate/international persons who can obtain the status of employment in Uganda may enter into a normal employment contract with the College as per normal local terms and conditions.

3.11 Staff induction

Induction is simply a process used within many businesses to welcome new employees to the company and prepare them for their new role. When a new employee is recruited, an appropriate orientation/induction programme will be drawn up by the HR Manager. Its purpose will be to provide the new employee with suitable information to create an understanding of the history, objectives and activities of the College. The orientation programme for senior management will include a period of familiarization in the various activities of the College in order to gain insight into its operations.

3.12 Terms and conditions of employment outlined

In addition to the Employment Letter, new employees will be given the 'Outline Terms and Conditions of Employment' document which is provided for ease of understanding of employees, but the full Terms and Conditions are provided in this manual which is available for consultation by all employees on application to the Human Resource.

4. CONDUCT OF THE COLLEGE EMPLOYEES

4.1 Mutual obligations

In every agreement, each party commits him/herself to fulfill obligations, which constitute the expectations and rights of the other party. Since not all circumstances can be foreseen and regulated in advance, the principles of good faith, mutual trust and respect, fairness, justice, empathy and compassionate approach, sense of duty and full acceptance of the College vision and mission shall apply in any case not specifically regulated in this Manual. In particular the following mutual values shall be followed:

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- **Excellence in professional education and applied research** – if we are to aspire to be not only nationally, regionally and internationally recognized in this way, then we have to not only develop (or import) people with that capacity and capability, but also equip them to inspire others to have similar aspirations. It will be essential that we recognize and reward genuine excellence and real achievement in these areas.
- **Transforming the community** – if we are to have that expectation of ourselves, then we have to have students and staff who come with, or develop, that capacity and capability. The capacity to ‘grow’ people through transformational leadership at all levels will be a high priority to the College.
- **Providing a working and learning environment and culture based upon personal wellbeing, growth and challenge which promote discovery, passion and inspiration** – if we are to achieve this, we should have staff that are mentally and physically attuned to the demands and vice-versa. They must also share that ambition and can provide the stimulus from within themselves, nurtured by effective and supportive leadership. This should shape future recruitment, retention and development strategies.
- **Valuing staff and students**– means placing expectations on ourselves, such that our behaviors demonstrate that commitment and, where that is not evident, being confident to address the issue.
- **Equality with diversity**– means articulating a set of beliefs and behaviors, in respect of staff and students, such that we can demonstrate that commitment through what people see, say and do. The diversity of our students, demographic change, beliefs, competition in the sector and the competitive labour market environment will together demand increasing diversity in the size, shape and nature of our workforce.
- **Creating a ‘performing organization’ in every sense** – this basically means creating a culture that has a real expectation of performance in all we do, through the development of ‘high performing’ people and strong teams.
- **Modern leadership and management at all levels** – means establishing and maintaining a sense of future, vision, honesty, trust and integrity such that everyone will be able to contribute in the knowledge and they will be supported at every stage.
- **Modernization of business processes**, such that our staff and students have a modern experience of the learning and working environments – this means the application of modern techniques and tools so that we are able to provide higher quality, more effective services, internally and externally and, at the same time, redirect resources to the point of greatest impact, whilst at the same time containing and/or

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reducing costs.

4.1.1 Academic freedom

The College acknowledges and accepts the intellectual and academic freedom to think, write, act, speak, teach and research, that is essential to expand and sustain subject areas, areas of professional and personal expertise and for the advancement of knowledge. Academic freedom concerns freedom, within the law and within one's own subject discipline, to question and test received wisdom and to put forward new ideas and sometimes controversial and unpopular opinions, without fear of victimization. In these respects, the normal expectation of good faith, trust and confidence applies and it would be expected that employees will not do anything that would damage the College's reputation or interests or the reputation or interests of a colleague.

4.1.2 Assurance and enhancement of quality

Standards of academic and administrative quality can only be assured and enhanced by the introduction and development of appropriate quality assurance and management procedures that are accepted and promoted by the College and its entire staff. The College will involve staff to participate fully in such initiatives.

4.1.3 Data protection

In order for the College to fulfill its obligations to employees it is necessary to hold and process employee's personal data, including sensitive data. Acceptance by employees of an offer of employment is also an acceptance of consent to hold and process personal employee data. In turn, the College has an obligation not to reveal such data to third parties apart from those who are authorized for access such as the National Council for Higher Education (NCHE) for statistical and related purposes.

4.2 Employer's obligation

4.2.1 Work environment

Within the resources available, the College is committed to establishing a favorable and conducive environment for employees to do their jobs well and discuss freely any work-related matters with their immediate their supervisors. The College is committed to providing salaries and benefits which will be fair, reasonable in relationship to work performed. The College's employment ethos is one that encourages a mutual environment of academic and administrative professionalism, permitting each employee as much

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discretion and responsibility as is consistent with a well-coordinated and effective operation, whilst expecting employees to be self-managed individuals able to set their own objectives and undertake their duties and responsibilities in a professional fashion. The College encourages an open environment of mutual respect where colleagues are free to make constructive suggestions that relate to the methods, procedures, working conditions and the nature of work performed.

The College retains the right to exercise usual and customary managerial functions, including but not limited to the power to:

- Assign, supervise and utilize disciplinary action
- Determine and change work schedules.
- Establish and/or change its policies, practices, rules and regulations
- Determine and change methods by which its operations are to be conducted, and assign duties to employees in accordance with the College needs and requirements.

4.2.2 Organizational development

There are several strategic themes which are fundamental to organizational development and they are summarized, as follows:

- Managing internal development and change effectively through appropriate philosophies, policies, proven change management processes and by developing our leaders and managers to handle change appropriately at all levels;
- Managing performance effectively at all levels (whole organization, teams and individuals) through appropriate performance management systems and processes, role models, development opportunities and reward mechanisms;
- Ensuring continuity of appropriate leadership at the very top of the organization, consistency of direction and focus and complete 'alignment';
- Assuring capacity and capability through appropriate strategies and policies for individual and team development, with particular focus on the development of high performing teams;
- Embedding recognition of the value that a diverse workforce can bring to our students, whilst ensuring ability to resource workforce requirements adequately.
- Assuring competence in all we do through a framework of common standards of practice in 'people management' at all levels;

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4.2.3 Core Values of Organizational Development

- Providing opportunities for people to function as human beings rather than as resources in the productive process
- Providing opportunities for each organization member, as well as for the organization itself, to develop to his full potential
- Seeking to increase the effectiveness of the organization in terms of all of its goals.
- Attempting to create an environment in which it is possible to find exciting and challenging work.
- Providing opportunities for people in organizations to influence the way in which they relate to work, the organization, and the environment
- Treating each human being as a person with a complex set of needs, all of which are important in his work and in his life.

4.2.4 Resourcing

This is the generic term given to all those activities which, together, ensure that we have the right people, in the right place and at the right time, such that our internal capacity and capability is sufficient for what we have said we need to achieve. This requires:

- Workforce planning strategies and policies which ensure effective control of workforce numbers and costs, yet are sufficiently flexible to respond to changes of need, pace or direction as school and department strategies take shape and mature.
- Recruitment strategies which attract the desired range of high quality and committed staff who regard Tropics College of Business and Management as not only an employer 'of choice' but also because we share a common vision, common ambitions and similar values;
- Retention strategies which ensure that we retain those who wish to be a part of the Tropics College of Business and Management's journey and who contribute appropriately to the achievement of our goals;
- Succession strategies which ensure we are developing our capacity and capability at all levels, providing opportunities for personal development and growth and for progression to match ambition;
- Equity, diversity and gender sensitivity strategies and policies to ensure that we capitalize on the largest possible labour market from which to resource our human resource needs.

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4.2.5 Recognition and Award

The Recognition and Reward 'system' acknowledges the varying motivations of our staff and the need for the College to respond to, and reflect, those motivations in different ways. The Recognition and Reward system will have to be affordable, but will be able to deliver:

- A modern underpinning system for basic pay which is open, fair and equitable, endeavoring to achieve equal pay for work of equal value and offering appropriate opportunities for career progression.
- A framework of other payments which acknowledge market conditions from time to time and the need to recruit and retain the best staff against increasingly intense competition.
- An appropriate reward system at all levels that reflects achievement, contribution and performance for the individual and teams.
- Appropriate arrangements to recognize personal achievement within academic and other professional fields, especially in teaching, research, consultancy and commercialization activity.
- A modern approach to the provision of 'benefits' which reflect the differing needs and 'value' for the individual. Recognition of the added value of intangible benefits, such as a good work environment the tools to do the job, interesting and challenging work, opportunities for personal growth, experiencing excellent leadership etc.

4.2.6 Employee Engagement

This is the generic term given to all those activities which, together, ensure that all our employees are able to be involved and participate in decisions that will affect the contribution they are able to make to the achievement of College goals. Together they build understanding, involvement and commitment.

- Employee involvement in academic decision making processes through continuing representation on the College's key decision making bodies;
- Early employee involvement and participation in organization development & change through appropriate development/change management philosophies, policies and practices
- Employee consultation and negotiation around mainstream employment policies, through continuing development of the local negotiation and consultation arrangements with the recognized staff associations;
- Employee communication through the development of communication policies and practices;

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- Undertaking an Annual Review and Planning meeting involving all staff as far as possible.

The overall aim being to build a climate of confidence and trust around the change agenda, a sense of commitment to the College, its vision and its values, thus creating an enabling employee relations environment within which innovation and transformational change can thrive.

4.3 Employee obligations

4.3.1 Academic Duties

Academic Staff are on a salary scale which rewards staff for the full range of academic duties and responsibilities. They include an appropriate balance of the following:

- Teaching and related activities including direct class contact; distance learning (including online); tutorial guidance; supervision of fieldwork and industrial training; examining and assessment; programme and curricular development; course management; development of learning support material, methods and applications.
- Research, consultancy and income-generating activities;
- Educational Management and Administration; participation in internal and external committees, working groups and project teams; mentoring, counseling and other types of student support and guidance; participation in quality assurance procedures; recruitment, selection and admission of students; staff appraisal; representing the College on external bodies.
- Scholarly activity and personal development. It is expected that staff within academic and administrative departments should undertake a collegiate approach and engage in a spirit of co-operation to discuss and resolve amongst themselves the balance of duties required to meet the College's mission, aims and objectives.

No additional allowances or payments are provided for the duties and responsibilities of a professional academic unless specifically stated and agreed in writing and within the provisions contained in this manual.

4.3.2 Staff Code of Conduct

The College expects each employee to abide with the principles, values and behaviors outlined in the College's 'Staff Code of Conduct', provided in Appendix J to this manual.

More specifically, but not exclusively, the College expects its employees to adhere and comply with the following obligations:

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- Fulfill responsibilities as outlined in job descriptions and where necessary contribute to the College's effectiveness by performing additional duties not specifically outlined therein.
- Give a productive day's work to the best of his/her abilities and skills according to the employee's job description.
- Respond to timetabled activities such as lectures, examination invigilation, staff meetings and various College Committees.
- Demonstrate a considerate, cordial, and constructive attitude towards fellow employees, students and visitors.
- Handle students, visitors, staff and other workers with respect and a compassionate attitude.
- Adhere to the policies and procedures adopted by the College.
- Conduct him/herself in such a manner as to enhance the professional image, the good name and reputation of the College. The College also expects employees to follow rules and conduct that will protect the interests and safety of all employees, orderly operations and the best possible work environment.
- Accept the responsibilities inherent to their position, adhere to acceptable principles in matters of personal conduct and accountability, and exhibit a high degree of personal integrity. This involves not only sincere respect for the rights of others but also demands that employees refrain from any behavior that might be viewed unfavorably, interfering with the administration or fellow employees, or jeopardizing the public image and perception of the College.

4.3.3 Confidentiality

The College recognizes the need for free exchange of information or ideas in education, subject to its overriding interest in protecting the confidentiality of information in which it has a proprietary interest. Respect of confidentiality is a condition of employment and the College expects employees to preserve the confidentiality of the College and not to reveal information that might be prejudicial to the College. Employees shall not divulge to any person or organization any confidential information concerning the business (in particular, official committees or Boards of the College) or finances of the College or any of its strategies, dealings or transactions. This restriction shall cease to apply to information or knowledge which has been authorized to be in the public domain by the College. Any misuse of information or breach of confidentiality may, if sufficiently serious, be regarded as gross misconduct, even if it is not apparent that

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an individual has personally gained by such an action. Participation in such malpractice will result in disciplinary action up to and including termination of employment and legal action. There shall be no restrictions to confidentiality regarding matters communicated via the College's whistle blowing procedure (see 4.3.10 below)

In particular, the following behaviors are expected of all employees:

- The College is an open environment and as such employees have access to a variety of information of a sensitive nature. This information includes examinations, examination results, salaries, and other sensitive information. Employees may also have access to technical and business information of a confidential nature. It is strictly forbidden to divulge this information outside the College.
- Information about students' academic performance is strictly confidential and may not be divulged without permission of the students.
- Members of the College staff are not allowed to give information to the press about College activities and must refer the member of the press to the office of the Officer in charge of such duties.

4.3.4 Copy Right

All findings, discoveries, records, drawings, documents, papers, books, programmes, software products or any such material acquired by an employee in the course of employment shall be the property of the College, which shall retain copyright and other intellectual property rights therein, unless the College intimates in writing that it has decided not to do so. At the request of the College employees shall supply all such records, drawings, documents, papers, books, programmes, software or other material and render such assistance as the College may reasonably require, enabling the College to exploit its Intellectual Property rights to best advantage. Staff shall execute all documents and do all things which may be necessary or desirable to obtain patent or other protection of said rights as may be required by the College. All of the above is without detriment to staff rights to retain ownership of and obtain benefit from all personal works and/or publications which arise solely from personal and/or professional practice. Nor is it the intention that the above provisions should discourage legitimate scholarly activity. The College accepts the right of employees to be acknowledged as authors or joint authors of published or unpublished work to which they can be honestly attributed, whether in the course of employment or through personal/professional practice.

4.3.5 Prudent use of College property

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All employees are obliged to protect and conserve the property of the College. In particular, but not exclusively the following behaviors are expected of all employees:

- Employees are individually responsible for furniture, equipment and/or supplies under their care and must repair or replace, at the discretion of the Principal or a delegated officer, any items which are lost or damaged as a result of negligence.
- Employees should notify management immediately when any College property is lost or damaged.
- No property should be given away, lent, rented, or moved to another location without written authorization from administration or the concerned individual.
- The College administration reserves the right to inspect any employee's assigned workspace and desk when it is deemed the College has a legitimate interest to do so.

4.3.6 Use of College means of communication

All employees are obliged to use means of communication only for College purposes. In particular, but not exclusively the following behaviors are expected of all employees:

- i) The use of the College computers, telephones and fax machines are limited to the needs of service. Employees may not use, directly or indirectly, College property such as computers, photocopiers or other equipment for anything but College business without authorization. None of these items should be given away, lent, rented, or moved to another location without written authorization from the College.
- ii) Stationery, paper, pens, printer cartridges and other consumables provided by the College should not be used for anything else but College business. None of these items should be given away, lent, rented, or moved to another location without written authorization from the College authorities.
- iii) The unauthorized use of the College headed paper, official stamps, or other official documents, constitutes fraud and is strictly forbidden. Violation of this rule may result in immediate termination and possible prosecution.

4.3.7 Use of College Vehicles

The following are the rules pertaining to the use of College vehicles;

- The Principal or a delegated officer is the only employee responsible for assigning vehicles and duties to drivers.
- Removal of any of the College vehicles from the College premise without

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authorization from the Principal/delegated officer is forbidden. Any unauthorized use of the College vehicle, constitutes a violation.

- College vehicles should never be used for a purpose other than their authorized purpose.
- Each vehicle has a mileage logbook that must be completed for each trip.
- All accidents, however minor, must be brought to the immediate attention of the Principal/delegated officer. In addition, the accident must be reported to the police and the police report obtained. The driver must submit a written report to the College administration not later than the day after the accident, unless specific circumstances prevail.
- Only authorized College drivers with valid driving licenses are allowed to drive College vehicles. The Principal may authorize other employees as need may arise.
- Vehicles should be checked by drivers prior to use, in particular for oil, water, tyres and brakes. Vehicle maintenance problems should be brought to the immediate attention of the College Secretary.
- Drivers should drive defensively and strictly observe all traffic regulations. In addition, drivers should take additional safety precautions such as compliance with stipulated speed limits, appropriate use of the horn, and be particularly observant of pedestrians, bicycles and other cars on the road.
- Drivers are responsible for the cleaning of vehicles and should be courteous in the conduct of their duties since they represent the College to the general public.
- Drivers should always be responsible in checking the mileages and the date when the vehicles are supposed to be re-serviced and make sure servicing is carried out or the Principal/delegated officer is aware.

4.3.8 Use of any intoxicating substances/drugs

In view of the responsibility connected with the academic profession, and in general of working in the College, the College has the duty of protecting its staff by enforcing strict rules against the use of whatever intoxicating substances/drugs. In particular, but not exclusively the following behaviors are expected of all employees;

- Consumption of alcohol and of narcotic drugs on the College campus, in the field and during the conduct of official duties is strictly forbidden. Reporting for duty while intoxicated is a breach

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of this rule. The only exception to this rule is on the occasion that alcohol is provided at official functions of the College, but even in these circumstances moderation is demanded and, in any situation, intoxication on College premises is regarded as gross misconduct.

- Abuse of intoxicating substances/drugs outside the College premises, is also a breach of the code of conduct, if it causes harm to the public image of the College.
- The employee, by signing the letter of appointment contract, gives explicit permission to the College to carry out clinical laboratory tests to determine the level of alcohol or narcotics in his/her blood, when requested by the Principal or a delegated officer.
- Violation of these rules or refusal to accept this test could lead to immediate termination of employment with the College.

4.3.9 Protection against litigation

The College shall indemnify the employees against the claims from students related to teaching acts performed during College duties, except in case of proved negligence in carrying out his/ her duty, and/ or gross malpractice. In order to take advantage of this protection;

- The employee, shall report immediately and truthfully every professional mishap to the Principal through the superior/heads of department.
- In case of ascertained gross negligence on the part of the employee, or failure of the employee to report the occurrence of a procedure, the College reserves the right to initiate a legal procedure against the employee, aimed at recovering the damage incurred by the College.

4.3.10 Whistle blowing

Whistle-blowing is a term used for what is legally known as a Public Interest Disclosure, which is when an employee discloses information about malpractice/wrongdoing they discover occurring in the College.

The College has a policy and relevant procedures to enable staff and students to report in confidence matters which would be sufficiently serious to be considered under 'whistle blowing' arrangements.

Appendix G outlines the whistle blowing process.

5.0 GRIEVANCE PROCEDURE

Grievances are concerns, problems or complaints that employees raise with their employer. It is therefore against this background that the College recognizes such problems and they have exclusively been listed below;

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- Not receiving the correct terms of employment
- Pay and working conditions not being received according to your contract of employment.
- Unsatisfactory treatment by co-workers, supervisors or management.
- Discrimination.
- Not getting statutory or contractual employment rights.
- Personal safety issues.
- Sexual harassment.

If an employee believes there is a real problem, the employee should explain their concern to their immediate supervisor to see if it can be sorted out informally. An employee may find it helpful to suggest what they would like the supervisor to do to resolve individual or impending problems.

Appendix F outlines the guidelines on the grievance procedure.

6.0 DISCIPLINE

This is simply the practice of training people to obey rules or a code of behavior, using punishment to correct disobedience.

6.1 General Principles

In all disciplinary matters the principle of natural justice shall prevail. Formal disciplinary procedures are an important policy area in support of management and help create a well-regulated employment environment for staff. Good managers are clear about their objectives and communicate effectively with staff to achieve a shared understanding of how together they will be achieved. Good managers achieve a balance between day-to-day supervision and ensuring that staff feels empowered to use their own initiative and skills. Natural discipline in the workplace comes about when staff knows what is expected of them and the parameter within which they work. Nevertheless problems will occur which require formal action and procedures are necessary to enable them to be handled effectively and with fairness.

The College recognizes the importance of ensuring that staff subject to disciplinary procedures have full opportunity to present their case and receive a fair hearing. At all formal hearings and meetings, such staff may bring a friend with them to provide support and act as a witness.

Disciplinary procedures apply to all staff. There is particularly a good diversity of employment in a College. Its academic work carries with it the cherished history of academic freedom – although with freedom comes

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responsibility to behave professionally and impose personal work disciplines. There are also work areas which require close and detailed supervision. All staff are bound by the College rules and codes of conduct to which this procedure gives support.

6.2 Definition of matters which fall within the disciplinary code

There are basically two categories – misconduct and gross misconduct. The main difference is one of degree. “Gross misconduct” relates to behavior which may lead to immediate dismissal on the grounds that continued employment cannot be tolerated. “Misconduct” is less critical to the well-being of the College but if continued over time may well lead to dismissal. It should be noted that the disciplinary procedure is entirely separate from any consideration of police involvement and/or prosecution. Both actions may be taken – they are not alternatives.

Misconduct – The following are examples of misdemeanors which would be considered misconduct and should be dealt with according to these Disciplinary Procedures. It is not an exhaustive list.

- Negligence or omission to perform duty (s)
- Direct refusal to carry out orders or instructions given by authorized officers
- Incompetence or inefficiency in the performance of any duty assigned.
- Absence from duty and/or station without permission.
- Being late; leaving the workplace without permission.
- Any action against professional ethics and code of conduct, as defined in the Human Resource Manual and Code of Conduct.
- Other matters considered as misconduct by the College.

Gross Misconduct - The following matters will normally be regarded as gross misconduct to be dealt with according to the Disciplinary Procedures (*appendix E*), normally starting at level 4:

- Theft, forgery, fraud, corruption and any other criminal activity
- Soliciting or accepting a bribe
- Gross misconduct in private life that affects the individual's status or position within the College
- Physical violence and/or abuse of other staff or students
- Reporting on duty while under the influence of alcohol or other intoxicating substance/drug.
- Accepting a post in another institution contrary to this College's rules

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- Chronic short term absence from work without due reason
- Absence from work for more than 5 days without reporting
- Incitement of staff and/or students to engage in serious disorderly conduct
- Falsification of academic records, including those relating to examinations
- Disclosure to the public of any information covered by professional confidentiality
- Other matters considered Gross Misconduct by the College

6.3 Disciplinary Procedures

Where misconduct has been identified, the following levels of sanction may be applied. They are in ascending order of seriousness but do not have to be applied consecutively. When issued, written confirmation is prepared by the Human Resource Manager, working with the line manager who initiated the disciplinary action. It is signed by the Deputy Principal and a copy placed on the personal file of the staff member concerned.

Responsibility at each level is shown in the procedure, which also shows the entitlement to appeal.

- **Level 1; Verbal warning-** Generally an employee will receive a verbal warning from his/her superior as a first formal notification of unacceptable performance or behavior. A confirmatory letter is sent to the staff member with a copy to the Human Resource Manager (for the personal file) and to the line manager. Verbal warning can be issued by the direct superior (manager) or any other relevant supervisor at higher level. The copy remains on file for six months from the date of the disciplinary action. After that date it is removed and cannot be referred to subsequently, unless the superior, after reviewing the original need for warning with the employee, extends the period for a further six months (and must notify the Deputy Principal of the decision).
- **Level 2; Written warning-** If a verbal warning seems inappropriate and unacceptable performance or behavior continues, a written warning may be given by the manager, with the agreement of his/her superior (who will also attend any preliminary hearing). A copy of the confirmatory letter remains on the personal file for one year. After that date it is removed and cannot be referred to subsequently, unless the manager, after reviewing the original need for warning with the employee, extends the period for a further (and must notify the Deputy Principal of the decision)
- **Level 3; Final Written Warning-** If unacceptable performance or behavior persists, a final written warning should be considered. A final written warning may also be the first sanction in a matter considered serious but not a matter of gross misconduct. It is effectively one step short of dismissal. A

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copy of the written warning will remain on file for a period of two years. After that date it is removed and cannot be referred to subsequently, unless the superior, after reviewing the original need for warning with the employee considers that insufficient improvement has taken place in which case the Human Resource Manager will refer the matter to Deputy Principal for review.

- **Level 4; Suspension or Dismissal without Pay-** If unacceptable performance or behavior continues dismissal or suspension without Pay should be considered.

6.4 Additional disciplinary sanctions

These are simply additions to the above and they include but not limited to;

- Suspension without Pay: in accordance with Statutory Instruction from the Ministry of Labour, an employee may be suspended without pay for a serious infraction for a period not exceeding 12 months.
- Cautionary Suspension with Pay: in case of actions or behavior where it is deemed inappropriate for a continuation of duties until the disciplinary matter is fully investigated, a Cautionary Suspension can be imposed by the Principal or Deputy Principal until the matter can be fully considered by a Disciplinary Panel or the Human Resource Advisory Committee as deemed appropriate. For the period of suspension the employee will receive 50% pay. The period of suspension is determined by the need of instructing the case for the panel/committee. In any case it will not exceed two calendar months from the date of suspension. If the employee is then cleared by the committee, he/she shall receive the balance of the full suspended pay.
- Dismissal with Notice: this is effective following consideration of a disciplinary case by the Disciplinary Panel or the Human Resource Advisory Committee (as appropriate).
- Dismissal without Notice following consideration of a disciplinary case by the Disciplinary Panel or the Human Resource Advisory Committee (as appropriate) where evidence has been accepted or admission made of theft, bribery, corruption fraud or any other behavior which constitutes a criminal offence carried out in College premises or related to an employee's activities or duties at the College.

6.5 Criminal Proceedings

If it is discovered that a staff member has committed a criminal offence or there are strong grounds to believe that to be so, the College will report the matter to the appropriate public authorities for action. The Disciplinary Procedure operates independently of any such action.

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6.6 Criminal Indictment

This is a formal accusation that a person has committed a crime. Indictment of an employee whether related or unrelated to duty, can result into the following disciplinary sanctions.

- Cautionary suspension without pay at the discretion of the Principal or Deputy Principal, for a maximum period of two months, subject to appeal to the Disciplinary Panel or the Human Resource Advisory Committee.
- On completion of two months, if the case has not been finalized, the employee may retain his/her employment by applying for leave without pay for a maximum period of a further three months.
- Indictment whether related or unrelated to duty followed by Conviction by a court of law to imprisonment will lead to termination of employment.
- Where an indictment unrelated to duty is followed by Conviction by a Court of Law does not lead to imprisonment but to a lesser penalty such as a fine, the individual may apply to the Disciplinary Panel or the Human Resource Advisory Committee (as appropriate) for re-instatement in employment. Re-instatement will be at the discretion of the Human Resource Committee and no back payments of salary shall be payable.
- Where the indictment is followed by acquittal with full discharge within the period of cautionary suspension or within three months from the application for leave without pay, the employee has the right to apply for the payment of the salary withheld during the period of cautionary suspension without pay and the period of unpaid leave.
- Indictment not followed by sentence within five months will lead to termination of employment without notice, unless the Disciplinary Panel or the Human Resource Advisory Committee (as appropriate) decides otherwise.

6.7 Disciplinary Hearing

Responsibility for managing disciplinary hearings rests primarily with the College's managers. They are supported by the Human Resource Manager who ensures successful completion of all processes and provides expert advice to the College staff and Council.

Managers deal with all matters relating to staff on probation, and on temporary and casual terms. For permanent and fixed term staff, managers deal only with the first level of sanction (oral/verbal warning). For all other levels there is a formal Disciplinary Panel meeting.

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7.0 EMPLOYEE CONDITIONS AND BENEFITS

7.1 Hours of Work

In order to meet its obligations to a complex timetable of full time, part time, holiday and other services provided, the College operates a system of Annualized Hours. This system recognizes that weekly hours may vary from week to week but they should meet specified maxima and minima on average throughout the year (excluding leave). If not otherwise specified in the contract, the Normal Full Time working hours in average throughout the year are clearly mentioned in various curricula per week (excluding leave). Except for Security Guards, in any one week, the maximum working hours shall be 56 hours and hours shall not exceed 10 hours per day. Minimum working hours shall be 35 hours a week on average throughout the year and a post requiring less than 35 hours shall be considered Part Time. The working timetable will be determined by the needs of service. The rest of the administrative staff will take the hours as specified by National and International labour Laws of 48 hours a week and 8 hours per day.

Where time sheets or electronic attendance systems are required, it is a condition of service that they be accurately adhered to. Falsification of timesheets or electronic attendance records is a serious disciplinary matter.

For Full Time employees, a 60minute lunch break is allowed every day (Monday to Friday) and this is not computed in the calculation of the working hours.

7.2 External Appointments

It is expected that employees will devote all of their working time to the work of the College. Full time employees are not permitted to hold any other full time employment and are required to confirm that in writing. If this is discovered subsequently they may be subject to termination of employment or change in employment conditions (e.g. to part time status).

In special circumstances, it may be possible for an employee to hold an external appointment if it is of direct benefit to the College and if ALL of the following circumstances are fulfilled:

- There is no conflict of interest with the College;
- That the appointment does not interfere with proper performance of duties;

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- Any work for which staff gains financial reward (excluding external examining and research) requires the consent of the Principal.

External appointments may include, but are not limited to the following:

- Membership to various Boards
- Political or Civic office
- Self-employment or private practice
- Consultancy and/or training activities

7.3 Weekly Rests

After 6 days of continuous working, an employee is entitled to a minimum of one rest day. Due to the timetables of the College there is not a customary rest day and should timetables preclude the taking of a rest day after 6 days of continuous working, then a compensatory rest day shall be taken at the earliest opportunity.

7.4 Compensatory Rests

The College shall normally arrange for compensatory rest in lieu of overtime payment for employees who served beyond normal working days or on Public Holidays. Claims on compensatory rest shall not be accepted beyond the end of the calendar month in which it was due.

7.5 Public Holidays

Besides the gazette Public Holidays recognized by the College and published in the College Calendar, the College considers no additional holiday unless otherwise communicated officially by the Government of Uganda. Work or service on Public Holidays of an employee on permanent terms shall create title of and equal time on compensatory rest. No additional payments are payable for work on Public Holidays.

7.6 Annual Leave

All full-time employees are entitled to a leave of 30 working days per annum calculated on a pro rata basis, to be taken at a time convenient to the College. A leave application form must be completed, approved by the direct supervisor and Principal/College Secretary (as may be deemed appropriate) and should thereafter be handed to the Human Resources Department. Leave not taken at the College's request will be paid out at the termination date. Annual leave is calculated by the College Year which commences on 1st August and ends on 31st July and has to be taken before the end of the year.

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Annual Leave is not accrued during periods of other categories of leave (7.8 to 7.14 below). Where other categories of leave have taken place an employee's annual leave shall be reduced pro-rata. (e.g. an employee who is entitled normally to 30 calendar days of annual leave but who has recorded 60 days of maternity leave within the College Year will have annual leave reduced by $60/365 \times 30 = 4.9$ which will be rounded to the nearest whole day reducing annual leave by 5 days to 25 days).

7.7 Compassionate Leave

Probationary, permanent and fixed term employees are entitled to be paid compassionate leave in case of death or severe illness or funeral of a relative in the employee's immediate family. Immediate family is defined as father; mother, brother, sister, spouse or child. Compassionate Leave shall be granted if compatible with service requirements, and for a period of not exceeding four consecutive calendar days and is subject to an annual calendar maximum of 8 calendar days. Employees wishing to take Compassionate Leave must complete a 'Leave Request Form', have it approved and signed by the immediate head and submit it to the HR Office. Additional leave can be granted for other relatives in exceptional circumstances, if compatible with service requirements, but will be considered as Annual leave or Unpaid leave.

7.8 Sick Leave

Probationary, permanent and fixed term employees are entitled to Sick Leave. Staff in the first year of service shall be entitled to a maximum of thirty (30) days paid leave and thirty (30) days unpaid leave, after which the employer is entitled to terminate the employee's employment. After 12 months of service the maximum sick leave period, justified by a recognized doctor is three (3) months within a calendar year of which the first thirty (30) days shall be on full pay and following sixty (60) at half pay. If cumulative medical leave, paid or unpaid, exceeds ninety (90) days in a period of 365 days (i.e. a "rolling year"), the employer has the right to terminate the employment. In a case where the illness/injury is caused by the employee's own willful neglect or default (e.g. being under the influence of alcohol or drugs, fighting, etc.); he/she shall not be entitled to any pay during the period of such incapacity.

Staff who are unable to attend work due to sickness or injury are required to advise their immediate

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superior within the same day that they have been unable to report for work and provide written self-certification of the sickness to the HR Manager within 7 days or on return to work if within 7 days. In the event that the sickness is for a period of more than 7 days, a doctor's certificate is required within a further 7 days and monthly thereafter. In the event that a certificate is not provided within 30 days of first absence, pay will be suspended until such time as the certification is provided. If certification is provided, the sick pay will be re-instated and back pay paid. In the event that certification is not provided within 60 days of first absence, employment will be terminated. If an individual self-certifies more than twice in a six month period, then any further period of sick leave requires to be certified. Annual Leave shall not be accrued during the period of Sick leave.

7.9 Maternity Leave

All female permanent employees, who have been employed by the College for a period exceeding one year are entitled to maternity leave at the occurrence of birth or in the period immediately preceding the birth for a total of sixty (60) calendar days. Full time staff receives full pay for that period. Employees wishing to take Maternity Leave must complete a 'Leave Request Form', have it approved and signed by their immediate head and submit it to the HR Office. Annual leave shall not be accrued during the period of maternity leave (e.g. an employee who is entitled normally to 21 calendar days of annual leave but who has recorded 60 days of maternity leave within the College Year will have annual leave reduced by 60/365 (i.e. $21 = 3.4$) which will be rounded to the nearest whole day thus reducing annual leave by 3 days to 18 days).

An employee with less than one year's service at the occurrence of birth or in the period immediately preceding birth may apply for unpaid leave for a total period of 60 calendar days.

7.10 Paternity Leave

Probationary, permanent and fixed term male employees are entitled to four (4) days paid leave after the delivery or miscarriage of a wife. Employees wishing to take Paternity Leave must complete a 'Leave Request Form', have it approved and signed by the immediate head and submit it to the HR office.

7.11 Unpaid Leave

Unpaid leave may be granted on condition that the absence of the concerned employee does not overtly affect service delivery. Request for this type of leave must be in writing and approved by Principal or a

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delegated officer. In normal circumstances, unpaid leave will not exceed a period of three consecutive months. Annual leave shall not be accrued during the period of unpaid leave (e.g. an employee who is entitled normally to 21 calendar days of annual leave but who has recorded 60 days of unpaid leave within the College Year will have annual leave reduced by $60/365$ (i.e. $21 = 3.4$) which will be rounded to the nearest whole day thus reducing annual leave by 3 days to 18 days).

7.12 Study Leave

Permanent Full Time employees qualify for Study Leave to undertake training or educational programmes/ courses, subject to acceptance by the Staff Development Committee (whether or not the College is paying for the programme/course) who will define the conditions of the leave, whether full time or part time, paid or unpaid. Employees wishing to take Study Leave must complete a 'Study Leave Request Form', have it approved and signed by the immediate head and submit it to the HR Office. Annual leave shall not be accrued during the period of study leave (e.g. an employee who is entitled normally to 21 calendar days of annual leave but who has recorded 60 days of study leave within the College Year will have annual leave reduced by $60/365$ (i.e. $21 = 3.4$)) which will be rounded to the nearest whole day reducing annual leave by 3 days to 18 days).

7.13 Approval of Leave or Absence

Employees wishing to take Leave (including Annual Leave) must complete a 'Leave Request Form', have it approved and signed by the immediate head and submit it to the HR Office.

7.14 Unauthorized Absence

Unauthorized absence is considered as absence without approval OR failure to provide certification within the times specified in the case of sickness. Unauthorized absence will lead to loss of pay for the period of absence. It may also lead to disciplinary action (which will always be taken when the absence exceeds three days). Absence for periods greater than five days is considered to be gross misconduct and may lead to dismissal.

7.15 Other Employee Benefits

Other benefits provided to the employees by the College include;

- **Burial.** At the death of an employee still on full service, the College shall contribute towards the burial expenses the following: Coffin, which shall not exceed UGX 300,000; transport of the deceased employee's body and household properties to his/her home place, within Uganda, using the

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cheapest means of transport, to be determined by the Principal or a delegated officer; cash contribution equivalent to two (2) months' salary of the deceased.

- **Salary advance.** Salary advances may be given to employees only after written recommendation by the Head of Department checked by the Bursar, and shall not exceed 50% of the salary due for the month and shall be deducted at the end of the same month. Salary advances are not an employee right and may be refused without explanation by the Bursar on the instructions or authority of the Principal or a delegated officer.

8.0 REMUNERATION AND SALARY

Remuneration shall take the form of salary and allowances and any other forms of remuneration payable to the various categories of employees as shall be determined by the College Council from time to time.

8.1 Salary

- a) All posts in the College shall be classified by title and salary scale in accordance with the duties and responsibilities carried by the post as established by the College.
- b) For full time employees, salary shall be paid into the employee's salary bank account at the end of every month.
- c) Part time employees shall be paid an hourly rate(determined by the College Council)for the actual number of hours worked

8.2 Allowances

Some allowances shall form part of the consolidated salary for some categories of staff as indicated in their appointment letters.

The rest of the allowances shall be catered for as indicated below and are payable subject to availability of funds as authorized and budgeted for.

a) Air time allowance

Air time allowance shall be payable to an employee to facilitate communication while executing College duties as recommended by the supervisor as need arises.

b) Supervision allowance

Supervision allowance shall be payable to employees in respect of supervision of research work by students.

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c) Fuel allowance

Fuel allowance shall be payable to senior staff to cover home to office fuel expenses and forms part of the consolidated salary.

d) Head of Department allowance

This shall be payable to Heads of Academic Department on a monthly basis as approved by council from time to time.

e) Honorarium

Honorarium shall be a payment to an individual who has rendered services of a special nature to the College but not on a pre-determined basis.

f) Day travel/ safari day allowance

Day travel (safari day) allowance shall be payable to an employee on official duty, off station for a period exceeding six hours but not amounting to one night.

g) Sitting allowance

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

h) Per diem/subsistence allowance

Per Diem shall be payable to an employee who will be required to travel on duty away from their duty station for at least a night.

i) Other allowances shall be introduced on a needs basis from time to time with guidance from the College Council.

9.0 STAFF DEVELOPMENT

9.1 It is a College Policy to give very high priority to the management of performance and development of its staff in order to help them improve their knowledge, skills and attitudes, and this will be based on the following conditions;

- The identified training avenues correspond to an objective documented need of the College aiming at the improvement of the service provided.
- The additional knowledge and skills acquired during training benefit the College

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and its services as well as the staff performance.

- Eligibility for training shall be subject to the Staff Development Policy.
- Towards this objective and in line with the conditions set the College will provide opportunities for training and development of its staff in so far as is possible within the resource constraints prevailing.
- All matters pertaining to staff development, and all proposals for training of whichever source, shall in liaison with relevant Departments be handled by the Staff Development Committee in accordance with the Staff Development Policy.

9.2 Assessment of Training Needs

Employees' training needs shall be assessed through the following:

- Performance Appraisal and special interviews organized by the Heads of Departments and the HR Manager to determine training needs will be used as basis for training needs assessment to ensure that proposed training and development programmes are appropriately designed and executed to the right people. Every effort will be made to ensure that proposed training and development programmes meet either specific short term or long term needs of the College and its staff.
- Departmental meetings: prior to the next academic year, each department will meet and discuss staffing requirements and training needs of their staff. Training needs will be based on the results of Performance Appraisals and proposed plans of action for the ensuing year. Recommendations for training should be made to the Staff. Departments should define the ways and means through which the expected post training improvements in the departmental services can be measured.
- An Annual Report on 'Training Needs (including report on the results of the previous year's training) should be made and submitted to the Staff Development Committee by each Department with the following information:
 - Additional contribution of the member of staff following training to the Department including a clear rationale as to the relevance of the course and a clear definition of the ways and means through which the expected post training improvements in the departmental services may be measured

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- Where training requires a prolonged absence of the staff member from duty, whether part-time or full-time, proposals should be provided concerning ways and means through which the Department services can smoothly continue in the absence of the staff concerned, wherever possible without additional cost to the College (besides the cost of training).
- Part time and Distance Learning courses should be used wherever possible in order to contain costs and maintain service to the College of the Staff member on training.
- If a full time course is proposed then the costs of replacement staff should be provided in the Departmental budget.
- Wherever possible scholarships should be sought to fund training (particularly for full time) and information should be given on what efforts have been made to secure funding. The finance committee of College Council may be able to assist in this matter and should be consulted at an early stage.

9.3 Annual Appraisal

The annual appraisal system is at the heart of the staff performance management and is described in **Appendix I (Appraisal)**.

9.4 Promotion

Appointment to a position requiring higher qualifications such as greater skill or longer experience and involving a higher level of responsibility, a higher rate of pay, and a title change is considered a promotion and will be classified as such in all personnel documents.

Promotions will be made without regard to the race, color, sex, religion, age, ethnic origin, or disability of the employee.

The comprehensive criterion of promotion is clearly indicated in appendix B

10.0 TERMINATION OF EMPLOYMENT

By definition, termination of employment is the end of an employee's duration with the employer. It is a very important aspect of Human Resource Management which involves retirement, resigning, death, layoffs and many other forms of Human Resource exit and needs handling with sensitivity. Either party may terminate the employment by giving advance notice of intention. The minimum notice depends on the type of employment and on the seniority of the employee as follows;

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Employees on casual terms	No Notice
Employees on fixed term contract	No Notice
Employees on probationary appointment	7 days' notice
Employees on permanent appointment:	7 days' notice
Less than 3 years of continuous service	1 month notice
More than 3 years of continuous service	3 months' notice.

10.1 Resignation of an Employee

In case of resignation of an employee, the employee must give a written advance notice as above. The employee has a right to his/her salary during the period of advance notice. If the employer wishes to terminate the contract immediately upon receipt of the resignation letter, the College shall pay salary in lieu of notice.

10.2 Mandatory Retirement

All employees on permanent employment shall retire at the age of 65 years. After retirement they can nevertheless be offered employment on fixed terms, if the College needs to retain their services. Any individual joining the service of the College who is over 65 years of age shall be offered an appointment on fixed terms.

10.3 Letters of Reference

On request of an employee (or former employee), the College shall write letters of reference for employment or sponsorship. The letter of reference will be confined to an evaluation of the employee's performance while at the College. If the employee has failed to fulfill his/her obligation of giving adequate notice before leaving service, this shall be mentioned in the reference letter.

10.4 Terminal Benefits

The NSSF is the instrument designed by law for catering for the needs of employees leaving employment. The College shall not pay other benefits unless otherwise specified in the letter of appointment or personal contract. In such circumstances a payment of a single discretionary sum of up to six months' salary may be made.

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Should the situation change because of privatization of NSSF and/or introduction of alternative funds, the College shall review the matter. On termination of employment staff will be entitled to refund of any monies in the Staff Savings Scheme, subject to deductions for any outstanding monies owed by the employee to the College.

11.0 THIS MANUAL

11.1 This is the first publication of the Tropics College of Business and Management Human Resource Manual and comments about accuracy, presentation or omissions will be welcome. Please refer comments through the HR Manager.

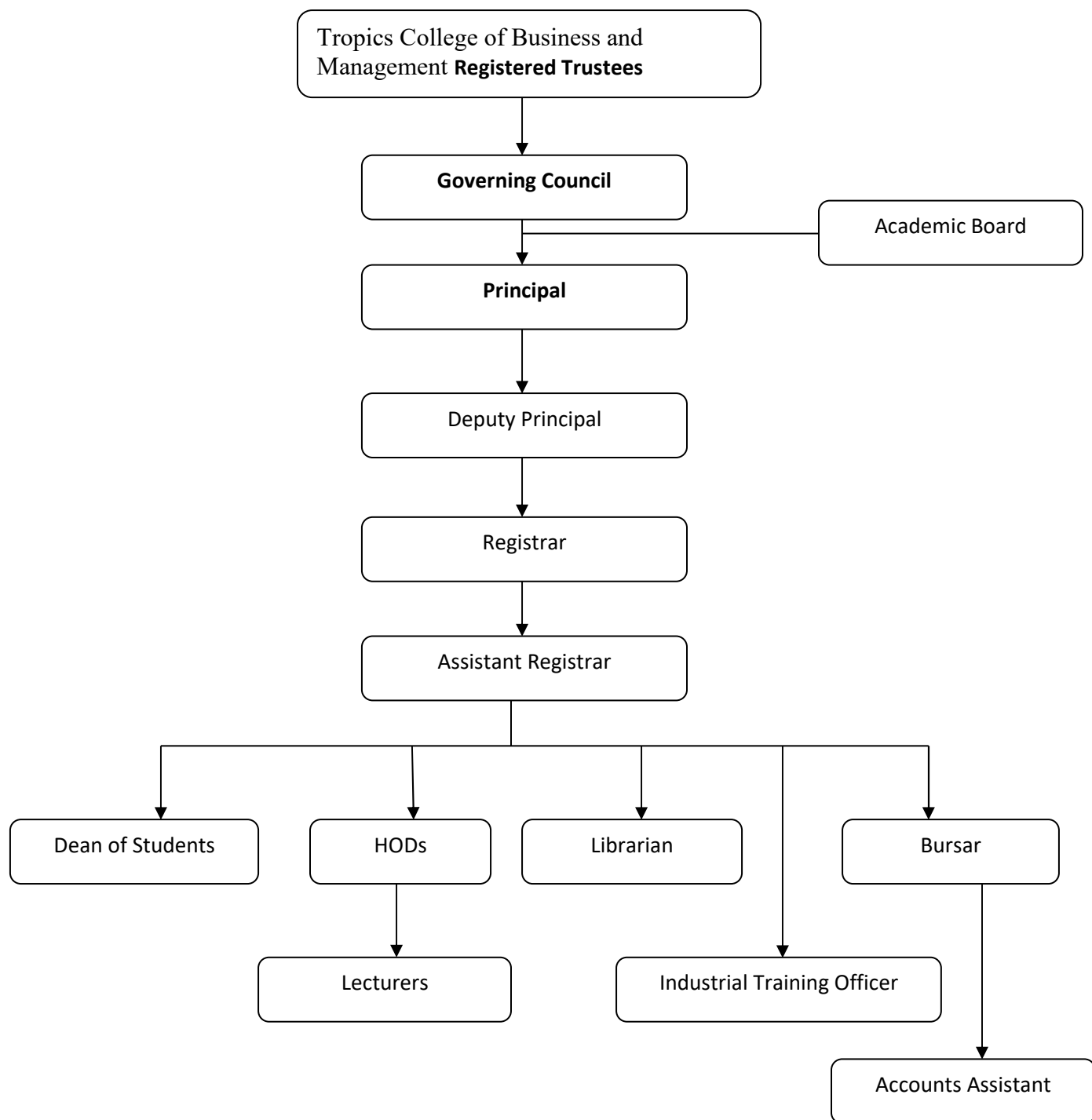
11.2 Disagreements on the interpretation of the provisions contained in this manual will be handled as a grievance according to the Grievance Procedure (Appendix F).

11.3 The Academic Council will handle and rule all disagreements between the employees and the College Administration that could not be satisfactorily solved through the established grievance procedure

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APPENDIX A

TROPICS COLLEGE OF BUSINESS AND MANAGEMENT ORGANISATIONAL STRUCTURE



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APPENDIX B

APPOINTMENTS AND PROMOTION

Note: This appendix should be read with sections 2 and 3 of the HR manual (recruitment and selection). This appendix attempts to give a detailed process for appointments and promotion. It mainly entails:

- Objectives
- Principles
- Documentation for appointments
- Criteria and guidance for appointments
- Types of contract
- Selection arrangements
- Appointments process
- Confirmation of appointments
- Awards
- Promotion

1. Objectives

It is very important to have staff that can fully promote the vision and mission of the organization and in this context; it can be done by making effective appointments, retaining and promoting good staff to ensure the achievement of the main mission.

These processes are critical and therefore require transparency, consistency and objectivity, underpinned by clearly understood guidelines. They are an integral part of the commitment to encourage and motivate staff to work at their highest level, while also successfully developing their careers.

2. Principles

2.1 Staffing Establishment

Appointments are made only to an agreed structure of posts, known as the staffing establishment. The establishment is determined by the Governing Council, on the recommendations of the Academic Board. A register of established posts is maintained by the HR Manager, together with their agreed job

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descriptions.

2.2 Impartiality and Potential Conflict of Interest

It is essential that all appointments are made both openly and fairly. For example, advertisement arrangements must genuinely offer the opportunity of appointment for all suitably qualified candidates. Those engaged in the appointment process must be sensitive to the situation which can occur if an applicant is a relative or close friend.

As a principle the College does not appoint relatives of current staff members. Any request for exception, which would have to be quite extraordinary, requires specific consideration by the Appointments Panel.

Where a candidate is a friend, ideally the panel member should excuse him/herself from the process – both to be fair to the candidate and to ensure openness and transparency. If that is not possible, at least one additional member should be sought for the Appointment Panel. Any recommendation for appointment in such circumstances must be confirmed by the Principal or Deputy Principal, who should be clearly advised of the conflict of interest, advised by the HR Manager.

The College's Appointments Procedure aims to ensure that no appointment is made on the decision of a single person. It is required that all involved are aware of that principle and uphold it.

2.3 The purpose of making an appointment

The purpose of making an appointment is to get the best possible person for the job. The skills, experience and qualifications will vary according to the needs of the job. The process sets out to establish what those requirements should be and the extent to which an applicant meets them. In a College it is particularly important to consider the relevance of academic qualifications – they need to be appropriate for the job being advertised. So, for example, a job with its main focus on lecturing in-service students probably does not particularly benefit from the tutor/lecturer having a Bachelors, Masters or PhD per se' – subject knowledge and particularly experience of working with students should be of a higher priority. For a post with a focus on research, the level of academic qualifications and previous publications are likely to be high priority.

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Therefore the main elements of the appointment process are;

- Clear thinking in advance to determine the skills and experience appropriate to the specific job. That will inform the job description and the person specification.
- Asking candidates to say how they match up those requirements.
- Well planned and intelligent work by the appointment panel – using information from sources such as the interview, letter of application, references and perhaps specific testing.

Some jobs are hard to fill and may have very few candidates. In such a case, the selection process will need to consider whether a candidate is adequate for the needs of the post. That requires careful thought—especially since there will be no means of comparison. It may be better not to make an appointment than take an unreasonable risk.

2.4 Role of the Human Resource Manager

The Human Resource Manager plays numerous roles in relation to the employees of an organization and in this regard, he is responsible for administering appointments.

He advises those responsible for making appointment decisions and ensures that procedures are properly and fairly followed. He ensures that staff are properly appointed, including such matters as medical reports, proof of qualifications and arrangements for their remuneration. He will also draw to the attention of the College Councils any irregularities or concerns about HR matters.

3. Documentation for appointments

All appointments require adequate and basic documentation in order to aid recruitment, manage the appointment process, ensure that staff are paid etc. The basic documents necessary are highlighted below;

- Job description- purpose of the job/ post
- Person specification- nature of the person being sought
- Application letter/ form

3.1 Job Description

This is a simple description of the responsibilities associated with a given job. Every post should have a corresponding job description whether it is the Principal, lecturer, tutor or cleaner. The required format of job description is in appendix D.

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3.2 Person Specification

A person specification describes the requirements a job holder needs to be able to perform the job satisfactorily. These are likely to include education and qualifications, Training and experience, Personal attributes / qualities.

It is important to think about the sort of person needed to fill the post – that is the purpose of the person specification which is produced as a preliminary to the appointments process. Annex 1 to this document provides a framework for writing a person specification.

It is ESSENTIAL that the person specification is unique to the post being filled. There is some inevitable overlap with the Job Description but the aim is to provide all the concerned with a full picture of what the job entails and the sort of person being sought to fill it. It will be a very detailed statement for senior jobs but is also important to complete a person specification for the most junior. The Appointment Panel must decide on the critical topics for inclusion in the person specification and the list below provides some guidance.

- Level of Education sought: School; College, College etc.
- Additional training and/or professional qualifications
- Management responsibilities
- Professional knowledge and competencies
- Inter-personal skills (e.g. getting on with others, mentoring, ability to supervise, handling anger and conflict)
- Attitudes (e.g. working in teams/or working alone), managing change, specific problems/difficulties of the post; self-confidence, meeting deadlines, project management (only as relevant to the job being filled.
- Commitment to the job and/or a specific area of work
- Committee experience – needs of the post (chairing, servicing etc.)
- Research and Publications

3.3 Application Letter or Form

Although applications may be considered in a number of ways, before an appointment is confirmed the

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candidate is required to complete the College's standard application form. Application forms ensure that basic information is available for all members of staff (including NSSF number and a statement of qualifications, experience and employment). They also provide a useful reference source for later use.

4. Criteria and guidance for appointments

The general criteria relating to initial appointment to academic posts are shown below. The exact requirements of a post will be stated in the job description and may vary from the general criteria to reflect the skills required and to ensure the best appointments are made. Discretion is retained by the Appointments Committee on the recommendation of the Principal.

4.3 Publications and Research (Academic and Senior Staff)

Publications are very diverse. Some are a result of exerting research, whereas others do not require exhaustive research. The College must not be influenced by the number of publications alone, content is more important than the number. Publications which appear in refereed journals are the most serious test of one's scholarship. In the case of St. Benedict Technical College, the following will be considered: Books and Chapters in books, refereed Journal papers, refereed and edited conference papers, vetted Modules and Manuals.

4.4 Teaching Ability (Academic Staff)

Teaching is a very important aspect of TROPICS COLLEGE OF BUSINESS AND MANAGEMENT and applicants should provide evidence of successful teaching ability. For internal TROPICS COLLEGE OF BUSINESS AND MANAGEMENT candidates, the College will take account of the annual appraisal and other assessment still to be developed (e.g. by students). References can also provide some insight into teaching ability.

4.5 Service to the Community

Membership of a College carries with it obligations for involvement in its various activities and service to the community. College men and women are expected to positively impact on the Community. A good track record of involvement in the College and Community Affairs is desirable and calls for recognition in appointments and promotion. This may involve participation in Cooperate Social Responsibility on behalf of the College.

4.6 Other Academic Activities

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The intellectual vitality of a College is recognized through the activities of its academics such as active participation in public lectures, consultancies, references, seminars workshops and memberships of professional bodies Pro-active involvement in academic activities keeps the College alive and its flag high outside it. Active involvement on academic activities is an essential consideration for appointments or promotion in the academic ladder.

4.7 Qualifications

Those entrusted with scrutinizing applications will need to take account of the class of the first degree (where relevant) and any factual knowledge about the quality of the course(s) concerned.

4.8 Conduct (All Staff)

The general and known behavior and conduct of the individual, disposition and leadership qualities are important aspects to take into account when considering the appointment or promotion of that individual.

5. Types of contracts

5.1 Permanent

Permanent appointments are the College's preferred type of employment, providing a full career with access to all aspects of College life, including preferential access to staff development and opportunities for supported study. Staff in permanent full time employment is required to have no other substantial posts elsewhere. A full time post is normally for 48 contracted hours per week for administrative staff.

For academic staff, the College will assign a minimum of 10 contact hours and a maximum of 12 contact hours per week.

5.2 Fixed Term

For specific reasons, such as research work, the Principal is delegated powers to offer, after interview, a fixed term contract for a period of up to two years. After two years, staff on fixed term appointments may be invited to apply for permanent appointment and will then be subject to interview by the Appointments Committee.

5.3 Temporary Staff

The College may also appoint temporary staff for specific and time-limited reasons. There are specific conditions relating to academic staff.

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Staff appointed to such contracts is either appointed from outside the College (external) or from the existing College staff. Staff should be paid an agreed upon amount of money per hour as allocated teaching hours which includes all other aspects such as preparation and marking.

6. Selection arrangements

6.1 Composition of an Appointments Panel for all posts other than those appointed by the Board of Trustees.

The following table shows the composition of the Appointments Panel and its role.

Category of staff	Composition of Appointments Panel	Temporary/Semester & Fixed Term-Role of Appointments Panel:	Permanent– role of Appointments Panel
Academic staff <i>(Note: the Academic Registrar takes the lead for Head of School appointments. Head of School takes leads for all School-level appointments.)</i>	Head of Department Academic Registrar Subject specialist HR Manager	Total process including Interview. (Final confirmation by Principal/Deputy Principal)	Process up to production of short list for interview By Appointments Committee (Final confirmation by Council)

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Administrative staff	College Secretary, Deputy Principal Member of Academic Board Specialist HR Manager	Total process including Interview. (Final confirmation by Principal /Deputy Principal)	Process up to production of short list for interview By Appointments Committee (Final confirmation by Council) Junior posts: Total
			process including interviews. (Final confirmation by Principal /Deputy Principal)
Support Staff	College Secretary, Appropriate Manager Specialist HR Manager	Total process including Interview (Final confirmation by Principal /Deputy Principal)	Senior posts: Process up to short list for interview by Appointments Committee with final confirmation by the Council

7. Awards

Appendix K to the HR Manual describes categories of awards.

8. Promotion

9.1 Academic Staff

Annexure B/1 (attached) describes the process for the promotion of academic staff.

10.0 Administrative and Support Staff.

Relevant qualifications can justify an award by the Academic Committee of up to two salary increments within the appropriate pay scale.

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ANNEX 1

TROPICS COLLEGE OF BUSINESS AND MANAGEMENT

PERSON SPECIFICATION

PS completed(Name & date)	NAME OF POST	DEPARTMENT
Education – school	Describe the level appropriate to the job stating essential and desirable subject specialism	
Higher and further education	State what level of qualification is essential and what is desirable. If appropriate state subject specialism	
Further training	State any further training that is appropriate e.g. management training, IT skills training, bid writing, trade skills etc.	
Management	Statement of management requirements of post (if nil say so)	
Professional expertise	State any specific academic or specialist expertise required for the post. State if experience is needed.	
Publications	If research and publication	
Working with others	Describe the type of working environment. Is it in a team or working alone?	
Attitudes	Describe the importance of this post to such things as being self-[started, being confident, calmness under pressure etc.	

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Young people	Is working with young people an important aspect of the job? Describe any special aspects to the post.	
Community	If the post carries a responsibility to work with the community, indicate what sort of people you would expect	
Committee	Does the post holder have to work with committees? If so, explain what would be required perhaps as chairman/ secretary	

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APPENDIX C

CRITERIA FOR PROMOTION OF ACADEMIC STAFF

1.0 INTRODUCTION

A promotion is the advancement of an employee's rank or position in an organizational hierarchy system. Promotion may be an employee's reward for good performance, i.e., positive appraisal. For the College the purpose of promotion is to attract and retain high quality academic staff to achieve its strategic goals.

These criteria are intended to provide a flexible approach to promotion while retaining consistently applied high standards. The key measures of readiness for promotion are measured with reference to teaching (in all its aspects), research and scholarship, community service and administration. This annexure provides a framework for future development.

Note: This Annexure is about promotions – the general criteria on appointment to a post are included in Appendix B paragraph. 4.2.

2.0 ELIGIBILITY FOR PROMOTION

2.1 Staff Eligible for Consideration

All FULL TIME academic staff with no other employment elsewhere, with a positive outcome from the most recent annual appraisal and recommended to the Appointments Committee by the Academic Board. It is not necessary to have reached the top point of the current salary scale.

2.2 Not Eligible for Consideration

- Staff on leave with or without monthly salary for a period in excess of 12 months
- A member of staff who has resigned or has given notice of resignation
- A staff member whose performance has been found unsatisfactory through the process of appraisal or disciplinary procedure
- Staff with employment other than at TROPICS COLLEGE OF BUSINESS AND MANAGEMENT

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2.3 Promotion Period

Applications for promotion by academic staff will be considered annually after the appraisal exercise

Applications are considered first by the Academic Board which will make recommendations in confidence to the Appointments Committee for decision. The Committee will have to take into account of both the strength of the applications and the availability of resources to finance promotions. Although there is a presumption of approval for an applicant who fully meets the criteria and is recommended by the Academic Board, the Appointments Committee reserves the right to agree or not agree promotions.

If promotion is agreed, the staff member will be placed on the lowest point of the new pay scale whether or not there was a recommendation for a permanent increment on the old pay scale as a result of the preceding performance appraisal exercise. Any temporary increment awarded for an outstanding appraisal will be retained.

3. CRITERIA

Table A: Minimum Criteria Required For Application for Promotion

Post	Qualification	Teaching experience	Publications	Student supervision	Service to the community
Teaching Assistant to	Diploma (1 st Class)	Not required	Not required	Not required	Not required
Assistant lecturer	Bachelor's degree	Teaching Experience starting to take shape	Not required	Not required	Not required
Lecturer To Senior Lecturer	Bachelors up to masters strong publication or research record	Substantial successful teaching experience	Recognized recent publications since becoming	Supervision of at least two graduate students to	Evidence of working successfully with community

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			a lecturer e.g. 3 or equivalent	successful completion	(e.g. external committees outreach work
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- This table relates to internal promotion within TROPICS COLLEGE OF BUSINESS AND MANAGEMENT
- Advertised posts may be applied for by any member of staff who wishes to be considered in open competition.
- The level of Community Service must be appropriate to the level of appointment

4.0 ACCELERATED PROMOTION

4.1 On obtaining the essential experience of lecturing, community service and supervision of students, it is possible for staff in the rank of Lecturer and above to apply for accelerated promotion (i.e. outside the criteria in Table A above).

4.2 A request for accelerated promotion should be accompanied by a fully documented explanation of why one or more of the normal criteria should be set aside. The College shall provide further definition if required. Reasons for requesting accelerated promotion might include;

- An extraordinary recent record of successful recognized publications
- Very successful completion of a substantial period of acting in a more senior role.
- Leadership of an outstandingly successful Community Service initiative.

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APPENDIX D GUIDE LINES FOR JOB DESCRIPTION

Policy

The College shall put in place a policy that requires a job description for every temporary, fixed term and permanent post, whether full time or part time. No post may be advertised or filled without a current job description. All post holders should be in possession of their job description.

The preparation of job descriptions is the responsibility of the appropriate Head of Department, with the advice of the Human Resource Manager. All job descriptions prepared by respective departments shall be subject to annual review and should have a standard format for all posts in the College. No variation is acceptable.

Purpose of the Job Description

A job description is a list of the general tasks, or functions, and responsibilities of a position. Typically, it also includes to whom the position reports, specifications such as the qualifications needed by the person in the job, salary range for the position, etc. ...

A job description is very vital in the management of the organizational activities of the College and it may be used as a piece of documentation for use in recruitment. For both staff and management, it provides a point of reference for appraisal and a base line should there be a dispute about, say, under-performance or over-commitment.

Format

The table overleaf shows the essential information to be included in a job description. It is recommended that careful thought is given to requirements in respect of qualifications and experience. They should reflect the needs of the post and there is no advantage in over-specifying or exaggerating the levels required. The bench mark is qualification and experience which match the needs of the post.

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Job description

Title and reference number of post	<i>Comment: Simple – just the title and post reference required – e.g. “Lecturer/Tutor in Brick Laying Post PH08”</i>
Department	<i>As appropriate</i>
Reports to (name of post)	<i>Comment: Name of post to whom reporting is made – e.g. Bursar or Head of Civil Engineering</i>
Salary grade	<i>State post and grade scale appropriate which would apply to a post holder with qualification and experience as stated.</i>
Qualification required (indicate essential or desirable)	<i>Do not over-specify. If no specific qualification is required – say so. If a Masters is essential there is no need to require a Bachelor degree as well. If a Bachelor’s degree matches the post do not suggest a Master as well.</i>
Essential experience	<i>Comment: Refer to type of experience (e.g. in Higher Education or perhaps financial services) and also indication of length of experience expected. (e.g.” at least 3 years”). Include any requirement for (e.g.) management experience, supervision of staff/students or academic publication. Be realistic – this is experience which is absolutely essential.</i>
Desirable experience	<i>Comment: To be balanced with essential experience – list here experience which might be an advantage to the post.</i>
Required competencies	<i>This is about competences – not qualifications or experience. Could include: IT, Inter-personal skills,</i>

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	<i>numeracy, writing/editing, organizing, public speaking, chairing committees</i>
Main purpose of post (one phrase or sentence)	<i>Make straightforward statement of its purpose in a single phrase or sentence</i>
Key result areas	<i>Comment: List the key outcomes expected from the post. For example:</i> <i>a. Effective management of both academic and support staff in a Department</i> <i>b. Cost effective provision of courses which address the needs of the region and its students</i> <i>c. Development of outreach centers in the region to widen access for students</i>
Job Description prepared by;	<i>Name of original author and date</i> <i>Name of amending author and date</i>

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APPENDIX E

DISCIPLINARY CODE AND PROCEDURES

1.0 Introduction

Formal disciplinary procedures are an important policy area in support of management. Good managers are clear about their objectives and communicate effectively with staff to achieve a shared understanding of how together they will be achieved. Good managers achieve a balance between day-to-day supervision and ensuring that staff is empowered to use their own initiative and skills. Natural discipline in the workplace comes about when staff know what is expected of them and the parameters within which they work. Nevertheless problems will occur which require formal action and these procedures are to enable them to be handled effectively and with fairness.

2.0 Management and Discipline

Formal processes are for use in support of managers doing their jobs effectively. They are not a substitute. Managers should have a good knowledge of what is going on in their area of responsibility. This is sometimes called “*Management By Walking Around*” (MBWA).

Managers will judge the amount of direct supervision required according to the nature of the activity, the experience of staff, etc. They will use observation, written information and feedback both as a means of judging success and to identify problems. Problems like lateness or poor performance should be tackled informally in the first instance. The manager should make every effort to help to secure improvement while making sure that the staff member is clear of what is required and what is acceptable. Such work is a fundamental role of every manager and does not usually require the involvement of more senior management.

These disciplinary procedures apply to all staff. There is particularly wide diversity of employment in a College. Its academic work carries with it the cherished history of academic freedom – although with freedom comes responsibility to behave professionally and impose personal work disciplines. There are also work areas which require close and detailed supervision. All staff are bound by the College rules and codes of conduct to which this procedure gives support.

3.0 Definition of conduct falling within the Disciplinary Code.

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There are basically two categories – misconduct and gross misconduct. The main difference is one of degree. “Gross misconduct” relates to behavior which may lead to immediate dismissal on the grounds that continued employment cannot be tolerated. “Misconduct” is less critical to the well-being of the College but if continued over time may well lead to dismissal. It should be noted that the disciplinary procedure is entirely separate from any consideration of police involvement and/or prosecution. Use of the disciplinary procedure requires a different level of proof and is about employment – not legal responsibility. Both actions may be taken– they are not alternatives.

4.0 Responsibilities

The Disciplinary Procedure provides a means of considering alleged staff misconduct and, when necessary, taking action. Action will generally take the form of a warning about future conduct or, in extreme cases, suspension and/or dismissal.

- The individual manager usually takes the first step. That may be a verbal warning directly to the employee which places the matter on a formal basis. A written record is placed on file.
- If the matter seems more serious, the manager will call and chair a meeting known as ‘the preliminary meeting’ to discuss the matter and ask his/her superior to be present and share in reaching a decision. The outcome may be a decision not to take it further on a formal basis. Alternatively the managers may decide that it can be dealt with by issuing a verbal or written warning.
- Alternatively, the managers could agree that the matter is sufficiently serious to forward to a Disciplinary Panel. If the two managers cannot agree on any course of action, the matter automatically proceeds to a hearing.
- If it is decided to proceed to a disciplinary hearing, the line manager (in consultation with the HR Manager) will start the formal procedure (see paragraphs 9 & 10).

NOTE

Staff on temporary or probationary terms are subject to a shorter process – see paragraph 5.1. below

It is important to note that managers have an important responsibility in deciding what to do. The procedure allows for intervention by a senior manager to progress matters but that should be exceptional.

4.2 Line Managers

A line manager is a direct superior of the staff member, at any level of the organization. Line managers have prime responsibility for disciplinary matters, with advice from the Human Resources Manager and

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may give a verbal warning without reference elsewhere or a first written warning with the agreement of their immediate superior. For more serious matters, they are responsible for the referral and presentation of a case to a disciplinary panel, after taking advice from the HR Manager. Failure by a line manager to act appropriately in respect of College rules, regulations and codes of practice is in itself a breach of discipline. Exceptionally, a line manager may agree that his/her superior (or someone else appropriate) may lead in a disciplinary action (perhaps because of a clash of personalities or the particular circumstances of a case). The Deputy Principal may nominate an alternative senior staff member to progress a disciplinary matter if there is undue delay or difficulty.

4.3 Human Resource Manager

The HR Manager has a key responsibility in the Disciplinary process. He/she is responsible for ensuring the effective conduct of disciplinary matters and for providing appropriate HR advice to management and the Academic Board and its committees. He may also give procedural advice to the member of staff who is subject to the procedure but only in order to ensure he/she is well briefed and given a fair opportunity to present their case.

The HR Manager is not in any way responsible for the decision to pursue a disciplinary procedure although he will expect to advise the line manager on its advisability. He is responsible for the administration of the disciplinary process – ensuring processes, meetings and outcomes are recorded and that there are effective communications.

4.4 Disciplinary Panels

There are two disciplinary panels that depict the different levels of staff appointment. The principle is that any disciplinary process is carried out at the same level as their original appointment.

- Disciplinary panel of the College Council
- Disciplinary panel of the HR Advisory Committee

5. Disciplinary Procedures and Sanctions

5.1 Reporting and Managing Misconduct

As explained previously, verbal warnings and first written warnings may be given directly by a manager (with the agreement of his/her superior in the case of the written warning). Other more significant allegations of misconduct are referred to a Disciplinary Panel. There is always a right of appeal.

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The table below shows responsibility in summary form. The exact procedure varies to allow a shorter process for those on temporary or probationary terms and, for the few most senior staff opportunity for Appeal to the Panel (which appointed them).

Staff category	Misconduct	Gross misconduct
Staff on permanent appointment appointed by the Appointments Committee	Verbal and first written warnings – Line Manager Appeal: Deputy Principal who may ask the Academic Council Disciplinary Panel to review. Other Hearing: HR Advisory Committee Disciplinary Panel (case presented by line manager) Appeal: HR Advisory Committee of SBT College Council Appeal Panel	Hearing: HR Advisory Committee Disciplinary Panel Appeal: HR Advisory Committee of SBT College Council Appeal Panel

Staff on fixed term contracts and Junior staff (i.e. those appointed by The Principal using delegated powers)	Verbal and first written warning – Line Manager Appeal: Deputy Principal who may ask the Academic Committee Disciplinary Panel to review. Other Hearing: Academic Committee Disciplinary Panel Appeal: Academic Council	Hearing: Academic Committee Disciplinary Panel Appeal: Academic Committee Appeal Panel
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	Appeal Panel	
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Staff on probation, casual or temporary terms	All categories- Line Manager Appeal: Deputy Principal who may ask the Academic Disciplinary Panel to review.	Hearing: Deputy Principal Appeal: Academic Council Appeal Panel.
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Note: The few very senior staff appointed by the Governing Council or the Academic Board are subject to Disciplinary Procedures agreed by that Council which will follow the principles contained in this document.

5.0 Sanction Decisions

Where misconduct has been identified, various sanctions may be applied. Those involved in handling disciplinary matters have important discretion in deciding the level of sanction, having heard the details of the case. **Any sanction must reflect reasonably the nature of the misconduct.** The sanctions are listed below and are in ascending order of seriousness but do not have to be applied consecutively. To give some examples:

- Gross misconduct disciplinary measures would normally involve consideration of suspension and/or dismissal (level 4). However after the hearing it might be decided to give a final written warning on the basis of information presented.
- For minor misconduct it is also perfectly possible to issue a second “first” verbal warning if that meets the needs of the incident.
- It is entirely acceptable to dismiss a charge of misconduct if not supported by the facts.

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6.0 Disciplinary process

It is in the interests of all concerned that the process is carried out in an efficient and timely manner.

6.1 Presentation of Staff Member Subject to Disciplinary Process

The College recognizes the importance of ensuring that the staff member has a full opportunity to present their side of the case. The staff member may be accompanied at any formal meetings or hearings by a friend (only one person) in order to give support and act as a witness to the proceedings.

6.2 Recognition of Informal Approaches

Many problems have deep roots and in such cases the manager should be able to demonstrate efforts over a period of time both to raise achievement and reach a rational resolution. This will probably include a mixture of encouragement, admonishment and even informal warnings. It is important that the manager keeps record of such action so he/she can be seen to have acted reasonably before resorting to formal action. An appeal panel should look for evidence of such informal attempts at resolution. Of course there are cases with no history and they have to be judged on the facts at the time.

6.3 Verbal Warning

This is the lowest level of formal warning and may be given directly by the line manager without need for any form of formal meeting or hearing. Although the warning is delivered orally and face-to-face, a letter of confirmation is sent to the staff member and a copy retained on his/her personal file.

6.4 Preliminary Meeting

When, in consultation with the HR Manager, it seems likely that consideration of misconduct may proceed beyond a verbal warning, a Preliminary Meeting should be called.

- The member of staff should be advised that disciplinary action is being considered and given the opportunity to attend a preliminary meeting, accompanied by a friend (only one) in order to discuss the situation. To avoid doubt and possible future dispute, the request to attend the meeting and all subsequent activity should be recorded and a letter sent to the staff member. The Manager's own superior will also be asked to attend.
- After consideration of the matter at the preliminary meeting, the two managers will jointly decide on the next step. If they decide a verbal warning (Level 1) or first written warning (Level 2) would be

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appropriate, that should be given immediately (or as soon as possible) and a copy placed on the personal file of the staff member concerned. If the decision is taken to proceed at a hearing, the Preliminary Meeting should be adjourned and the staff member advised that he/she will be asked to attend a Disciplinary Panel at a future time.

- If the two managers are unable to agree a course of action, the case proceeds automatically to a formal hearing by a Disciplinary Panel.
- If proceeding to a Disciplinary Panel, The manager thereafter adopts the role of presenter of the case and hands over all administrative arrangements to the HR Manager.

6.5 Composition and Purpose of the Disciplinary Panel

The Panel should comprise three members of either the Academic Council or the HR Advisory Committee. It is important to note that an appeal panel may also be required and should comprise three different members (i.e. members with no previous involvement in the case).

The purpose of the Panel is to hear the evidence and decide whether misconduct has occurred and its seriousness. If the case is proven, the Panel will decide the appropriate sanction, taking account of the advice of the HR Manager.

6.6 Arranging the Hearing

The HR Manager will consult with either the Academic Board or the HR Advisory Committee (as appropriate) to agree a date, time and place for the hearing to be held. That should be as soon, practicable and preferably no later than three weeks. The HR Manager will inform the staff member of the date and place of the hearing. The staff member is responsible for liaison about arrangements with his/her friend.

6.7 Evidence

The HR Manager will consult with the manager who is to present the case and put together documentary evidence in its support. That should include a clear statement by the manager showing why the case is being brought and its full context. If the staff member has documentation which he/she wishes the panel to consider that should be included. Copies of all the supporting paperwork should be sent to the disciplinary panel and the staff member at least one week before the hearing.

7.0 Conduct of the Disciplinary Panel

The Disciplinary panel will agree on a chairman for the purpose of the hearing, if there is not one already. The conduct of the hearing will be as outlined below:

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- The panel assembles and ensures they have all the necessary documentation and have read it.
- The manager concerned will present the case for taking disciplinary action. That will be undertaken orally and without interruption. The panel may then seek to clarify any points of clarification (but not engage in exploratory discussion).
- At the conclusion of the manager's presentation, the staff member concerned will have the opportunity to ask questions about the presentation. The panel will then also ask any questions or points of further clarification.
- The staff member will then present his/her statement (in his/her defense) without interruption.
- At the conclusion, the manager may question the staff member (or representative) about their presentation. The panel may then ask any questions which they have about it.
- The manager will then make a summary statement to the panel.
- The staff member will be invited to make a summary statement.
- The chairman may then seek assurance that it is felt that all relevant facts have been considered (but without re-opening the case). The Panel will then ask the manager and staff member to withdraw while they reach a decision.
- When a decision has been reached the staff member and the manager will be asked to re-join the meeting and the outcome is announced. Exceptionally the meeting may adjourn and announce its decision subsequently (no longer than one week later). A copy of the decision is subsequently sent to the staff member with copies to the HR Manager (for personal file) and to the manager concerned. The staff member is advised of the right to appeal within two weeks through the HR Manager. The manager who brought the case to the disciplinary hearing has no right of appeal against its decision(s).

8.0Appeal process

The appeal process reconsiders the case. Its purpose is to decide whether the findings of the preceding Disciplinary Panel were appropriate. They may agree, modify or set them aside. Where appropriate, they may also review the level of sanction and either confirm or amend it. The procedure is very similar to the initial hearing.

- The panel assembles and ensures it has all the necessary documentation and prepared.
- The manager concerned will present the case he made for taking disciplinary action. That will be undertaken orally and without interruption. The panel should seek any points of clarification (but not

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engage in exploratory discussion).

- At the conclusion of the manager's presentation, the staff member concerned will have the opportunity to ask questions about the presentation. The panel will then also ask any questions or points of further clarification.
- The staff member will then present his case appeal without interruption.
- At the conclusion the manager may question the staff member (or representative) about their presentation. The panel may then ask any questions which they have about the presentation.
- The manager will then make a summary statement to the panel.
- The staff member will be invited to make a summary statement.
- The Panel will then ask the manager and staff member to withdraw while they consider the original disciplinary action and the level of sanction agreed.
- When an appeal decision has been reached (including confirmation or amendment of the level of sanction) the manager and staff member will be asked to re-join the meeting and the outcome will be announced. Exceptionally the meeting may adjourn and announce its decision subsequently (not longer than three weeks later).

APPENDIX F

GUIDELINES ON THE GRIEVANCE PROCEDURE

1.0 The procedure

If an employee is unable to resolve the problem informally and believes that a grievance still exists, the formal Grievance Procedure may be instituted. Allegations of sexual harassment are also treated under this procedure.

1.1 Procedural Steps

- **First step:** The Employee should file a grievance in writing to Head of Department. Clearly outlining the grievance. The Head of Department shall invite the employee to discuss the grievance normally within seven (7) days. If the grievance is resolved during the discussion a note signed by the employee shall be entered in the employee's file. After the meeting, the College will write to give their decision. Should the matter not be resolved at this stage, the employee can take the matter to the next stage.

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- **Second step:** The Employee should file a grievance in writing to the HR office, clearly outlining the grievance. The HR Manager shall invite the employee to discuss the grievance normally within seven (7) days. If the grievance is resolved during the discussion a note signed by the employee shall be entered in the employee's file. After the meeting, the College will write to give their decision. Should the matter not be resolved at this stage, the employee can take the matter to the next stage.
- **Third step:** The employee may submit his original written grievance to the Principal, mentioning the results of the discussion with the HR Manager. The Principal or Deputy Principal shall normally meet the employee within fourteen (14) days of receipt of the submission. If the grievance is resolved during the discussion a note signed by the employee shall be entered in the employee's file. After the meeting, the College will write to give their decision. The employee may appeal further (see paragraph. 7 below).

1.2 Allegations of Sexual Harassment

The procedure follows the same pattern as other grievance hearings.

- The complaint (grievance) should be submitted initially to the Head of Department who will follow the first step described above and will hear the allegation together with a senior colleague or appropriate nominee of the opposite gender (i.e. heard by both a man and a woman). If the grievance is resolved by unanimous agreement the procedure described in 1.1 above is followed. If management considers that there appears to be behavior amounting to misconduct, the Disciplinary Code may be invoked.
- If not resolved the employee may move to the Second Step (as above). The HR Manager will ensure he/she hears the grievance together with a senior colleague or appropriate nominee of the opposite gender. If the grievance is resolved by unanimous agreement the procedure described in 1.1 above is followed.
- The employee may submit his original written allegation/grievance to the Principal, mentioning the results of the discussion with the HR Manager. The Principal or Deputy Principal shall normally meet the employee within fourteen (14) days of receipt of the submission advised by a senior colleague or appropriate nominee of the opposite gender. If the grievance is resolved during the discussion a note signed by the employee shall be entered in the employee's file. After the meeting, the College will write to give their decision. The employee may appeal further (see

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paragraph 7 below) with the HR Advisory Panel adjusting its membership to ensure appropriate gender balance and expertise. If The Principal considers that there appears to be behavior amounting to misconduct, the Disciplinary Code may be invoked.

2.0 Handling grievances at the work place

2.1 Employees should let the employer know the nature of the grievance

If it is not possible to resolve a grievance informally employees should raise the matter formally and without unreasonable delay with a manager who is not the subject of the grievance. This should be done in writing and should set out the nature of the grievance.

2.2 Hold a meeting with the employee to discuss the grievance

Employers should arrange for a formal meeting to be held without unreasonable delay after a grievance is received. Employers, employees and their companions should make every effort to attend the meeting. Employees should be allowed to explain their grievance and how they think it should be resolved. Consideration should be given to adjourning the meeting for any investigation that may be necessary.

2.3 Allow the employee to be accompanied at the meeting

Employees have the right to be accompanied by a companion at a grievance meeting which deals with a complaint about a duty owed by the employer to the worker. So this would apply where the complaint is, for example, that the employer is not honoring the worker's contract, or is in breach of legislation. The chosen companion may be a fellow worker or a staff association representative. To exercise the right to be accompanied a worker must first make a reasonable request. What is reasonable will depend on the circumstances of each individual case. However it would not normally be reasonable for workers to insist on being accompanied by a companion whose presence would not prejudice the hearing nor would it be reasonable for a worker to ask to be accompanied by a companion from a remote geographical location if someone suitable and willing was available on site.

The companion should be allowed to address the hearing to put and sum up the worker's case, respond on behalf of the worker to any views expressed at the meeting and confer with the worker during the hearing.

The companion does not however, have the right to answer questions on the worker's behalf, address the hearing if the worker does not wish it or prevent the employer from explaining their case.

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2.4 Decide On Appropriate Action

Considering the resolutions from the meeting, decide on what action to take. Decisions should be communicated to the employee, in writing, without unreasonable delay and, where appropriate, should set out what action the employer intends to take to resolve the grievance. The employee should be informed that they take the grievance further if they are not contented with the action taken.

3.0 Collective grievances

Grievances raised on behalf of two or more employees are regarded as Collective Grievances and these must be raised by a representative of a recognized Staff Association at Stage 2 of the Grievance Procedure.

4.0 Rights of appeal

An employee who still feels they have a grievance once all stages of the procedure have been exhausted may appeal to the HR Advisory Committee of the Governing Council. The committee shall normally meet the employee within fourteen (14) days of receipt of the appeal. If the grievance is resolved during the discussion a note signed by the employee shall be entered in the employee's file. After the meeting, the committee will write to give their decision. The Decision of the HR Advisory Committee shall be final.

5.0 Disciplinary matters

If during the hearing of a grievance a disciplinary matter is identified, the Disciplinary Procedure shall be invoked.

6.0 Rights of representation

Staff has a right to take a companion to the meeting with them. To exercise this right, staff must inform the employer side that someone will accompany in accordance with the staff code. They may be:

- a colleague
- a staff association representative

If no colleague can accompany, and the staff member is not a staff Association member, they can request to bring a family member or friend. The College does not have to agree to this but it can still be worth asking and explaining why it would be helpful.

The companion can:

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- present and/or sum up your case
- talk on your behalf
- discuss with staff during the hearing

However, the companion cannot answer questions on behalf of the staff member. They are protected from unfair dismissal or other mistreatment for supporting colleagues.

An employee with a grievance who fails to report it, but instead takes inappropriate action against another party, internal or external to the College, or who withdraws from attendance or service without authorization or behaves aggressively or inappropriately, will be dealt with as a disciplinary matter, even though the grievance may be genuine.

7.0 Allowing the employee to take the grievance further if not resolved

Where an employee feels that their grievance has not been satisfactorily resolved they should appeal. They should let their employer know the grounds for their appeal without unreasonable delay and in writing.

- Appeals should be heard without unreasonable delay and at a time and place which should be notified to the employee in advance.
- The appeal should be dealt with impartially by the HR Advisory Committee and wherever possible by a those who have not previously been involved in the case.
- Workers have a right to be accompanied at any such appeal hearing.
- The outcome of the appeal should be communicated to the employee in Writing without unreasonable delay.

8.0 Overlapping grievance and disciplinary cases

Where an employee raises a grievance during a disciplinary process the disciplinary process may be temporarily suspended in order to deal with the grievance. Where the grievance and disciplinary cases are related it may be appropriate to deal with both issues concurrently.

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ANNEXTURE G/1

SEXUAL HARASSMENT AT THE WORK PLACE

INTERIM POLICY GUIDE LINES

1.0 Introduction

TROPICS COLLEGE OF BUSINESS AND MANAGEMENT is firmly committed to creating and maintaining an environment for all in which sexual harassment is unacceptable and to taking action when allegations or complaints are made.

This is an interim document intended as a basis for action and also for further refinement following consultation with staff and students. Complaints of sexual harassment will be dealt with initially and confidentially under the Grievance Procedure (HRM Appendix F), leading, if deemed appropriate, to use of the relevant disciplinary procedures for staff or students. When dealing with an allegation of sexual harassment any senior manager or HR panel (whether to consider the grievance or take disciplinary action) must include members of both genders. Specifically, it is forbidden for ***an all-male panel***, for example, to consider an allegation by a woman. Every effort must be made to ensure that there is very effective female representation at all stages in any enquiry.

2.0 Understanding Sexual Harassment at the Workplace

Sexual harassment may refer to intimidation, coercion or bullying of a sexual nature or the unwelcome or inappropriate promise of rewards in exchange for sexual favors. Sexual harassment at work is unwelcome physical, verbal or non-verbal conduct of a sexual nature. It includes demeaning comments about a person's appearance, indecent remarks, questions about a person's sex life, sexual demands by members of the same sex or opposite sex, attempts to punish, refusal to comply with such requests, name calling with demeaning terminology which is sexual in nature, sharing jokes with sexual overtones, unwelcome physical contact and other conduct of a sexual nature that creates an intimidating, hostile or humiliating work environment interfering with work performance.

There are two significant manifestations of sexual harassment in the workplace, which are important to describe:

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- Abuse of authority (Quid Pro Quo)
A demand by a person in authority, for sexual favours in exchange for work related benefits (e.g. a wage increase, a promotion, training opportunity, a transfer or the job itself).
- Creating a hostile environment
Any unwelcome sexual advance, request for sexual favors or other verbal or physical conduct of a sexual nature, which interferes with an individual's work performance or creates an intimidating, hostile, abusive or offensive work environment.

It is not possible to list all those additional circumstances that may constitute sexual harassment but the following are some examples of this behavior.

- Unwelcome sexual advances whether they involve physical touching or not.
- Sexual epithets, jokes, written or oral references to sexual conduct, gossip about an individual's sexual activity, deficiencies or prowess.
- Displaying sexually suggestive objects, pictures, cartoons, calendars.
- Passing on pornographic material in print or electronic form or passing written offensive messages of a sexual nature (including through emails and text messages).
- Unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments.
- Retaliation from a person in authority due to refusal of sexual favours which may include limiting opportunities for the complainant and generating gossip against the employee or other acts that limit access).
- Expressions that suggest superiority of one gender over the other including jokes demeaning one gender, unwelcome references to one's appearance or body where they cause psychological harassment- such expressions if persistent may constitute sexual harassment.
- Recurring acts which may have a cumulative effect or a single severe incident would be considered enough to establish sexual harassment.

Harassment is viewed from the perspective of the complainant, therefore it is important to regard the impact of the action rather than intention of the accused and that it is unwelcome to the recipient.

3. The Harasser

Sexual harassment is related to display of power and in most cases the harasser is one who is in a position of higher authority. Most victims are women and in lower positions, though some rare exceptions are cited

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where the reverse has been stated to be true. *One case cites a junior male worker harassing his senior female officer and another a senior female officer is accused of harassing her junior male colleague*.

4.0 Definition of terminologies used

- **Accused**– means an employee or employer of the College against whom an action is being taken under this policy.
- **Policy**– refers to this policy on Anti Sexual Harassment at the Workplace.
- **Complainant**– aggrieved person who has filed a complaint under this Policy.
- **Employee/staff**– refers to a person who is hired by TROPICS COLLEGE OF BUSINESS AND MANAGEMENT on permanent or temporary basis (including short term and contract workers).
- **Work place**–means the place of work or the premises where SBT College offices operates or a larger geographical area where the activities of the College are carried out.
- **Committee**– refers to a committee or panel considering grievances regarding sexual harassment.
- **Management** – refers to the Senior Managers (i.e. Departmental Head and above).

5.0 Scope of the Policy

This policy is binding on all department/offices of TROPICS COLLEGE OF BUSINESS AND MANAGEMENT including external incidents that involve TROPICS COLLEGE OF BUSINESS AND MANAGEMENT staff. All local policies on Anti Sexual Harassment within the organization shall be informed by the guidelines in this policy. The senior management team in each department is responsible for following this Policy in letter and spirit. They will ensure:

- That each complainant is addressed responsibly and impartially facilitating just and fair inquiry process without retaliation (for complainants or the witnesses).
- Refer the allegation for consideration initially under the Grievance Procedure through the TROPICS COLLEGE OF BUSINESS AND MANAGEMENT HR manager within one week of its receipt.
- Ensure that any recommendations received from Grievance Procedure are implemented within two weeks of receipt.
- Maintain confidentiality and an attitude of empathy at all times towards both the accused and the accuser.

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The HR function will play the following specific roles on an ongoing and need basis.

- Ensure that the policy is displayed at prominent places in the organization and to make it accessible to all members of staff.
- Carry out capacity building interventions for members of Enquiry Committees and staff Document proceedings from the time of receipt of complaint until its conclusion.
- Be aware of national policies regarding sexual harassment and in consultation with senior management obtain legal advice if necessary. This includes information on the international instruments pertaining to Violence Against Women and Human Rights and Gender Justice.
- Administer and be a part of the Grievance Procedure process and any subsequent disciplinary action.
- Ensure that the policy is presented to new staff during the time of inductions.
- Both Line Managers and HR functions should jointly ensure that staff read and understand the policy.

Any person who aids or abets and covers the commission of any such act committed shall also be held liable under this Policy.

6.0 Enquiry

Complaints of Sexual harassment against staff members will be handled under the TROPICS COLLEGE OF BUSINESS AND MANAGEMENT Grievance Procedure (HRM Appendix F). There is specific advice relating to sexual harassment allegations: In each of the three grievance “steps” the senior manager must be accompanied by an appropriate colleague or nominee of the opposite sex. If the grievance proceeds to HR Committee appeal stage, the following advice should be followed:

- There must be both male and female panel member. A minority of competent external members may also be co-opted.
- All members who sit on the committee will have high credibility, sensitivity and technical competency to handle such grievances.
- The Committee/Panel is bound to maintain confidentiality of all grievance cases and proceedings and will give written recommendations to the management after the completion of such cases.
- Any dissenting note among the enquiry committee members should be noted along with the reasons for dissent.

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7.0 Creating conducive environment for enquiry

- Management should make temporary adjustments to avoid interactions between complainant and accused for related official purposes during the investigation period. This may include temporarily changing the office (if both share an office), the accused may be sent on leave, or suspend the accused during the time period of the investigation based on the seriousness of the case.
- Retaliation from either party should be strictly monitored.
- During the process of the investigation work, evaluations, daily duties, reporting structure and any parallel inquiries initiated should be strictly monitored to avoid any retaliation from either side.

8.0 Evidence

It is acknowledged that sexual harassment usually occurs away from the public eye and it therefore may be difficult to produce evidence. It is strongly recommended that staff should report offensive behavior immediately to someone they trust, even if they do not wish to launch a formal complaint at the time though failure to report promptly should not affect the merits of the case.

Detailed account of the complainant and the accused form a part of the evidence together with:

- Witness statements (if any).
- Statements of persons with whom the complainant might have discussed the incident, statements of persons from whom advice may have informally been sought, should be considered as evidence.
- Any other documentary, audio or video records can be submitted. Expert technical advice can be sought for such submissions.

APPENDIX G

WHISTLE BLOWING PROCESS

Whistle blowing is officially defined as “making a disclosure that is in the public interest”. It will usually occur when an employee discloses to a public body, usually the police or a regulatory commission that their employer is partaking in unlawful practices.

1.0 Purpose of the Policy

The policy is intended to encourage staff (paid and volunteer), members and others to report

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suspected or actual occurrences(s) of illegal, unethical or inappropriate events, behaviors or practices without fear of retribution.

2.0 Reporting

Normally a report should be made to his/her supervisor. However if the whistleblower would be uncomfortable or otherwise reluctant to report to his/her supervisor, then the whistleblower could report to the next highest or another level of management, including the appropriate Board committee or member where senior management directly involved. The whistleblower can report the event openly (i.e. with his/her identity known) or anonymously.

3.0 Retaliation/ Retribution

The whistleblower shall receive no retaliation or retribution for a report that was provided in good faith – i.e. that was not done primarily with malice to damage another or the College.

A whistleblower that makes a report that is not done in good faith is subject to discipline in accordance with the College's Disciplinary Procedures.

Anyone who retaliates against a whistle blower, who reported an event in good faith, will be subject to the College's disciplinary procedures, including termination of employee or Council status.

4.0 Criminal offences

Reports relating to criminal offences against person or property should be reported immediately to the police.

5.0 Responsibility of management

Managers and/or Council members who receive reports must act promptly to investigate and/or resolve the issue. The whistle blower shall receive a report within seven working days of the initial report, regarding the investigation, disposition and possible resolution of the issue.

If the investigation of the report, that was done in good faith and investigated by internal personnel, is not to the whistleblower's satisfaction, then he/she has the right to report the event to the Board or appropriate legal agency.

6. Identity of the whistle blower

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The identity of the whistle blower, if known, shall remain confidential to those persons directly involved in applying the policy, unless the issues require investigation by law Enforcement, in which case members of the organization are subject to subpoena.

APPENDIX H

STAFF APPRAISAL PROCESS

This section of the HR Manual contains the following;

1. Introduction
2. Objectives
3. Basic principles
4. Benefits of the system
5. To whom applicable

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6. Period of assessment
7. Number of copies
8. Who qualifies to be an appraiser?
9. The role of the appraiser
10. The role of the appraisee
11. Documents to be used
12. Emerging disagreements between the appraiser and the appraisee
13. The role of the College HR manager
14. Training managers in appraisal techniques
15. Setting objectives, outputs and targets
16. Performance assessments
17. Assessment cycle and procedure for document processing

1.0 Introduction

Performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Good performance appraisal practice is beneficial to the individual and the College as a whole. Attainment of individual job objectives leads to attainment of the College overall objectives.

As part of TCBM College desire to produce top quality graduates, a Performance Appraisal Scheme is introduced in all the departments. This scheme is normally based on the assessment of performance of well defined, resource specific targets and outputs, agreed between an Appraiser and Appraisee. Results Oriented Management (ROM) is emphasized in this Performance Appraisal Scheme to ensure efficiency and effectiveness of Service Delivery across the College. Each Department will define its objectives and outputs in its strategic plan.

2.0 Objectives of appraisal

- Increase staff motivation
- Develop staff potential
- Improve performance

3.0 Basic principles

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The basic principles of a good performance appraisal scheme include the following:

- The performance targets and outputs against which the individual is to be assessed must be specific, measureable and time bound and must be jointly agreed between the appraiser and the appraisee.
- The appraisal system should be open and participatory giving the appraisees an opportunity to assess their own performance.
- There should be continuous monitoring of performance through dialogue and constant guidance and provision of constructive feedback on performance to employees.

4.0 Benefits of the System

- Enables the appraiser and the appraisee to review past performance and plan for the future
- **Recruitment and Induction.** Appraisal data can be used to monitor the success of the organization's recruitment and induction practices. For example, how well are the employees performing who were hired in the past two years?
- **Training and Development.** Performance appraisal offers an excellent opportunity - perhaps the best that will ever occur - for a supervisor and subordinate to recognize and agree upon individual training and development needs.
- **Motivation and Satisfaction.** Performance appraisal can have a profound effect on levels of employee motivation and satisfaction - for better as well as for worse. Performance appraisal provides employees with recognition for their work efforts. The power of social recognition as an incentive has been long noted. In fact, there is evidence that human beings will even prefer negative recognition in preference to no recognition at all.

5.0 To Whom Applicable

Performance appraisal is applicable to all staff i.e. Administrative, Academic and Support.

6.0 Period of assessment

Appraisal will take place once a year. With regard to staff serving on probation, it should be done twice a year, with effect from the date of assumption of duty. After confirmation, the staff will join the annual cycle.

However, to ensure that managers keep track of individual performance, periodic assessment should be done throughout the year, formally or informally as need arises. Confidential files can be used to record critical performance outputs, which may otherwise be forgotten at the end of the assessment period. Performance assessment for all staff must be completed by the 31st July of every financial year.

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7.0 Number of Copies

Each appraisee should complete two copies of the form. One is for the appraiser and one is to be retained by the appraisee for their own use.

8.0 Who qualifies to be an appraiser?

In order to be an Appraiser to any staff one should have directly supervised him/her. In case the work situation does not provide for direct supervision, then one should have worked very closely with the appraisee and has been authorized by the head of Department or responsible officer.

9.0 The Role of the Appraiser

9.1 Preparing for the Appraisal Meetings

In preparation for the appraisal meeting, the appraiser must do the following;

- Identify a convenient time and place to hold the appraisal meetings with individual staff ensuring that the environment is conducive and that there are no interruptions.
- Provide staff with relevant documentation
- Prepare for the meeting by referring to the previous years completed assessment (where one exists) paying attention in particular to the jointly agreed objectives and action plan.
- Make notes of issues you wish covered at the meeting.

9.2 Preparing for the Appraisal Meetings

The person being appraised should complete the relevant part of the appraisal form and provide the appraiser with a completed copy in advance of the meeting.

9.3 Conducting the Appraisal Meeting

In conducting the appraisal meeting, the appraiser must ensure that:

- The meeting is a two-way discussion by encouraging the appraisee to talk.
- Past performance, future action plan for objectives and training and development needs of the appraisee are discussed.
- Appraisee's achievements are acknowledged.
- Incomplete activities and outputs are discussed.

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- All items on the preparation notes are covered.
- He/she makes notes in readiness for completing the assessment form. All agreed objectives are linked to departmental/sectional objectives or individual skills needs, or career development objectives

9.4 Completing the Appraisal Form

In completing the appraisal form after the appraisal interview, the appraiser should;

- Complete his/her part of the assessment form within one week following the appraisal meeting.
- Send a copy to the appraisee to read and sign and: follow up with appraisee (if agreement cannot be reached or a further meeting is needed to resolve any issues).
- Arrange for the assessment form to be countersigned by his/her manager.
- Ensure that the agreed assessment forms are delivered to the authorized Officer.
- Ensure that all training and development needs are planned and met. Integrate if other staffs have similar training needs.
- Continue to provide support to staff in meeting their objectives.

10. Role of the Appraisee

10.1 In preparation for the appraisal interview, the appraisee should;

- Prepare for the meeting by completing the appraisee section of the Performance Appraisal Form, referring particular to the previous year's jointly agreed objectives and action plan.
- Make notes of issues he/she wishes covered at a meeting.

10.2 During the appraisal meeting;

In the course of the appraisal meeting, the appraisee should;

- Effectively participate in the meeting.
- Refer to his/her preparation notes to ensure that all issues he/she wishes to raise are covered.
- Ask questions on issues he/she is not clear about.

10.3 After appraisal interview

The appraisee should ensure the following after the appraisal interview;

- Ensure that he/she receives the final assessment forms, reads through and; signs and return to the appraiser full agreement. (If agreement cannot be reached, the Appraiser's line manager should be consulted).

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- Be committed to all agreed training and development objectives.

11. Documents to be used

The documents to be used by both the appraiser and appraisee in the assessment process should include the following:

- Guidelines for Managers and Staff on performance Appraisal
- The Performance Appraisal Forms.
- Last year's completed Performance Appraisal Forms.
- Relevant business/Action Plans.
- Other documents the appraiser and appraisee may find necessary in obtaining facts for example reports, minutes and memos.

12. Emerging Disagreements between the Appraiser and the Appraisee

If the Appraiser and Appraisee disagree on any element of the appraisal the appraiser's line manager should be consulted to help resolve the issue. If the line manager is not able to resolve the issue, in exceptional circumstances it may be necessary to agree that a further appraisal takes place, conducted by a mutually agreed third party.

13.0 The Role of the College HR Manager

The HR manager will work hand in hand with the Academic Council in;

- Establishing a timetable for the completion of the appraisal and to provide Appraisers and Appraisees with the appropriate documentation.
- Maintaining an up-to-date record of the process, tracking the movement of forms and following up staff and Managers who fail to complete the appraisal forms on time.
- Ensuring that the appraisals are completed within the agreed timetable and that all the necessary paperwork is properly filed by 31st July every financial year.
- Providing training for appraisers and briefing sessions for new appraisees.
- Ensuring that the training needs are reflected in the individual action plans and collated for appropriate action.

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14.0 Training Managers and Staff in Appraisal

Appraisal management is not an easy process. It is essential therefore that, appraisers are properly trained to meet their obligations before using the instrument in particular in the setting of objectives and dynamics of the appraisal interview. Appraisees also need briefing, albeit more informally, so that they maximize the opportunities that appraisal provides.

15.0 Setting Objectives, Outputs and Targets

At the appraisal interview, the appraiser and appraisee should review performance in light of the objectives, outputs and targets which were agreed for the period in question and clearly identify the strengths that enabled the objectives to be met or the weaknesses that hampered their attainment. The identified strengths and weaknesses should be catered for appropriately.

While setting outputs and targets for the next review period, particular attention should be paid to:

- How the objectives of the individual's post fit into the mandate and overall objectives of his/her department and the TROPICS COLLEGE OF BUSINESS AND MANAGEMENT Strategic Plan.
- Job descriptions and schedules of duties.
- Setting objectives, which are specific, measurable, achievable, realistic and time bound, (i.e. SMART). The objectives however, should not be weak. They should be challenging. The immediate Countersigning Officer should assist in this process.
- Agreeing on a joint action plan to improve performance. This may include: training, coaching, mentoring, attachments as will be appropriate.
- Identifying in the simplest way, the type of resources that will be required to attain the objectives and making an effort to avail them.

16.0 Performance Assessment

16.1 The objective of assessment is to:

- Determine the extent to which set targets are achieved.
- Recognize the strengths of the Appraisee.
- Identify areas of weakness of the Appraisee with aim to helping him/her to overcome them.
- Identify other issues, which affect performance.

16.2 Time allocated to actual performance assessment

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The Performance assessment process can be divided into main basic components and these are:

- Preparing for the appraisal meeting: This should approximately half an hour, (i.e. 30 minutes).
- Conducting the appraisal meetings: At least 45 to 60 min. should be allocated to this very important activity.
- After the meeting: The appraiser will most probably require 30 minutes in order to complete his/her part of the Appraisee form.

16.3 Self-Assessment

Every staff should have an opportunity to assess his performance based on the agreed activities and output completing his/her part of the appraisal form.

16.4 Assessment of Activities and Outputs

At the beginning of each assessment period, both the Appraiser and Appraisee should agree on the number of activities/ outputs and the number of points per activity/output. The maximum number of tasks should be 10 and the maximum points allocated across all tasks should total 100%.

16.5 Analysis and assessment of critical competencies applied to perform the activities

The Appraisee should be rated only in areas which are relevant to his/her job. The method of scoring is shown on the appraisal form.

16.7 Overall ranking/ Assessment

This should only include outputs, competencies and qualities, which have been assessed and are relevant to the job. The assessment of outputs and competencies/qualities should not be added together because of the different criteria, which will have been used in setting targets.

The overall assessment should be consistent with the rating in sections B1 and B2 and; should also reflect the agreements/decisions of the appraisal interview and the joint action plan and that it will be open to the Appraisee.

17.0 The Assessment Cycle and Procedure for Document Processing

The process of the assessment cycle is described below:

17.1 Setting Targets and Outputs

At the beginning of the assessment period, in this case end of June and utmost by 1st July of every

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financial year; the Appraiser and Appraisee will agree on the targets and outputs for the next assessment period.

17.2 Monitoring Performance

While the Appraisee is required to perform his/her tasks over the given period, the appraiser has the responsibility of monitoring performance on a regular basis to ensure that activities are on track and to provide advice and take remedial action in case of need. The Appraisee should also seek guidance in case of doubt. Critical events or outputs over the assessment period should be noted, preferably by recording them.

17.3 Appraiser Section of the Form

Towards the end of the assessment period, and utmost by the end of 15th June of every financial year, the Appraisee should complete his/her part of the form and forward it to the appraiser in writing. The Appraiser should formally acknowledge receipt, and send a copy of the acknowledgement to the Appraisee, his/her Line Manager/Supervisor and the HRM.

17.4 The appraising meeting

On receipt of the form from the Appraisee, the appraiser should set the date for the appraisal meeting and ensure that it conducted.

17.5 Appraiser Section of the Form

The appraiser completes his/her section of the form after the appraisal meeting, paying particular attention to what was jointly agreed at the meeting, i.e., part of section B, section and D of the form.

17.6 Signing Off the Form: Part E

After completing his/her part, the Appraiser should send the form to the Appraisee who should sign it off with or without additional comments and return it to the Appraiser. The Appraiser then forwards the form to other Countersigning Officers.

Countersigning Officers should not merely endorse the forms but should take the overall responsibility of ensuring that the forms are correctly and genuinely completed. In case of disagreement, the procedure in paragraph 12 should be followed.

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When fully signed and counter-signed, the form should be sent to the HRM. He/ She will action any recommendations and then file appraisal documentation for safe keeping.

17.7 Feedback and Follow up Action

At the end of the assessment period, that is, by 31st July every financial year, the HR Manager should notify all staff as to whether their appraisal forms have been completed, received, and filed. He/she may from time to time access the folder in case of need to analyze the information for purposes of Human Resource Development or for any follow up action. The appraisal files will also be used in making relevant recommendations to relevant departments. In that regard, individual staff should be informed of the movement of their folders to or from the departments.

APPENDIX I

STAFF DEVELOPMENT POLICY

GENERAL INTRODUCTION

Tropics College of Business and Management seeks to produce a group of accomplished administrators, agriculturists, artisans, social workers, journalists and engineers who are determined to provide quality services to meet the demands of development and socio-economic challenges at National, Regional and sub regional levels. This achieved by equipping our staff both academic and non-academic. This policy aims not only to realize the strategic aims of the College but also to maximize the potential of staff, to aid recruitment and retention and to demonstrate a positive commitment to equal opportunities.

This policy, therefore, aims at giving guidelines on how staff development should be carried out and it is divided into five main sections, namely, the first section deals with the General Introduction, the second deals with the Academic Staff Development Policy, the third with Non-academic Staff Training, the fourth with Staff Development Committee and the fifth with Conclusion to the policy. Whether academic or non-academic, the trainings undergone can be short, medium, and long term.

CONTENTS

a) Academic staff development policy

- Seminars, workshops and public lectures
- Staff studying within Tropics College of Business and Management
- Staff studying within other Institutions

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b) Non Academic staff development policy

- Purpose of training
- Organization of workshops
- Time schedules of workshops
- Administrative trainings
- Finance oriented trainings
- Technical trainings
- Other workshops/ trainings

c) Staff Development Committee

- Introduction
- Composition of staff development committee
- Duties of the staff development committee
- Duties of committee members
- Office for staff development

1.0 ACADEMIC STAFF DEVELOPMENT POLICY

Academic Staff development policy is divided into two sections. The first section deals with members of staff working within the College but who are interested in furthering their educational opportunities within Tropics College of Business and Management. For example, an applicant may have been employed to work in an office at the certificate level but may want to follow a diploma course so as to perform better in his/her work. The second section deals with members of staff who has the minimum qualification of a diploma and may want to pursue further studies from elsewhere.

This section is divided into three major parts: the first part deals with seminars and workshops extended to members of academic staff. While the second part deals with policies regarding members of staff studying from Tropics College of Business and Management, the third part deals with staff studying in other institutions other than Tropics College of Business and Management.

1.1 Seminars, Workshops and Public Lectures for Academic improvement:

Academic staff development can take the form of short term training through seminars and workshops

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organized by Departments within the College and in some cases outside the College. The training through seminars and workshops may be facilitated by the staff from within the College or by (an) external resource person(s).

1.1.1 Purpose of training academic staff

Staff training for academic staff has the sole purpose of keeping Tropics College of Business and Management staff up to date in their areas of specializations and also in view of improving their work efficiency. It is expected that the staff members who are exposed to this training will acquire new skills and experience and consequently improve in their delivery. It is expected that at least one seminar/workshop for the entire academic staff will be organized every academic year.

1.1.2 Organization of Training Workshops

The planning and organization of seminars and workshops for academic staff will be the responsibility of the Head of Departments working hand in hand with the Registrar. Organizers may seek assistance from staff within the departments to facilitate the training or they may request other people with the pertinent experience from elsewhere in specific areas of their interest to assist.

1.1.3 Time Schedule of Workshops

The College has three significant periods around which major activities rotate, these are, the two semesters and the recess period. Since the semester periods are quite busy with academic staff fully conducting lectures, at least one workshop for the entire academic staff should be held every year and specifically during the recess period. The recess period refers to the time between the end of the Second Semester and the beginning of the First Semester.

1.1.4 Public Lectures

Public lectures can be a medium of learning and acquiring skills and experience and sharing it with others. For public lectures: it will be the duty of the Principal, through his supportive staff, to invite people of repute to deliver public lectures. The Principal may use the Office of the Registrar and the appropriate schools or departments to organize such lectures.

In principle, public lectures are open to the public and, therefore, can be attended by everyone who wishes. It would be expected though that the academic Staff at Tropics College of Business and Management would make it a priority to attend these lectures when offered. Students can learn in class as well as outside class. Therefore they are also encouraged to attend when such lectures are offered. Members of

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the general public are welcome to attend since that will be one way the College would link with the community and in facilitating its development through acquisition of information and knowledge.

1.2 Staff Studying Within Tropics College of Business and Management – Internal Staff Development

This policy refers to employees of the College who may want to further their educational opportunities or who may want to change the course of their educational direction. The College can support such employees as long as they are taking courses that are offered at Tropics College of Business and Management, and the purpose of undertaking them is to improve performance. Below are the key conditions that must be satisfied:

- Applicants must be full time workers and have worked at the College for a period of at least two years. Members of Staff who are still on probation, that is, below the stipulated two years, are advised not to apply.
- The applicant must choose a course that is in line with the College's expectations and at the completion of the course should enable him/her to perform better.
- The applicant should have the minimum qualification of a desired course and should have obtained an admission into the program he/she is interested in.
- The applicant must have undergone through a thorough appraisal process within the Department where he/she is working.
- The applicant must submit a recommendation from the immediate Manager.
- The College shall normally support only three staff at any one time. Successful applicants will be given full tuition as well as functional fees.

1.3 College Staff Studying in Other Institutions – External Staff Development

Prior conditions that must be met for one to be considered for further training are clearly indicated below;

- The applicant should have served the College for at least two years.
- The applicant should be a full-time staff. Should a part-timer want to apply, he/she should first make a transition to the full time position.
- The course to be pursued must be in line with the College's goals and objectives.
- The applicant should have the minimum qualification of a desired course and should have obtained an admission into the programme he/she is interested in on merit.
- The applicant should have been appraised within the Department he/she is attached, copies of which

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should be sent to the Staff Development Committee with the recommendation of the Head of Department.

An approved applicant will be given full financial support to cover tuition, functional fees as well as accommodation and transport as need may be.

1.3.1 Making the Application

- The applicant must apply to the Staff Development Committee (SDC) at least six months before the beginning of the academic year.
- An application should be made on the appropriate form supplied by the College.
- Once the applicant has completed filling the form, he/she should pass it on to his/her immediate manager/supervisor for comment and signature.
- The completed form should be sent to the Registrar who in turn will submit to the Staff Development Committee.
- Successful applicants will be notified in writing within eight weeks of submission. Unsuccessful candidates will also be notified within the same period and the reason for refusal indicated.

1.3.2 Process after Application

- Applications will be checked by members of the Staff Development Committee to ensure that the applicant meets the set requirements.
- The Staff Development Committee must produce a minute arising from a meeting by which an applicant is either selected for further study training or for rejection of the opportunity.
- If the application meets the set criteria, the person in question will be informed in writing by the Registrar.
- Staff selected for study shall apply for a study leave if necessary and they shall be paid their monthly salaries as usual.
- Successful applicants will receive time off from duties to attend lectures and study leave for examinations/assignment completion. The details of this will be determined in time between the immediate manager/supervisor and the applicant.

1.3.3 Contract between the College and Staff member for Staff Development

- The applicant must fill and sign a contract form by which he/she commits himself or herself to

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serve the College for a period of not less than 3 years for candidates.

- In case of default and the member of staff gets employed elsewhere before the time stipulated in the contract form, he/she must sign allowing Tropics College of Business and Management to obtain every month 40% of his/her salary from his/her new employer until the designated amount is completed.
- In the event of private sponsorship, a member of staff shall be encouraged to complete his/her studies. The member of staff shall be bound like any other staff member supported by the College. The member of staff in question shall also have full rights toward a study leave as stipulated elsewhere.
- The College shall continue to employ the member of staff selected for staff development while doing his/her studies.

1.3.4 Financial Support

Financial support will be availed in line with the following;

- As long as the course being followed is in line with the interests of the College, the latter shall take full responsibility to support the member of staff on study.
- Full time support shall include covering costs for tuition, accommodation, transport, research, text books and daily maintenance (food).
- The Staff Development Committee reserves the right to refuse applications that will not meet some of the criteria stipulated in this document.

1.3.5 Fees and Expenses Reclaim

- Externally funded courses: Staff leaving College employment voluntarily during the course of their studies or within the bonded period, will be asked to repay the full cost of fees and expenses incurred.
- Fees and Expenses remission for staff studying within the College: Similarly, staff leaving College employment voluntarily during the course of their studies or the bonded period, will be asked to repay the full cost of fees and expenses incurred.
- The member of staff will also be asked to refund the salaries paid during the time when he/she was on study leave.
- A staff that doesn't complete a given course due to proven illness, failure/repetition, or any other unavoidable circumstances shall be given at least one more year to complete.

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- In the event of death of a staff member before completion of studies, no reclaim shall be made on the family.

1.3.6 Evaluation

At the conclusion of their studies, staff will be asked for an evaluation report to identify the value of the development they have undertaken in terms of self, team and the College. The report should be shared with the Head of Department and returned to the Registrar within one month of completion. More importantly, the staff should avail the College evidence of completion of studies.

2.0 NON ACADEMIC STAFF DEVELOPMENT POLICY

Introduction

Non-Academic staff development will take the form of short term training through seminars and workshops organized within the College and in some cases outside the College. The training through seminars and workshops may be facilitated by the staff from within the College or by (an) external resource person(s).

2.1 Purpose of Training Non Academic Staff

Staff training for non-academic staff has the sole purpose of keeping Tropics College of Business and Management staff competent and informed of the modern trends in their areas of work and also in view of improving their work efficiency. It is expected that the staff members who are exposed to this training will acquire new skills and experience which they will use at their places of work. It is expected that at least one seminar/workshop for the entire workforce will be organized every academic year. However this will not stop other forms of training workshops to be organized for specific offices/departments whose purpose will address specific needs of the office or department.

2.2 Organization of Workshops and Other Medium and Long Term Trainings

The planning and organization of seminars and workshops for non-academic staff will be the responsibility of the Human Resource Manager working hand in hand with the College Secretary. Organizers may seek assistance from staff within the College to facilitate the training or they may request other people with the pertinent experience in specific areas of their interest to assist. Heads of Offices and/or departments may

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also organize training workshops for members of their staff. Members of staff may also attend workshops externally as seen fit by Heads of offices/departments. It is therefore imperative that every office/department carries out a 'training needs assessment' once a year.

2.3 Time Schedules for Work Shops

The College has three significant periods around which major activities rotate, these are, the two semesters and the recess period. Since the semester periods are quite busy with non-academic staff providing the needed logistical support, at least one workshop for the entire workforce should be held every year and specifically during the recess period. The recess period refers to the time between the end of the Second Semester and the beginning of the First Semester. This timing would be convenient for both the people facilitating the workshop and for those undergoing it. Other courses organized at the Office/Departmental level will depend on the need and urgency of the training as seen fit by the Head and approved by Top Management. In this case, the trainings cannot even be limited to a number. The same rule applies to workshops organized externally.

Specialized training for members of staff

Specialized trainings may be classified as short, medium and sometimes long term. Their purpose is to assist the staff improve their skills so that they can perform better in their respective areas of their work.

2.4 Administrative Oriented Trainings

There are members of staff who from time to time may need to improve their administrative skills by attending specific workshops organized internally or externally. Administrative workshops will be organized by the Office of the College Secretary and particularly the Human Resource Manager. The people to be involved in these workshops will range from the Top Management level to the office level. The specifics of the workshops will vary from office to office or from department to department.

2.5 Finance Oriented Trainings

Besides administrative workshops, the College will also have finance oriented workshops whose primary purpose would be to improve staff working within the finance sectors of the College. Members of staff working within the office of the Bursar specifically will be updated with new technologies in finance and banking policies designed by Bank of Uganda, Commercial Banks and the Ministry of Finance, Planning

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and Economic Development. Members of staff working with procurement also will be acquainted with laws of procurement in public and private institutions. In short, workshops organized at all levels will be tailored to the needs of the staff.

As with administration, the workshops may be internal, meaning, they are organized from within the College and facilitated either by some members of staff of the College or by resourced experts. Some workshops organized elsewhere other than in the College will also be carried out for purposes of beefing up the skills of staff toward efficient performance in their respective offices. They may be facilitated by members of staff from Tropics College of Business and Management or by people from elsewhere.

2.6 Other Workshops/ Trainings

There are workshops that may not be strictly administrative or financial. Respective offices/departments have the responsibility to organize these workshops in view of improving the performance of staff. Such workshops may be organized internally or externally depending on the need being addressed. Heads of offices or departments should take the responsibility to plan and organize for these workshops.

3. STAFF DEVELOPMENT COMMITTEE FOR ACADEMIC AND NON ACADEMIC STAFF

3.1 Introduction

The Staff Development Committee, as a principle, should be representative of the key management organs of the College so as to avoid suspicions of favoritisms. These management organs should be representative of the: Administration, Departments, and Staff (from the Staff Association). The committee shall be one that shall cater for the needs of both academic and non-academic staff. Therefore the Committee will comprise of the following:

3.2 Composition of Staff Development Committee

- Human resource manager (1)
- Registrar (1)
- Deputy Principal (1)
- Heads of Departments (3)
- Staff representatives (2)

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3.3 Duties of Staff Development Committee

- Receive and assess applications and consequently make decision on the applicant in view of staff development.
- Review from time to time the Staff Development Policy and send recommendations to the Academic Committee and College Council.
- Evaluate the implementation process of the Staff Development Policy in the College.
- Compose and submit annual evaluation reports in regard to the implementation exercise of the policy.
- Liaise with the offices of the Human Resource Manager and College Secretary in ensuring the implementation of the policy.
- Assist College Administrators in improving the quality of academic teaching and research by ensuring the implementation of the policy.

3.4 Duties of Committee Members

The committee shall comprise of a Chairperson, Vice Chairperson, Secretary, and seven committee members.

The **Chairperson** will perform the following duties;

- Shall convene and chair meetings.
- Shall write annual report regarding the committee's work.
- Shall facilitate the exercise of evaluating the implementation of the policy guided by standards of fairness and justice.
- Shall liaise with Offices connected with Staff Development.

The **Vice Chairperson** will be obliged to do the following;

- Shall deputize the Chairperson when the latter is not present.
- Shall ensure the promotion of justice and fairness in the selection of applicants
- Shall be responsible for making a follow-up of staff on study leave under the policy

The **Secretary** will be entrusted with the following duties

- Shall be responsible for organizing for the meetings

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- Shall write minutes of the Committee
- Shall be responsible for filing and keeping of all committee documents.

3.5 Office for Staff Development

It is the Staff Development Committee that shall select applicants for further training. However, the Office of the Registrar shall implement decisions in connection with academic development/training (lecturers) made by the Staff Development Committee. Whereas decisions made by the same Committee in regard to non-academic staff shall be implemented by the Human Resource Manager and the College Secretary.

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APPENDIX J

AWARDS

STAFF AWARDS

Awards are payments made to staff in addition to basic salary for specific reasons. The value of each award is determined by the College and according to Tropics College of Business and Management; there are four types of awards as described below:

1.0 Special Responsibility Award

This is an additional payment above basic salary, made for undertaking a specific management responsibility (e.g. Head of Department, Dean of Students and Project Leader). It is paid from the time of appointment and continues only while the specific responsibility exists and the role is being carried out. It must be withdrawn when the responsibility ceases. For example, if the holder goes on study leave and the responsibility (and the allowance) is transferred to someone else.

The award will be for a period of up to three years and is renewable. It can be withdrawn earlier by mutual consent or because of inadequate performance (through the disciplinary procedure). Only one such award may be held at one time and requires the approval of the Academic Council.

2.0 Additional Duties Awards

In exceptional cases, the College may make an Additional Duties Award where a staff member takes on specific additional non-managerial duties which require additional commitment and expertise in the short term. The Additional Duty Allowance is for a specific period of time, usually less than one year. Examples include Programme/Course Coordinators, Examination Coordinators, Field Attachment Coordinators, Module Development Coordinators and Project Coordinators. Recommendation can be considered at any time and is initiated by Head of Department or Registrar.

A decision will then be taken by the Principal or Deputy Principal. The recommendation must state the dates of the duties as the case may be, the nature and why additional payment is recommended, over and above normal salary. It is paid from the time of appointment and continues only while the specific responsibility exists and the role is being carried out. It must be withdrawn when the responsibility ceases.

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For example, if the holder goes on study leave and the duty (and the allowance) is transferred to someone else. It can be withdrawn early by mutual consent or because of inadequate performance (through the disciplinary procedure). Only one such award may be held at one time.

It should be noted that there is an expectation of significant flexibility within academic terms and conditions of service ("Academic freedom") without additional remuneration.

Note: Exceptionally the Principal or Deputy Principal may agree to the recipient of a special responsibility allowance or additional duty allowance.

3.0 Qualification Award

For academic staff, payment for qualifications is dealt with under Appendix B (Appointments etc.) whereas for administrative and support staff, relevant qualifications can justify an award by the Academic Board of up to two salary increments within the appropriate pay scale.

4.0 Performance Award

Successful completion of the annual appraisal may lead to a staff member gaining an annual increment which is permanent. The basis of being awarded an annual increment after appraisal shall be guided by the following overall assessment rating of personal performance during the appraisal year:

- When a staff member does not participate directly in Tropics College of Business and Management activities in the year of appraisal then no annual increment is given (e.g. full time study leave or unpaid leave).
- When performance of a staff member is judged overall WEAK in the annual appraisal process, then an investigation is undertaken and an appropriate disciplinary action may be taken.
- When performance of a staff member is judged overall TO REQUIRE IMPROVEMENT in the annual appraisal process, then no increment is given but support is provided to improve future performance.
- When performance of a staff member is judged overall to be AT THE EXPECTED LEVEL then no increment is given.
- When performance of a staff member is judged overall to be ABOVE EXPECTATION in the annual appraisal process, then an annual increment is given.
- When performance of a staff member is judged to be OUTSTANDING in the Annual Appraisal process,

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an annual increment is given.

APPENDIX K

STAFF CODE OF CONDUCT

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3. CODE OF CONDUCT

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4. SANCTIONS

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1.0 INTRODCUTION

This Code of Conduct is a resource to establish expected obligations and standards of conduct of Staff at Tropics College of Business and Management. The Code is designed to help resolve ethical concerns. It can also be used as a standard for assessing matters of discipline at Tropics College of Business and Management. The Code has been developed with regard to the Uganda Public Service Code of Conduct and other essential behavioral standards in College Codes of Conduct.

This Code is a public statement of the standards of conduct and integrity expected of staff at Tropics College of Business and Management. As a private College, Tropics College of Business and Management is accountable to its wider stakeholders who include staff, students, public and local and national government. It is thus in the interests of the College that ethical integrity is upheld and this entails staff holding strong to the principles of accuracy, mutual respect, honesty, co-operation, tolerance and acceptance of staff obligations as well as respecting the rights of others.

The College aims to achieve its mission and in a bid to achieve this, the College intends to work with competent staff to produce high quality students who will join the job market as entrepreneurs and job creators, solvers of problems and prized employees, to add value and quality to whatever they do by following the guiding principles in this Code and by maintaining the highest possible standards of conduct identified within the Code.

2.0 APPLICATION

This Code of Conduct applies to: all staff (full time or part time) at Tropics College of Business and Management whilst acting in their official capacity, whether within or out of the College; to external and internal members of the Academic Board or other College Committees whilst acting in this capacity; members of joint ventures/partnerships of Tropics College of Business and Management or acting within a Memorandum of Understanding with Tropics College of Business and Management whilst acting in that capacity; visiting staff, adjunct staff, temporary staff as well as other acting in a voluntary capacity. As a guiding principle, this code applies to all those individuals who act in any capacity with the Tropics College of Business and Management

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3.0 Code of Conduct

The fundamental principles with this Code of Conduct refer to the following:

- Attendance to Duty
- Time Management
- Harassment
- Client Care
- Conflict of Interest
- Confidentiality
- Accountability
- Dress Code
- Impartial Behavior

Acceptance of employment or involvement with Tropics College of Business and Management in any capacity implies an acceptance of this Code and an understanding that failure to observe the Code may lead to disciplinary action. Acceptance of the Code implies that individuals governed by the Code will do everything to lead by example, assert that unacceptable behaviors in others will not be tolerated and where breaches of the Code are discovered that they should be reported to a supervisor, senior management or by using the 'Whistle blowing' Procedure.

More specifically, but not exclusively, the College expects its employees to adhere and comply with the following obligations:

- Fulfill responsibilities as outlined in job descriptions and where necessary contribute to the College's effectiveness by performing additional duties not specifically outlined therein.
- Give a productive day's work to the best of his/her abilities and skills according to the employee's job description.
- Attend timetabled activities such as lectures, examination invigilation, staff meetings, College Committees.
- Demonstrate a considerate, cordial, and constructive attitude towards fellow employees and visitors.
- Handle students, visitors, staff and other workers with respect and a compassionate attitude.
- Adhere to the policies and procedures adopted by the College.

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- Conduct him/herself in such a manner as to enhance the professional image, the good name and reputation of the College. The College also expects employees to follow rules and conduct that will protect the interests and safety of all employees, orderly operations and the best possible work environment.
- Accept the responsibilities inherent to their position, adhere to acceptable principles in matters of personal conduct and accountability, and exhibit a high degree of personal integrity. This involves not only sincere respect for the rights of others but also demands that employees refrain from any behavior that might be viewed unfavorably, interfering with the administration or fellow employees, or jeopardizing the public image and perception of the College.

3.1 Attendance to Duty

Staff governed by the code has an obligation to attend to duty by:

- Observing official working days and hours of duty and being available for duty when called upon.
- Reporting sickness, absence and leave requests according to the procedures in the HR Manual.
- Performing duties in a manner that conveys professionalism, respect and conforming to morally acceptable conduct.
- Committing working time to official duties.
- Exercising authority (if in a position to do so) with due diligence and trust, but with fairness and mutual respect to staff and students.
- Being results-oriented and committed to performance and the achievement of the College's mission, aims and objectives.
- Set clear standards of performance that both fellow staff and students could reasonably respect.
- Not holding two or more jobs if one is a full time member of staff.

Absenteeism is not an acceptable behavior and shall be dealt with using the Disciplinary Procedure, except in the situation where a member of staff has asked permission for leave (duly recorded on a Leave Request Form) and that this leave has been authorized by Head of Department.

3.2 Time Management

Official working hours are 0800 to 1700, with one hour for lunch at 1300 Monday to Friday and 0900 to 1400 on Saturday. The College requires staff to work flexibly to meet the needs of service within these

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hours. Members governed by the Code have an obligation to Time Management by:

- Strictly abiding to the working time provided to them as deemed appropriate by the College Administration
- Meeting work deadlines, particularly assessment deadlines.
- Attending meetings when required.
- Arriving at meetings at the time stated.
- Desisting from behavior during working time that interferes with their work and/or the work of colleagues, such as;
 - Laziness,
 - Reading newspapers/magazines,
 - Playing loud music,
 - Playing computer games,
 - Surfing the internet for personal purposes,
 - Accessing obscene or pornographic material,
 - Engaging in private business/conversations or gossip,
 - Slandering other persons in the College

3.3 Harassment

The following behaviors are regarded as 'harassment' to other people (including fellow members of staff, students or the public) and are prohibited:

- Using language that is rude, abusive or obscene.
- Dressing in an indecent or sexually suggestive way.
- Making sexually suggestive gestures (verbal and non-verbal).
- Inappropriate touching, in particular in a sexual manner.
- Assaulting people, verbally or physically.
- Blackmail.
- Sexual blackmail: forcing an individual to choose between acceding to sexual demands and losing job or other benefits OR a member of staff making sexual demands of a student.
- Discriminating on the basis of colour, gender, tribe, disability or religion.

3.4 Client Care

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For the purpose of reputation, management and public relations staff shall handle fellow staff, students and the public with fairness, clarity, honesty, respect and courtesy. In return, staff have a duty to:

- Ensure cordial relations with staff, students and the public.
- Handle fellow staff, students and the public with fairness, clarity, honesty, respect and courtesy.
- Ensure prompt and accurate response to requests from staff, students and the public.
- Ensure teamwork and co-operation for efficient service delivery.

3.5 Conflict Of Interest

Confidence in the College and its members is put at risk when the conduct of a member does, or may reasonably appear to; involve a conflict of interest between their private (or other) interests and the interests of the College. In the execution of College work, staff should not put themselves in a position where their personal interests conflict with their responsibilities. Where a 'conflict of interest' is identified or suspected by a member of staff the following action is required under this Code:

- Ensure that any financial or other interest and actions do not, or may not reasonably seem to, conflict with the obligations and requirements of their College position.
- When a staff member has a financial or other personal interest in a company and is in a position to influence contracts or other business with this company, they must declare their interest and withdraw from any involvement.
- Declare any actual or potential conflict of interest in any matter under discussion by a College committee, body or meeting prior to the discussion of that matter.
- Withdraw from the meeting unless given leave to stay.
- Abstain from voting on the matter if given leave to stay.

3.6 Conflict of Interest Due to Personal Relationships

When an employee of the College is in a personal relationship, they should not use this relationship to the detriment of the College's interests or use the relationship to advance or hinder the interests of other staff, students, members or potential members of the College or its committees (in whatever capacity).

Examples of personal relationships include;

- Family relationships
- Close friendships
- Sexual relationships

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- Relationships where there have been previous instances of serious conflict between the parties.

Where an individual has any of these relationships they must not pose 'conflict of interest' and must be kept in harmony with this Code, in particular with regard to the following:

- Recruitment, selection, appointment, conditions of service, continuing appointment, promotion, re-classification or termination of staff.
- Provision of opportunities or resources for research, conference attendance, training and development.
- Referee reports, performance appraisal or annual development reviews.
- Selection of students for admission, awards of prizes, scholarships or referee reports.
- Assessment or supervision of students and their work.

3.7 Conflict of Interest due to receipt of Gifts or Favours

When members of staff accept gifts or favours this creates a potential for 'conflict of interest'. It is therefore prohibited for staff to solicit favours and gifts or benefit to themselves personally or to accept gifts, favours or benefits which might in any way compromise them or influence them in carrying out their duties, or which might reasonably be seen by others as an inducement which places a staff member under an obligation. In these matters the following behaviors are required under this Code:

- Gifts of nominal value may be accepted such as small items used for promotional purposes (pens, calendars etc.)
 - Moderate acts of hospitality may be accepted (the Ugandan Public Service Code indicates that the nominal favour should not exceed five currency points at UGX 20,000 per point).
 - Gifts of significant value should be sent to the College Secretary where they can be acknowledged and accepted on behalf of the College.
 - Gifts of books should be donated to the College Library so that they are available to all staff and students.

3.8 Conflicts of Interest due to improper use of College equipment, facilities or materials

When using College facilities, equipment or materials staff could easily succumb to conflict of interest. All employees are obliged to protect and conserve the property of the Conflict. In particular, but not exclusively the following behaviors are expected of all employees:

- Employees should not use College facilities, equipment or materials for personal use.

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- Employees are individually responsible for furniture, equipment and/or supplies under their care and must repair or replace, at the discretion of Principal, any items which are lost or damaged as a result of negligence.
- Employees should notify management immediately when any College property is lost or damaged.
- No property should be given away, lent, rented, or moved to another location without written authorization from administration.
- The College administration reserves the right to inspect any employee's assigned workspace and desk when it is deemed the College has a legitimate interest to do so.
- The use of the College computers, telephones and fax machines are limited to the needs of service. Employees may not use, directly or indirectly, College property such as computers, photocopiers or other equipment for anything but College business without authorization. None of these items should be given away, lent, rented, or moved to another location without written authorization from the College.
- Stationery, paper, pens, printer cartridges and other consumable items provided by the College should not be used for any other purpose except College business without authorization. None of these items should be given away, lent, rented, or moved to another location without written authorization from the College.

3.9 Use of College Vehicles

The following rules pertain to the College Vehicles and are thus behaviors that are part of this Code:

- The Principal or a delegated officer is the only employee responsible for assigning vehicles and duties to drivers.
- Removal of any of the College vehicles from the College premise without authorization from the Principal/delegated officer is forbidden. Any unauthorized use of the College vehicle, constitutes a violation.
- College vehicles should never be used for a purpose other than their authorized purpose.
- Each vehicle has a mileage logbook that must be completed for each trip.
- All accidents, however minor, must be brought to the immediate attention of the Principal/delegated officer. In addition, the accident must be reported to the police and the police report obtained. The driver must submit a written report to the College administration not later than the

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day after the accident, unless specific authorization is given to delay such a report.

- Only authorized College drivers with valid driving licenses are allowed to drive College vehicles. The Principal may authorize other employees as needs arise.
- Vehicles should be checked by drivers prior to use, in particular for oil, water, tyres and brakes.
- Vehicle maintenance problems should be brought to the immediate attention of the Registrar Administration.
- Drivers should drive defensively and strictly observe all traffic regulations. In addition, drivers should take additional safety precautions such as compliance with stipulated speed limits, appropriate use of the horn, and be particularly observant of pedestrians, bicycles and other cars on the road.
- Drivers should refrain from overloading College vehicles with goods or passengers.
- Drivers are responsible for the cleaning of vehicles and should be courteous in the conduct of their duties since they represent the College to the general public.
- Drivers should always be responsible in checking the mileages and the date when the vehicles are supposed to be re-serviced and make sure servicing is carried out or the Principal/delegated officer is aware.

3.10 Use of intoxicating substances/ drugs

In view of the responsibility connected with the academic profession, and in general of working in the College, the College has the duty of protecting its staff by enforcing strict rules against the use of whatever intoxicating substances/drugs. In particular, but not exclusively the following behaviours are expected of all employees;

- Consumption of alcohol and other narcotic drugs on the College campus, in the field and during the conduct of official duties is strictly forbidden. Reporting to duty in condition of intoxication is a breach of this rule. The only exception to this rule is on the occasion that alcohol is provided at official functions of the College, but even in these circumstances moderation is demanded and, in any situation, intoxication on College premises is regarded as gross misconduct.
- The use of intoxicating substances/drugs outside the College premises is also a breach of the code of conduct, if it causes harm to the public image of the College.
- The employee, by signing the letter of appointment contract, gives explicit permission to

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the College to carry out clinical laboratory tests to determine the level of alcohol or narcotics in his/her blood, when requested by the Principal.

- Violation of these rules or refusal to accept this test could lead to immediate termination of employment with the College.

3.11 Confidentiality

The College recognizes the need for free exchange of information or ideas in education, subject to its overriding interest in protecting the confidentiality of information in which it has a proprietary interest. Respect of confidentiality is a condition of employment and the College expects employees to preserve the confidentiality of the College and not to reveal information that might be prejudicial to the College.

Employees shall not divulge to any person or organization any confidential information concerning the business (in particular, official committees or Boards of the College) or finances of the College or any of its strategies, dealings or transactions. This restriction shall cease to apply to information or knowledge which has been authorized to be in the public domain by the College.

Any misuse of information or breach of confidentiality may, if sufficiently serious, be regarded as gross misconduct, even if it is not apparent that an individual has personally gained by such an action. Participation in such malpractice will result in disciplinary action, up to and including termination of employment and legal action. There shall be no restrictions to confidentiality regarding matters communicated via the College's Whistle blowing procedure.

In particular, but not exclusively the following behaviours are expected of all employees:

- The College is an open environment and as such employees have access to a variety of information of a sensitive nature. This information includes examinations, examination results, salaries, and other sensitive information. Employees may also have access to property technical and business information of a confidential nature. It is strictly forbidden to divulge this information outside the College.
- College Documents are copyright to the College and should not be given to unauthorized parties.
- Information about students' academic performance is strictly confidential and may not be divulged without permission of the students.
- Members of the College staff are not allowed to give information to the press about College activities and must refer the member of the press to the office of the Public Relations Officer.

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3.12 Accountability

Staff are accountable for all resources that they utilize whilst on duty and should ensure proper, as well as frugal, use of College resources and funds in order to attain maximum 'value for money'. In particular the behaviours with regard to Accountability within this code are:

- Prompt accountability for any financial resources entrusted to staff should be made according to the Financial Procedure Manual.
- College property used by staff shall be accounted for. Staff should ensure that no damage, loss, misappropriation occurs in the process of procurement, use, storage or disposal.
- Staff is accountable for their performance. All staff should have their Job Description and should fulfill their duties according to this.

3.13 Copy Right

All findings, discoveries, records, drawings, documents, papers, books, computer programs, computer software products or any such material acquired by an employee in the course of employment shall be the property of the College, which shall retain copyright and other intellectual property rights therein, unless the College intimates in writing that it has decided not to do so.

At the request of the College, employees shall supply all such records, drawings, documents, papers, books, computer programs, computer software or other material and render such assistance as the College may reasonably require, enabling the College to exploit its intellectual property rights to best advantage. Staff shall execute all documents and do all things which may be necessary or desirable to obtain patent or other protection of said rights as may be required by the College.

All of the above is without detriment to staff rights to retain ownership of and obtain benefit from all personal works and/or publications which arise solely from personal and/or professional practice. Nor is it the intention that the above provisions should discourage legitimate scholarly activity. The College accepts the right of employees to be acknowledged as authors or joint authors of published or unpublished work to which they can be honestly attributed, whether in the course of employment or through personal/professional practice.

3.14 Dress Code

The College image is reflected in its staff and therefore staff are required to live up to the positive attributes

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within the College's aims and objectives. In particular with regard to dressing, the following is part of this Code:

- Staff should dress appropriately according to the needs and circumstances.
- Staff should dress in a respectable way that is generally acceptable to all.
- Appropriate protective clothing and footwear should be used when undertaking practical activities, including work in laboratories.

3.15 Safety

College staff should conduct themselves in a safe fashion at all times and should not engage in activities that could endanger other staff, students and the public. The following are some of the activities to be taken into account:

- Employees should cooperate with Management in complying with the defined health and safety regulations.
- Machinery and tools should be used according to the operational guidelines.
- Where there are safety features or guards they must be used when operating machinery.
- Electrical equipment should be used according to the operational guidelines and should be safely attached to the electrical supply. If you are in doubt about electrical safety the HR Manager should be informed and a competent electrician called to check the installation.
- All hazardous materials should be kept away if not in use.
- Employees should report unsafe situations and incidents that result in, or may have resulted in injury to their Supervisors or Head of Department.

3.16 Academic Freedom

The College acknowledges and accepts the intellectual and academic freedom to think, write, act, speak, teach and research, that is essential to expand and sustain subject areas, areas of professional and personal expertise and for the advancement of knowledge. Academic freedom concerns freedom, within the law and within one's own subject discipline, to question and test received wisdom and to put forward new ideas and sometimes controversial and unpopular opinions, without fear of victimization. In these respects, the normal expectation of good faith, trust and confidence applies and it would be expected that employees will not do anything that would damage the College's reputation or interests or the reputation or interests of a colleague.

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3.17 Assurance and Enhancement of Quality

Standards of academic and administrative quality can only be assured and enhanced by the introduction and development of appropriate quality assurance and management procedures and arrangements that are accepted and promoted by the College and its entire staff. The College will involve staff in such developments in return for which staff will be expected to participate fully in the implementation of those systems once they are endorsed, as appropriate, by the Departments, Academic Board and the Governing Council.

3.18 Data Protection

In order for the College to fulfill its obligations to employees, it is necessary to hold and process employee's personal data, including sensitive data. Acceptance by employees of an offer of employment is also an acceptance of consent to hold and process personal employee data. In turn, the College has an obligation not to reveal such data to third parties apart from those who are authorized for access (e.g. National Council for Higher Education (NCHE) for statistical purposes).

3.19 Impartial Behavior

The College is a non-partisan institution that embraces all groups without partiality on political, ethnic, tribal or religious concerns. As part of this Code, staff therefore should treat fellow staff, students and the public impartially. In particular the following shall not be entertained by the College:

- Display of party political symbols or any offensive religious, creed, gender, tribal or ethnic symbols.
- Spontaneous and unguided political, tribal, ethnic, gender, creed or religious debates.
- Discriminatory actions and discussion based on politics, ethnicity, tribe, gender, creed or religion.

4.0 Sanctions

This Code of Conduct defines standards of behavior for staff and others at Tropics College of Business and Management. It is the duty of all staff to abide by the Code and to report others who are failing to do so. As noted above, the College has a policy and relevant procedures that enable staff and students to draw attention to matters which would be sufficiently serious to be considered under 'whistle blowing' arrangements. The Whistle blowing Policy and Procedures are provided in the HR Manual.

The Code can also be used as a standard for assessing matters of discipline at Tropics College of

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Business and Management. If staff contravenes the Code, disciplinary procedures can be instituted against the individual according to the Disciplinary Procedure and Sanctions outlined in the HR Manual. The College has a Grievance Policy for use when disputes cannot be resolved informally. (See Appendix F).

Where an employee raises a grievance during a disciplinary process the disciplinary process may be temporarily suspended in order to deal with the grievance. Where the grievance and disciplinary cases are related it may be appropriate to deal with both issues concurrently.