

THE UNIVERSITY OF ARUSHA

RULES AND REGULATIONS GOVERNING HUMAN RESOURCES

Approved by University Council vide Vote No 56 of 10 October
2012

These Staff Rules and Regulations are made under Article 6 Section 5(x) of the University of Arusha Charter 2011. The Regulations replace the University of Arusha Staff Handbook 2007.

Reviewed and Reprinted
2022

GOVERNANCE

The University of Arusha is owned and operated by the Seventh-Day Adventist (SDA) Church. Its governance is vested in the University Council, whose Chairman is the Executive Secretary of the SDA Church in Tanzania. The Council accomplishes its work through various Committees/Boards, such as the Administrative Board, chaired by the Vice Chancellor who is the Chief Executive Officer of the University.

VISION

To be a Christian University that exists for excellence in wholistic education, professional development, research and consultancy.

MISSION

To provide accessible and affordable wholistic education that empowers individuals to continue learning while serving the Church, the nation and international communities.

PHILOSOPHY

To meet the intellectual, physical, psychological, social and spiritual needs of staff and students in order that their educational experience prepares them for service to the glory of God and humanity here, as well as for a life of greater service in the hereafter.

OBJECTIVES

The objectives of the University of Arusha are as follows:

1. To assist in the formation of a noble Christian character by placing emphasis on spiritual values of life.
2. To provide an environment conducive to consistent Christian living.
3. To develop habits of accuracy, discrimination and sound judgment in thinking and acting.
4. To cultivate a sense of civic responsibility and loyal citizenship.
5. To give an intellectual and practical experience which will make each student resourceful, confident, and well qualified to meet the realities of life.
6. To stimulate an appreciation of the best in books, nature, music and in social and recreational activities.
7. To help students to develop desirable personalities and to discover capabilities, aptitudes and interests latent within themselves.
8. To provide opportunities for the development of the physical nature through education and practice.

PART I: PRELIMINARY

Citation

1.

- A. THESE REGULATIONS may be cited as THE UNIVERSITY OF ARUSHA (Hereafter called UoA) STAFF RULES AND REGULATIONS 2012, and shall come into force on the date of approval by the University Council.
- B. The Rules and Regulations shall apply to all staff of UoA.
- C. The Regulations aim at
 - i. providing a framework for behaviour pattern and performance standards expected of UoA employees.
 - ii. providing general information and guidance on matters related to employment with UoA.
 - iii. forming, along with the information contained individual letters of appointment, part of the contract of employment between the University and the employee.

Interpretation

2.

In these Regulations, unless the context requires otherwise:

Singular words shall stand for plural and words in the plural include the singular.

The masculine gender shall also include the feminine and vice versa.

Administrative Board means the Vice Chancellor and Heads of Departments acting as a team in the management of the affairs of UoA.

Appointment Authority means the University Council or its authorized agent.

Approved Medical Officer means a medical practitioner duly registered according to the written law of Tanzania and acceptable to UoA.

Circular means any written communication issued from time to time by the authority of the Vice Chancellor.

Citizen means a citizen of the United Republic of Tanzania.

Chairperson means Chairperson of the University Council.

Department means school, faculty, directorate, campus college, institute or centre

Dependent Children means any four (4) persons, under the age of eighteen and unmarried, step children, legally adopted children, or children of a deceased near relative who are below eighteen years and who are wholly maintained by the employee and include children of any age who, because of infirmity, are unable to earn a living and are, therefore, wholly maintained by the employee.

Directive means any order issued from time to time by the Vice Chancellor.

Domicile means the place where an employee after consultation with the Vice Chancellor has declared to be his/her place of domicile.

Vice Chancellor means the Vice Chancellor of UoA or other official authorized to act in that capacity.

Family Means bona fide dependant, owned, and legally adopted, and spouse of an employee, including the husband or in employment elsewhere

Husband means a legal partner of a female employee.

Medical Board means the Medical Board established under the relevant act of Tanzania.

Near relative means father, mother, spouse and child.

University Council means a body governing the University and having powers of appointing, promoting and disciplining senior employees of UoA, and also having duties of formulating policies for the University UoA, and also having duties of formulating policies for the University.

Officer means an employee employed by the University Council.

Place of domicile means the place from which an employee originally comes.

Probation period means a period taken by a new employee from the first date of appointment to confirmation in the position concerned.

Salary means gross salary excluding overtime unless the context of the service requires otherwise.

Schedule of Authority means the schedule that specifies powers vested in the Vice Chancellor and delegated by the Vice Chancellor to departmental Heads or other officers serving in such capacities.

Service means the service of employees employed by UoA on permanent or fixed contract terms.

Spouse for purposes of privileges and entitlements for which UoA Staff qualifies means only one legal partner of an employee.

Staff means persons employed and working for UoA.

Temporary Employment Terms means the temporary terms for non-pensionable staff on which employees are appointed for either full-time or part-time employment under conditions agreed upon.

University means the University of Arusha

Wife means a legal partner of a male employee.

Written Law means all Acts and Ordinances of Tanzania and Subsidiary Legislations thereof”.

Forms

3.

The University shall initiate standard forms, with variations as circumstances may require, to be used for the purposes of these Regulations.

Enforcement

4.

- 1) The Vice Chancellor shall be responsible to the University Council for the enforcement of these Rules and Regulations.
- 2) In the enforcement of these Regulations, the Vice Chancellor shall be guided by the decisions of the University Council or Appointment Committee.
- 3) Where any dispute arises out of the application of these Rules, the matter shall be presented to the relevant Committee of the University Council and, if need arises, before the University Council.
- 4) The decision of the University Council on reference to it under sub-section (3) shall be final.

Inconsistencies

5.

Where the provisions of these Regulations are inconsistent with any written law or the directives or circulars of relevant instruments

established by Government, the terms of such legislation, directives, or circulars shall prevail, and in addition, the provisions of legislation dealing with aspects or conditions of employment which are not dealt with in these Regulations shall apply to staff of the University to such an extent as laid down in the legislation concerned.

UoA Staff Circulars

6.

- 1) These Regulations may be supplemented as need arises by Staff, Circulars issued by the Vice Chancellor
- 2) The Staff Circulars, other than matters of purely temporary or informative nature, issued by the Vice Chancellor, shall be numbered serially and reviewed periodically for the purpose of incorporation into these Regulations.

Amendment

7.

Amendments to the Rules or any part thereof shall be approved by the University Council in consultation with the relevant Committee of the University Council.

Promulgation

8.

- 1) A copy of these Regulations shall be made available to all organs of the University and all employees shall have access to the Regulations.
- 2) A person who accepts an offer of appointment in the University shall be deemed to have accepted the provisions of these Regulations

PART II:

HUMAN RESOURCE ACQUISITION AND GENERAL CONDITIONS OF SERVICE

Human Resource Planning

9

- 1) The Deputy Vice Chancellor for Planning, Administration and Finance shall ensure that the University has the right NUMBER and the right kind of STAFF, in the right PLACES, at the right TIME performing the functions that are required to ensure efficient and effective delivery of the University's strategic plans, goals and targets
- 2) The human resources plan shall form part of UOA's overall strategic plan for the organization and shall cover all activities of the University including recruitment, selection, placement, training, development, wage and salary administration, labour relations etc.
- 3)
 - i. The Human resources planning process shall rest with the Deputy Vice Chancellor for Planning, Administration and Finance (DVC-PAF).
 - ii. The Deputy Vice Chancellor for Planning, Administration and Finance shall be responsible for ensuring that suitable guidance is issued to line managers on how to assess human resources requirements in their areas and for ensuring that this guidance is updated regularly.
- 4) Individual line managers shall be responsible for keeping human resources requirements under review and shall advise the Deputy Vice Chancellor for Planning, Administration and Finance as to future

manpower needs in line with the timetable set out for preparation and review of UoA's strategic plan

Identifying existing resources

10.

- 1) Heads of departments/sections shall:
 - a) identify, through a Staff Audit, the resources that currently exist within the organization.
 - b) be responsible for undertaking the staff audit within their departments/sections and shall analyze the data collected from this exercise.
 - c) make a list of present staff per cadre in each section, show shortfalls or overstaffing in each cadre, and shall submit their findings to the Deputy Vice Chancellor for Planning, Administration and finance, through the Director of Human Resources and Administration.
- 2) The Deputy Vice Chancellor for Planning, Administration and Finance shall summarize all staff reports and maintain an updated summary of staff records in terms of:
 - a) Staff numbers
 - b) Qualifications
 - c) Skills
 - d) Age
 - e) Experience
 - f) Years of services, etc.
 - g) Years to retirement

Human resources forecasting

11.

- 1) Based on the findings of the staff audit, Heads of departments/sections shall analyze current human resources requirement within their departments/sections based on authorized positions (posts) and shall project future requirements with regard to the University's mission and any planned changes in operations and activities.
- 2) There shall be two ranges of human resource forecasting:
 - a. Short range forecasting which shall address the planning that needs to be done for the next budget year and shall be based on an assessment of current staffing levels and activities, plus short term changes.
 - b. Intermediate range forecasting which shall address the planning that need to be done for the next three years and shall be based on human resources supply and demand during the period plus medium – range changes.
- 3) Human resources forecasts from each department/section shall be submitted to the Deputy Vice Chancellor for Planning, Administration and Finance who shall be responsible for compiling the human resources aspect of the strategic plan.
- 4) The final report shall be submitted to the UoA University Council for decision and implementation.

Human resources requirements

12.

- 1) Based on the staff audit and forecasts of future requirements, Heads of departments/sections shall identify the human resources requirements of their departments/sections.

- 2) Heads of departments/sections shall take the actual strength of their departments/sections and reconcile demand forecast to identify how many staff should be recruited, made redundant, retired, promoted and trained, and shall submit their requirements to the Deputy Vice Chancellor for Planning, Administration and Finance.
- 3) The Deputy Vice Chancellor for Planning, Administration and Finance shall make a summary report for all staff requirements for inclusion in the strategic plan.

Staff Recruitment and Selection

13.

- 1)
 - i. The process of employing staff in the University to fill vacant posts shall be based on the establishment and budgeted funding for that year.
 - ii. Recruitment of UoA employees shall be guided by the principle of being non-discriminatory and non-biased in terms of gender, race, religion, colour or tribe.
 - iii. In the event that one of the applicants is a relative to UoA staff, the staff concerned shall declare to the employing authority and dissociate him/herself from the whole recruitment process.
- 2) Where a vacancy arises, heads of departments/sections shall consult the Deputy Vice Chancellor for Planning, Administration and Finance, through the DHRA, to identify the source of supply for recruitment, within UoA by promoting or transferring staff to fill the vacant post, or from outside the University.

Selection procedures

14.

1)

- a. Heads of departments/sections shall identify potential internal candidates based on job specifications and job descriptions for the job and the line managers shall be involved in the selection.
- b. Where there is no suitable internal candidate then the post shall be advertised externally.

2)

- a. Where a vacant post is to be filled externally it shall be advertised.
- b. The responsibility for planning the advertisements shall rest with the Deputy Vice Chancellor for Administration.
- c. Advertisement of vacant position shall have these details

Job specifications:

- Qualifications
- Experience

Job description: Shall have the background of:

- Mission
- Vision
- Aim
- Coverage of University
- A clause of being an equal opportunities employer
- Job title
- Main purpose (duties)
- Salary and fringe benefits.

- 3) The Deputy Vice Chancellor for Planning, Administration and Finance shall advertise vacant posts and invite applications from suitably qualified applicants to submit letters of applications addressed to the Vice Chancellor.
- 4) The Deputy Vice Chancellor for Administration, assisted by Heads of departments/sections, shall short-list suitable candidates for the post, and shall make the necessary communication to candidates short-listed for an interview.

Categories of posts

15.

- 1) There shall be grades of posts as may be provided in the respective schemes of services to which the University's staff shall be appointed.
- 2) Each appointment under the scheme of service set under sub-rule (1) shall be specific to the letter of offer of appointment.

Advertisement of posts

16.

- 1) All vacancies in the University shall be advertised in the news media by the Deputy Vice Chancellor for Planning, Administration and Finance on behalf of the Vice Chancellor.
- 2) Notwithstanding sub-rule (1), the appointing authority may dispense with the advertisement if it considers that the vacant posts can be filled through head hunting or internal promotion.

Appointing Authority for the University.

17.

- 1) Staff in senior and middle salary grades shall be interviewed by the relevant Committee of the University Council and shall be appointed by the University Council.
- 2) Staff in lower salary grades shall be interviewed by the relevant Committee of the University and shall be appointed by the Vice Chancellor on behalf of the University Council.

Employee reclassification/re-categorization

18.

- 1) The University Council may periodically reclassify employees who have held positions for extended periods of time. The factors prompting the reclassification of an employee are varied, including but not limited to:
 - a) observed inability or incompetence of the employee to effectively deliver in their current job.
 - b) overstaffing or understaffing in some specific functional areas of the University.
 - c) when the scope of the duties that the employee performs changes in complexity, accountability, decision-making authority or required knowledge.
 - d) where a staff member pursuing an academic programme of study fails to attain the desired qualification (e.g. degree) or attains a qualification not desired by the University.
 - e) where a staff member fails to satisfy the conditions (e.g. failure to publish) pertaining to his/her position.
 - f) where an employee fails to produce the appropriate documentation to attest to his/her required educational qualification.

- g) where, in the case of academic staff, an employee fails to publish.
- 2) An employee to be reclassified/re-categorized shall be informed of the reclassification/re-categorization decision and the reasons thereto.
- 3) An employee who refuses to be reclassified/re-categorized shall have his employment terminated from the University.
- 4) An employee who has been reclassified/recategorized may apply for a further reclassification/recategorization after successfully serving in his/her current reclassified/recategorized position for at least two years. Application for reclassification/recategorization from an employee who has performs poorly in his/her current reclassified/recategorized position shall not be considered.
- 5) All redeployment, reclassification or re-categorization at the University shall be managed through the Directorate of Human Resources and Administration.

Disqualification from Appointment

19.

- 1) No person previously convicted of a criminal offense of moral turpitude or who has been dismissed or had his services terminated in the public interest from public or private organizations shall be appointed to any post in the University unless there is prior approval of the University Council.
- 2) For purposes of these Regulations, an offense involving moral turpitude shall mean an act or behaviour that gravely violates the moral sentiment or standard accepted by the community or the immorally culpable quality held to be inherent in some criminal offenses as distinguished from others.
- 3) Any person who conceals information regarding any conviction, dismissal or termination from or being an employee of another organization shall be liable to a summary dismissal.

- 4) When appointments are made preference shall be given to the citizens of the United Republic of Tanzania, and non-citizens shall be appointed where no suitable citizens are available.

Letter of Appointment

20.

- 1)
 - a. Every employee shall on first appointment by UoA receive a letter of offer of appointment and return a copy duly signed.
 - b. The appointed employee shall be required to complete a form giving personal particulars
- 2) The candidate shall report to the Deputy Vice Chancellor for Planning, Administration and Finance for duty and he/she shall be assigned to the relevant head of department/section who will assign him/her duties.
- 3) The date of first appointment of a newly appointed employee shall be the date the employee assumes duty at the University.
- 4) For employees working on renewed contracts the date of appointment shall be the date the employee reports for duty after commencement of the second contract.

Prerequisites for Employment

21.

- 1)
 - a. The number of posts in service shall be limited by the financial provision given in the Annual programme and budget.
 - b. No appointment shall be made to posts for which no provision has been made in the approved estimates of the University.

- c. No increase in the number of posts in excess of authorized establishment provided for in the budget shall be made without prior approval of the UoA University Council.
- 2) No appointment shall be considered by the appropriate appointing authority unless a vacancy form is duly filled and attached to the supporting memorandum to the appropriate appointing authority.
- 3) The Heads of Department/sections shall submit a list of staff required to the Deputy Vice Chancellor for Administration.

Terms and Conditions of Employment

22.

- 1) The terms and conditions of employment of all employees shall be subject to the provisions of Human resource regulations and staff circulars issued and/or amended from time to time.
- 2) There shall be three categories of Employment with UoA as follows:
 - a. Contract of un-specified period;
 - b. Contract of specified period;
 - c. Contract on specific tasks.

Appointment on un-specified period

22.

- 1) Appointments of staff on un-specified period shall be made in accordance with the establishment shown in the current estimates and persons filling such posts shall make a full career in the service of the University until the normal age of retirement, unless their appointments are terminated as provided for under these Regulations.
- 2) Where an employee is first appointed to a post on un-specified period, he/she shall be required to serve a probationary period ranging from six months to one year.

- 3) At the end of the probationary period, the appointing authority shall, on the advice of the heads of departments/sections, consider whether:
 - a) The employee should be confirmed to his appointment, or the probationary period should be extended for another six months so as to give the employee the opportunity to improve in any respect in which his work or conduct has been found to be unsatisfactory; or
 - b) The employee's appointment should be terminated.
- 4)
 - a) Where the Appointing Authority is of the opinion that the probationary period should be extended it shall, before extending such period, communicate in writing to the employee advising him/her of the intention to extend such period and of his/her right to make representations within 30 days from the date of the letter.
 - b) The Appointing Authority shall take into consideration any representation made by the employee when making a final decision

Appointment on specified period

23.

- 1) Appointment on specified period terms shall normally be for an agreed specified period from the date of first appointment provided that the specified period may be renewed for a further period at the discretion of the Appointing Authority.
- 2) The Administrative Board of the University shall give the recommendation to the University Council for such employment.
- 3) On satisfactory completion of his specified period, an employee may leave the service of the University in accordance with the terms prescribed in the contract.

Provided that the employee shall notify the relevant Appointing Authority not later than three months before the expiry of his contract whether or not on expiry of specified period she/he wishes to be re-engaged for a further period of service.

Appointment on specific tasks

24.

- 1) Appointments on specific tasks may be offered to individuals required to assist in a period of unusual pressure of work or on account of the illness of permanent staff, and such persons may also be engaged to perform specific tasks the end of which is not accurately foreseeable.
- 2) An appointment on specific task shall be on month-to month basis for a period not exceeding three months and shall be subject to renewal after every three months by the Appointing Authority should need arise to continue the appointment.
- 3) All appointments on specific tasks shall be on non-incremental salary and generally at the minimum of the scale, although the Appointing Authority may give a higher salary considering the experience and qualifications of the employee.
- 4) Employees on specific tasks may be used as part of commitments to the cost of employing people on a permanent basis and their numbers can easily be increased or reduced to match fluctuations in the level of activities.
- 5) On being offered employment an employee on specific tasks shall complete a form giving employment particulars.

Appointment on seconded terms

25.

- 1) With special consideration, University Council shall approve an employee to be appointed on seconded terms.
- 2) An employee on secondment shall sign a contract of employment where both parties agree on the terms and condition of employment. The contract so signed shall be attested by a legal consultant.
- 3) Seconded appointment shall not exceed two terms of contract, and at the end of the contract the employee may be required to choose either to be employed by UoA or return to his/her employer.

Medical examination

26.

- 1) All candidates for appointment, except daily workers, shall undergo a medical examination by a registered medical practitioner.
- 2) Every offer of appointment shall be subject to a certificate of medical fitness from a registered government practitioner.
- 3) Where a candidate fails to meet the requirement for (2) above, the appointment decision will be revoked.

Acting Appointments and Posts

27.

- 1) Staff may be appointed on acting capacity in the following circumstances:
 - a) When the incumbent is absent from duty for whatever reason for more than seven days but not exceeding six months.
 - b) Where a post falls vacant and it is not possible to fill it immediately.

- 2) The actable positions shall include the posts of Vice Chancellor, Deputy Vice Chancellor for Academic Affairs, Deputy Vice Chancellor for Planning, Administration and Finance, Deans, Directors, Heads of Department and Heads of Sections.
- 3) The Authority to act shall be given in writing by the appropriate authority of the post to be acted for.
- 4) Where the acting person goes on any type of leave while holding an acting post, he/she shall resume the acting post upon completing his/her leave as long as the leave period shall not exceed 20 days.
- 5) Acting staff shall be entitled to a responsibility allowance as approved by the University Council for the post to be acted for.
- 6) No staff shall act for more than a period of 6 months without being confirmed in the position or withdrawn. After six months are over and the staff has not been confirmed, a re-appointment may be effected for another six months.

Promotion procedures

28. General Guidelines

- 1) Each promotion shall be obtained solely on merit
- 2) When considering an employee for a post at a higher level, the main criterion for promotion shall, in addition to seniority, be the suitability of the employee for the job in question, as demonstrated by his qualifications, skill, experience and personal qualities.
- 3) As a procedure for promotion of a junior staff to fill a vacant post, the head of department/section shall recommend the staff for promotion and submit a list of staff to the Deputy Vice Chancellor for Planning, Administration and Finance, who shall forward the same to the relevant appointing authority.

- 4) Where an employee is appointed to any post on promotion, the effective date of his/her promotion to the post shall be such as the Appointing Authority may determine.
- 5) Promotions shall be made for advancing the interest of UoA and the advancement of an employee.
- 6) Refusal by an employee to be promoted shall be taken as prejudicial of his/her future promotion and advancement.

28.1 Academic Staff Promotion

- 1) The objective of promotion of academic staff is to appropriately recognise and reward the performance of individuals, and to assist the University realise its Vision and implement key strategies consistent with its Mission
- 2) To maintain a consistency of standards, the performance of lecturing staff in all Schools/Faculties/Campus Colleges will be assessed against the following categories of activities:
 - i. Teaching : Proven ability in teaching and the advancement of learning.
 - ii. Research: Proven ability in research.
 - iii. Publications: Evidence of a required number of refereed publications
 - iv. Service to the University: Proven record of service to and good citizenship of the University including participation in some administrative, management and other service responsibility within or on behalf of the University.

Promotion after probation

29.

- 1) All non-academic promotions shall be on probation for a period of six months.

- 2) On completion of the trial period, if the performance and conduct of the employee is found satisfactory, he/she may be confirmed in the post.
- 3) Where the employee's performance has been unsatisfactory during the trial, the Appointing Authority may extend the initial period for a further period not exceeding three months or withdraw promotion.
- 4) Before a decision is reached on withdrawal of promotion the Vice Chancellor shall call upon the staff member in question to show the cause why the promotion should not be withdrawn.

Transfers procedures

30.

- 1) All employees in the service of UoA shall serve the University at such places as they may, from time to time, be directed.
- 2) UoA reserves the right to transfer its employees from one station to another if the exigencies of the services so demand.
- 3) Any employee who refuses to comply with such an order or reassignment shall be liable to disciplinary action, that may lead to termination of employment.

Termination on Disciplinary Grounds

31.

- 1) Termination of an employment of a staff of the University shall be on any of the following grounds, where an employee:
 - a) Is unable to perform satisfactorily as required by one's job description.
 - b) Fails to co-operate with other staff of the University.
 - c) Fails to uphold the policies and procedures that the University has established.

- d) Neglects or wilfully fails to abide by the University's code of conduct.
- e) Exhibits/demonstrates insubordination to authority.
- f) Is incurably late for work.
- g) Fails to complete his tasks in more than two occasions without any justifiable reasons.
- h) Neglects his/her duties in such a way, that he/she endangers the safety of other persons or the Authority instructions relating to work.
- i) Messes up with UoA responsibility and work ethics as shall be amended from time to time.
- j) Absents himself/herself from the place of work for five days or more without permission.
- k) Performs/ undertakes illegal dealings with the customers of the University or fellow staff, such as soliciting for favours as well as other dealings, which create conflicts of interest.
- l) Is involved in theft, fraud or misappropriation of properties.
- m) Fails or neglects to carry out his/her duties in such a manner that endangers herself or others or property of the University or fails to abide by any instructions relating to safety or otherwise.
- n) Is convicted by any Court of Law for any criminal act unless such employee successfully appeals against such conviction.
- o) Does an act, which the University has forbidden for reasons of safety or liabilities to itself.
- p) Acts or behaves in a manner that is prejudicial to the objectives and interests of the University.
- q) Discloses or conveys without due authority any information of confidential matter to the prejudice of UoA.
- r) Commits any act, which is against the interests of UoA.

- s) Deliberately, misuses UoA's funds or property for personal gains contrary to the financial regulations.
 - t) Colludes in any manner with an external entity to sabotage or undermine the interests of the University.
- 2) The University shall deserve the right to undertake all necessary legal measures for cases involving theft, fraud, misappropriation or dishonesty.

Termination on Medical Grounds

32.

- 1) An employee may be terminated on the grounds that his persistent ill-health renders him unfit to discharge his duties efficiently.
- 2) The Appointing Authority may establish a Medical Board which may require an employee who is persistently ill to submit himself to examination by a Medical Doctor approved by the University with a view to ascertain whether he/she is physically or mentally capable of performing his/her duties, and the Medical Doctor shall submit a report to the Appointing Authority which shall be discussed by the Medical Board.
- 3) Appointing Authority shall, after receiving the report and recommendation of the Medical Board, examine it and give a decision which shall be final.
- 4) The Appointing Authority shall establish a medical Board which shall comprise the following:
 - a) Deputy Vice Chancellor for Planning, Administration and Finance's representative;
 - b) Line manager of the sick staff; and
 - c) Approved Medical Doctor.

Termination of Service for reasons other than Disciplinary or Medical Grounds

33.

- 1) The Appointing Authority, through a three months' notice or a one-month salary in lieu of notice, may terminate the appointment of staff of the University.
- 2) The Appointing Authority shall terminate the services of an employee during the probation period for reasons of incompetence and/or unprofessional conduct.
- 3) At any time during the contract period, the Appointing Authority supported by objective appraisals may recommend termination of the contract, if the staff member is performing consistently below the agreed level of performance.
- 4) The services of any staff serving on any terms may be terminated according to the terms and conditions specified in the appropriate contract.
- 5) The provisions of the Employment and Labour Relations Act No.6 of 2004 shall apply to all employees who fall within their ambit.
- 6) Where the Appointing Authority terminates services of an employee, such employee shall be entitled to terminal benefits.
- 7) When the services of an employee of the University are terminated he/she may be issued with a certificate of service provided she has completed at least a six months period with the University.

Resignation

34.

- 1) An employee on permanent terms may terminate his/her employment by giving a three-month notice in writing of his/her intention to resign and such notice may include earned leave.
- 2) Where an employee fails to submit his notice as required in sub-rule (1), he shall pay the University a one month's gross salary in lieu of notice.
- 3) The Vice Chancellor may waive the requirement of giving a three-month notice in cases where circumstances are such that it is considered desirable to do so.
- 4) An employee on contract of specified period may resign his appointment in accordance with the relevant provisions of his contract.

Exit Interviews

35.

- 1) Employees leaving the University voluntarily before the expiry of or at the end their contracts may be requested to participate in exit interviews.
- 2) The University shall use the interviews to assess the factors or reasons that led to the separation.
- 3) The Appropriate Appointing Authority or its representative shall conduct the exit interviews.

Exit Procedure

36.

- 1) At the time of separation from the University all properties of the University, including office equipment, keys, identity card and other similar properties entrusted to a former employee shall be surrendered to the Appointing Authority or its representative.

- 2) To mark the end of an employee's services, the following documents may be prepared.
 - a) Certificate of Service
 - b) Certificate of Discharge

Retention of Employees Records

37.

- 1) The Deputy Vice Chancellor for Planning, Administration and Finance shall prepare and keep in safe custody Personal Service Records (PSR) for every employee.
- 2) Personal service records of an employee whose services have been terminated shall be treated as a classified document and shall be kept by the University for five or more years for the purpose of references.

Certificate of Service

38.

- 1) An employee who voluntarily leaves the service of the University shall, on request, be issued with a Certificate of Service which shall be signed by the Vice Chancellor.
- 2) An employee who is dismissed from the service of the University shall not be issued with a Certificate of Service.

Death of Employee and Dependents

39.

- 1) The University shall pay respect and honor to its deceased employees as a moral and social obligation.
- 2) Upon receiving information that an employee has passed away, the University shall do at least the following:

- a) Express condolences to the family of the deceased both through verbal and written means.
 - b) Inform the family of any benefits that they are entitled to get from the University.
 - c) Send a representative from the University at the funeral of the employee.
- 3) The University shall encourage employees to form privately organized mechanisms towards assisting one another in moments of bereavement (e.g. Kufa na Kuzikana fund).

Death Gratuity and Bereavement

40.

- 1) If an employee dies whilst in employment or when collecting benefits, beneficiaries shall be entitled to death benefits from the University.
- 2) All employees shall inform the office of the Deputy Vice Chancellor for Planning, Administration and Finance of their beneficiaries in the event of their death at the beginning of the contract.
- 3) Eligibility to receive death benefits is limited to spouse and children, and only one member of a family is entitled to receive death benefits.

Retirement benefits

41

- 1) The age of compulsory retirement from serving the University for permanent Church employees shall be sixty Five (65) years.
- 2) An employee may retire voluntarily upon attaining the age of 60.
- 3) No employee shall continue to serve after attaining the age 65 years, unless such continuation is approved by the University Council.
- 4) On retirement, an employee shall be entitled to the following:
 - a) Postal Bank Pension if an employee was a permanent staff

- b) Transport fare to his/her domicile with spouse and children (only up to four (4) Children.
- c) Transport of 3000 kilogrammes of luggage to the place of recruitment. Depending on an employee's discretion, a vehicle may be provided for transportation or payment of equivalent to 3000 kilogrammes x the distance covered at a rate to be determined by the University Council.

Redundancy

42.

- 1) UoA shall use its best endeavors to avoid compulsory redundancy to its human resources.
- 2) Any Staff to be made redundant shall be entitled to:
 - a) A Month's basic salary per every year served up to a maximum of five years.
 - b) Fare to his/her place of domicile, himself/herself and children of that marriage.
 - c) Cost of transporting his/her personal effects to place of domicile
 - d) His/her gratuity/postal bank pension.
 - e) UoA shall observe the labour laws of the country and where the provisions of these Regulations are silent or in conflict with the law, Tanzania Labour Laws shall apply or prevail as the case may be.

Working outside UoA

43.

- 1) All employees of the University shall be required to devote their time fully to the service of the University.

- 2) No employee of the University may provide professional assistance or accept any work outside the University without the written permission of the respective Authority.
- 3) All outside engagements shall be brought to the attention of the University.
- 4) Outside engagement shall be charged a fee, the percentage of which shall be determined by the University Council from time to time.
- 5) Concealment of any outside engagement by any employee shall be deemed as a disciplinary offence and shall be dealt with in accordance with the provisions of these Rules.
- 6) Notwithstanding sub-rule (2) the University shall have no objection to members of staff to hold honorary posts as office bearers of religious bodies, charitable institutions, etc. provided that those activities shall be reported to the relevant authority and shall not cause interference in the duties of the University.

PART III

SALARIES, ALLOWANCES AND BENEFITS

General Regulations

44.

- 1) UoA is an equal opportunity employer, and shall endeavor to have a competitive and attractive compensation scheme in order to attract, recruit, motivate and retain highly qualified professional staff.
- 2) Salary structure shall be graduated and differentiated among the various staff categories based on the following appropriately weighted points: -
 - a) Scope of responsibility and authority connected to the job position.
 - b) Level of education, training and experience needed for the job.
 - c) Shortage/ availability of certain skills required for certain jobs.
 - d) Market rates for specific jobs aimed at attracting best possible staff.
- 3) The salary scales of employees shall be as contained in the UoA Scheme of Service as amended from time to time.
- 4) The salaries of all employees shall normally be paid at the end of each calendar month.
- 5) Whenever there are changes in the payroll, employees shall be informed promptly in writing.

Pay and grading structure

45.

- 1) UoA grading structure shall reflect the experience, skills, depth and breadth of knowledge, responsibility and accountability required by the post.
- 2) Grading structure shall be subject to review from time to time.
- 3) In the event of a new post being established, a temporary grade will be assigned to it by the UoA Administrative Board and shall be confirmed or altered by the University Council.
- 4) Where grades are altered employees shall become eligible for any increase in salary at the next salary review date.

Pay levels

46.

- 1) Pay levels for posts shall be determined by grade levels.
- 2) An annual salary review shall be conducted to ensure reasonable parity with appropriate positions in government and other private sector, so that the University is able to recruit and retain staff of appropriate caliber; and this information shall be used in combination with information on an employee's performance and on available funds in conducting pay reviews.
- 3) Salary increase at annual pay review shall not be regarded as automatic but rather as dependent on the performance of the individual and availability of funds.

Advances against Salary

47.

- 1) Interest free advance against salary may be made only in the most exceptional or unforeseen emergency circumstances which shall be stated in writing, and the advances made shall be limited to three months' net salary.

- 2) The recovery of advances is to be made by monthly instalments, which shall not exceed six months within the same financial year.

Employee Benefits

48.

- 1) Employee benefits are items in the remuneration package offered to employees over and above salary.
- 2) UoA shall have a policy of providing fringe benefits to employees for the purpose of: -
 - a) Motivating employees and increasing their commitment to the University;
 - b) Providing the actual or perceived personal needs of employees;
 - c) Demonstrating that the University cares for the needs of the employees.
- 3) UoA shall provide employee's benefits which are most effective in the process of attracting and retaining its employee, including those concerning security, financial assistance and provision of assets in addition to salary.

General benefits/allowances/assistance

49.

Executive officers of the University and other specified senior staff shall be entitled, where appropriate and within the ability of the budget, to receive the following general benefits/allowances/assistance as the University Council may find necessary.

The Chief Executive Officer (VC)

- a) House rent paid
- b) House/home owner's allowance

- c) Transport/fuel assistance/allowance
- d) Medical treatment
- e) Bonus scheme
- f) Leave assistance/allowance
- g) Tax refund/assistance
- h) Responsibility allowance
- i) Car/depreciation allowance
- j) Professional allowance
- k) Utility allowance/assistance
- l) Insurance scheme
- m) Telephone allowance
- n) Outreach allowance
- o) Laundry allowance/assistance
- p) Clothing (uniform)/outfit assistance

The Deputy Vice Chancellors

- a) House rent paid
- b) House/home owner's allowance
- c) Transport/fuel assistance/allowance
- d) Medical treatment
- e) Bonus scheme
- f) Leave assistance/allowance
- g) Tax refund/assistance
- h) Responsibility allowance
- i) Car/depreciation allowance
- j) Professional allowance
- k) Utility allowance/assistance
- l) Insurance scheme
- m) Telephone allowance
- n) Outreach allowance

Traveling allowance (per diems)

50.

- 1) Where an employee travels on first appointment (i.e. if recruited out of his/her work station) or on transfer from one station to another or where he/she travels within Tanzania while proceeding on duty or returning from overseas journey (whether on duty, study tour, study leave etc.) shall be eligible to claim traveling allowance (per diem) at the rates prescribed by the University Council, without production of receipted accounts of expenditure.
- 2) An employee shall be entitled to Boarding and accommodation upon production of receipted accounts of expenditure.
- 3) The provision to this Rule shall apply to employees of the University on unspecified and specified contract terms.
- 4) The University Council shall review yearly rates of each category of employees in accordance with travel locations and the rate of inflation.
- 5) The rates of subsistence allowance payable to employees traveling on duty outside Tanzania shall be paid according to country category and rate, in accordance with employee's position and shall be governed by Eastern and Central Africa Division (ECD) policy.
- 6) UoA shall pay a half per diem to any of its employees who travel outside Tanzania on official duty for up to a maximum of twenty (20) days, where full boarding is provided by host/sponsor organization, and it is proved that no any allowance is paid to an employee by the sponsor.
- 7) Where an employee traveling on duty or transfer, stays with a fellow employee or a relative, the employee who has traveled shall receive a subsistence allowance (per diem) at the appropriate rate in accordance with the provisions of this Rule.

Transfer allowance

51.

- 1) Transfer allowance shall be on the same rates as travel on duty allowance but with additional allowance for spouse and up to four (4) children of that marriage and/or adopted child under 24 years.
- 2) Any staff in any category of employment who has been transferred from one work station to another and has been given the transfer allowance which include subsistence allowance to himself/herself/ her/ his spouse and children and receive transportation allowance for personal belongings shall be liable to refund the whole sum incase of the following:
 - a) If terminated from employment due to failed probation period related to the job that has led to his/her transfer.
 - b) If terminated on disciplinary grounds while on the job that has made him/her be transferred within one year after confirmation.
 - c) If absconds from UoA employment in less than a year from the date of confirmation on the post that has made him/ her be transferred.

Pension scheme and Retirement Benefits

52.

- 1) Employees who are employed on permanent and pensionable terms shall on the date of first appointment to the service of UoA become members of the UoA staff approved provident fund.
- 2) On retirement an employee shall be paid the sum of contribution as his/her pension benefits and a gratuity for employees on contract basis.
- 3) The University shall pay employee's fare for her/him and his/her immediate family members and transport of his/her person effects to place of domicile or as UoA may find necessary (3 tonnes luggage).

Employees' Welfare

53.

- 1) The University shall endeavour to provide to its employees welfare services that have been agreed and approved by the University Council.
- 2) Welfare services shall be provided to individuals and/or groups of staff as a way of motivating staff in the University.
- 3) Welfare services shall include, but not limited to, the following:
 - a) Sickness assistance
 - b) Bereavement assistance
 - c) Social clubs
 - d) Education assistance for staff children

Sick assistance

54.

Terms and conditions relating to sickness shall include the following aspects:

- a) Medical support
- b) Sick pay
- c) Medical and dental appointments
- d) Sickness absence up to a period determined by the University Council.

Medical support

55.

- 1) UoA staff are encouraged to join existing medical facilities such as National Health Insurance Fund (NHIF) etc.
- 2) UoA shall, where appropriate, provide medical support to its Staff through appropriate health schemes.

Medical appointments

56.

- 1) All staff shall, as far as practicable, be expected to arrange medical appointments outside normal working hours.
- 2) Where this is not possible consideration shall be given for time off, provided an employee's manager or head of department/section has agreed in advance.

Sickness absence

57.

- 1) An employee who falls sick shall inform his/her manager, head of department/section about his sickness on the first day of absence and the likely date of return.
- 2) Where the sick employee is unable to inform the manager or Head of department/section in person, he/she shall send his/her representative to inform about his/her sickness absence.
- 3) The sick employee shall be required to produce an approved medical doctor's certificate showing excuse/exemption from duty (ED).

Social Clubs

58.

UoA shall, depending on the financial position and approved by the University Council, establish a social club for senior members of staff and/or pay membership fees on behalf of the officer at a social club chosen by the officer.

PART IV:

LEAVE, HOLIDAYS AND ABSENCES

General Conditions Relating To Leave

59.

- 1) UoA encourages all staff to take their annual leave entitlement fully every year.
- 2) Any employee travelling on leave shall have his/her travel costs covered as follows:
 - a) An UoA executive officer and spouse shall each receive every year an amount equivalent to a one way airfare to the nearest airport to the officer's place of domicile and an amount equivalent to first class bus fare to cover the remaining distance, while four (4) of their children below 24 years shall each receive an amount equivalent to first class bus fare from UoA to the officer's place of domicile.
 - b) Any other local employee, spouse, and four (4) of their children below 24 years shall each receive an amount equivalent to bus fare from UoA to the employee's place of domicile.
 - c) A foreign employee on local terms and spouse and four (4) of their children below 24 years shall each receive an amount equivalent to bus fare up to their point of entry.
 - d) For any employee on inter-union/inter-division budget, matters pertaining to his/her leave travel shall be determined by his/her employment contract.
- 3) Every employee shall be entitled to 28 days annual leave, exclusive of Saturdays, Sundays and Public Holidays, less the number of leave days taken during the year.

- 4) The heads of departments and sections shall maintain leave notes showing employee leave during the next twelve (12) month period and employees shall apply for leave three months in advance.
- 5) Leave earned during the year shall be taken during the year and an employee who fails to take leave on the due date shall forfeit the same provided that in exceptional circumstances the Vice Chancellor may permit any employee to accumulate his/her leave.
- 6) Under no circumstances shall accumulation of leave beyond a two-year period or payment of cash in lieu of leave be permitted.
- 7) The Vice Chancellor may, under the advise of the Deputy Vice Chancellor for Planning, Administration and Finance, require an employee to defer taking his/her leave to suit the exigencies of service, and, in such cases, the employee shall be permitted to accumulate his/her leave.
- 8) An employee shall be entitled to 25% of his/her basic annual salary each year as traveling on leave allowance.
- 9) No employee shall be entitled to annual leave unless he/she completes eight (8) months of service from the date of appointment.
- 10) The number of statutory leave days for UoA staff shall be based on the official calendar of public holidays in the country.
- 11) An employee returning from study leave exceeding one month during a leave cycle shall not be granted annual leave.
- 12) Where the number of days for the study leave was less than 28, the days taken for the study leave shall be deducted from the annual leave.
- 13) Under no circumstances shall money be paid in lieu of annual leave not taken.

Recall from Leave

60.

- 1) Any employee who is on leave may, on exceptional cases and if the exigencies of service so require, be recalled to work at any time before the completion of the leave.
- 2) Where an employee is recalled from leave, he shall be allowed to carry over to the next year the remaining leave days if they cannot be completed after the employee has finished the tasks he/she has been recalled to undertake.
- 3) Where an employee recalled from leave refuses to return to work, disciplinary action may be taken against him or her.

Compassionate Leave

61.

- 1) The Vice Chancellor, Deputy Vice Chancellor (Academic Affairs), Deputy Vice Chancellor (PAF) or Head of Department may, at his/her discretion, grant compassionate leave to a staff member for the purpose of enabling the staff member to attend to, in the event of a bereavement or serious sickness of a family member, and this includes only spouse, child, parents, brother, sister, parents in law.
- 2) The compassionate leave shall be for a maximum of 14 days per year and any additional days required shall be regarded as annual leave and shall be offset against entitlement, and any exceptions shall be approved by the Vice Chancellor.
- 3) No allowances/assistance shall be paid for employees going on compassionate leave.

Sick and Convalescent Terms

62.

- 1) The Vice Chancellor may approve the absence of an employee from duty on accounts of illness, and this absence shall be regarded as sick leave.
- 2) Absence from duty on account of illness shall be supported by a certificate from an approved Medical Doctor.
- 3) Absence from duty without approval may entail a disciplinary action.
- 4) An employee shall, on the recommendation of an approved Medical Doctor, be granted absence from duty for recuperative purposes immediately following any sick leave, and such absence shall be treated as convalescence leave.

Sick pay

63.

- 1) All employees, except those serving on specific tasks, shall be permitted to sick or convalescence leave not exceeding six months on full pay and an additional six months of half pay in any sick period.
 1. A “sick period” is three years from the date of first appointment and a new “sick period” shall commence thereafter.
 2. Where an employee’s sick period extends from one sick period to another, his/her fresh sick period shall commence on his/her return to duty on completion of such sick leave.
 3. Where sickness persists in excess of periods specified under sub-Regulations (2) and (3), consideration shall be given to the termination of an employee’s service on medical grounds.
- 2) Temporary employees may be granted sick leave not exceeding one month on full pay and an additional one month on half pay in anyone year of service from date of engagement, and any leave granted in excess of these periods shall be unpaid.

Maternity Leave

64.

An employee shall give notice to the University of her intention to take maternity leave at least three months before the expected date of birth and such notice shall be supported by a medical certificate.

- 1) An employee may commence maternity leave:-
 - a) at any time from four weeks before the expected date of confinement;
 - b) on an earlier date if an approved medical doctor certifies that it is necessary for employee's health or that of her unborn child.
- 2) No employee shall work within six weeks of the birth of her child unless an approved medical doctor certifies that she is fit to do so.
- 3) Subject to the provisions of sub-rule (2) and (3), an employee may resume employment on the same terms and conditions of employment at the end of maternity leave.
- 4) Subject to the provisions of sub-rule (5) and (6), an employee shall be entitled, within any leave cycle, to at least:
 - a) 84 days' paid maternity leave; or
 - b) 100 days' paid maternity leave if the employee gives birth to more than one child at the same time.
- 5) Notwithstanding the provisions in sub-rule (4) (a), an employee is entitled to an additional 84 paid maternity leave within the leave cycle if the child dies within a year of birth.

- 6) The University shall be obliged to grant paid leave to four (4) terms of maternity leave to an employee in terms of this Rule.
- 7) Where an employee is breast-feeding a child, the University shall allow the employee to feed the child during working hours up to a maximum of two (2) hours per day.
- 8) For the purpose of this Rule, “medical certificate” means a certificate issued by registered medical doctor approved by the University.

Paternity leave

65.

- 1) During any leave cycle, a male employee shall be entitled to at least 3 working days paid paternity leave if:
 - a) The leave is taken within 7 days of the birth of his child and;
 - b) The employee is the father of the child;
- 2) Before paying an employee for leave under this section, the University may require reasonable proof of the event prescribed in sub-rule (1).
- 3) For the purpose of clarity: the 3 days referred to in sub-rule (1) (a) of this Rule are the total number of days to which the employee is entitled irrespective of how many of the employee’s children are born within the leave circle.

Public and religious holidays

66.

- 1) UoA shall observe public holidays as announced by the Government of the United Republic of Tanzania.
- 2) Employees may be granted time off for a maximum of seven (7) days each year in order to attend Religious ceremonies.

Special leaves

67.

- 1) UoA employees of any category selected to represent the University as competitors or officials of recognized teams at national or international sporting events may, subject to the exigencies of the service, be granted leave necessary to participate in such events.
- 2) Employees of any category selected to attend conferences, seminars or other related activities sponsored by recognized organizations may, subject to the exigencies of the service, be granted leave necessary to participate in such conferences, seminars and other related activities.
- 3) Any leave granted under sub-Rule (1), (2) shall be on full pay and shall not count against normal leave entitlement: provided that it shall not carry entitlement to transport privileges and allowances.

Study leave

68.

- 1) An employee may be granted a study leave to undertake a course of study either within Tanzania or outside Tanzania and such leave shall be of duration as would ordinarily enable the employee to complete the course in question.
- 2) The leave granted under this Rule shall be governed by the terms and conditions set out by the University Council.
- 3) The period of leave granted under this Rule shall be paid and will count towards continuous service of the employee.
- 4) An employee who is granted a paid study leave of any period shall not be granted annual leave in the leave cycle during which the study leave was granted.
- 5) Employees are also entitled to paid leave to sit for an approved relevant examination.

- 6) Employees on a leave of absence are not covered under this rule.

Leave Without Pay

69.

- 1) Approval of leave without pay is at the discretion of management.
- 2) An application giving personal details, employment details, the amount of time and the reason for the leave should be submitted by the employee.
- 3) Any employee who takes a leave of absence without permission from the relevant authority shall be deemed to have absconded from duty and shall be terminated from employment.

Sabbatical Leave

70.

- 1) All full-time teaching faculty are eligible to apply for sabbatical leave.
- 2) Eligible employees must have completed five years of continuous full-time service to the University to be eligible for sabbatical leave. Such leave time, however, will not interrupt the accrual of years of continued service.
- 3) Sabbaticants must complete an additional five years of continuous service from their prior sabbatical to be eligible for another.

70.1. Criteria

The following criteria will be used in determining the ranking of leave proposals:

- a) Evidence that the objectives of the sabbatical leave, if attained, would contribute to the attainment of the UoA's mission, goals and objectives;
- b) Evidence that the objectives of the sabbatical leave, if attained, would substantially contribute to the professional growth of the faculty member such as projects designed to improve teaching competencies;
- c) Evidence of past achievements within the institution as measured by such factors as merit, promotion, service, etc.;

- d) Evidence that attainment of the objectives of the sabbatical leave as proposed are realistic in terms of time, costs and staff member's ability to achieve goals based on past experiences and formal educational background;
- e) Evidence of support in the form of recommendations from other institutions, foundations, immediate supervisors, or persons concerned with the proposed plan or project.
- f) Evidence of external financial and other form of support to facilitate the attainment of the objectives of the sabbatical.

70.2. Length of Sabbatical

- 1) Individuals applying for sabbatical leave may choose to take either six months or one full year.
- 2) As an alternative form of sabbatical leave, an eligible employee may propose a leave to fit individual plans and UoA's needs, providing that the total period of leave does not exceed one year.

70.3. Sabbatical Leave Committee

- 1) The Vice Chancellor will annually appoint a Sabbatical Leave Committee. Member-ship will consist of one faculty member from each division within teaching faculty/school.
- 2) Faculty/school may not serve on the committee during a year in which they are going to apply for sabbatical.
- 3) The Deputy Vice Chancellor for Academic Affairs or his'/her designee will serve as the chairperson of the committee.
- 4) The Sabbatical Leave Committee will establish whatever operational procedures it deems appropriate and consistent with the purpose of sabbatical leave.
- 5) The committee is empowered to reject applications which are incomplete or late.

- 6) The committee will rank each eligible candidate who has applied for sabbatical leave in terms of the criteria stated.

70.4. Post-Sabbatical Leave Service Requirements

- 1) Faculty granted sabbatical leave are required to return to the University following completion of the sabbatical leave.
- 2) Upon completion of the sabbatical leave, the recipient will submit a report of the results of the leave within 30 days following return from leave. The report will include:
 - a) an account of activities during the leave, including travel itineraries, institutions visited and persons consulted;
 - b) a statement of progress made on the sabbatical leave program as proposed in the application and an explanation of any significant changes made in the program;
 - c) an appraisal of the relationship between the results obtained and those anticipated in the sabbatical leave program statement; and
 - d) a final accounting of all sources and kinds of financial support other than the sabbatical stipend.

Absences

71.

- 1) An employee shall not be late for work without reasonable cause, and a breach of this sub-rule shall constitute misconduct for each of the first four breaches and the fifth breach shall constitute a gross misconduct.
- 2) An employee shall not absent himself from the premises of UoA during working hours without the knowledge and authority of his immediate superior, and a breach of this sub-rule shall constitute misconduct for each of the first four breaches and fifth breach shall constitute a gross misconduct.

- 3) An employee shall not absent himself from work without leave or reasonable cause and a breach of these this sub-rule shall constitute misconduct for each of the first three breaches and the fourth breach shall constitute a gross misconduct.
- 4) In case of absence because of sickness or any other acceptable reason an employee shall ensure that word is sent to his superior as soon as possible and a doctor's certificate stating the reason for incapacity or proof for the reasons for absence must be delivered to UoA. A breach of this regulation shall constitute misconduct for each of the first four breaches and the fifth breach shall constitute a gross misconduct.
- 5) Where the whereabouts of the employee charged under sub-rule (3) are not known, a copy of the charge sheet shall be served by leaving it at the place where he/she is known to have resided prior to his/her absence or by sending it to her last known address.
- 6) Serving of the charge in accordance with the provisions of sub-rule (5) shall be deemed to be good service for purposes of disciplinary proceedings being proceeded with in accordance with regulations as stipulated in the Employment and Labour Relations Act.

PART V

OPEN PERFORMANCE APPRAISAL AND REVIEW SYSTEM

Purpose of appraisal

72.

- 1) UOA shall operate an Open Performance Appraisal and Review System (OPRAS) for all its employees under which all staff other than the Vice Chancellor shall sign performance contracts with their supervisors. The Vice Chancellor shall sign the contract with the Chairperson of the University Council.
- 2) For the purpose of this Rule, the open performance appraisal of UoA staff shall have the purpose of discovering, evaluating and documenting the potential and shortcomings of individuals to enable measures to be taken to improve the efficiency and effectiveness of the University's services.
- 3) The information obtained through performance appraisal shall be used in awarding or withdrawing increments, planning job rotation, job re-categorization and training programmes, and in making appointments to higher posts or in demotions, re-categorization or termination of appointments to particular posts.
- 4) Every employee of the University shall be given a job description incorporating specific objectives and measurable indicators for the results to be achieved within a period of twelve months.
- 5) UoA staff shall be given feedback at regular intervals of not less than six months on their performance against the objectives and shall be given advice and the necessary support to improve in their performance.

- 6) Written performance assessment shall be completed each year, and its contents discussed between the University's employee and his/her supervisor.
- 7) The assessment interview shall provide the opportunity to discuss the University's staff training and career development needs and shall recognize good performance, agree on remedial measures and examine the reasons where performance has not matched the required standard.
- 8) Subject to the information obtained under sub-rule (3) of this Rule, where the performance of UoA staff is adjudged as unsatisfactory and there is need to withhold increments, make demotions, re-categorization or terminate the appointment in the interest of the University, the University or any authorized person or body of persons shall notify a staff member concerned, informing him in writing the area or areas in which performance is deficient and giving him the opportunity to improve on his performance within a period to be determined by the University or such authorized person or body of persons.
- 9) If after the expiry of the period determined to afford the UoA staff an opportunity to improve upon his performance as provided for under sub-rule (8) of this Rule the staff's performance shows no improvement, or if upon the notification of the performance deficiency the employee manifests open defiance, the University or the authorized person or body of persons shall recommend to the appointing authority to demote, re-categorize, terminate or withhold increment of the employee concerned on unsatisfactory performance.
- 10) If upon the notification of the performance deficiency as provide for under sub-rule (8) the employee manifests open defiance, the University or the authorized person or body of persons shall recommend to the appointing authority to demote, re-categorize, or terminate the employee concerned on unsatisfactory performance.

- 11) Termination of appointment under sub-rule (9) and (10) of this Rule shall be considered as a disciplinary action against the University's staff and shall follow the procedure provided for under these Regulations.
- 12) Signed performance contract shall be submitted in the last week of February; the reviewed contract shall be submitted in the second week of December of each year to the Deputy Vice Chancellor for Planning, Administration and Finance.

PART VI:

TRAINING AND DEVELOPMENT

Importance of training

73.

- 1) UoA recognises the value and importance of providing opportunities to all its staff, both academic and support staff, to develop their job-related knowledge and skills, and expects that with development and training individual effectiveness will increase and they will make a richer contribution to the work of their department in support of the University Mission.
- 2) UoA shall, therefore, make full use of the training institutions within Tanzania while outside training shall be restricted to specialized fields not available within the country.
- 3) Where UoA decides that specialized training not available in Tanzania be provided to its employees in countries other than Tanzania, such training shall only be awarded to employees who are citizens of Tanzania.

73.1. The objectives of the training are:

- i. to enable staff to acquire the knowledge and skills to enable them to perform effectively in their current roles
- ii. to enable staff to enhance their performance in their current roles
- iii. to enable staff to respond effectively to the demands placed upon them by internal and external change and development
- iv. to enable staff to develop their careers effectively within the University.

73.2. UoA's Responsibilities

The University shall:

- i. appoint a Training Officer to oversee implementation of training.
- ii. allocate funds to allow statutory training to be undertaken. Other training funds will be considered alongside other demands on the University budget.
- iii. provide guidance for Heads of Departments in meeting their training and staff development obligations.

73.3. Responsibility of the DVC (PAF)

- 1) Heads of departments/sections shall make a summary of training needs indicating each employee's requirements and date of entry and shall submit the same to the Deputy Vice Chancellor for Planning, Administration and Finance.
- 2) The Deputy Vice Chancellor for Planning, Administration and Finance shall compile the University training requirements and shall draw up a training programme for all employees and shall assist in identifying opportunities from different training institutions.
- 3) The Deputy Vice Chancellor for Planning, Administration and Finance shall advise heads of departments/sections of the availability of funds budgeted for training and of the courses available and shall recommend the same to the Administrative Committee for decision making.

73.4. Departmental Responsibilities

The University expects its heads of departments:

- i. to monitor and identify, by means of review procedures, areas of their work which could be assisted by training and development activities.
- ii. to identify requirements for statutory training.
- iii. to develop a training and development strategy in support of University and departmental policies and objectives.
- iv. to produce a departmental training plan based on a needs analysis for each post or type of post.

- v. to identify costs of statutory and other training requirements
- vi. to prioritise non-statutory training.
- vii. to undertake or support staff development and training activities in order to achieve the University's objectives.
- viii. to review and update training programmes and needs accordingly, evaluate success and/or failure in achieving targets on staff training and development.

Long-term training

74.

- 1) UOA shall, subject to the availability of funds, be responsible for the payment of fees for employees selected for long-term training. Alternatively UoA shall ensure that for the employee who is awarded an external scholarship, the sponsor pays the fees and other expenses during the studies as per agreement or provision of training assistance.
- 2) An employee selected for long-term training either within or outside Tanzania shall be required to sign an "agreement bond" prior to his/her departure, stating that on completion of his/her studies, he/she shall be bound to work for UoA for a minimum period of five years if the course lasts for more than one year, or for a minimum period of three years if the course is less than a year but more than 6 months.
- 3) Sponsorship for PhD study shall be considered if:
 - a) Admission is secured within Tanzania.
 - b) The applicant's performance at Masters level is of GPA 3.5 and above.
 - c) The employee is a citizen of Tanzania.
 - d) The employee agrees to sign an "agreement bond" prior to his/her departure, stating that on completion of his/her studies, he/she shall be bound to work for UoA for a minimum period of five (5) years for long service employees or ten (10) years for

employees who have only served the University for a period of five years.

- 4) Passage to and from the training institution shall be by the direct route and approved means of transport.

PART VII

WORK ENVIRONMENT AND PROCEDURES

Working environment

75.

- 1) UoA shall establish and develop working conditions which aim at safeguarding the life, health, physical integrity, aptitudes, professional skills and human dignity of employees.
- 2) All work equipment, chemicals and hygiene conditions in all work places shall be maintained according to the relevant and appropriate legislations.
- 3) All staff shall ensure that their desks and office equipment are kept in a neat and orderly condition, all equipment are properly covered as per specifications at the closure of each working day, and that all windows are closed.
- 4) Any act of negligence by an employee shall be deemed a disciplinary offence and shall be dealt with in accordance with the provisions of these Rules.

Normal Office Hours

76.

- 1) The normal working week shall consist of forty (40) hours of work at the rate of eight (8) hours per day from Monday to Friday and the working day shall start at 7:30 a.m. and end at 4:30 p.m.
- 2) For watchmen, the normal hours of work shall be sixty (60) hours consisting of six shifts often (10) hours each.

- 3) Each department/section shall have an attendance register in which each employee shall write and sign his/her name when reporting for duty and supervisors shall make a weekly summary report and submit the same to their heads of department/section.
- 4) UoA trusts its employees to act responsibly and to be at work on time. In the event of this trust being abused and the University being dissatisfied with an employee's time keeping record, such employee shall be liable to disciplinary action.
- 5) All staff members must attend morning devotion at 7:30 a.m before starting work.

Working after Normal Office Hours

77.

- 1) Where the exigencies of service so requires, the head of department/section may submit a request to the Administrative Board for approval for an employee(s) to work after normal office hours.
- 2) Subject to approval granted as per sub-rule (1) a token payment, as approved by the University Council, shall be payable to the employees who work after normal office hours and during public holidays. Payment shall be made on daily rather than on hourly basis.
- 3) UoA may refuse payment as per sub-rule (2) where an employee's supervisor is not satisfied with the amount of work done by the employee within the period work after normal office hours.

Age and Employment

78.

- 1) No person who is over the age of fifty (50) years on first appointment shall be employed on permanent and pensionable terms.
- 2) The age of compulsory retirement from UoA service for all employees shall be sixty five (65) years.

- 3) Depending on physical ability and health, and institutional need, an academic staff who retires as per sub-rule (2) may, upon the recommendation of the Vice Chancellor and approval of the University Council, be granted a contract of between one and two years, renewable depending on availability of funds. No renewal of contract shall be considered after this age.
- 4) Only an employee whose academic rank is Senior Lecturer and above and who are in possession of PhD degree or its equivalence shall be considered for an offer of contract upon retirement.
- 5) An employee may retire voluntarily from UoA service when he/she attains the age of 60. An employee who voluntarily retires from UoA service shall not be granted a contract.

Personal Attire and Smartness

79.

All UoA employees shall be responsible for decency of personal attire in accordance with UoA core values and shall dress and keep themselves in a smart, neat and tidy manner at all times.

Office Equipment, Materials and Properties

80.

- 1) Any employee shall not move or transfer office equipment or materials without the permission of the Head of Department / Section.
- 2) Every staff shall ensure that offices are well cleaned and that UoA property entrusted to him/her is kept clean, well maintained and protected against damage or theft at all times.
- 3) UoA property shall be handled with utmost care, and any damage caused by negligence, improper use or unauthorized use by an employee shall be repaired or replaced by the employee concerned.

- 4) No employee shall put office equipment in personal use without a written permission of the appropriate manager or head of section.
- 5) Misuse of UoA property shall attract disciplinary action that may include summary dismissal, depending on the gravity of the breach.
- 6) All losses or suspected loss of UoA property shall be reported at once to the immediate Appointing Authority who shall cause investigations to be instituted and where fraud or theft is apparent or suspected, shall issue directions as to whether or not police assistance should be sought in the matter.

Loss occasioned by a staff member

81.

- 1) Where a staff member, through his/her act or omission or by his/her negligence or misconduct or by reason of his/her failure to take reasonable care or to discharge his/her duties in a reasonable manner, causes the University to suffer any loss or causes damage to any property of the University, the amount of such loss or the value of the property damaged or the amount equal to the cost of repairing such property or such portion of such amount or value, as the appropriate authority may determine, may be recovered from such member of staff in accordance with applicable laws.
- 2) Where steps have been taken to recover any of the amount or value, it shall be lawful for disciplinary action to be taken under these Regulations for the act or omission or negligence or failure to take reasonable care or failure to discharge a duty in a reasonable manner.

Electronic Mail, Fax and other Office Machine Equipment

82.

- 1) Employees shall not dispatch unauthorized messages using UoA Email or fax services.
- 2) The use and management of computer related mails shall be in keeping with the aims of the University.

Telephone

83.

- 1) Personal telephone calls using office phones by staff shall be prohibited and discouraged, and Telephone operators shall register all distance calls within Tanzania.
- 2) No employee shall make any international call without prior permission from responsible Officers.

Communication with the Press and Electronic Media

84.

- 1) The Chief Spokes- person for UoA shall be the Vice Chancellor.
- 2) No employee shall, except on the specific authority of the Vice Chancellor, communicate with the press or electronic media on any policy matters concerning the University.

Changes in Family Status, Citizenship or Permanent Residence

85.

- 1) An employee who changes name, nationality, marital status and date of birth of children shall report the change to the University.
- 2) The Appointing Authority may, at its discretion, require the employee concerned to supply proof thereof.

Languages

86. UoA employees shall use primarily English as its means of communication. Where necessary Kiswahili will also be used in correspondence, meetings, conferences etc.

Staff Complaints

87. All staff complaints shall be sent to the Vice Chancellor through immediate supervisor and the respective head of unit.

Reporting on Losses, Theft/Burglary

- 88.
- 1) All losses or suspected loss of UoA property shall be reported at once to the immediate supervisor/manager who shall cause investigations to be instituted and where fraud or theft is apparent or suspected, shall issue directions as to whether or not police assistance should be sought in the matter.
 - 2) Any incident of theft or burglary that does not involve an employee shall be reported immediately to the Police and the University shall be advised verbally, followed by a written report of the incident and action taken.

Reporting on Accidents

- 89.
- 1) When an accident that causes injury to any person or damage to property of the University occurs, the matter shall be reported to the relevant Authority immediately in not later than 24 hours from the time of occurrence.

- 2) Failure to report any type of accident or damage without reasonable cause is a gross misconduct and may lead to summary dismissal of the concerned employee.

Reporting on Serious Illness or Death

90.

- 1) Where an employee is seriously sick, his immediate supervisor shall inform the UoA Authority and the employee's next of kin and keep himself informed of the employee's condition.
- 2) In case an employee dies, the relevant Authority shall be informed and instruction by the quickest means shall then be sought from the next of kin on how the body of the deceased shall be handled.
- 3) The University shall ensure that it is represented at the funeral.
- 4) Personal effects of the deceased shall be transported at the University's expense at the rates appearing under Rule 52 (3).

Identity Card

91.

- 1) Every Employee shall be issued with an identity card for regular use.
- 2) The Identity Card is the property of the UoA and shall be returned to the University at the end of contract.
- 3) Loss of the identity card shall be reported by its holder to the Police and to the Appointing Authority immediately and costs for reproducing a new one will be borne by the employee.

PART VIII

REGULATIONS OF CONDUCT AND DISCIPLINE

A: General Provisions

Disciplinary Authority

92.

The Appointing Authority shall be the Disciplinary Authority in respect of employees under their respective jurisdictions.

Preliminary investigation

93.

- 1) Where it is necessary to institute disciplinary proceedings against a member of staff, the disciplinary authority shall make investigations before instituting disciplinary proceedings.
- 2) The responsible officers shall discuss employee charges and replies, investigation reports and recommend to the Vice Chancellor.
- 3) Where the Vice Chancellor decides that there is merit in the matter reported to him/her, he/she shall refer it to the Disciplinary Committee for a hearing.

Relief of duties

94.

Where the disciplinary authority considers that permitting the suspect to continue with his/her duties and functions, or any particular duty or function with which he/she is normally charged amounts to commission of offence or

is not in the public interest, the appointing authority may immediately relieve him/her of his/her duties or function or that particular duty or function pending the outcome of the investigation by the Police or the disciplinary authority.

Provided that the disciplinary action under this Rule shall be taken administratively, without resorting to interdiction and will not affect the suspect's salary.

Interdiction

95.

- 1) Where the disciplinary authority considers that it is in the University's and the public interest that a member of staff should cease forthwith to perform the duties and functions of his office, the disciplinary authority or any delegated authority as the case may be shall interdict the concerned member of staff from performing those duties and functions of his office, save that the charges have been served against that member of staff.
- 2) Where a staff member has been interdicted under this Rule, such member shall be informed in writing of the reasons for such interdiction.
- 3) A member of staff who is interdicted shall receive such salary as provided by the relevant labour laws in force at the time.
- 4) Where any disciplinary or criminal proceedings have been instituted and concluded against a member of staff under interdiction and such member of staff is not dismissed or otherwise punished, the whole of any salary withheld shall be restored to him upon the termination of proceedings.
- 5) Notwithstanding the provisions of sub-rule (4) of this rule, where the member of staff is punished otherwise than dismissal, half of the half of his salary withheld shall be restored to him upon the termination of the proceedings.

- 6) A member of staff under interdiction may not leave his duty station without the prior permission, in writing, of the disciplinary authority.

Suspension of convicted staff member

96.

- 1) When an employee is alleged to have committed a disciplinary offence and the act or omission constitutes a criminal offence under any written law, the Disciplinary (Appointing) Authority may suspend such an employee from exercising the powers and functions of his office until after the conclusion of the criminal proceedings.
- 2) When an employee is suspended in accordance with this regulation the employee shall, with effect from the date of suspension, be entitled to receive half basic salary.
- 3) When on suspension an employee shall report to the University on every first working day of every week.
- 4) When a suspended employee is reinstated, any part of his salary, which has been withheld, shall be paid in full.
- 5) Subject to the provisions of any written law for the time being in force, a member of staff who is dismissed from the service of the University shall be paid a lump sum pension, if prior to his dismissal he qualified for pension or gratuity under the provisions of any Pension Scheme and shall be granted passages. Such member shall not be paid a monthly pension.

B: Disciplinary breaches and punishments (The Disciplinary Code)

Misconduct

97.

- 1) When an employee during working hours, impairs efficiency in performance of his work, and fails to carry out his work reasonably because of the use of alcohol or drugs, she shall be guilty of misconduct.
- 2) An employee who fails to obey any proper command given by his/her immediate supervisor, which commands it was his/her duty to obey, shall be guilty of misconduct.
- 3) Any employee who, as a result of his negligence, causes any loss whatsoever to the University or injury to any employee of the University shall be guilty of gross misconduct.
 - a) It is the duty of every UOA staff to protect the interest of the University and have a feeling of responsibility to the University's assets and property.
 - b) Theft shall be handled with strict firmness and where necessary reported to the relevant state organs for handling.
- 4)
 - a) Any employee, who uses abusive or insulting language or is guilty of insulting behavior to any client of the UoA shall be guilty of gross misconduct.
 - b) Any employee who uses abusive or insulting language or is guilty of insulting behavior to any other employee shall be guilty of misconduct.
- 5) Employees who breaches any of the sub-Regulations (1) (2) (3) and of this Rule, which constitutes misconduct, shall be served with a written warning after each breach. Termination shall be effected on the third breach of the same offence if committed within a period of 6 months.

C: Appeals and Grievances Procedure

Appeals

An employee who has been subject to disciplinary action shall have the right to appeal, and the machinery of Appeal shall be as follows:-

- a) An appeal against any senior employee shall be submitted to the immediate Appointing Authority.
- b) An appeal against the Vice Chancellor shall be submitted to the Chairman of the University Council and decision of the University Council shall be final
- c) Those employees governed by the Employment and Labour Relations Act No.6 2004 shall observe appeal procedures as set out in that law.

Appeal Procedure

99.

- 1) Where under these Regulations any punishment is imposed upon an employee by the Disciplinary Authority, such employee may appeal against such decision to the appellate authority in accordance with the Machinery of Appeal as set out under Rule 104.
- 2) Where an employee desires to appeal under Rule 104 against any decision, he shall, within ten (10) days of the receipt by him of the decision, give notice in writing to the appellate authority, of his intention to so appeal and shall, within thirty (30) days of such receipt, submit this petition of appeal to such authority.
- 3) An appellate authority shall, on receipt of notice of petition under Rule 104, serve a copy of such notice or/petition upon the person or authority against whose decision the appeal is brought.
- 4) In every disciplinary proceeding and in every appeal under these Regulations, the accused shall be entitled to a copy of the findings made

by the disciplinary authority or, as the case may be, the appellate authority

Grievances

100.

- 1) The University recognizes the value and importance of industrial democracy, discussions, debates and criticisms.
- 2) Notwithstanding sub-rule (1) of this Rule, the following procedures shall be followed in the event of and in dealing with grievances:-
- 3) The Human Resources Department (or in applicable cases the Appropriate Appointing Authority) shall be the Counsellor to all staff on matters of grievances. He/She shall, if so wanted, treat all cases brought to him/her confidentially in order to protect the interest of the employee concerned.
- 4) An employee who wants to express his/her grievance shall first ask for an appointment with the Counsellor, express his/her concern and get advice on how to proceed. The Counsellor shall try to help in solving the problem of the complaint already at this stage.
- 5) If the problem is complicated and of general relevance to the University, the Counsellor shall assist the complainant to file in the complaint. The complaint shall then be submitted to the Head of Department concerned, for action. This may include disciplinary action.
- 6) If applicable and found suitable and needed, the employee concerned shall at any stage of the grievance procedure may ask a trusted witness to be present.

Staff Files, Classification and Custody

101.

- 1) Staff files both open and classified (confidential) are the property of the University for the keeping of staff records and the custody of such files shall, therefore, be the sole responsibility of the University.
- 2) The Human Resources Department shall keep a record in each employee's file concerning disciplinary warnings, penalties and other actions.
- 3) No staff shall under any circumstances be allowed to see or handle his/her file during course of being employed by UoA, and appropriate disciplinary action shall be taken against the respective staff in the event of non-observance or contravention of this provision.

PART IX

SECURITY AND SAFETY MEASURES AT WORK PLACE

Health and Safety

102.

The University has a duty to ensure health, safety and welfare of employees on its premises so far as is reasonably practicable.

Dealing with Fire

103.

- 1) UoA shall install fire equipment in all its office premises.
- 2) Any staff member who discovers fire within the University premises or compound shall immediately raise the fire alarm.
- 3) In the event of a fire breaking out within the University's premises, staff members shall follow instructions from the appropriate authority while avoiding taking personal risks.
- 4) The University shall designate an assembly area where all staff should gather whenever a fire breaks out. The area shall be used to account for every staff member.

Fire Extinguishers

104.

- 1) The office of the Deputy Vice Chancellor for Planning, Administration and Finance shall ensure. that working fire extinguishers are affixed at all strategic points in all premises of the University.

- 2) The office of the Deputy Vice Chancellor for Planning, Administration and Finance shall ensure that each staff is exposed to the basic knowledge about the use of fire extinguishers.

Evacuation/Fire Escape

105.

- 1) The office of the Deputy Vice Chancellor for Planning, Administration and Finance shall ensure that evacuation/fire escape routes in all premises of the University are available and clearly marked
- 2) The office of the Deputy Vice Chancellor for Planning, Administration and Finance shall ensure that each staff member is fully informed about the evacuation route he/she is supposed to take in the event of fire in any of the University's premises.
- 3) The office of the Deputy Vice Chancellor for Planning, Administration and Finance shall organise fire fighting and fire escape drills from time to time to ensure that staff are able to deal with fire whenever it breaks out.

Safeguarding the University's Records and Documents

106.

- 1) Every staff member shall be responsible for safeguarding the University's documents and records under his/her control.
- 2) Notwithstanding sub-rule (1) of this Rule, no employee shall put himself/herself or others at personal risk by saving the University's records and documents in case of fire.

Fire Protection

107.

The Deputy Vice Chancellor for Planning, Administration and Finance shall ensure that the following precautions are observed within and outside the premises of the University to prevent fire:

- a) All staff members, students and visitors are strictly forbidden to smoke in all premises of the University.
- b) All staff members and visitors are forbidden to light matches in all premises of the University.
- c) All fire exit doors or passages are not blocked with boxes, stationery, office equipment etc.
- d) All fire exit signs are clearly visible.
- e) All staff of the University are trained in fire precaution, drills and fire-fighting.

Staff to maintain secrecy and confidentiality on issues of the University

108.

- 1) All staff members shall abide by the policy guidelines and procedures concerning access and use of the information system of the University as will be issued from time to time by the Vice Chancellor.
- 2) All staff members shall signify their acceptance of the Regulations and procedures for accessing and using the information system of the University through a written consent.

Security Procedures

109.

- 1) The Deputy Vice Chancellor for Planning, Administration and Finance shall ensure the safety of all premises of the University.
- 2) The Deputy Vice Chancellor for Administration and Finance, in collaboration with a Security and Safety expert(s), shall devise Regulations and procedures for guaranteeing safety and security of all staff and their property and that of the University.
- 3) Every member of staff shall abide by all security and safety Regulations as may be issued from time to time by the Vice Chancellor.

Security of Documents

110.

- 1) All staff members entrusted with the responsibility of handling confidential documents shall ensure that they handle such information with great care. Such items shall never be left out in the open overnight but must be locked away in a drawer or filing cabinet.
- 2) For security and disaster planning purposes, all desks shall be cleared of all business papers every evening before departure.
- 3) All confidential papers and documents no longer required shall immediately be disposed off through shredding and thrown into special waste bins for handling sensitive waste.
- 4) All staff members entrusted with the responsibility of handling confidential papers and documents shall ensure that no third parties are allowed access to the papers or documents.

- 5) All documents should be stored in their designated places and not stacked on the floor.

Security of the University's Property

111.

- 1) All staff members should ensure that all property of the Authority is properly handled and well secured.
- 2) All staff members shall make sure that any property of the University, which might easily be removed from desks, such as calculators; mobile phones etc. are locked away when not in use.

Security of Personal Property

112.

- 1) Staff members shall be responsible for the safe keeping of their own personal property when at work.
- 2) Every staff shall not leave personal items lying openly while away from his/her office. The University shall assume no responsibility whatsoever for any personal items misplaced or lost.
- 3) Every staff shall report immediately to the Deputy Vice Chancellor for Planning, Administration and Finance on discovering any loss of a personal item within the University's premises.
- 4) Any staff member found in possession of property of another staff, student or a visitor without proper authority shall be subjected to a disciplinary action.
- 5) Should anyone find any article, money etc in the premises of the Authority and he/she is not able to establish immediately the ownership, he/she shall immediately hand over the items to the office of Deputy Vice Chancellor for Planning, Administration and Finance.

Visitors

113.

- 1) Visitors to the University shall be allowed to visit the offices of their hosts only after the Receptionist has obtained a visit approval from the host.
- 2) All visitors shall be required to sign the visitors' book and put on a visitors badge while in the premises of the University.
- 3) All staff members shall be vigilant to visitors and any visitor who acts in a suspicious manner shall be reported immediately to the security guard on duty.

Keys

114.

- 1) All staff members entrusted with keys to the University's premises or property shall be responsible for the safe custody of the keys.
- 2) In the likely event of a staff member losing or misplacing his/her keys, he/she shall report the matter immediately to the Deputy Vice Chancellor for Planning, Administration and Finance.
- 3) The Deputy Vice Chancellor for Planning, Administration and Finance shall ensure that a proper investigation is undertaken and proper disciplinary measures taken whenever a staff member loses or misplaces his/her keys.
- 4) All costs for lock replacement shall be borne by the staff member concerned.

Water Taps and electricity

115.

- 1) Water taps must be turned off properly at all times even when there is no flowing water.

- 2) All staff members using electrical equipment shall make sure that before leaving their offices in the evening, they shall switch off all electricity connections from equipment they have been using. Also, all lights except security lights shall be switched off when not in use or after office hours.

PART X

CODE OF CONDUCT

General

116.

- 1) The University requires every employee to conduct himself/herself in a manner designed to promote the interest, good image and wellbeing of the University as per its approved Vision, Mission, Objectives and Corporate Core Values.
- 2) Any employee failing to conduct himself/herself in such a manner through wilful acts, omissions, or negligence shall be guilty of misconduct and subject to disciplinary action.

Integrity

117.

All UoA Staff shall maintain a high integrity at all time by adherence to acceptable moral principles of honesty, impartiality and fair mindedness.

Confidential Information

118.

Employees shall not use the University's confidential information for personal non-official business.

Conflict of Interests

119.

- 1) Conflicts of interest normally arise when employees engage in activities for personal gain that compromise their ability to represent their

employer's best interests. Examples of employee activities commonly viewed as creating conflicts of interest include: having significant financial interests in customers, suppliers, or competitors; working for a competitor; self-employment in competition with the organization; soliciting or accepting gifts or gratuities from suppliers or customers; using the organization's equipment and supplies for personal gain; and using inside information about the employer for personal benefit.

- 2) UoA Employees shall avoid conflict between private/self-interest and the interest of the University or customers. Whenever there is a conflict of interests, the employee shall disclose the same to his/her superior.
- 3) All employees shall avoid participating in decisions by or on behalf of the University, which may affect any private business in which a member of staff has an interest.

Use of Property

120.

Employees shall be trustful and shall desist from being tempted to convert to personal use or benefit any resource not personally owned or approved for such use by the appropriate authority.

Gifts

121.

- 1) Employees shall not accept gifts, services, or hospitality that would affect or be interpreted by ordinary sound person as receiving bribe, kick back or questionable payment.
- 2) Any gift that is considered incompatible for the purposes given or that may embarrass the employee or employer if disclosed to the public shall be declared to the immediate supervisor and or gently refused.

Borrowing

122.

Employees shall restrain from borrowing from students or other members of staff.

Injury/Discredit

123.

Employees shall behave in a respectable manner and shall avoid any conduct, which may either directly or indirectly bring discredit or injury to an employee, students or the University.

Accounting Records

124.

Employees in the Accounts Department shall maintain books of accounts and records in compliance with accounting standards and prudential guidelines.

Confidentiality and Declaration of secrecy

125.

- 1) Among the basic principles upon which UoA operates is founded in confidentiality.
- 2) Every employee shall exhibit the utmost professional conduct by respecting and protecting the privacy and secrecy of the University, the University's customers, fellow employees, students and any other group on the understanding that information acquired has been obtained in confidence and merits the same care.
- 3) Every employee shall be restrained by law from divulging confidential information to third parties except with the consent of the proper

Authority, or where it is required by law or in conformity with public duty arising in the proper course of business.

- 4) Every employee shall be obliged to maintain utmost secrecy regarding staff, Employer and employer's business associates, financial and personal affairs.
- 5) Any inside information, including contracts, potential insolvency, change of management, and UoA confidential material of any kind, shall be safeguarded and not made available for any subsequent unauthorized purpose.
- 6) Every employee shall prevent leakage of information to outsiders by exercising care in the course of communication whether oral, written or other wise and also ensure that documents such as circulars, manuals, records and internal communication materials especially those classified as secret and confidential are not shown to outsiders without proper authority.
- 7) Every employee shall restrict access to any confidential or sensitive documents to only those authorized to handle such information.

Rights of Colleagues

126.

Every employee shall be obliged to safeguard and respect the rights of colleagues to privacy on their personal affairs except when the interest of employer, customer, or common good shall be at risk.

Sexual Harassment

127.

- 1) Sexual harassment is not condoned/tolerated in the University.
- 2) A member of staff shall not sexually harass a member of the public or a fellow member of staff, or a student.

- 3) Sexual harassment includes doing any of the following, if the person doing it knows or ought to know that it is unwelcome:
 - a) Making a request or exerting pressure for sexual activity or favors;
 - b) Making intentional or careless physical contact that is sexual in nature; and
 - c) Making gestures, noises, jokes or comments including innuendoes regarding another person's sexuality.

Loyalty

128.

- 1) All staff shall, above the requirement of honesty and integrity, owe their primary business loyalty to UoA and be faithful to UoA's stakeholders.
- 2) All staff shall render their best efforts on their jobs and avoid depriving the Employer of the use of any official hours of business for personal, individual or self-interest.
- 3) All staffs shall ensure that the business interests and welfare of the Employer and business associates are protected and served to the highest standards and skills. Where undertakings are given in the proper manner during the course of business they are to be honoured fully.

Reputation of UoA

129.

All staff shall maintain and promote the good standing of UoA both within and outside the country in addition to defending the same against unfair or unwarranted criticism.

PART XI

SERVICES

ICT Services

130

- 1) Computing, Internet and E-mail facilities are available at all the University through local and wide area networks.
- 2) Members of staff are encouraged to access these resources for teaching, research and publications. E-mail accounts under the University domain are given to all staff and students.

Library Facilities

131

- 1) The UoA has an elaborate library system consisting of the Main Library as the hub the University, Departmental and other specialized libraries tailored to meet various academic specializations.
- 2) Staff are free to borrow books or otherwise use the library facilities in consultation with the University Librarians.
- 3) The Librarian will provide staff with information regarding:
 - a) use of the library,
 - b) use of library resources,
 - c) use of other available information resources,
 - d) strategic approaches to library research
 - e) specific skills for search and use of information resources

Procurement

132.

- 1) The UoA's policy is to have in place purchasing and procedures that provide reasonably priced, high-quality goods and services to end users, while preserving organizational, and financial and civic accountability.
- 2) The UoA is a procuring entity, and as per the regulations, the procurement functions in the University are centralized. However, because of the peculiar nature of the University's functions, some procurement may be carried out in the faculties/schools with the authority of the Deputy Vice Chancellor for Academic Affairs.

Security Services

133.

- 1) The Institute operates a full-fledged security service manned by both internally appointed staff and contracted external security services.
- 2) Staff and students are obliged to report to the Chief Security Officer any suspicious movements for propelled appropriate actions.

Persons with Disability

134.

UoA is committed to a policy of equality of opportunity for disabled staff and students and aims to create an environment which enables them to participate fully in University life. For this reasons, the University has, and will endeavor to, put in place amenities for the physically challenged members of the Society.

Health Services

135.

- 1) In compliance with Terms of Service for members of staff, the University has set up the Health Services Department.

- 2) The Department provides a wide range of services including emergency services on 24 hour basis. The services not available at the University Health Services (UCHS) are outsourced on the recommendation and through UCHS medical staff under the general direction of the Medical Officer-in-Charge..

HIV/AIDS Pandemic

136.

- 1) The UOA, as an institution of higher learning, recognizes the HIV/AIDS epidemic as a serious threat to the well-being and continued development of the nation.
- 2) The University must not only fight the spread of this deadly disease within its own community, but must also contribute to the national effort through education, research, awareness-promotion, behavior change and other innovative initiatives in line with the National Policy on HIV/AIDS.
- 3) The University believes that its ability to accomplish its Vision and Mission depends on the health and well-being of staff and students. Without effective management, the impact of HIV/AIDS will affect staff and student productivity through illness and deaths, which will impact negatively on the overall quality of the work of the institution. It is the policy of the University, therefore, to promote activities that will result in an HIV free environment and develop staff and students who are compassionate, just, caring and educated to deal with this and future epidemics.
- 4) The University shall be guided by the following objectives with respect to HIV/AIDS prevention, care and support, research and mitigation of impact:
 - a) To provide education, information and training in HIV/AIDS prevention, and to reduce the rate of new infections by promoting behaviour change.

- b) To provide care and support to staff and students affected and/infected with HIV so as to alleviate fear, stigma, and discrimination surrounding HIV and AIDS.
 - c) To safeguard the rights of employees and students who are affected and/or living with HIV and AIDS.
 - d) To provide counselling services to UoA staff.
 - e) To promote and support research and community outreach on HIV/AIDS prevention, care and support.
 - f) To promote the health, social and spiritual welfare of the University's community.
- 5) UoA shall, depending on prevailing circumstances, support staff and their families who fall victims to HIV infections.