



# **HUMAN RESOURCE POLICY MANUAL**

## **POLICY NO.SU/P/20208**

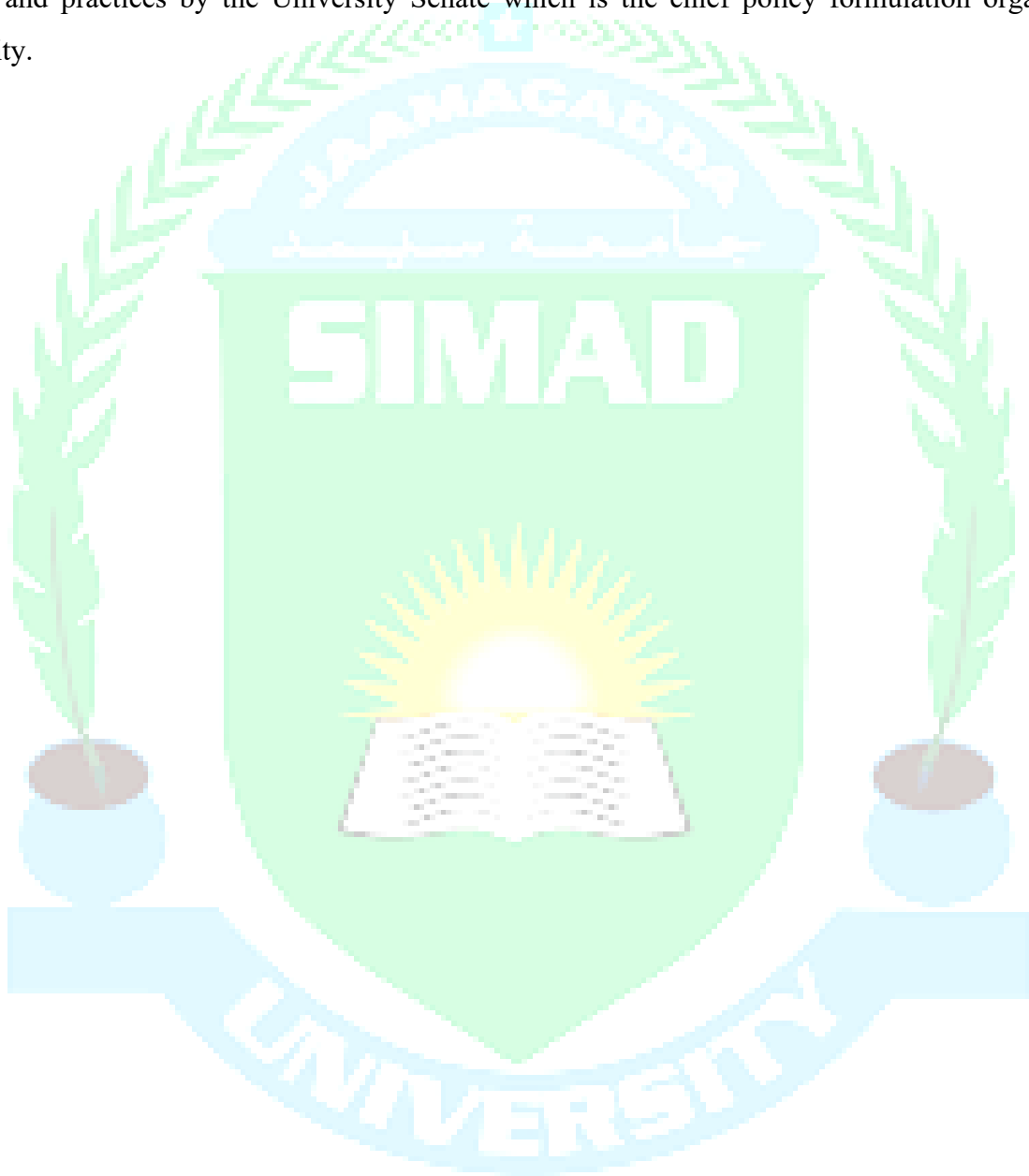
### **REVISION:**

### **DATE: JANUARY 2020**



## **PREAMBLE**

SIMAD was established as a higher learning institute in 1999 to foster academic excellence. After 11 years of success and achievements, the Board of Trustees upgraded the institute into a full-flagged university on January 20, 2011. This Manual is a representation of the approved human resources policies and practices by the University Senate which is the chief policy formulation organ of the University.



## ACKNOWLEDGMENT

In the name of Allah, the Most Compassionate and the Most Merciful.

First and foremost, *Alhamdulillah*. All praises be upon Allah, Lord of the Universe for al blessings that He has given His creatures. And may His blessings, peace and favors descend in perpetuity on our beloved Prophet Muhammad (PBUH). Truly, without Allah's blessing, grace and guidance, this Manual could not have been written.

We would like to extend our sincere gratitude and appreciation to all the respected persons who in one way or the other helped us to produce this Human Resource Manual.




## APPROVAL PAGE

After having collected and reviewed the contents of this document, I propose that these rules and regulations be used to govern SIMAD University staff. I hereby declare that these provisions are suitable to SIMAD UNIVERSITY operations and practices of the University, in the light to Somali Labour Laws and other international labour laws.

Chair of Academic Council **Dahir Hassan Abdi**

Meeting **ACM11-2019**

Date of Suggestion **November 28, 2019**

Signature 

SU Rector **Dahir Hassan Abdi**

Date of approval **January 23, 2020**

Signature 

Next Date of review **January 26, 2025**

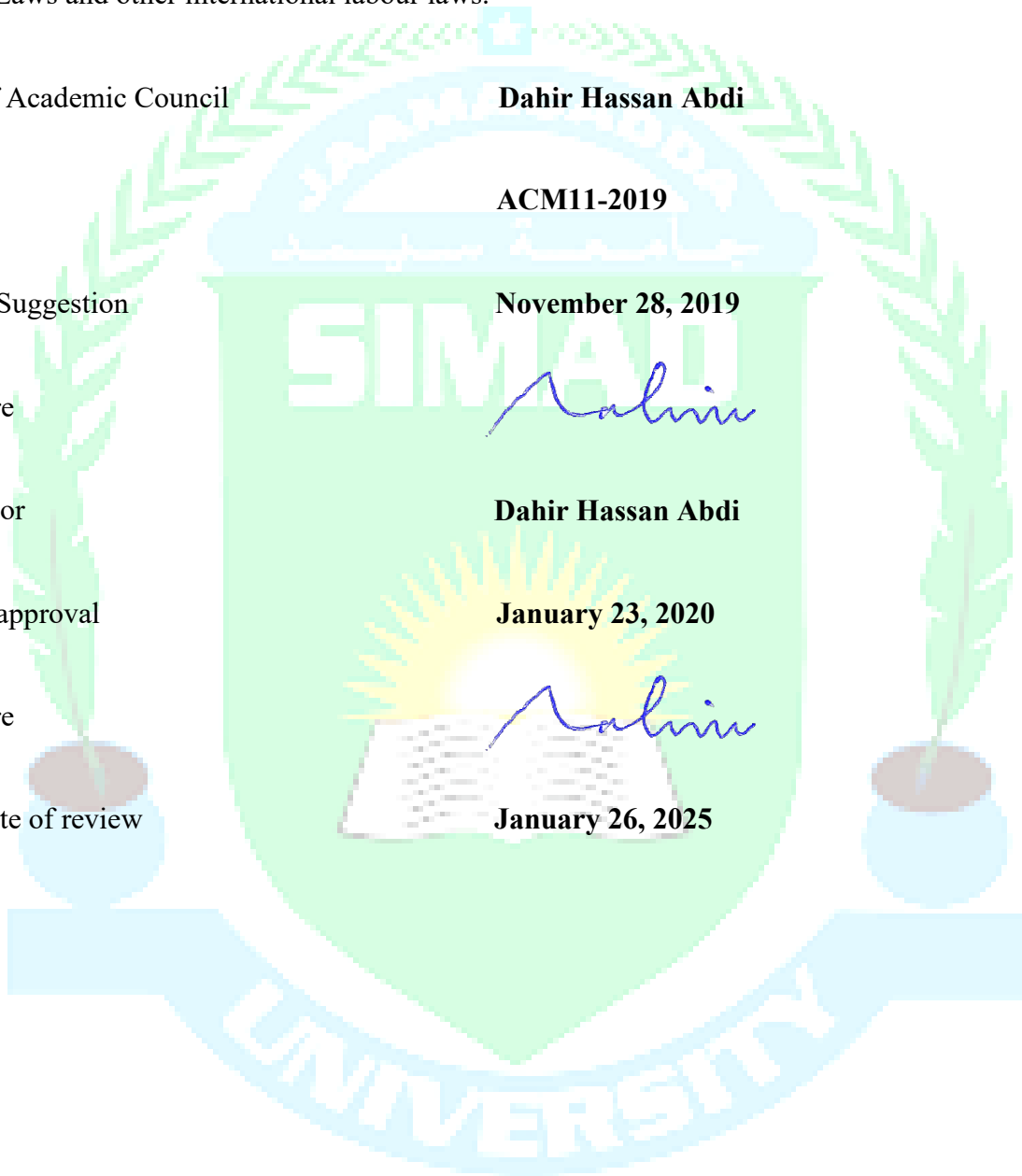


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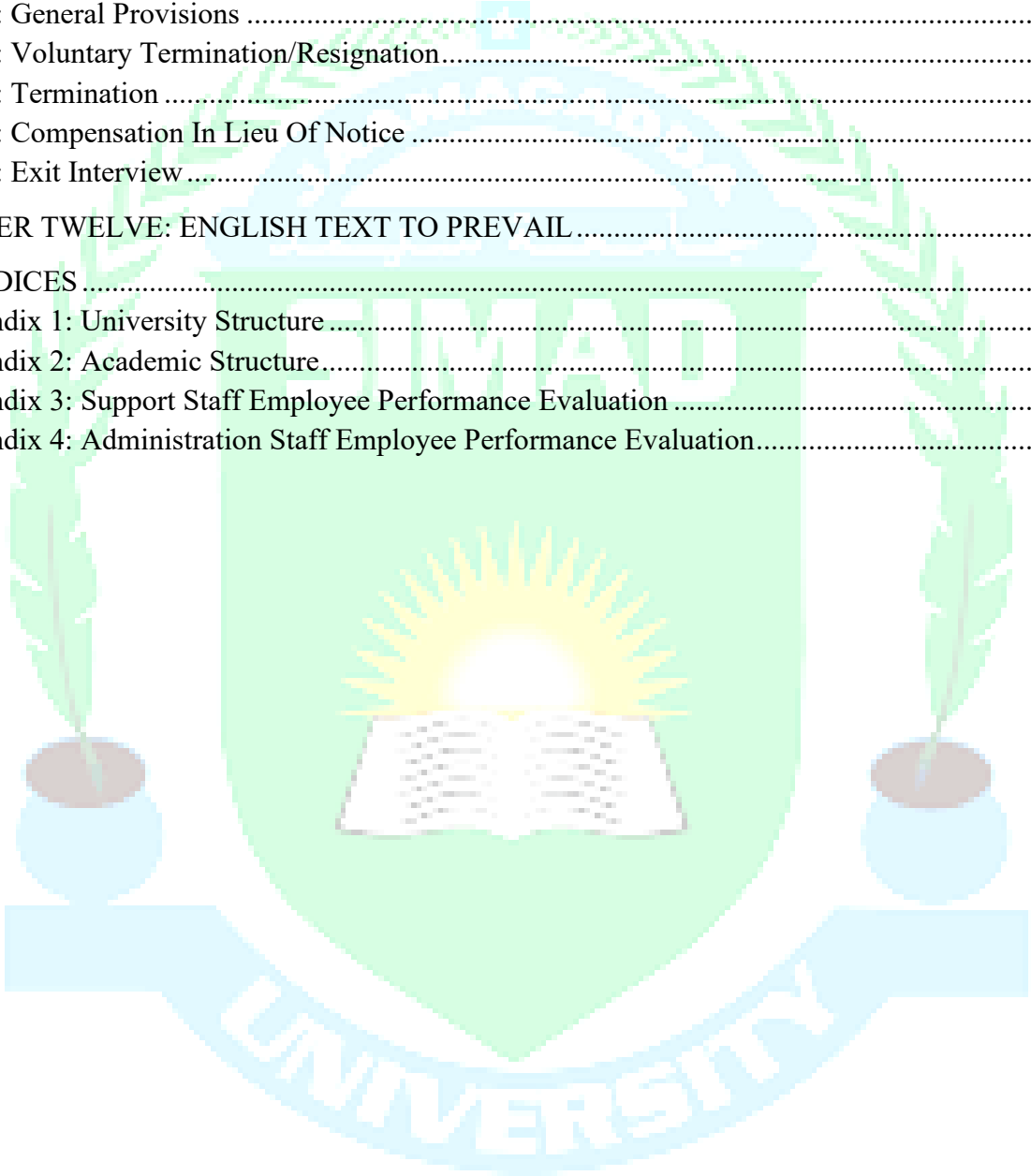
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## **PURPOSE AND SCOPE OF THE MANUAL**

The purpose of this manual is to provide a strategic framework to ensure effective management of human resources in line with the university mission and values. SU staff rules and regulations stipulate the conditions of service, the benefits, rights, duties and obligations of staff members. The manual purposes to define the rights and obligations of the University Senate as the Employer, the rights and obligations of the employees of SIMAD University and to serve as a reference framework for the Management of the Human Resources in the University.

## **GOAL AND OBJECTIVES OF THE MANUAL**

This manual provides provide a strategic direction in the recruitment, development and management of the University's human resources. The following are the objectives of this manual:

- i. To serve as a standard guide for the development and review of human resource policies
- ii. To serve as a reference guide to all employees on the human resources policies and procedures of SIMAD University as well as the rationale and principles of how they should be implemented and enforced.
- iii. To promote effective and efficient management of human resources in the university
- iv. To support human resource planning and development
- v. To provide a strategic framework for fair and equitable management of human resources
- vi. To promote best practices and values in management and development of human resources in the university

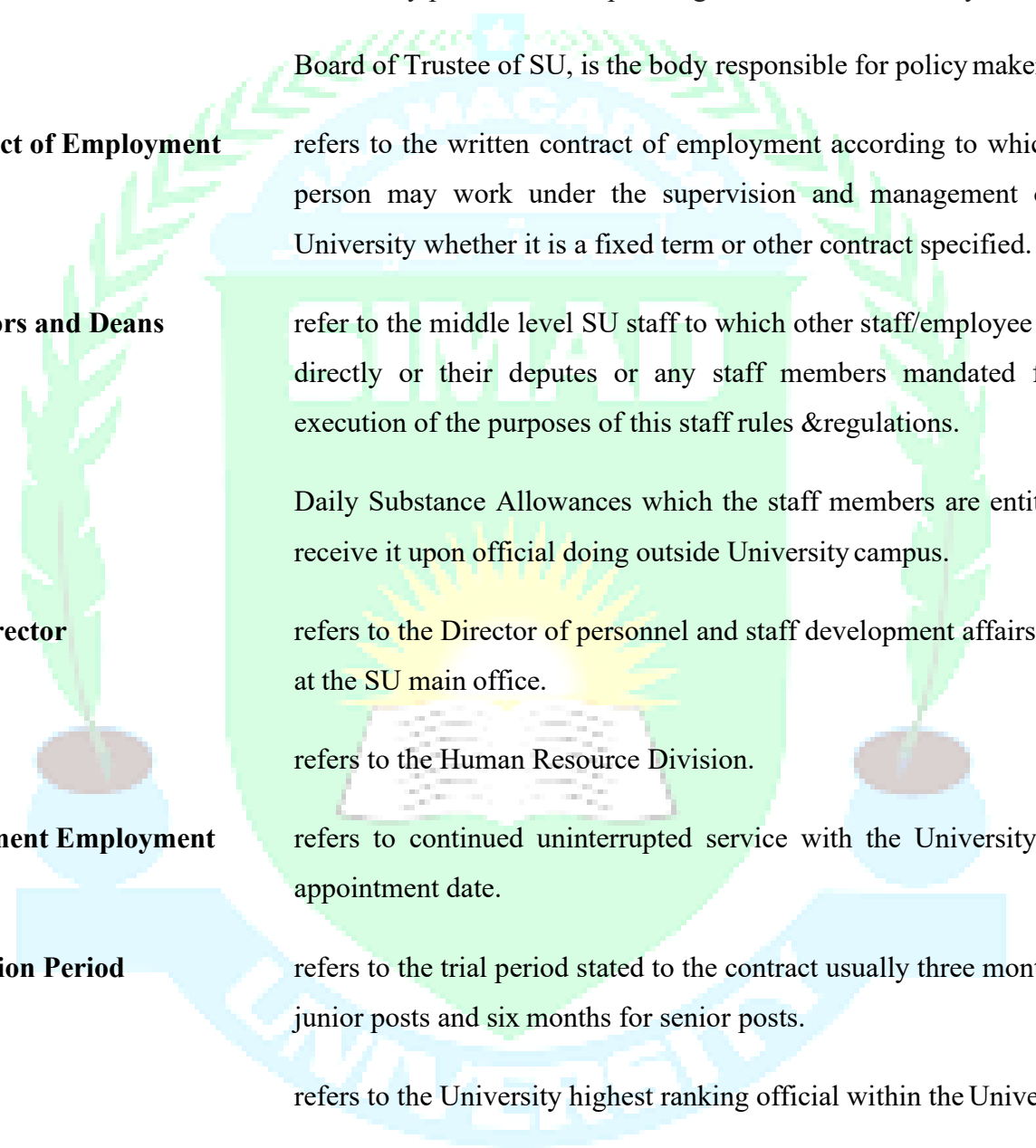
## **RESPONSIBILITIES**

The following rules and regulations of the SIMAD UNIVERSITY (here after SU) in Somalia are applicable for all permanent staff/employees in the University's headquarters and affiliated branches and centers after the approval of the University Senate and the endorsement of the Board of Trustees (BOT). The Director of Human Resources shall make the Manual accessible to all employees of the University. The overall implementation of this Manual is vested in the Directorate of Human Resources.



## DEFINITION OF TERMS

In this SU staff rules and regulations, unless otherwise, the meanings of the key words are specified as follows:



<b>Accommodation</b>	Residency provided for expertise/guests for the University.
<b>BOT</b>	Board of Trustee of SU, is the body responsible for policy makers.
<b>Contract of Employment</b>	refers to the written contract of employment according to which any person may work under the supervision and management of the University whether it is a fixed term or other contract specified.
<b>Directors and Deans</b>	refer to the middle level SU staff to which other staff/employee report directly or their deputed or any staff members mandated for an execution of the purposes of this staff rules & regulations.
<b>DSA</b>	Daily Substance Allowances which the staff members are entitled to receive it upon official doing outside University campus.
<b>HR Director</b>	refers to the Director of personnel and staff development affairs based at the SU main office.
<b>HRD</b>	refers to the Human Resource Division.
<b>Permanent Employment</b>	refers to continued uninterrupted service with the University since appointment date.
<b>Probation Period</b>	refers to the trial period stated to the contract usually three months for junior posts and six months for senior posts.
<b>Rector</b>	refers to the University highest ranking official within the University.
<b>Rector and Deputy Rectors</b>	refer to the senior SU staff to which directors and deans report direct or their delegates or any staff members mandated for the execution of the purposes of these staff rules & regulations.
<b>Salary</b>	refers to remuneration paid to the staff members for the services he/she renders during the regular basis of work on the basis of the

contract of the employment.

**Staff Member**

refers to any person employed in the service contract of SU (Except consultants) irrespective of the nature of his or her employment whether, academic, managerial, administrative, clerical or skilled or unskilled.

**SU**

SIMAD UNIVERSITY.

**The Law**

refers to the former Somali labor code or any revision of the labor code, which may come into effect at future date.

**US**

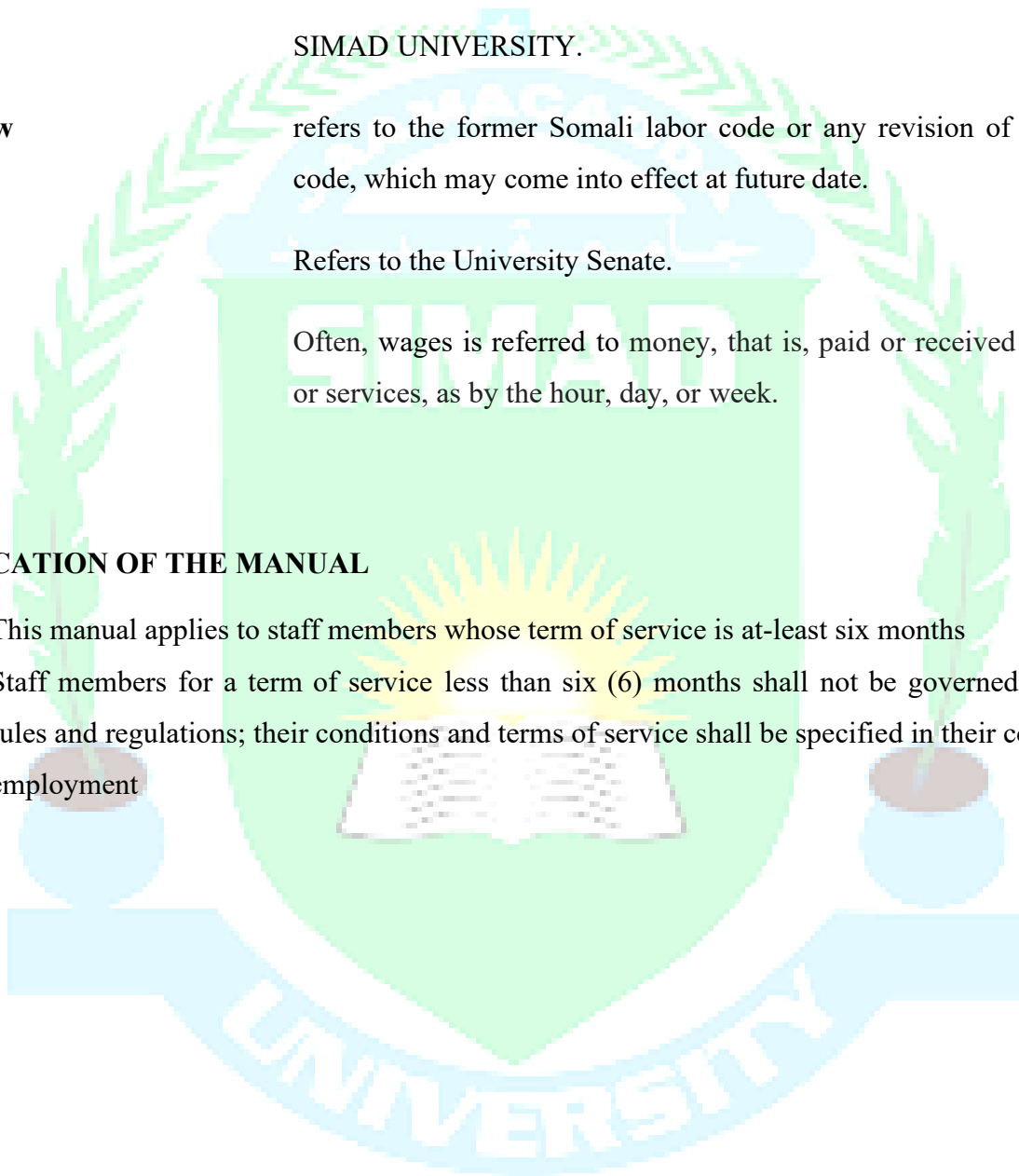
Refers to the University Senate.

**Wage**

Often, wages is referred to money, that is, paid or received for work or services, as by the hour, day, or week.

**APPLICATION OF THE MANUAL**

- a) This manual applies to staff members whose term of service is at-least six months
- b) Staff members for a term of service less than six (6) months shall not be governed by these rules and regulations; their conditions and terms of service shall be specified in their contract of employment



## **CHAPTER ONE: INTRODUCTION**

### **Part 1: Introduction**

- 1.1 This Manual will be cited as the SIMAD University Human Resources Manual as approved by the University Senate.
- 1.2 The Human Resources Manual shall constitute the University's Terms and Conditions of Service for all categories of its employees. It shall complement and be read together with the employment contract and other University policies and regulations made there-under and all relevant laws of Somalia that may be in force at any given time.
- 1.3 In case of a conflict between the Law and this Manual, the Law shall prevail.
- 1.4 This manual summarizes all major human resources policies and procedures which are currently in force in SIMAD University.

### **Part 2: Human Resources philosophy**

- 2.1 SIMAD University recognizes the contributions of its employees and treats each individual employee fairly in all matters, with a uniform application of the following human resources philosophies:
  - a) Human resources are best allocated to achieve optimum productivity and efficiency.
  - b) Pay and benefits offered are fair, equitable and competitive.
  - c) Employees are always encouraged to equip themselves for the present job and future development of SIMAD University.
  - d) Rewards are based on MERIT.
  - e) Two-way communications between employees and the management are promoted as a means of building mutual understanding and trust.
  - f) Workplace safety is given top priority to protect human health and enable employees to deliver their best performance.
  - g) Employees' freedom of speech and association are respected as long as they are within the legal boundaries.

### ***Part 3: Human Resource Policy***

- 3.1 It is the policy of SIMAD University to recruit the best qualified people and to maintain a pool of human resources according to the human resource plan of the University.
- 3.2 It is also the policy of SIMAD University to promote competent employees to fill vacancies so that employees are provided with opportunities to widen their exposure and further their career development within SIMAD University.
- 3.3 An employee shall not be denied employment opportunity on the basis age, sex, marital status, pregnancy, family status, disability, race, nationality or religion; all job applicants are treated fairly and equitably.
- 3.4 SIMAD University is an equal opportunity employer and appointment to all positions in the University service is based on the principle of MERIT.
- 3.5 Employment is offered only to the best qualified applicants with reference to their merits and abilities to meet the requirements of the jobs irrespective of whether they are referrals or direct applicants.
- 3.6 All appointments into the service of SIMAD University shall be effected by the Director Human Resources with authority of the Appointments Senate.
- 3.7 The University Senate shall approve establishment of all staff positions and shall be responsible for all appointments.

### ***Part 4: Implementation***

This HR manual will be effective from the date approved by the University Senate and endorsed by the BOT and all future relations between SU and its locally recruited permanent staff will henceforth be governed by its provision from that date. The Directorate of Human Resources shall have the overall implementation of this Manual. Deans, Directors and Divisions shall be responsible for implementation of this manual in their respective administrative units.

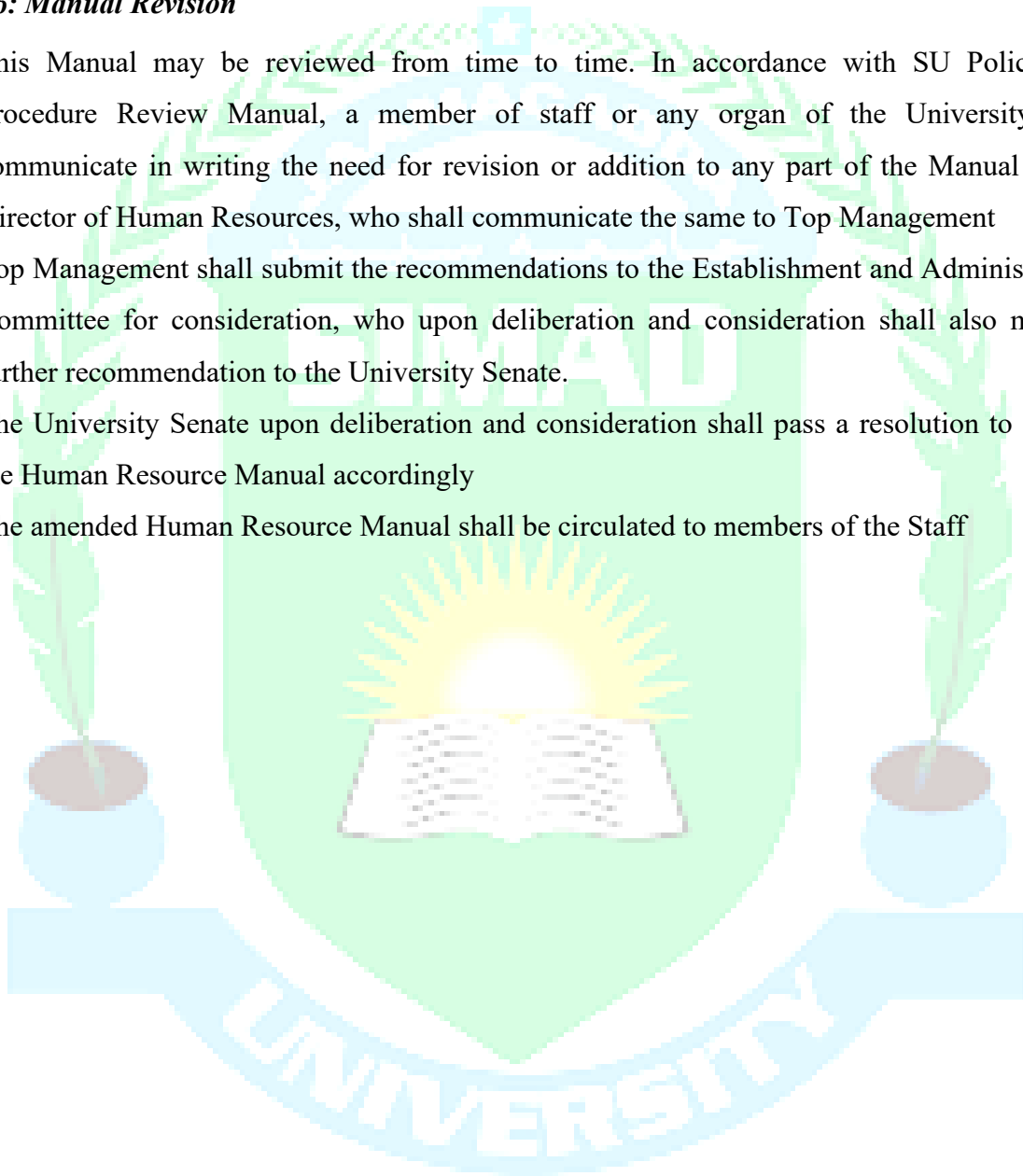
### ***Part 5: Interpretation***

- a) For purposes of enforcing the provisions of this Manual, its interpretation shall be the responsibility of Deputy Rector (Admin & Finance) with advice from the Director of Human Resources.

- b) Where a dispute arises regarding the interpretation of the manual, appeals shall be made to the HR in the first instance and in the second instance to the Senate, and the Rector has the final Authority for later interpretation.

***Part 6: Manual Revision***

- a) This Manual may be reviewed from time to time. In accordance with SU Policy and Procedure Review Manual, a member of staff or any organ of the University may communicate in writing the need for revision or addition to any part of the Manual to the Director of Human Resources, who shall communicate the same to Top Management
- b) Top Management shall submit the recommendations to the Establishment and Administration Committee for consideration, who upon deliberation and consideration shall also make a further recommendation to the University Senate.
- c) The University Senate upon deliberation and consideration shall pass a resolution to amend the Human Resource Manual accordingly
- d) The amended Human Resource Manual shall be circulated to members of the Staff



## **CHAPTER TWO: EMPLOYMENT POLICY**

### ***Part 1: Introduction***

- 1.1 SIMAD University is committed to the recruitment of high caliber employees for the successful attainment of its strategic objectives.
- 1.2 SIMAD University is an equal opportunity employer and appointment to all positions in the University service is based on the principle of **MERIT**. The University Senate shall approve all the establishments and shall be responsible for all appointments.
- 1.3 This policy shall apply to all staff in the University.

### ***Part 2: Purpose of Recruitment***

- 2.1.1. The purpose of recruitment in SIMAD University is to acquire, in a cost-effective manner, the optimum number of high-quality employees for the operations and development of the University.
- 2.1.2. In order to appoint the most appropriate persons for the positions, it is crucial that potential candidates are drawn from a wide pool and equal opportunities are ensured for all candidates.

### ***Part 3: General Employment Policy***

- 3.1 The person who SU shall recruit must:
  - i. Not be less than 18 years old or more than 50 years in age except under special contract
  - ii. Make a formal employment application to HRD
  - iii. Fill an application form at HRD
  - iv. Be in good health condition.
  - v. Must meet the minimum qualifications required. Minimum qualifications for each post shall be as specified in the job description and person specification of the post in question
- 3.2 In exceptional circumstances, staff who are more than 50 years of age may be recruited under special contract staff. Such recruitment must receive University Senate approval
- 3.3 The university, may appoint a staff after reaching mandatory Retirement age. Staff appointed using this procedure must receive US approval and meet the following criteria:
  - i. The staff must have reached the mandatory retirement age of 70 years
  - ii. The staff must be an academic staff at the level of at least associate professor whose services are still needed by the university: Administrative staff are not eligible for this appointment

- iii. The staff shall be appointed on a four-year contract term subject to satisfactory performance and shall not be gratuitable (not eligible for gratuity)
- iv. The letter of offer must provide clear performance target for the staff
- a) The letter of appointment offering a contract shall specify the performance targets of the person being offered the contract

#### ***Part 4: Source of Recruitment***

The university shall recruit staff likely to fill the SU vacancies from the following sources:

- i. Internal search- elevating the employees to higher positions (priorities should be given to current staff).
- ii. External search
- iii. Advertisement through university websites, social and mass media, notice boards among others
- iv. Internet search
- v. Head hunting
- vi. Referrals
- vii. SU graduates. SU graduates (the top students) may be selected from the required faculties through the Dean of Admission and Record to participate in the recruitment process

#### ***Part 5 Staff Recruitment Procedure***

- 5.1 In shortlisting candidates for interviews, the shortlisting officer(s) may conduct reference checks to confirm that the information provided by the applicant is correct. During shortlisting, the following factors shall be considered inter alia:
  - i. Academic, professional and technical qualifications;
  - ii. Job knowledge and technical competence;
  - iii. Relevant work experience;
  - iv. Leadership and management experience.
- 5.2 The BOT shall appoint the university Rector in accordance with the university statute
- 5.3 The Rector shall nominate the Deputy Rectors, directors of divisions and faculty Deans
- 5.4 Academic Council may propose to the HRD, lecturers, instructors and other professionals whom were selected through interview and according to their qualifications and experiences
- 5.5 Technicians, skilled, semi-skilled and unskilled workers shall be recruited according to the SU's needs, their experiences and abilities. SU Operations Division shall submit the proposal to hire administrative staff to HRD
- 5.6 All submitted proposals on staff hiring to HRD shall be submitted to University Senate for approval
- 5.7 Before any employee/staff is employed, SU will require from the candidate to be medically examined (transmitted diseases e.g., Tuberculosis, HIV etc) to ensure that he/she is physically and mentally fit for the job

5.8 All successful candidates shall be provided with letter of offer. The Appointment letter shall include the following:

- i. Name of appointee;
- ii. Effective date of appointment;
- iii. Rank appointed to;
- iv. Reporting relationship;
- v. Terms of appointment;
- vi. Validity period of appointment;
- vii. Salary scale, salary amount and any other entitlements as applicable and;
- viii. The acceptance options and guidelines
- ix. Any other information deemed necessary for the offer

5.9 On appointment, staff will be provided with a SU ID Card, which they should have in their possession at all times. The ID card is the property of SU and must be returned upon termination of employment. Requests for ID card should be made to the HRD.

5.10 The HRD shall ensure job induction is conducted for all new staff hires

5.11 Subject to the provisions of this Manual, during recruitment process, including shortlisting of job applicants, all candidates shall be assessed fairly and equally with no discrimination on the grounds of age, sex, marital status, family status, disability, race, nationality or religion in any circumstances.

5.12 Misrepresentation of oneself and use of forged documents before and during the recruitment and selection process shall result in the disqualification of the candidate.

### ***Part 6: Terms of Employment***

Appointment into the University service shall be on the following terms:

#### **a) Full time**

- i. Full-time employment consists of a regular schedule of **40 hours per week** and is generally eligible for all University benefits.
- ii. The minimum and maximum teaching load of permanent staff is **9 and 18** contact hours per week, respectively.
- iii. Depending on circumstance, employees/staff may be allowed to work from home for specific periods of time with the approval of Human Resource Division.
- iv. Appointment on permanent terms shall be the type of employment where the period of service is up to the mandatory retirement age of 65 years subject to other provisions contained in this Manual



## **b) Special Contract**

- i. Appointment on Contract shall be the type of employment where the terms of employment are as defined in a particular contract of employment between the University and an employee.
- ii. An employee may change status from permanent terms to contractual terms, and vice-versa through application, consideration for approval by the appointing authority.
- iii. Expatriate shall be appointed on contract terms for a period not exceeding **ONE YEAR** which may be renewed depending on good performance;
- iv. Any exceptional cases as may be determined by the University Senate.

## **c) Part Time**

- i. The working hours per week by a part time employee do not exceed **12 hours per week** or as may be reviewed by senate.
- ii. The rate of pay for part-time employment shall be determined by Senate from time to time with no extra benefits.
- iii. The part time appointed on contract terms for a period not exceeding **TWO SEMESTERS** which may be renewed depending on good performance.

## ***Part 7: Categories of Employees***

Employees of the University shall comprise of the following categories:

### **a) Academic Staff**

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

1. Professor
2. Associate Professor
3. Assistant professor
4. Senior Lecturer
5. Lecturer
6. Instructor

### **b) Administration Staff**

Administration staff refers to University employees in who render administration services to fulfil the mission of the University. Administration staff shall include:

1. Rector

2. Deputy Rectors
3. Deans
4. Directors
5. Heads of Administrative Departments;
6. Administrative assistances
7. Accountants
8. Cashiers
9. Secretaries

**c) Support Staff**

Support staff refers to University employees who render support services to the University

**d) Volunteer**

- i. A volunteer is a qualified person who is not a University employee but who is authorized in writing by the Director of Human Resources upon application and approval of the University Senate to render services to the University in a specified department or unit for a specific period of time not exceeding one year.
- ii. A volunteer shall not receive salary from the University but may be paid an allowance as may be approved by the University Senate.

***Part 8: Selection***

In making selection for appointment, candidates shall be considered on the basis of their academic and professional qualifications and suitable candidates will be considered through the relevant staff appointment committees. In staff selection, section 5.1 provisions shall also apply

***Part 9: Minimum Qualifications for Appointment***

**a) Academic Staff**

The minimum qualifications a person should have in order to be appointed to an academic post at SIMAD University are as stipulated in Chapter six of this Manual.

**b) Administration Staff**

The minimum qualification to be eligible for employment as an administration staff in the University service shall be specified depending on the post in question (See in Chapter six of this Manual)

**c) Support Staff**

The minimum qualification to be eligible for employment as a support staff in the University service shall be a **PRIMARY EDUCATION** or its equivalent. The other minimum qualifications shall be specified depending on the post in question.

***Part 10: Probationary Period***

- 9.1 The new appointed employee undergoes probationary period of **THREE (3) MONTHS** to determine whether the position meets his/her expectations EXCEPT the grade of professor which shall have no probationary period.
- 9.2 Where a member of staff has already been in the service of the University at a lower grade and he/she is appointed to a higher post which is not within his career path of the lower position, the probation period requirements may be waived or a part of the probationary period as it may deem fit
- 9.3 Human Resource Division sends the Departments the probationary period performance summary form for the new staff.
- 9.4 The new employee direct supervisor completes the performance evaluation form at the end of the 3 months and submits to Human Resource Division.
- 9.5 Staff on probation shall not be delegated roles and duties which related to a higher office
- 9.6 HR analysis the report in consultation with the Deputy Rector (Admin & Finance) to decide whether he/she is retained or terminated
- 9.7 Staff who have satisfactorily completed their probation period shall be confirmed to the job with effect from the day of reporting or assuming the duties
- 9.8 Staff on probation shall be granted the following to aid in learning and work performance:
- i. All necessary tools of work including facilities and equipment to enable them perform their duties
  - ii. Job induction
  - iii. Continuous mentorship and supportive supervision
  - iv. Any other support needed depending on the nature of the job

## **CHAPTER THREE: REMUNERATION**

### ***Part 1: Introduction***

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

### ***Part 2: Salary Structure and Salary Payment***

- 2.1 The University shall adopt a SU Pay scale Structure. Each grade shall consist of a range of salary scales with minimum and maximum pay rates or points.
- 2.2 Salaries should be paid monthly in arrears by the **25<sup>th</sup>-29<sup>th</sup>** of every Month through individual account.
- 2.3 Any Salary points earned from/ due to promotional, seniority, and qualification upgrading shall be carried out for the new position or title.
- 2.4 In fixing rate of remuneration, no discrimination shall be made on account of age, sex, clan and handicap status in line with SU equality policy. Equal remuneration shall be given for work, which is equal as regards value, efficiency and types of work or duration.
- 2.5 The salaries, allowances and incentives of personnel shall be paid in the currency specified in each employment contract. The rates of exchange for conversion of currencies shall be those applicable at the last day of the month of payment
- 2.6 Payment of salary shall be stopped immediately after termination of employment for whatsoever reasons including death

### ***Part 3: Salary Advance Procedure***

- 3.1 Advances are amounts of funds provided to permanent employees so that they can adequately pay for personal expenses e.g. salary advances.
- 3.2 Each permanent employee is allowed to request an advance payment of 30% of his/her salary in the 10<sup>th</sup> of the month up to 19<sup>th</sup> of the month.
- 3.3 All advances shall be liquidated within 30 days.
- 3.4 The requisitioner of an advance payment shall fill out the advance requisition form, which, will be approved by the FD.

- 3.5 When the advance requisition is approved, advance account and cash flow ledger will be updated and the payment will be made.
- 3.6 The employee who is requesting advance payment should not have un-liquidated advance outstanding.
- 3.7 The Head of Accountant will review all the outstanding advances on monthly basis and employee found withholding unpaid advances for more than 30 days will be deducted from his/her salary and no further disbursement shall be made until the previous advance is settled.

#### ***Part 4: Salary Loan Payment Procedure***

- 4.1 Loans are amounts of funds provided to permanent employees so that they can adequately pay for personal expenses.
- 4.2 Each permanent employee is allowed to request loan payment of 100% of his/her basic salary in the 10th of the month up to 19th of the month.
- 4.3 The requisition of a loan payment shall fill out the loan requisition form, which will be approved by the FD.
- 4.4 When the loan requisition is approved loan account (account Receivable) and cash flow ledger will be updated and the payment will be made.
- 4.5 The employee who is requesting loan payment should not have unpaid loan outstanding.
- 4.6 The Head of Accountant will check the outstanding loan on monthly basis.
- 4.7 The loan should be paid back on maximum four installments (i.e. 25% each installment), unless otherwise approved by the DR-AF.

#### ***Part 5: Allowances***

- 5.1 Allowances are payable to employees as appropriate and at such rates as is determined by the Senate from time to time.
- 5.2 The university shall develop a standard benefit and allowance framework to provide guidelines on the requirements and amounts due for all the applicable allowances and benefits offered by the university
- 5.3 Unless otherwise stated in this manual, allowances are not gratuitable
- 5.4 The following allowances are payable.

**a) Supervision allowance**

Supervision allowance shall be payable to employees in respect of supervision of research work by undergraduate or postgraduate students

**b) Fuel allowance**

- i. Fuel shall be allocated to offices and officers who are assigned University vehicles to facilitate University operations:
  1. Rector
  2. Deputy Rector, Academics
  3. Deputy Rector, Admin and Finance
  4. Deputy rector, Institutional Development
  5. Assistant Deputy Rectors
  6. Directors and Deans
- ii. The rates of fuel allowance shall be determined by Senate during the budgeting process and shall be allocated in liters per month using fuel cards.

**c) Food and refreshment allowance**

- i. Lunch allowance is payable for all full-time employees who are required to remain in their offices, during lunch time.
- ii. Dinner allowance is payable for support employees who are required to remain in their work, during dinner time.
- iii. The HR has the discretion to approve the officers who may, from time to time, qualify for lunch or dinner allowance.

**d) Education Allowance**

- i. The University's Education allowance is restricted to give a full-time employee and their biological children.
- ii. Only fulltime members of staff who have been confirmed and have continuously served the University **FOR A PERIOD AT LEAST FIVE (5) YEARS** shall benefit from this scheme

**e) Medical Benefits**

The University shall give free basic medical service for both staff and their immediate family members.

**f) Overtime allowance**

- i. If necessity arises, every staff member can be assigned extra duties for extra hours and he/she shall be compensated.
- ii. If the staff member shall be given an assignment in the holidays, he/she shall receive double of his compensation as overtime.
- iii. Overtime must be approved by the Rector or one of the Deputy Rectors before the work is undertaken.

**g) Telephone allowance**

The University shall pay telephone allowance to officers whose nature of duty requires them to liaise with other heads of department/divisions on official University matters. This allowance is to facilitate quick consultations and decision making.

**h) Eid Allowance**

The University allows its permanent employees to give Eid Bonus (Eid Fitter and Eid Ad-ha).

**i) Marriage allowance**

The university permanent staff is entitled to receive a contribution marriage once.

**j) Travel and Daily Substance Allowance (DSA)**

- i. Each staff member is entitled to receive financial support for cost incurred while traveling away from their duty station on official business.
- ii. Accommodations shall be reimbursed based on actual cost and require submission of the original receipts.
- iii. A daily Substance allowance (DSA) will be issued for each day in the field. This amount is intended to cover the cost of meals, local personal internet cafes use and any other personal incidentals.
- iv. Work-related costs incurred during travel that are above and beyond the intent of this allowance may be submitted for reimbursement as incidentals and will be subject to approval.
- v. The staff member can seek an advance for the DSA or receive reimbursement of the anticipated costs.

**Travel Claim:** All DSA for travel outside of the staff member's home or duty station shall be reimbursed as follows:

- i. If the staff member travels to local regions inside the country, SU Deputy Rector (Admin and Finance) will establish a suitable rate for that destination (Accommodations, receipts required for reimbursement)
- ii. If the staff member travels to any country outside Somalia, SU Deputy Rector (Admin and Finance) will establish a suitable rate for that destination, and approved in writing by the University Senate (Accommodations, receipt required for reimbursement).

**k) Death & Disability Benefit:**

- i. The designated beneficiaries of a permanent staff member who dies from any cause during service with SU shall receive death benefits equivalent to the fifty percent (50%) salary of one of the following categories:

SN	Duration of employment (Years)	Funeral Expenses	Death Benefits	
			Months /Salary	Years
1	Less than One Year	US\$ 500	2	-
2	1 to 2 Years	US\$ 500	6	-
3	3 to 4 Years	US\$ 500	12	1
4	5 to 6 Years	US\$ 500	24	2
6	7 to 8Years	US\$ 500	36	3
7	9 and above	US\$ 500	48	4

- ii. The benefits that disabled staff members will be entitled for are as follows:
  - a. 2/3 of his or her basic salary.
  - b. The timeframe that the benefits will last will be similar to that of death benefits.

**l) Teaching allowance**

The teaching allowance for permanent staff having an office responsibility.

**m) Settlement Allowance**

The University has given settlement allowance to the SU permanent employees (return from study leave).

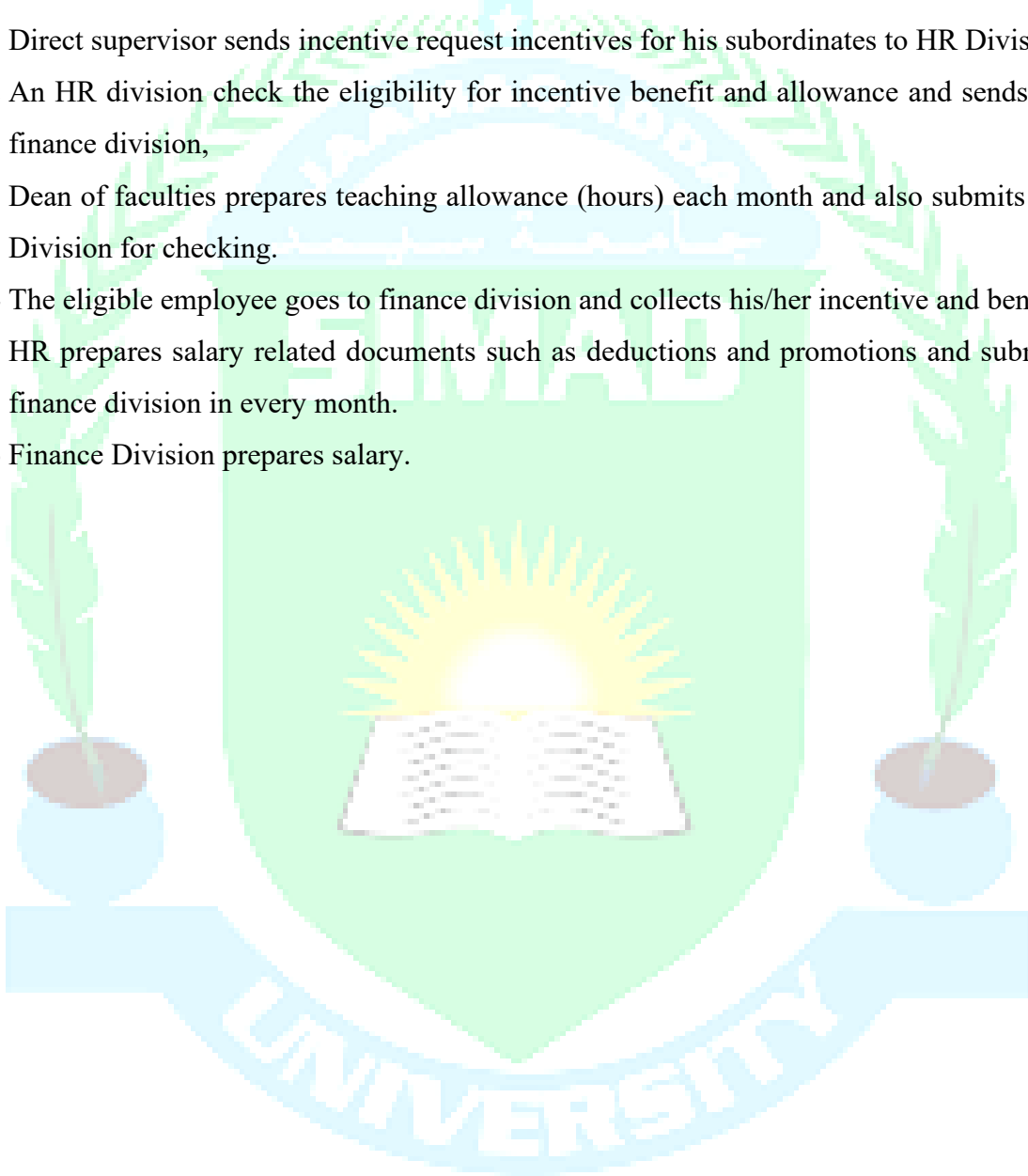


**n) Exam incentive**

The University has given exam allowance to the support staff for helping the production of the exam.

***Part 6: Benefit and Compensation Procedure***

- 6.1 Direct supervisor sends incentive request incentives for his subordinates to HR Division.
- 6.2 An HR division check the eligibility for incentive benefit and allowance and sends to the finance division,
- 6.3 Dean of faculties prepares teaching allowance (hours) each month and also submits to HR Division for checking.
- 6.4 The eligible employee goes to finance division and collects his/her incentive and benefits
- 6.5 HR prepares salary related documents such as deductions and promotions and submits to finance division in every month.
- 6.6 Finance Division prepares salary.



## CHAPTER FOUR: UNIVERSITY RULES OF CONDUCT

### *Part 1: General Code of Conduct*

Code of Behavior shall refer to the employee's conduct, relationship with others and professional Behavior during one's employment. An employee shall be guided (among others) by the following code of Behavior breach of which shall constitute sufficient grounds for disciplinary action against such employee.

- i) An employee shall act at all times in a reasonable and responsible manner.
- ii) An employee shall always comply with the laws of Somalia as well as the University's prescribed rules, standing instructions and procedures.
- iii) An employee shall at all times be rated and recognized primarily on the basis of integrity, punctuality, diligence, competency, efficiency, effectiveness and personal conduct.
- iv) An employee shall at all times exercise courtesy towards other persons, civility, self-control and confidentiality.
- v) Being drunk at work, abuse of drugs, quarrelling and assault at work, constitute a breach of conduct which shall call for disciplinary action against the employee.
- vi) Each employee shall be individually held responsible and accountable for observing and maintaining the University's safety and security regulations as may be prescribed from time to time.
- vii) An employee shall not be engaged in any activity involving conflict of interest between the employee and the University.
- viii) The University shall have **zero tolerance** towards corruption, fraud, discrimination, and abuse of office.
- ix) Neat and decent personal appearance shall be expected of each employee at all times.
- x) Managers and supervisors shall exercise restraint and fairness in the treatment of employees under them at all times in all matters.
- xi) The University shall exercise **zero tolerance** to insubordination exhibited by any employee.

## ***Part 2: Misconduct***

Offences such as the following when committed shall constitute misconduct which attracts disciplinary action.

- 1) Drunkenness on duty;
- 2) Consumption of illegal drugs;
- 3) Willful insubordination or disobedience and refusal to take lawful orders;
- 4) Refusal, negligence or omitting to perform one's official duties and/or discharge official responsibilities duly assigned;
- 5) Incompetence or inefficiency in the performance of prescribed duties;
- 6) Persistent late coming and/ or absence from duty without permission;
- 7) Use of abusive or insulting language or behavior or assault;
- 8) Misuse of or damage to University property;
- 9) Slander;
- 10) Tendencies of discrimination;
- 11) Forgery, falsifying or presenting false documents and/or records for the purposes of disseminating wrong information, obtaining money or reward or favor;
- 12) Breaching or contravening the University's prescribed operating rules, regulations and procedures likely to cause financial loss or damage of University property;
- 13) Persistent failure or negligence of a Dean/Director/Division to enforce discipline or follow prescribed University rules, procedures and standing instruction;
- 14) Theft, fraud, or embezzlement of University's funds and property;
- 15) Acts likely to endanger the safety or life of or which may result in injury to another person, including gross negligence or misconduct, violence or fighting;
- 16) Soliciting or accepting bribes; and
- 17) Plagiarism and;
- 18) Non adherence to any other University policies

## ***Part 3: Gross Misconduct***

Any of the above offences (Part 6) may be construed as gross misconduct by the appointing

authority depending on the circumstances and gravity of the offence.

***Part 4: Representation of SIMAD University***

- 4.1 Official representation of the University shall be vested in the Rector, and the Deputy Rectors.
- 4.2 No employee shall officially represent the University without permission from the Rector and breach of this rule shall attract disciplinary action against such employee.
- 4.3 An employee appointed to represent the University shall be required to submit a report to the Rector on the subject matter of representation.

***Part 5: Time Management and Execution of Duties***

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

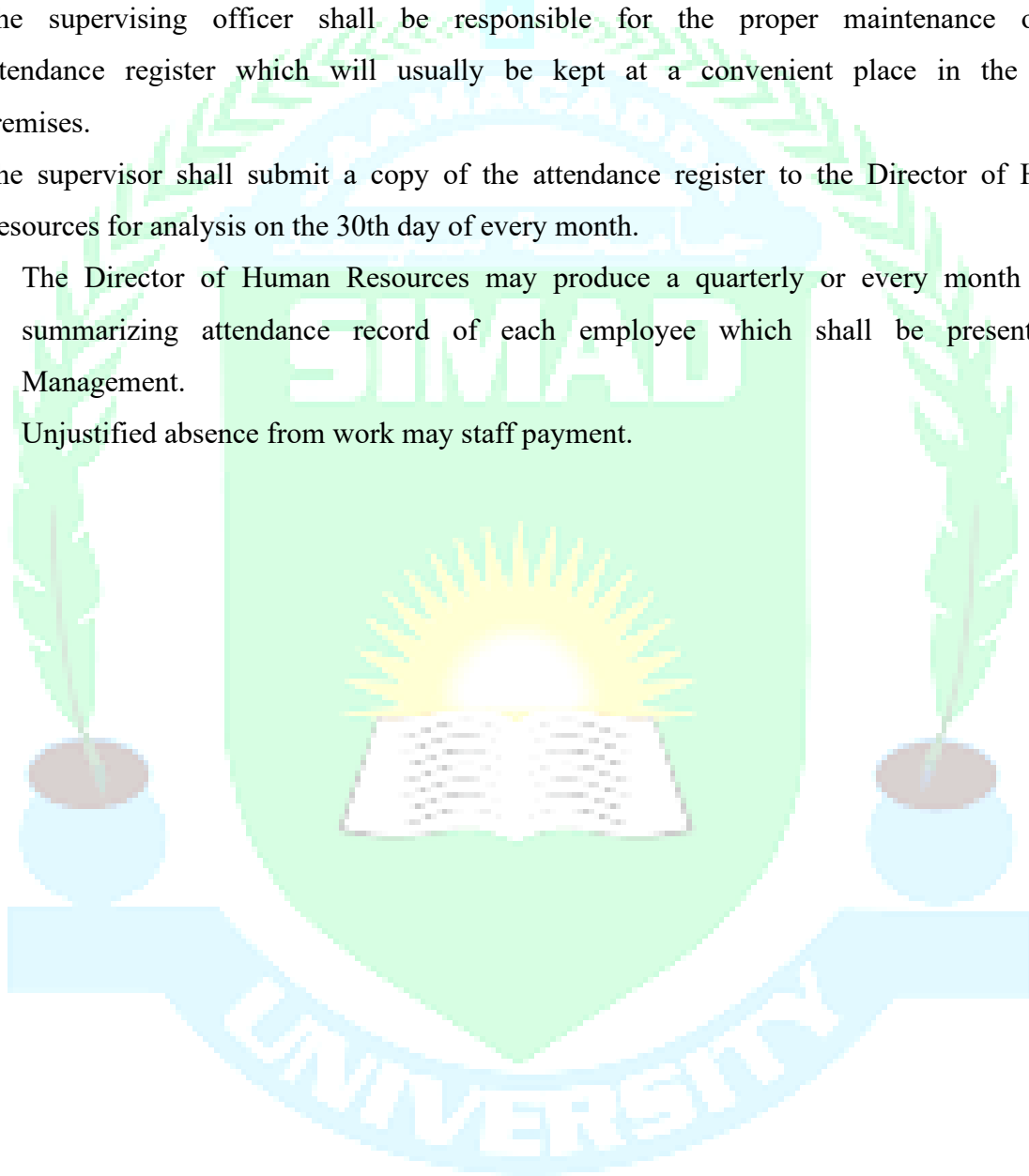
***Part 6: Management of University Property***

- 4.1 An employee shall keep and maintain University property that comes into his/her possession in the course of his/her employment, in a clean and functional condition; and such property shall be exclusively used for the benefit of the University.
- 4.2 Proven misuse of or damage to University property shall constitute grounds for disciplinary action.

***Part 7: Working Hours***

- 5.1 The working days of the week are **FIVE (5) days**, from Saturday to Wednesday.  
7:00 a.m. – 12:00 p.m.  
01:00 p.m. – 4:00 p.m.
- 5.2 A one-hour lunch break shall be granted each day to the employee
- 5.3 An employee of the University may be required to work beyond these official hours due to the exigency of the University service.
- 5.4 Employees shall sign attendance sheet/Finger print upon the arrival and departure time.

- 5.5 The attendance of University employees shall be monitored using a daily attendance register which shall be signed by all administration and support staff.
- 5.6 The employees should check-in before 7:15 AM.
- 5.7 The employees cannot check-out before 4.00 PM, the time of departure.
- 5.8 The supervising officer shall be responsible for the proper maintenance of the attendance register which will usually be kept at a convenient place in the office premises.
- 5.9 The supervisor shall submit a copy of the attendance register to the Director of Human Resources for analysis on the 30th day of every month.
- 5.10 The Director of Human Resources may produce a quarterly or every month report summarizing attendance record of each employee which shall be presented to Management.
- 5.11 Unjustified absence from work may staff payment.



## CHAPTER FIVE: STAFF DISCIPLINARY AND GRIEVANCE PROCEDURE

### *Part 1: Disciplinary Procedure*

- 1.1 There shall be principle forms of disciplinary measures namely: Consultation, first verbal warning, second verbal warning, first written warning, second written warning, suspension, termination and dismissal depending on the gravity of the offence
- 1.2 The appointing authority shall exercise its discretion to impose disciplinary measures upon an employee for misconduct as it may consider appropriate.
- 1.3 The following disciplinary procedure shall be used:

#### **Stage 1: Consultation.**

Direct Supervisor advice and give consultation to his/her subordinate regarding the matter.

#### **Stage 2. First Verbal Warning**

- i) The immediate supervisor discusses an allegation of misconduct with an employee, giving the first verbal warning and inform him/her about the seriousness of the misconduct and possible consequences if there is no improvement or if offence is repeated.
- ii) Direct supervisor fills verbal warning form and keep it his/her record.

#### **Stage 3: Second Verbal Warning**

- i) In the event of continued misconduct whatsoever, the immediate supervisor shall refer the matter to the second supervisor Deputy Rector.
- ii) The second supervisor shall review the matter, discuss it with the employee and the immediate supervisor on the allegation raised at Stage
- iii) Second supervisor give a second verbal warning and keep a record of the discussion with a copy to the parties concerned within two (2) days

#### **Stage 4: First Written Warning**

- i) If the matter is not resolved at this point, the employee shall be given a written warning from the direct supervisor which shall also set out a further review period. The written warning shall specify the following:
  - a) The deficiencies or inadequacies of the employee;
  - b) The improvements required;

- c) Any recommendations to assist the employee to reform;
  - d) The period within which an employee must show improvement beyond which subsequent disciplinary action shall be taken
- ii) A copy of this warning shall be maintained in the employee's personal file.

#### **Stage 5: Final Written Warning**

- i) In the event of continued misconduct, the direct supervisor gives final warning and refers the matter to the Human Resource Division.
- ii) HR listens and Consults with employee.
- iii) If the conduct and/or performance of the staff member do not improve to a satisfactory level during the period set out in the final written warning, the matter shall be reviewed by the DR before appropriate disciplinary action (suspension) is taken.

#### **Stage 6: Suspension**

- i) The power to suspend services of an employee shall be vested in the Rector or the appointing authority
- ii) Failure of an employee to reform after the second written warning, shall lead to suspension on half pay for a period not exceeding **90** days or the duration of an inquiry whichever is shorter.
- iii) An employee shall be suspended from duty on half pay to enable commencement of investigations into allegations.
- iv) An employee may also be suspended from duty on half pay where such an employee has been apprehended on account of an offence that requires investigations or is charged in a court of law or is remanded pending criminal proceedings.
- v) The appointing authority shall take a decision in the case of a suspended employee at the expiry of 90 days or conclusion of an inquiry into the case, whichever comes first.
- vi) Where an employee is re-instated, he/she shall be entitled to claim the half pay of the salary withheld during the suspension period.

## **Stage 6 Dismissal and termination**

Human Resource Division may terminate or dismiss an employee with the consultation of the Deputy Rector (Admin and Finance) and the Senate has the final decision if there is no improvement regarding the case/misconduct, other than gross misconduct by an employee who is under final warning given.

### ***Part 2: Grievance Handling Procedure***

2.1 Grievance Policies: SU deals with employee grievances and complaints in a fair and equitable manner without discrimination

2.2 The grievance of employee may include the following:

- i. Over load of duties
- ii. Unpaid constant extra working hours
- iii. Conflict with immediate supervisor
- iv. Lack of promotion in either salary payment or training
- v. Unfair treatment and work practices at work place among others

2.3 SU shall endeavour to fairly resolve staff disputes in a fair, just, equitable and objective manner

2.4 The following grievance procedures shall be used in the university:

- a) The complainant writes a letter of grievance/complaint to the direct supervisor if he/she didn't involve or write directly to the Human Resource Division.
- b) The direct supervisor upon receiving the grievance verifies it and tries to resolve it.
  - i. If the supervisor resolves the grievance, he/she shall comment and inform the complainant.
  - ii. If the grievance is not resolved, the Direct supervisor shall forward it to the Human Resource Division
- c) Upon receiving the grievance, the HR Director verifies it
  - i. If the HR Director resolves the grievance, he/she comments and informs the complainant.
  - ii. If the grievance is not resolved by the HR-Director, he/she forward it to the relevant DR.



- d) Upon receiving the grievance, the relevant DR verifies it
- i. If the grievance is resolved, the relevant DR comments and inform the complainant.
  - ii. If the grievance is not resolved, the relevant DR forwards it to the Rector.
- e) Upon receiving the grievance, the Rector verifies it and the Rector gives a resolution, comments and concludes the complained issue.



## CHAPTER SIX: STAFF PROMOTION

### *Part 1: Purpose of the Policy*

- 5.1.1. To declare SU guidelines with regards to Promotion and ensure uniform interpretation and application of this policy.
- 5.1.2. A promotion is considered to be a move to a position with a higher salary range. Upon promotion the Employee's salary is generally increased. A promotion for faculty would result from a review of their academic record as per the policy and procedure. A promotion for staff may result from successfully applying for a higher level of position responsibility that has been advertised by SU. A promotion can also result where the Employee is placed in a higher level of responsibility without advertising the position and conducting a competition.
- 5.1.3. Employees who have been promoted will receive a promotional salary increase. Normally when promoted, the Employee will be placed on the next highest step on the salary grid where in all cases the Employee must receive a minimum of a one (1) step increase. However, where the change in level of responsibility is significantly more than a greater increase in salary may be granted.

### *Part 2: Academic Staff*

#### **2.1 Policy Objectives**

- i. Promotion is advancement to a higher academic rank based on academic preparation, experience, and evidence of excellence in achievement and potential. Final approval of promotions comes from the Rector upon recommendation by the Deputy Rector (Academics). Promotions become effective immediately upon final approval.
- ii. Faculty members' academic ranking depends on their qualifications, skills and years of experience after obtaining their highest degree.

#### **2.2. Eligibility for Promotion Consideration**

The promotion of a faculty member may be from the rank of lecturer to Assistant Professor, Assistant Professor to Associate Professor, or Associate Professor to Professor. The minimum requirements to be considered for promotion to each rank are as follows:

**A. Lecturer:**

1. Candidacy for the Ph.D., Master degree or possession of the degree required for teaching in certain fields.
2. Proven or presumptive teaching ability.
3. The potential to progress toward more senior ranking according to ordinary norms.
4. Those qualities of character and personality expected in a teacher and advisor of students.
5. Lecturers usually teach full-time or have some administrative duties but have no research obligations. However, to be promoted to Senior Lecturer, he or she must be engaged in research and have at least two publications.

**B. Senior Lecturer:**

1. Candidacy for the Ph.D., Master degree or possession of the degree required for teaching in certain fields.
2. Proven or presumptive teaching ability.
3. Approved record of outstanding professional experience and demonstrated contribution to the teaching field.
4. Must be fully engaged in research and has at least two publications

**C. Assistant Professor:**

1. Possession of the Ph.D. degree
2. Evidence of the possession of those qualities of character, personality, and competence expected in a teacher and advisor of students.
3. Evidence of scholarship and research
4. Expectation or evidence of satisfactory performance of other University responsibilities.

**D. Associate Professor:**

1. Possession of the Ph.D. with minimum of five years' experience after obtaining the Ph.D. degree.

2. Evidence of the possession of those qualities of character, personality, and competence expected in a teacher and advisor of students.
3. Evidence of scholarship and research with minimum four publications in peer-reviewed journals
4. Expectation or evidence of satisfactory performance of other university responsibilities.

**E. Professor:**

1. Possession of PhD degree with minimum of eight years' experience after obtaining the Ph.D.
2. Sustained level of achievement according to the same indicators of scholarly excellence as those required for the rank of Associate Professor
3. Evidence of scholarship and Substantial accomplishments in research and teaching with minimum of 8 publications in peer-reviewed journals
4. Faculty member's entire professional career is a manifest to a substantial scholarly accomplishment in his field

**2.3. Academic Staff Promotion Procedure**

- 3.1 An employee seeking promotion shall make an official application for the promotion to the Head of the Department.
- 3.2 The Head of the Department shall submit the application to the faculty Dean.
- 3.3 The Dean shall meet to review the progress of each member of staff for promotional consideration.
- 3.4 The Dean shall make recommendations to the HR using the University guidelines for appointment or promotion.
- 3.5 The HR shall consider the application subjecting it to the assessment criteria.
- 3.6 The HR shall submit the application to the appointing authority.
- 3.7 The appointing authority shall make the final decision depending on the availability of a vacancy.

## ***Part 4: Administration Staff***

### **4.1 Procedure for Promotion of Administrative Staff**

- i. An employee seeking promotion shall make an official application for the promotion to the direct supervisor.
- ii. The Supervisor shall submit to the Director of Division or center.
- iii. The Director of the Center or Division shall meet to review the progress of each member of staff for promotional consideration.
- iv. The Director shall make recommendations to the HR using the University guidelines for appointment or promotion.
- v. The HR shall submit the application to the appointing authority.
- vi. The appointing authority shall make the final decision depending on the availability of a vacancy.

### **4.2 Administrative Staff Promotional Criteria**

The promotional criteria for the Administration staff shall be composed of the following elements:

- i. Years of relevant experience
- ii. Academic/professional qualifications
- iii. Performance appraisal based on Annual Progress Reports.
- iv. Added advantage
- v. Conduct
- vi. The promotional interval from one post to the next shall be 2-years except under special circumstances of outstanding performance.

### **4.3 Terms of Employment for Administration Staff**

The promotion of an administration staff may be from the rank of Secretary to administrative assistant, administrative assistant to Coordinator/HOD, HOD to Deputy Dean/Director, to Dean/Director and so on.

#### **a) Rector**

1. *Terms of Services:* Contract 4 Years Renewable once
2. *Qualification:* Minimum Doctorate, PhD

3. *Experience:* Minimum of Seven (7) Experience in SIMAD university or similar work environment

4. *Other Qualities:*

- ✓ Proven or presumptive teaching and managerial ability.
- ✓ The potential to progress toward more senior ranking according to ordinary norms.
- ✓ Those qualities of character and personality expected in a teacher and advisor of students.
- ✓ Leads by example (exemplary leader)

**b) Legal Adviser**

1. *Terms of Services:* Contract 2 Years Renewable Twice

2. *Qualification:* Minimum Master's degree in legal studies

3. *Experience:* Minimum of five (5) Experience in law consultancy

4. *Other Qualities:*

- ✓ The potential to progress toward more senior ranking according to ordinary norms.
- ✓ Qualities of character and personality expected in academic environment
- ✓ Competent lawyer

**c) Senior Adviser**

1. *Terms of Services:* Contract 3 Years Renewable Twice

2. *Qualification:* Minimum Master's degree

3. *Experience:* Minimum of 20 years' experience in higher education and 10 years' experience in SIMAD University or similar work environment

4. *Other Qualities:*

- ✓ Proven or presumptive teaching and managerial ability.
- ✓ The potential to progress toward more senior ranking according to ordinary norms.
- ✓ Those qualities of character and personality expected in a teacher and advisor of students.
- ✓ Leads by example (exemplary leader).

#### **d) Deputy Rectors**

1. *Terms of Services:* Contract 3 Years Renewable once
2. *Qualification:* Minimum Doctorate, PhD
3. *Experience:* Minimum of five (5) Experience in SIMAD University or similar work environment
4. *Other Qualities:*
  - ✓ Proven or presumptive teaching and managerial ability.
  - ✓ The potential to progress toward more senior ranking according to ordinary norms.
  - ✓ Those qualities of character and personality expected in a teacher and advisor of students.
  - ✓ Leads by example (exemplary leader).

#### **e) Assistant Deputy Rector**

1. *Terms of Services:* Contract 2 Years Renewable twice
2. *Qualification:* Minimum Master's degree in relevant discipline
3. *Experience:* Minimum of Three (3) years' Experience in SIMAD University or similar work environment
4. *Other Qualities:*
  - ✓ Proven or presumptive teaching and managerial ability.
  - ✓ Those qualities of character and personality expected in a teacher and advisor of students.

#### **f) Dean**

1. *Terms of Services:* Contract 2 Years Renewable twice
2. *Qualification:* Minimum Master's Degree in relevant discipline.
3. *Experience:* Minimum of Three (3) years' Experience in SIMAD University with the exception of the university neediness
4. *Other Qualities:*
  - ✓ Proven or presumptive teaching and managerial ability.
  - ✓ Those qualities of character and personality expected in a teacher and advisor of students.
  - ✓ Good in customer care.

**g) Deputy Dean**

1. *Terms of Services:* Contract 2 Years Renewable twice.
2. *Qualification:* Minimum Master's Degree in relevant discipline
3. *Experience:* Minimum of Two (2) years' Experience in SIMAD University.
4. *Other Qualities:*
  - ✓ Proven or presumptive teaching and managerial ability.
  - ✓ Those qualities of character and personality expected in a teacher and advisor of students.
  - ✓ Good in customer care

**h) Director**

1. *Terms of Services:* Contract 2 Years Renewable twice
2. *Qualification:* Minimum Master's Degree in relevant discipline
3. *Experience:* Minimum of TWO (2) years' Experience in SIMAD University
4. *Other Qualities:*
  - ✓ Proven or presumptive teaching and managerial ability.
  - ✓ Those qualities of character and personality expected in a teacher and advisor of students.

**i) Deputy Director**

1. *Terms of Services:* Contract 2 Years Renewable twice
2. *Qualification:* Minimum Master's Degree in relevant discipline
3. *Experience:* Minimum of ONE (1) years' Experience in SIMAD University
4. *Other Qualities:*
  - ✓ Proven or presumptive teaching and managerial ability.
  - ✓ Those qualities of character and personality expected in a teacher and advisor of students.

**j) Deputy Director**

1. *Terms of Services:* Contract 2 Years Renewable twice
2. *Qualification:* Minimum Master's Degree in relevant discipline
3. *Experience:* Minimum of ONE (1) years' Experience in SIMAD University
4. *Other Qualities:*



- ✓ Proven or presumptive teaching and managerial ability.
- ✓ Those qualities of character and personality expected in a teacher and advisor of students.

**k) HODs**

1. *Terms of Services:* Contract 2 Years Renewable twice
2. *Qualification:* Minimum Master's Degree in relevant discipline
3. *Experience:* Minimum of ONE (1) years' Experience in SIMAD University
4. *Other Qualities:*
  - ✓ Proven or presumptive teaching and managerial ability.
  - ✓ Those qualities of character and personality expected in a teacher and advisor of students.
  - ✓ Good in customer care

**l) HODs (Institutional Development and Admin & Finance)**

5. *Terms of Services:* Contract 2 Years Renewable twice
6. *Qualification:* Bachelor Degree in relevant discipline
7. *Experience:* Experience is preferable
8. *Other Qualities:*
  - ✓ Qualities of character and personality expected in academic environment
  - ✓ Good in customer care

**m) Lecturer**

1. *Terms of Services:* Contract 1 Year with possible extension
2. *Qualification:* Minimum of Master's Degree in relevant discipline
3. *Experience:* Experience is preferable
4. *Other Qualities:*
  - ✓ Those qualities of character and personality expected in an academic environment.
  - ✓ Proven or presumptive teaching and managerial ability.
  - ✓ The potential to progress toward more senior ranking according to ordinary norms.
  - ✓ Good in customer care

**n) Administrative assistant**

1. *Terms of Services:* Contract 2 Years Renewable once
2. *Qualification:* Maximum of Bachelor Degree in relevant discipline
3. *Experience:* Experience is preferable
4. *Other Qualities:*
  - ✓ Those qualities of character and personality expected in an academic environment.
  - ✓ Computing and communication skills
  - ✓ Good in customer care

**o) Secretary**

1. *Terms of Services:* Contract 2 Years Renewable once
2. *Qualification:* Maximum of Bachelor Degree in relevant discipline
3. *Experience:* Experience is preferable.
4. *Other Qualities:*
  - ✓ Those qualities of character and personality expected in a teacher and advisor of students.
  - ✓ Computing and communication Skills
  - ✓ Good in customer care.

**Part 4: Support Staff**

**4.1 Application procedure**

An employee seeking promotion shall make an official application for the promotion to the Director – Human Resource through both the immediate supervisor and the head of department.

**4.2 Consideration of the Application**

- i) The HR shall consider the application subjecting it to the annual performance appraisal score.
- ii) The minimum score to merit promotion under the criteria shall be 70 points out of 100.
- iii) All the applications for promotion shall be forwarded to the appointing authority by the

HR together with appropriate recommendations contained in Minutes of the Departmental.

iv)The appointing authority shall make the final decision depending on the availability of a vacancy.

#### **4.3 Promotional Interval**

The promotional interval shall be a minimum of **TWO (2) years** except under special circumstances arising out of outstanding or exemplary performance.

#### **4.4 Terms of Service for Support staff**

##### **a) Chief of security**

1. *Terms of Services:* Contract 2 Years Renewable twice.
2. *Qualification:* Diploma in relevant discipline.
3. *Experience:* FIVE (5) experience in SIMAD University.
4. *Other Qualities:*
  - ✓ Security background.
  - ✓ Qualities of character and personality expected in academic environment
  - ✓ Good in customer care.

##### **b) Campus Security Supervisor**

1. *Terms of Services:* Contract 2 Years Renewable twice
2. *Qualification:* Primary education
3. *Experience:* THREE (3) experience in SIMAD University
4. *Other Qualities:*
  - ✓ Security background.
  - ✓ Qualities of character and personality expected in academic environment
  - ✓ Good in customer care.

##### **c) Security Personnel**

1. *Terms of Services:* Contract 2 Years with possible extension.
2. *Qualification:* Primary education
3. *Experience:* Experience is preferable.
4. *Other Qualities:*
  - ✓ Security background.
  - ✓ Qualities of character and personality expected in academic environment

- ✓ Good in customer care.

**d) Supervisor Hygiene**

1. *Terms of Services:* Contract 2 Years with possible extension.
2. *Qualification:* Primary Education
3. *Experience:* Experience is preferable.
4. *Other Qualities:*
  - ✓ Qualities of character and personality expected in academic environment

**e) Janitor**

1. *Terms of Services:* Contract 2 Years with possible extension.
2. *Qualification:* Primary Education
3. *Experience:* Experience is preferable.
4. *Other Qualities:*
  - ✓ Qualities of character and personality expected in academic environment
  - ✓ Good in Customer care
  - ✓ Conduct

**f) Gardening supervisor**

1. *Terms of Services:* Contract 2 Years with possible extension
2. *Qualification:* Primary Education
3. *Experience:* Experience is preferable.

**g) Gardener**

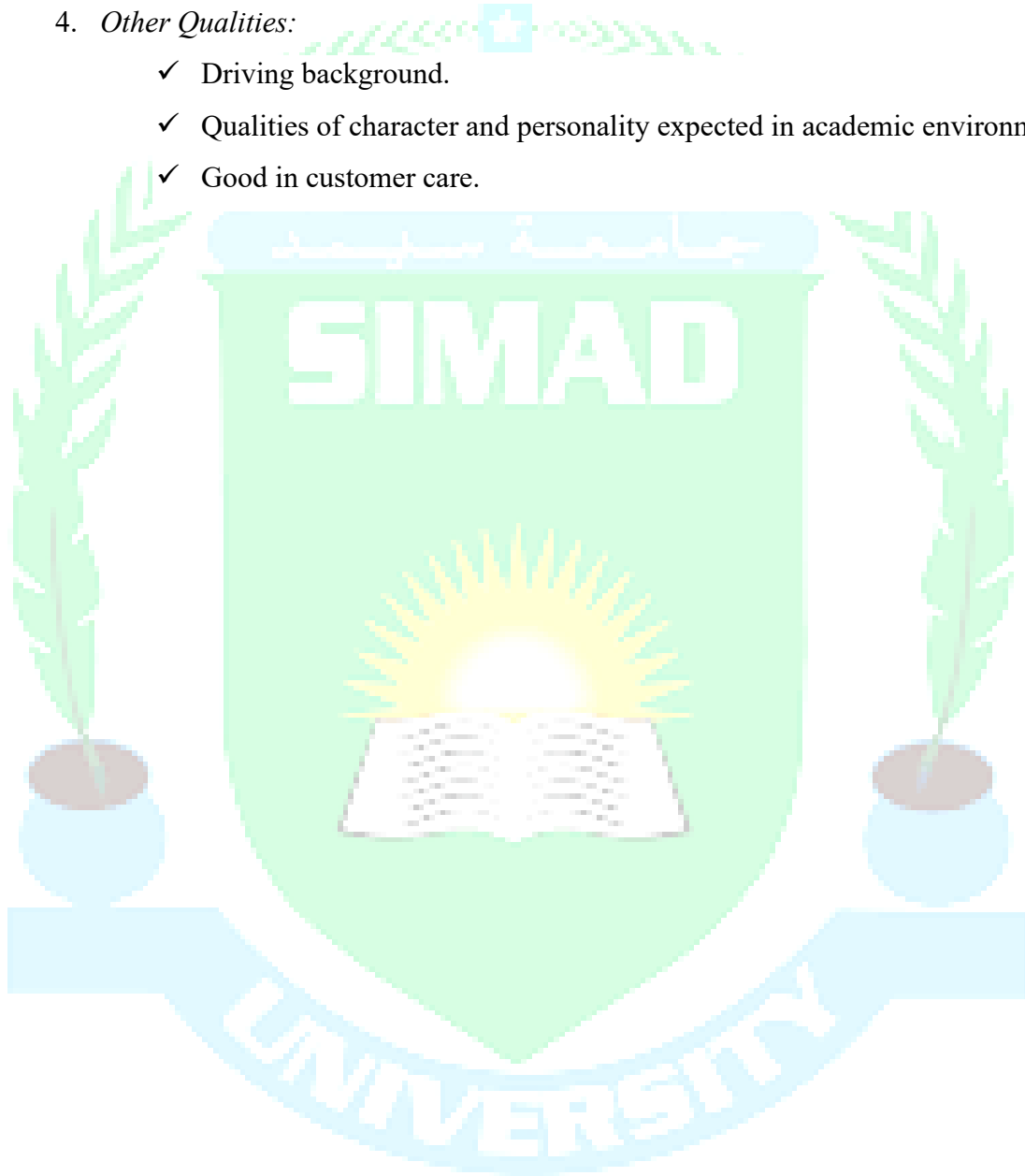
1. *Terms of Services:* Contract 2 Years with possible extension
2. *Qualification:* Primary Education
3. *Experience:* Experience is preferable.

**h) Chief of transport**

1. *Terms of Services:* Contract 2 Years Renewable twice.
2. *Qualification:* Primary education
3. *Experience:* FIVE (5) experience in SIMAD University.
4. *Other Qualities:*
  - ✓ Qualities of character and personality expected in academic environment
  - ✓ Good in customer care.

**i) Driver**

1. *Terms of Services:* Contract 2 Years with possible extension.
2. *Qualification:* Primary education
3. *Experience:* TWO (2) years driving experience
4. *Other Qualities:*
  - ✓ Driving background.
  - ✓ Qualities of character and personality expected in academic environment
  - ✓ Good in customer care.



## CHAPTER SEVEN: HOLIDAYS & LEAVES PROVISIONS

### *Part 1: General Rules about Leave*

- 1.1 The main purpose of leave is diversion, recreation, relaxation and recuperation with a view to restoration or improvement of an employee's officer's efficiency, effectiveness and output except as may be explicitly stated in this Manual in respect to a particular type of leave.
- 1.2 An employee shall cultivate an interest in what happens to their leave and where necessary should enquire from their Responsible Officers about their position in this regard.
- 1.3 Maternity leave is a right for all female officers regardless of status or grade for every pregnancy.
- 1.4 Sick leave is a right, provided it is on the recommendation of a University Medical officer.
- 1.5 An employee of the University must return to duty from leave on the due date and failure to do so may render the officer liable to disciplinary action as may be decided after consideration of the circumstances of the case.
- 1.6 The Director Human Resources shall ensure that Leave Records Register is maintained so that every employee has got a folio where particulars of any type of leave taken are recorded from year to year.

### *Part 2: Holidays*

- 2.1 In accordance with the Somali National laws of the country, the official holidays are as follows:

1.	1 <sup>st</sup>	May	Labor Day	One Days
2.	26 <sup>th</sup>	June	Independence Day	One day
3.	1 <sup>st</sup>	July	Independence Day	One Day
4.	1 <sup>st</sup> -3 <sup>th</sup>	Shawwal	Eid-ul-Fitter	Three Days
5.	9 <sup>th</sup> -14 <sup>th</sup>	Dhul Hijjah	Eid-ul-Adha	Five Days
6.	12 <sup>th</sup>	Rabi-El –Awal	The birth day of the Prophet	One day
7.	6 <sup>th</sup>	November	SIMAD Anniversary day	One Day
8.	1 <sup>st</sup>	Muharam	Islamic New Year	One day

### ***Part 3: Annual Leave***

- 3.1 Every employee shall be entitled to go for annual leave with full pay, in accordance with the various leave entitlements as approved from time to time by HRD.
- 3.2 An employee shall apply for annual leave on a prescribed Annual Leave Form.
- 3.3 An employee shall not proceed for leave until approval has been obtained in writing.
- 3.4 The annual leave of staff is 30 Working days
- 3.5 If necessity arises the annual leave will be adjusted pro-rata.
- 3.6 Every employee shall be required to take leave in full unless recalled or rescheduled.
- 3.7 Where an employee fails to resume duty upon expiry of leave, such employee shall be regarded as being absent from duty without permission and therefore liable for disciplinary action.
- 3.8 Shall be granted at a time to be fixed by the HR Director and immediate supervisor(s), having regard to the needs of SU and the interests of the staff/employees, in order not to harm the work.
- 3.9 HR request office to prepare annual leave schedule for their subordinates and send to HR.
- 3.10 Staff collect annual leave form, fill it with recommendation his/her direct supervisor
- 3.11 Employee give back filled to HRD
  - i) If HRD approved employee take his/her leave
  - ii) If HRD not approved employee have his/her annual leave for specified other period or have annual leave compensation.

### ***Part 4: Sick Leave***

- 4.1 Sick leave shall be the period during which an employee is genuinely absent from duty owing to sickness
- 4.2 The employee must have a medical certificate by a registered medical practitioner for purposes of obtaining a medical report.
- 4.3 The maximum period of sick leave with full pay shall be 90 days. After this period, if the employee is still in ill health, the University senate shall appoint a Medical Board with consultation to the HR directorate to advise on the matter while the employee is on half pay for a further period of ONE(1) months

- 4.4 Senate reserves the right to terminate the services of an employee after nine (3) months of continuous sick leave
- 4.5 If an employee falls sick while on annual leave, the period of sickness shall be taken as part of annual leave.
- 4.6 Employee writes an application for sick leave and attaches medical prescriptions to HRD.
- 4.7 HRD with consultation of DR/Rector approve request.
- 4.8 Employee collects leave form, fills and give back to HRD.
- 4.9 If not approved employee do his/her normal work
- 4.10 Other Leaves procedure
- i. Employee write an application for leave with supportive documents if.
  - ii. If approved by HR employee collects leave form, fills and give back to HR
  - iii. If not approved employee works normally.

#### ***Part 5: Sabbatical Leave***

- 5.1 Sabbatical leave shall be granted to an employee to join and work for another organization or for the purpose of study, tour or research for a limited period.
- 5.2 Sabbatical leave may be granted to an employee who is confirmed in appointment and has served the University for a continuous period of TWO (2) years.
- 5.3 Sabbatical leave may be granted to academic staff at the rank of Lecturer and above.
- 5.4 Sabbatical leave may be granted for a maximum of TWO (2) Years withpay.
- 5.5 It shall be granted by the senate on recommendation of the HRD.
- 5.6 There must be evidence that the leave will benefit both the member of staff and the University.
- 5.7 The receiving organization shall take care of duty facilitating allowances.
- 5.8 Members of staff on probation terms shall not be granted sabbatical leave.

#### ***Part 6: Maternity Leave***

- 6.1 A female permanent staff member who is pregnant shall be entitled to paid leave.
- 6.2 For medical examinations connected with her pregnancy, in which case, she is required to present a medical certificate confirming the appointment for examination.



6.2.1 Maternity Leave should be recommended by a medical doctor.

6.2.2 Period of **4 Months** maternity leave shall be taken after her expected date of confinement.

***Part 7: Paternity Leave***

7.1 This shall be the leave given to a male employee whose spouse has given birth and it shall be **two (2) working days yearly**.

7.2 Paternity leave shall be leave with full pay

7.3 Subjected to advance a written notification to his direct supervisor and HR Director by the permanent staff member one week before the date of his wife's delivery. However, the notice period may be waived where the wife delivery is unexpected or occurs as an emergency. SU shall not cover any travel costs associated with paternity leave.

7.4 SU shall not cover any travel costs associated with paternity leave.

***Part 8: Marriage Leave***

A male or female officer should be allowed to go on Marriage leave and shall be **3-7 days** of working days.

***Part 9: Hajj Leave***

9.1 This shall be the leave given to a male/female employee whose fulfilling the obligations of Hajj, during his/her duties in SU at once.

9.2 Hajj leave shall be **thirty (30)** working days.

***Part 10: Special Leave***

10.1 The Deputy Rector (Admin and Finance) may in his discretion grant special leave for any deserving purpose (e.g., for conferences, Research work, absence for purposes of study other than normal leave) not covered by the categories of leave set out above.

10.2 The period of special leave shall **not exceed One (1) Month**.

## **CHAPTER SEVEN: PERFORMANCE MANAGEMENT**

### ***Part 1: Purpose and scope***

- 1.1 Assessing the performance of an individual employee with a view to enhancing work output, identifying areas of improvement and rewarding
- 1.2 This procedure shall apply to all employees/staff in the UNIVERSITY; both academic and non-Academic staff

### ***Part 2: General Information and Timing***

- 2.1 The annual performance evaluation will cover the period from the September to August of every year.
- 2.2 Evaluation should be made once every Semester for lecturers.
- 2.3 For consistency, it is important that every department use the SIMAD Annual Employee Performance Evaluation Forms which can be found on the HR.
- 2.4 Evaluation form (of Academic, Administration and Supportive staff) attached as Appendix.

### ***Part 3: Evaluation Process***

- 3.1 Each Deputy Rector, Dean, Director and Department Head should ensure that an annual performance evaluation of each staff within his or her area of responsibility is done appropriately.
- 3.2 Evaluation forms are made available through the Human Resources office.
- 3.3 HR will submit the evaluation forms to senate for approval evaluation tools.
- 3.4 After approval HR will submit the forms to the Departments to start the evaluation.
- 3.5 Immediate supervisor collects and record division staff evaluation information.
- 3.6 Immediate supervisor, completes the appropriate evaluation form.
- 3.7 Director/Dean/Deputy Rector, reviews the performance evaluation and approves
- 3.8 All reviewed documents are sent to HR for review.
- 3.9 All evaluations are kept strictly confidential and are accessible only to the HR office

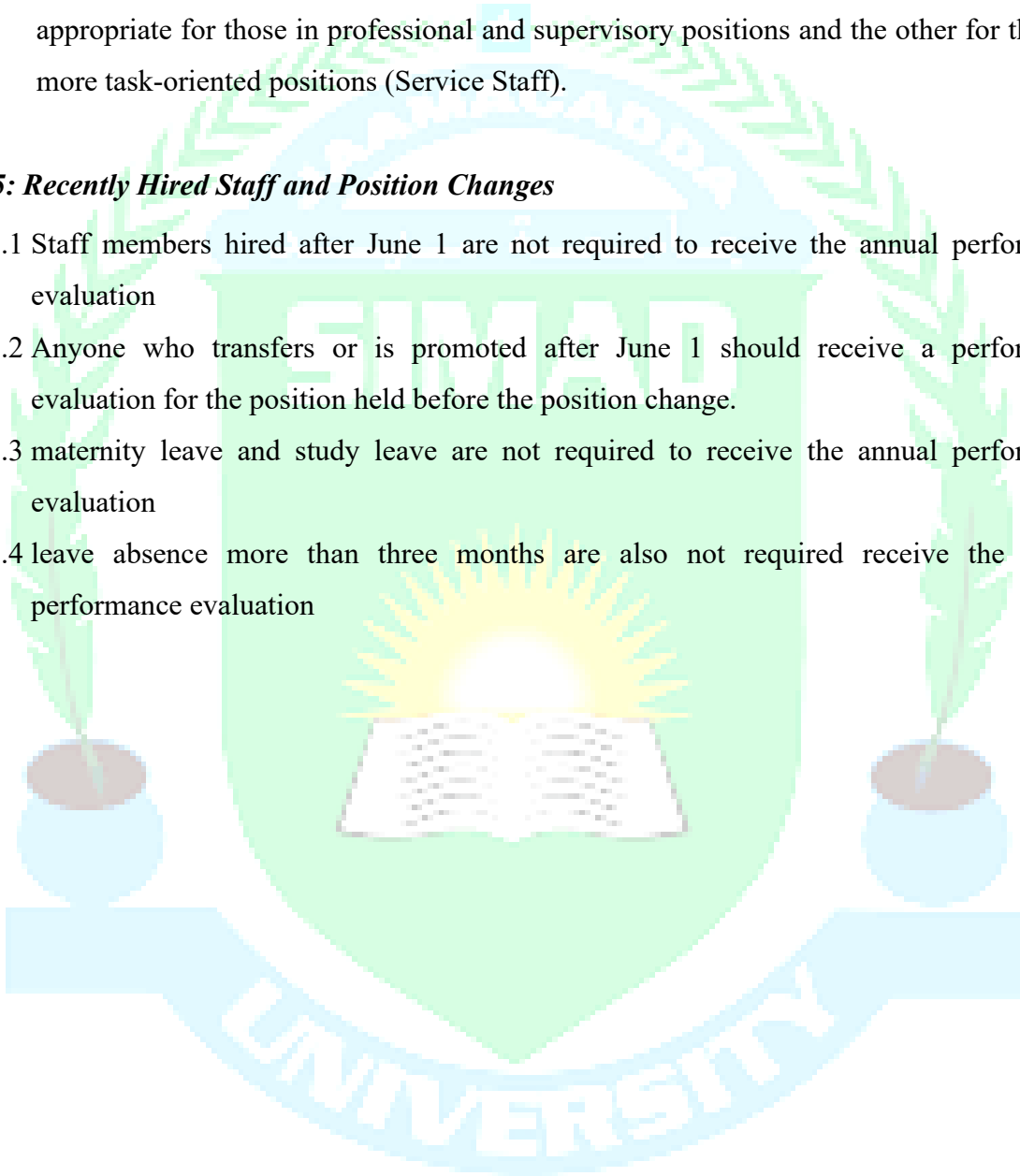
3.10 All finalized copies are retained in employees' personnel files in Human Resources

***Part 4: Tools for Annual Performance Evaluation***

Two different evaluation forms will be used for evaluating employees. One form is appropriate for those in professional and supervisory positions and the other for those in more task-oriented positions (Service Staff).

***Part 5: Recently Hired Staff and Position Changes***

- 5.1 Staff members hired after June 1 are not required to receive the annual performance evaluation
- 5.2 Anyone who transfers or is promoted after June 1 should receive a performance evaluation for the position held before the position change.
- 5.3 maternity leave and study leave are not required to receive the annual performance evaluation
- 5.4 leave absence more than three months are also not required receive the annual performance evaluation



## CHAPTER EIGHT: TRAINING AND DEVELOPMENT

### *Part 1: Policy Statement*

The University regards its employees as its most important asset and recognizes the pivotal role they play in achieving its objectives. It is therefore committed to ensuring that all staff is trained to carry out their jobs, and shall equip and prepare them for future challenges.

### *Part 2: Policy Objectives*

The overall training and development objective is to encourage and support staff to reach their maximum potential. The policy therefore, aims at:

- i. Enabling the University senate to support training and staff development;
- ii. Enabling the managers of the training function to effectively plan, coordinate, implement and evaluate training programs;
- iii. Providing all eligible employees with appropriate and relevant training opportunities.

### *Part 3: Policy Principles*

The University's training and development principles are to:

- 3.1 Encourage individual self-development initiatives through provision of conducive environment and support/resources to help employees achieve the University's objectives;
- 3.2 link individual training and development needs to current and long term institutional needs and plans;
- 3.3 Provide training opportunities to staff basing on institutional needs;
- 3.4 Comply with the existing national legislation on training;
- 3.5 Enhance individual skills for career progression;
- 3.6 Identify individual strengths and weaknesses and accordingly aid staff to exploit their potential.

#### ***Part 4: Training and Development Philosophy***

Considering the central role played by its Human Resources in achieving the University's goals and objectives, the University's Human Resource Training and Development Policy has the objective of recruiting, maintaining and retaining a resourceful, highly motivated, developed and innovative human resource to ensure provision of high-quality services.

#### ***Part 5: Understanding the Concept of Training***

The University employs staff with the basic formal training at the time of engagement in line with the University's Recruitment Policy. There is, however, constant need to prepare them for the unique function of achieving the University's vision of being to become a leading center of academic and professional excellence and virtues. The University therefore takes training as an activity that enables its employees to:

- i. Acquire the knowledge, skills and attitudes necessary for better performance for the present and future in providing quality education;
- ii. Develop and practice acceptable Behavior and work ethics.

#### ***Part 6: Managing the Training Process***

- 6.1 Individual training needs shall be identified through the Performance management/appraisal system and other staff evaluation criteria.
- 6.2 The departmental training needs shall be derived from individual needs, and job tasks.
- 6.3 The University training needs shall be derived from departmental needs, the institutional plans and client needs.
- 6.4 Once the University's training needs have been identified, these will be broken into annual training needs, and a training budget will be agreed upon. Decisions will then be made on how best to meet those needs on priority basis.
- 6.5 A succession arrangement shall be followed to identify staff for training and development for promotion and/or projected vacancies.
- 6.6 Training needs will cover specific performance shortfalls, if it becomes clear that management coaching and guidance will not be sufficient.

## ***Part 7: Forms of Staff Training Programs***

The University shall provide for the following staff training programs

### **a) Induction Training**

Induction Training aims at giving new employees information about the University, its objectives, standards, and policies, as well as the job and the general terms and conditions of service. The Human Resource Management Division, in liaison with user departments, shall draw up such programs.

### **b) Refresher Training**

Staff members who are identified as needing refresher or update training shall be facilitated to attend suitable refresher courses.

### **c) Job-Related Training**

Newly appointed or promoted staff shall be given job-related training to facilitate them achieve acceptable levels of performance.

### **d) Management Skills Training**

Staff with the responsibility of supervising other staff shall be given relevant management skills training to enable them optimally attain results through team effort.

### **e) Development Training**

- i. Staff members who are identified to have potential for development to higher positions in the University's establishment shall be availed relevant training opportunities for development to those higher positions, depending on availability of funds, scholarships or fellowships.
- ii. Where there are no funds, scholarships or fellowships, staff shall be encouraged to take up relevant self-sponsored development programs, but in such cases, it will be ensured that such programs do not significantly interrupt the University's official business. On successful completion of such courses, the staff may be considered for appropriate placement.

## ***Part 8: Responsibility for Training***

All staff shall ensure that the policy achieves its objectives by:

### **a) The Individual**

- i. Is responsible for self-training and development through private study and practice and by showing positive attitude towards learning and continuing education. Staff shall therefore be required to seek ways and means of developing themselves through training;
- ii. in particular, shall have the obligation to formulate or identify appropriate and relevant schemes of study at suitable points in one's career, and to apply for Study Leave in accordance with this policy;
- iii. Is expected to undertake training programs arranged at the department, faculty or University level.

### **b) The Dean/Director/Deputy /Head of Department**

The Dean/Director/Deputy/Head of Department shall:

- i. Identify the training needs for the faculty/center/ department and subordinates;
- ii. Develop subordinate staff through counseling and coaching them to reach acceptable levels of performance in their jobs, and preparing them for higher responsibilities. They shall also give the necessary induction to new staff to bring them in line with established procedures and practices in the University;
- iii. Recommend their subordinates for training programs and opportunities to the managers of the training function;
- iv. Advise on the appropriateness of releasing staff for further training depending on current faculty/institute/departmental needs.

### **c) The University**

The University shall:

- i. Be responsible for the overall direction of staff training and development;
- ii. Support staff training and development by providing the necessary resources for this function, but with emphasis on developing research and training capacity;

- iii. Take a decision on which members of staff to get sponsorship, fellowships and other scholarship awards for further training whenever opportunities arise;
- iv. Release staff to attend courses in accordance with the needs of the University, and as much as possible, ensure their proper placement after training.

## ***Part 9: Study Leave***

### **9.1 General Rules of Study Leave**

- a) The University shall grant Study Leave in the cases of:
  - i. Courses fully sponsored by donors/scholarships/fellowships with the approval of the University;
  - ii. Courses partially sponsored by the University and partially by the individual or donor grants or scholarships/fellowships with the approval of the University;
  - iii. Courses fully sponsored by the individual with the approval of the University.
- b) Study leave shall be granted to enable a member of permanent staff to pursue studies and the course content must be relevant to both the performance needs of the university and the career progression of the officer.
- c) Once an employee has been identified for a full-time training/scholar course, the employee may be granted study leave by the Senate on recommendation of the HR.
- d) The study leave may be granted annually for a maximum of three (3) years to a member of permanent staff who is pursuing a master's degree and Four (4) years for a doctorate degree subject to satisfactory academic progress.
- e) The member of staff shall be bonded for a period equivalent to the study leave before he or she can leave the service of the University.
- f) Study leave may be granted with or without pay.
- g) Extension of study leave may be granted on request of the member of staff, subject to satisfactory academic progress reports.
- h) Members of staff on temporary terms of appointment shall not be eligible for study leave
- i) Any employee who proceeds for full time studies without authority shall be regarded as having abandoned duty in accordance with the provisions of this Manual
- j) A member of staff on study leave shall not be considered promotion during that period.



## 9.2 Granting Study Leave

### a) Study Leave with Pay

- i. Study leave with pay shall be granted only to staff sponsored by the University or donor grants or sponsorships/fellows or self-sponsorship approved by the University Senate.
- ii. The duration of Study leave depends on the type of scholarship and the country of study
- iii. Staff members who exhaust their study leave and do not return to the University within two months from the time of the expiry of the leave shall have payment of their salaries and allowances suspended.
- iv. Study leave shall be granted to full time employees only.

### b) Study Leave without Pay

- i. staff members on full-time courses fully or partially sponsored by the individual or donor(s) without University approval, or on courses incongruent with the University needs shall be granted study leave without pay;
- ii. Staff members granted study leave without pay may be reabsorbed in appropriate positions in the University service at the completion of their training programs provided there is a vacancy.

### c) Entitlement for Study Leave

- i. The University shall pay salary and Eid allowance to sponsored staff undertaking study leave.
- ii. The University may provide a tuition fee, hostel allowance and health insurance to scholarship beneficiaries.
- iii. Payment of such allowances as transport, food, airport tax, visa, etc. shall be determined by the University Senate and or the conditions of the grant or sponsorship;
- iv. Staff who have been granted Study leave may be granted:
  1. A return passage not exceeding the cost of economy class air fares for the

member

2. Thirty kilograms of excess baggage by air for each adult passenger on the return passage;

### **9.3 Study Leave Disputes**

- a) A member of staff who feels unfairly treated, or has reasonable grounds to believe that he/she will be unfairly treated, by the respective Dean/Director/Head of Faculty/Institute /Department /Section during the process of applying for training/scholarship program(s), shall be allowed to submit his/her application directly to the HR director in consultation with the Deputy rector (Admin and Finance). The committee shall handle such applications in accordance with this policy.
- b) Where a staff is still not satisfied with the reviewed decision, he/she may refer the matter to the Rector for a final decision.

### **9.4 Study Leave Reports**

- a) Staff on long course programs of one year or more shall be required to submit annual progress reports to the HR Division. Such reports shall be endorsed by the HR. Where such reports are not provided, the salary of the staff on training shall be stopped two months after the time the reports were expected.
- b) A copy of each report shall be kept on the staff confidential personnel file, and another copy forwarded to the staff's respective duty department.
- c) Where action needs to be taken as a result of such a report, the HR shall sit to recommend the necessary action to the deputy Rector (Admin and Finance), who will cause action to be taken by appropriate officials.

### ***Part 10: Scholarship Administration Procedure/ System***

SIMAD UNIVERSITY grants undergraduate and post graduate scholarship for both employees and student who completed the condition of the scholarships written in scholarship policy, to administer the SU scholarship we have to follow the following

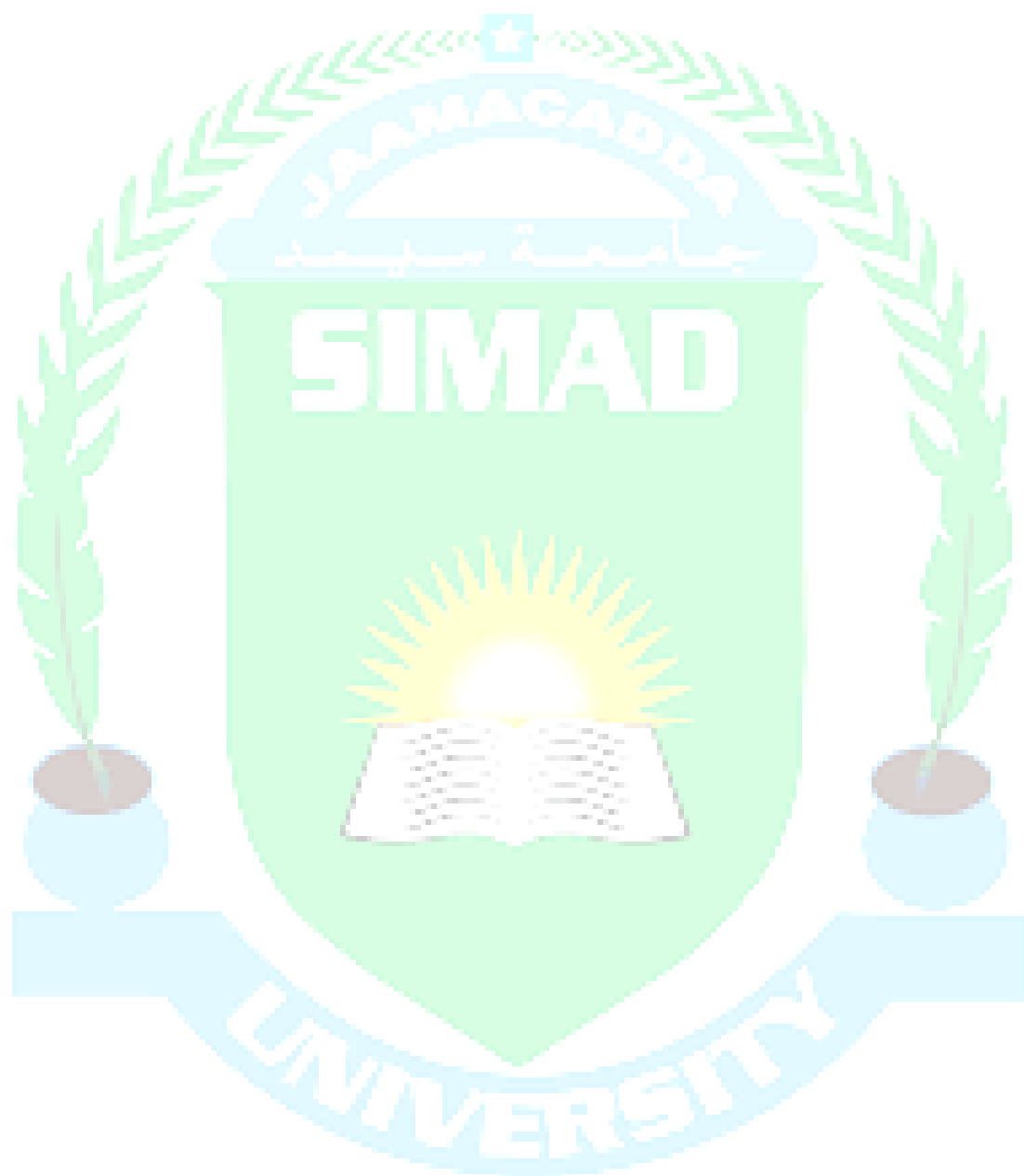
procedure:

- a) The candidate brings bachelor degree for master's applicants and master degree for PHD applicants and secondary certificate for undergraduate applicants.
- b) The candidate fills scholarship application form, and submits with attachment of application and required documents to the HR Division.
- c) HR division analysis the document, applications and checks eligibility of the candidates, conformity of staff rules and regulations, SU scholarship policy and procedure.
- d) HR division submits scholarship applications and HR conclusions of the application analysis to the senate for further analysis and approval.
- e) The senate sent back approved and disapproved applicants to the HR division; the senate attaches reasons and recommendations for the disapproval of applicants.
- f) HR divisions give recommendations and suggesting to the disapproved applicants for reprocess of application to be eligible
- g) HR division process and issues the admission of the approved candidates or give a right to seek and bring admission of recognized university within specified specialization.
- h) If the eligible candidate brings admission of recognized university within the specified specialization, the requirements of the university in each semester HR arranges a session to the sign the scholarship contract.
- i) If the rector signs the contract HR arranges the requirements for the departure based on the contract.
- j) The beneficiary requests study leave from HR Division and fills official vacation form for study leave.
- k) HR division arranges farewell session.
- l) The beneficiary sends progressive semester report to the HR Division at the end of each semester
- m) The beneficiary sends slip/receipt to HR division when he/she collects his/her tuition fee or other study fees
- n) If the beneficiary completed his/her study he/she should send completion certificate to the HR division HR arrange requirement to get back home

- o) Operation division receives the beneficiary at the airport and take him to his home
- p) The beneficiary declares that he/she returned from the study leave and fills return on duty form at HR Division.
- q) The beneficiary submits all supported documents that to certify his/her completion of the study such as theses for the graduation, transcript and completion of certification, HR division process the changes of his/her salary
- r) HR division arranges orientation and welcome session.

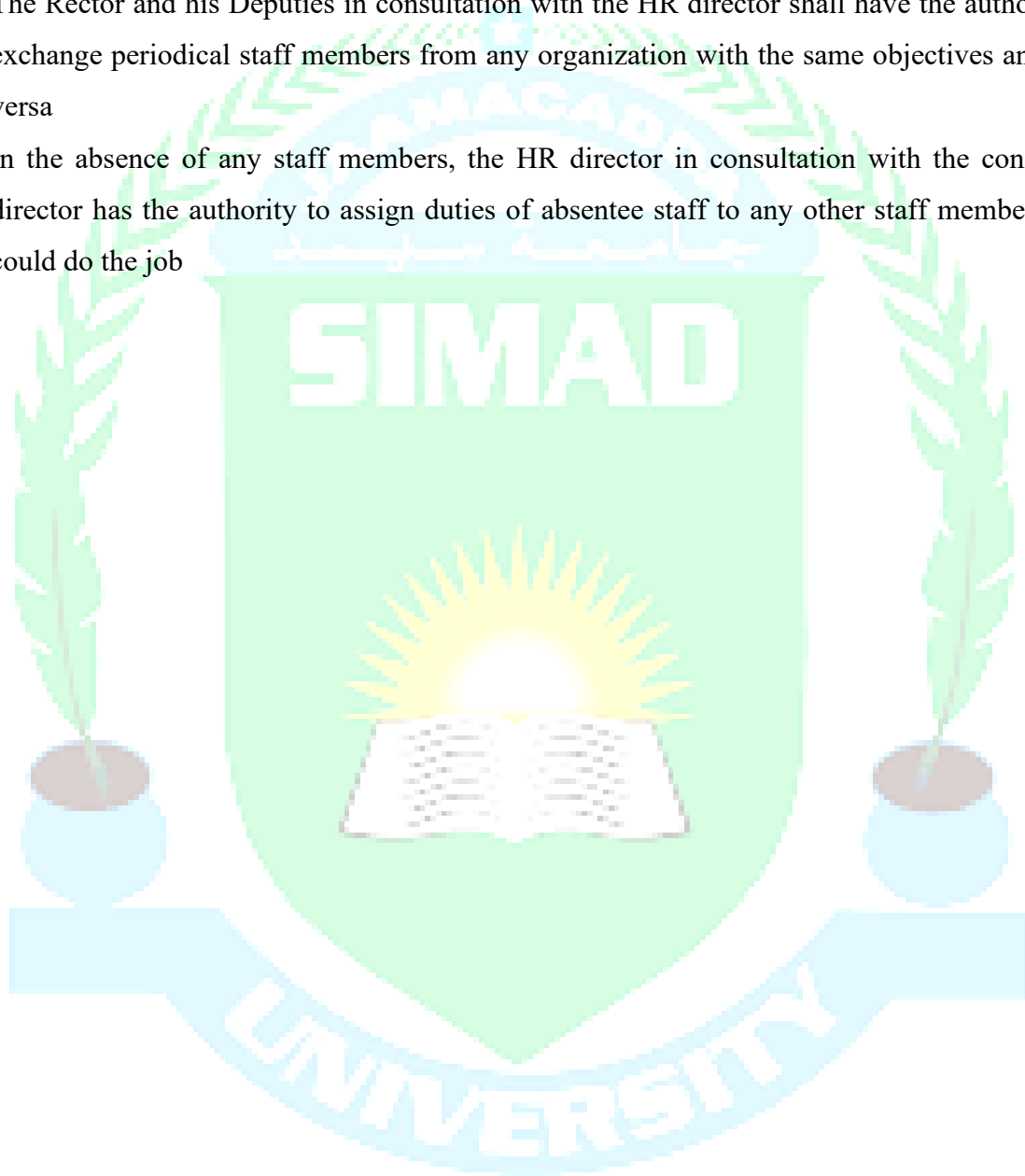
***Part 11: Certificates and Attainment of Additional Qualifications***

- 4.11 Staff shall be expected to submit copies of their training/scholarship certificates after the completion of training programs.
- 4.12 A copy of each training/scholarship certificate shall be kept on the individual confidential personnel file.
- 4.13 Staff members who fail to submit copies of the certificates shall be required to explain in writing, and appropriate action shall be taken.
- 4.14 The University shall encourage staff to update their skills and knowledge in areas related to their professions. Staff members who complete such courses shall be deployed appropriately depending on institutional needs, and availability of positions and funds.



## CHAPTER NINE: STAFF TRANSFERENCE & ROTATION

- 9.1 The University senate, in consultation with Deputy Rectors shall have the power to transfer any staff member to any department or affiliated branch, if needs arise.
- 9.2 The Rector and his Deputies in consultation with the HR director shall have the authority to exchange periodical staff members from any organization with the same objectives and vice versa
- 9.3 In the absence of any staff members, the HR director in consultation with the concerned director has the authority to assign duties of absentee staff to any other staff member, who could do the job



## CHAPTER TEN: EMPLOYEE SAFETY AND HEALTH

### *Part 1: Policy Statement*

- 1.1 The University shall endeavor to promote the wellbeing of its employees and to develop a positive attitude towards safety and Health amongst the staff.
- 1.2 The University shall ensure that the employees are aware of their responsibilities and are capable of discharging them
- 1.3 SU maintains hygienic and safe standards in working areas including provision of proper ventilation, water and lighting.
- 1.4 All employees are expected to observe safety rules and report unsafe conditions to HR division
- 1.5 SU shall undertake any other relevant action to ensure health and safety of its staff and other community members in accordance with SU environmental health and safety manual

### *Part 2: Responsibility for Safety and Health*

- 2.1 The University Senate shall be responsible, so far as is reasonably practicable, for ensuring the safety, health, and welfare of all employees by ensuring that:
  - i. The SU safety and health policy is implemented by proper planning, monitoring and review
  - ii. Adequate resources are made available to enable the implementation of this policy.
  - iii. Effective health and safety management systems are established and maintained within departments.
  - iv. A competent person is appointed to assist the University to apply the provisions of this health and safety policy.
  - v. A safety and health committee remain responsible for ensuring staff safety and health at work place
  - vi. The University is registered with the Directorate of Occupational Safety and Health.
- 2.2 The employees shall be expected to co-operate in the implementation of the University

policy by:

- i. Acting in the course of their employment with due care for their own safety and that of others.
- ii. Co-operating, so far as is reasonably practicable, to enable the University to perform any duty or to comply with any safety and health requirements.
- iii. Participating in the risk assessment process to assist the identification and control of risks.
  - a) Using correctly/ carefully work items/ facilities provided by the University in accordance with the training and the instruction received.
  - b) Wearing all protective equipment provided for their safety and ensuring that the equipment are used in proper manner.
  - c) Immediately reporting to their line manager any serious and imminent danger to health and safety and any shortcomings in health and safety arrangements.
  - d) Not interfering with any provisions for safety and health.

### ***Part 3: Accident Reporting Procedure***

All incidents involving injury must be reported to the Office of Human Resource which is responsible for keeping full and accurate records and for investigating the incident as soon as possible.

### ***Part 4: Emergency Procedures***

Adequate procedures to ensure the safe evacuation of premises in the event of an emergency shall be developed and regularly reviewed. These procedures shall be communicated to all employees and tested regularly to ensure effectiveness.

### ***Part 5: First Aid***

The University shall train and always display a list of all members of staff currently trained in First Aid.



***Part 6: Fire Procedures***

6.1 Smoking shall not be permitted in the University premises.

6.2 It is important that all staff and students as well as visitors to the University do their best to prevent fires.

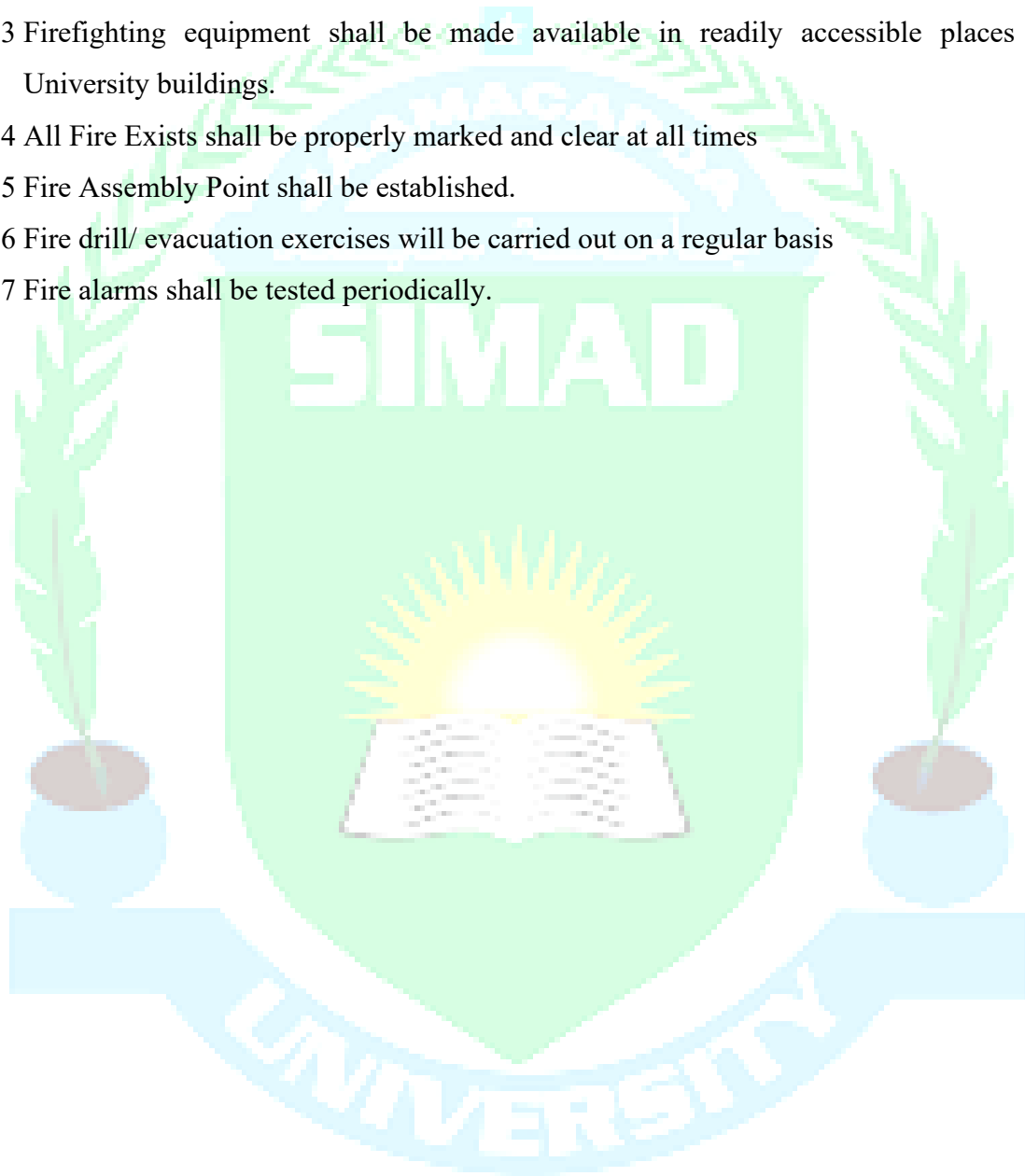
6.3 Firefighting equipment shall be made available in readily accessible places in all University buildings.

6.4 All Fire Exits shall be properly marked and clear at all times

6.5 Fire Assembly Point shall be established.

6.6 Fire drill/ evacuation exercises will be carried out on a regular basis

6.7 Fire alarms shall be tested periodically.



## CHAPTER ELEVEN: TERMINATION OF SERVICE

### *Part 1: General Provisions*

Services of an employee shall be terminated under any of the following circumstances:

- a) Death of an employee
- b) Incapacity to continue in employment.
- c) Resignation
- d) Expiry of Contract
- e) Persistent Absenteeism from work
- f) Gross negligence of duty
- g) Gross misconduct
- h) Upon conviction and sentence of a criminal case e.g., fraud, murder, rape, corruption, safety, etc.

### *Part 2: Voluntary Termination/Resignation*

- a) An employee may resign from office by giving a duly written and signed resignation notice. Payment of salary in lieu of notice for the equivalent period. The period of notice shall be as tabulated below:

S.NO	Cadre	Notice Period
1.	Rector	3 Months
2.	Deputy Rectors	3 Months
3.	Director/ Dean/HOD/Coordinators	3 Month
4.	Professors, Associate Professor, Lecturers	Semester
5.	Secretary, Assistant, Officers, Technicians	1 Months
6.	Support Staff	1 Month
7.	Other staff on Contractual Term of services	1 Month

- b) The resignation of an employee shall not be accepted under the following circumstances:
  - i. Where an employee has not served the bonding period;
  - ii. where an employee has not fully handed over all University equipment/ property;

- iii. Where an employee is under investigation
- c) Acceptance/rejection of resignation shall be communicated to the employee before the expiry of the resignation notice.
- d) In the event that resignation is rejected, the grounds for refusal as well as the consequences shall be clearly stated in the letter to the employee.
- e) An employee whose resignation has been rejected by the appointing authority for good cause but goes ahead to leave service shall be deemed to have absconded from duty.

### ***Part 3: Termination***

#### **a) Dismissal**

The following shall be instances of offences punishable by dismissal from employment.

- i. *Abscondment*  
Absence from duty by an employee without permission for a continuous period of 10 working days shall amount to Abscondment from duty. Such an employee shall be dismissed.
- ii. *Persistent absenteeism*  
An employee who is persistently absent from duty with no justifiable reason may be dismissed from the University service at the discretion of the appointing authority.
- iii. *Professional and or ethical misconduct*  
An employee shall be dismissed by the appointing authority on account of professional and or ethical misconduct.
- iv. Any other offence considered grave by the appointing authority.

#### **b) Expiry of Contract**

#### **c) Termination Due to Natural Causes**

- a) Termination due to natural causes can be as a result of the following:
  - i. **Incapacity due to illness:** if an employee is prevented by illness from carrying out their duties, the University Senate may appoint a Medical Board to examine him/her. After considering the Medical Board's report, the Senate shall decide whether or not

to terminate appointment, on medical grounds

- ii. **Incapacity due to other factors:** If an employee is prevented by any other factor from carrying out his/her duties, the Senate may decide to terminate the services of such employee, if it deems it fit.
- iii. **Termination by Agreement:** The employment contract may be terminated by either party by mutual consent.

b) The following guidelines shall apply when terminating staff services:

- i. No termination of service shall take place until the matter has been considered, reported and approved by the University senate
- ii. If the University senate decides to terminate a contract, the staff member shall be given a written notice and such payments, which may be applicable according to this staff rules and regulations and the individual employment contract.
- iii. Notice of termination shall be presented to the individual in person and the person by his/her signature confirms that he/she has received the notice.

#### ***Part 4: Compensation In Lieu Of Notice***

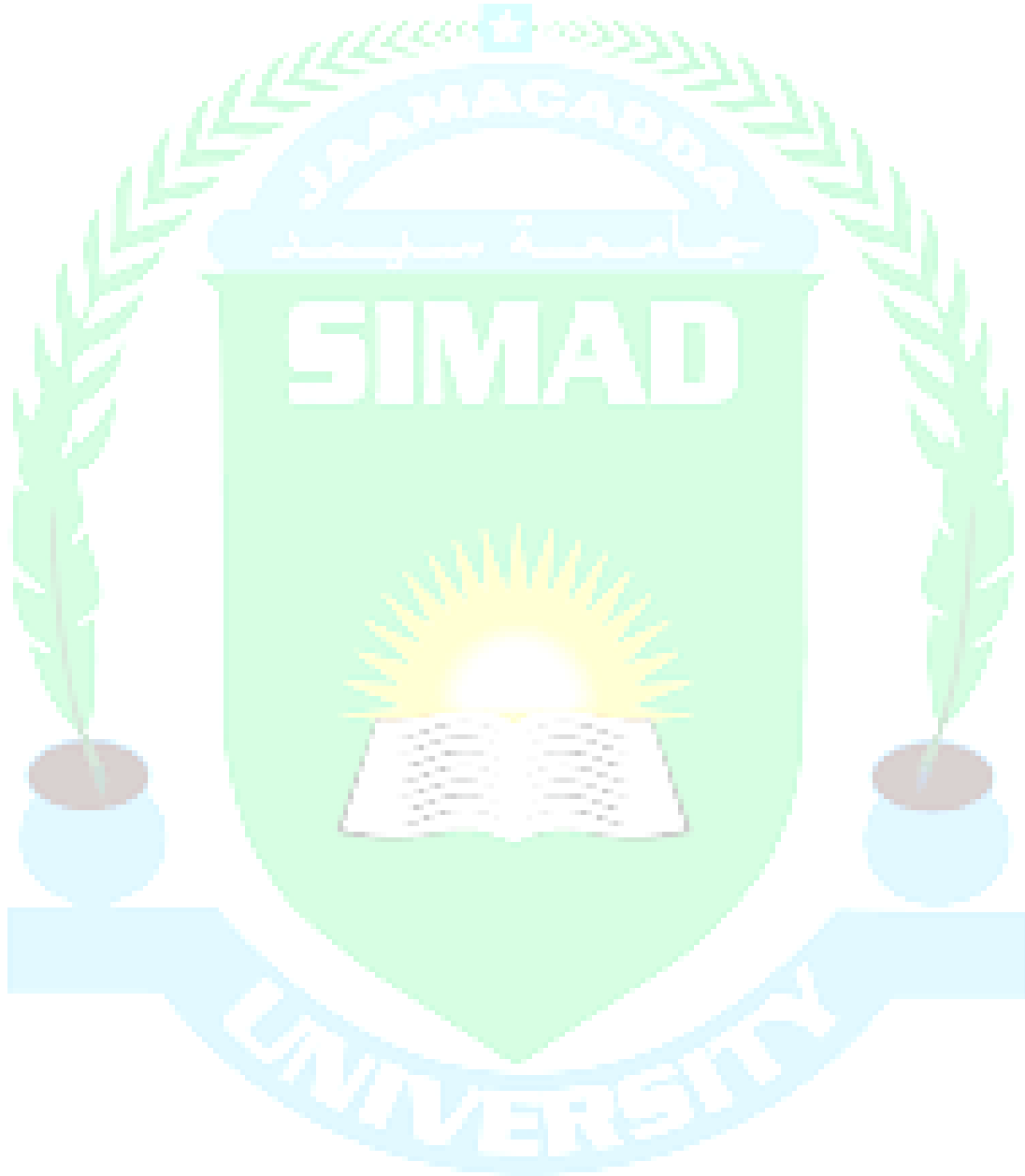
Except for force majeure such as dismissal due to gross misconduct, where notice is not given or where the period of notice is not observed, the party withdrawing from the contract shall pay to other party compensation equal to the amount of remuneration that would have been due for the period of notice as mentioned in the employment contract

#### ***Part 5: Exit Interview***

Whenever possible, the University shall conduct exit interviews, to get feedback for purposes of policy review and any other changes considered necessary to promote better employee management practices.

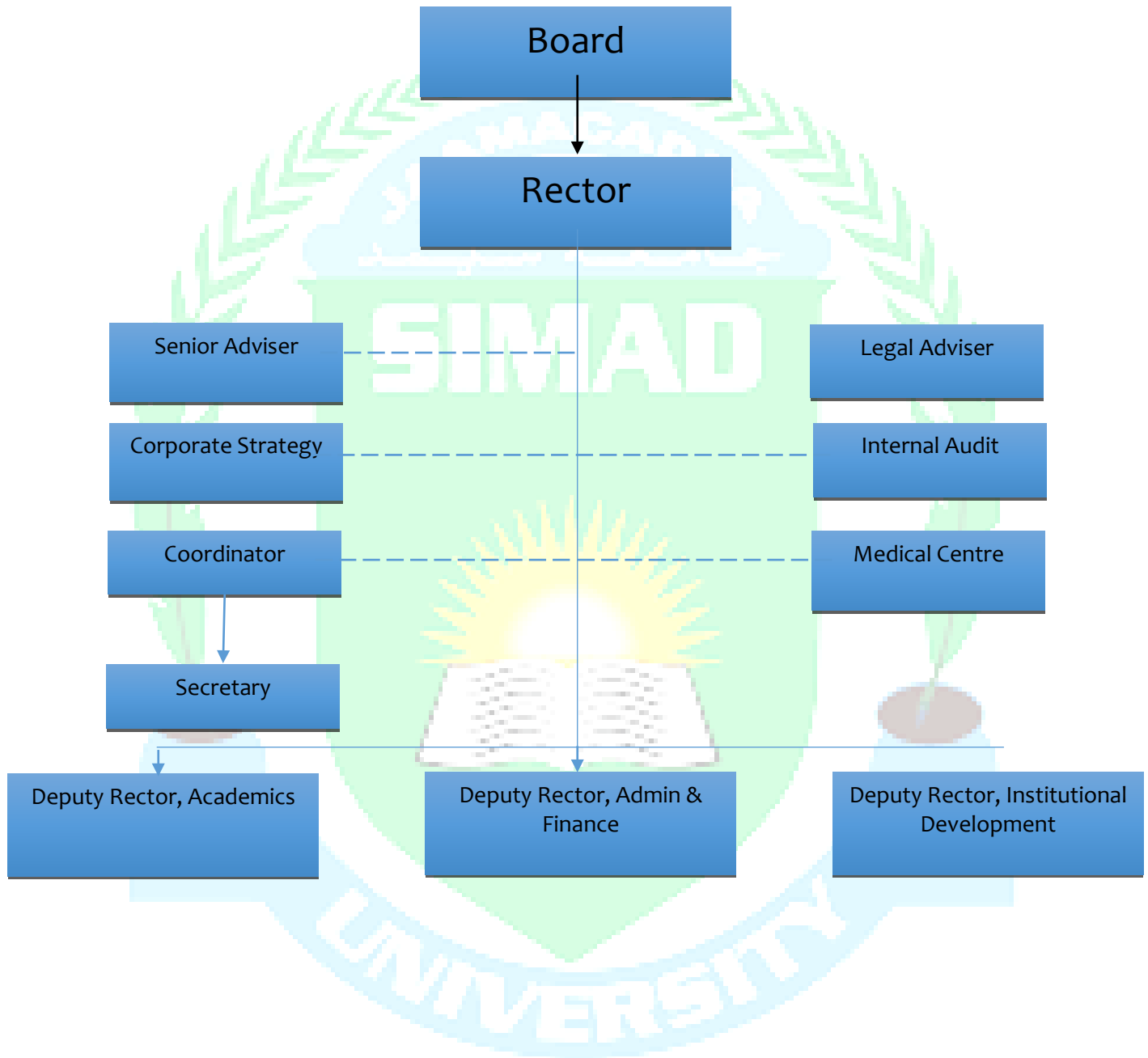
## **CHAPTER TWELVE: ENGLISH TEXT TO PREVAIL**

Where there is a conflict between the English version/text and any other version of this manual and other regulation made here under, the English version/text shall prevail

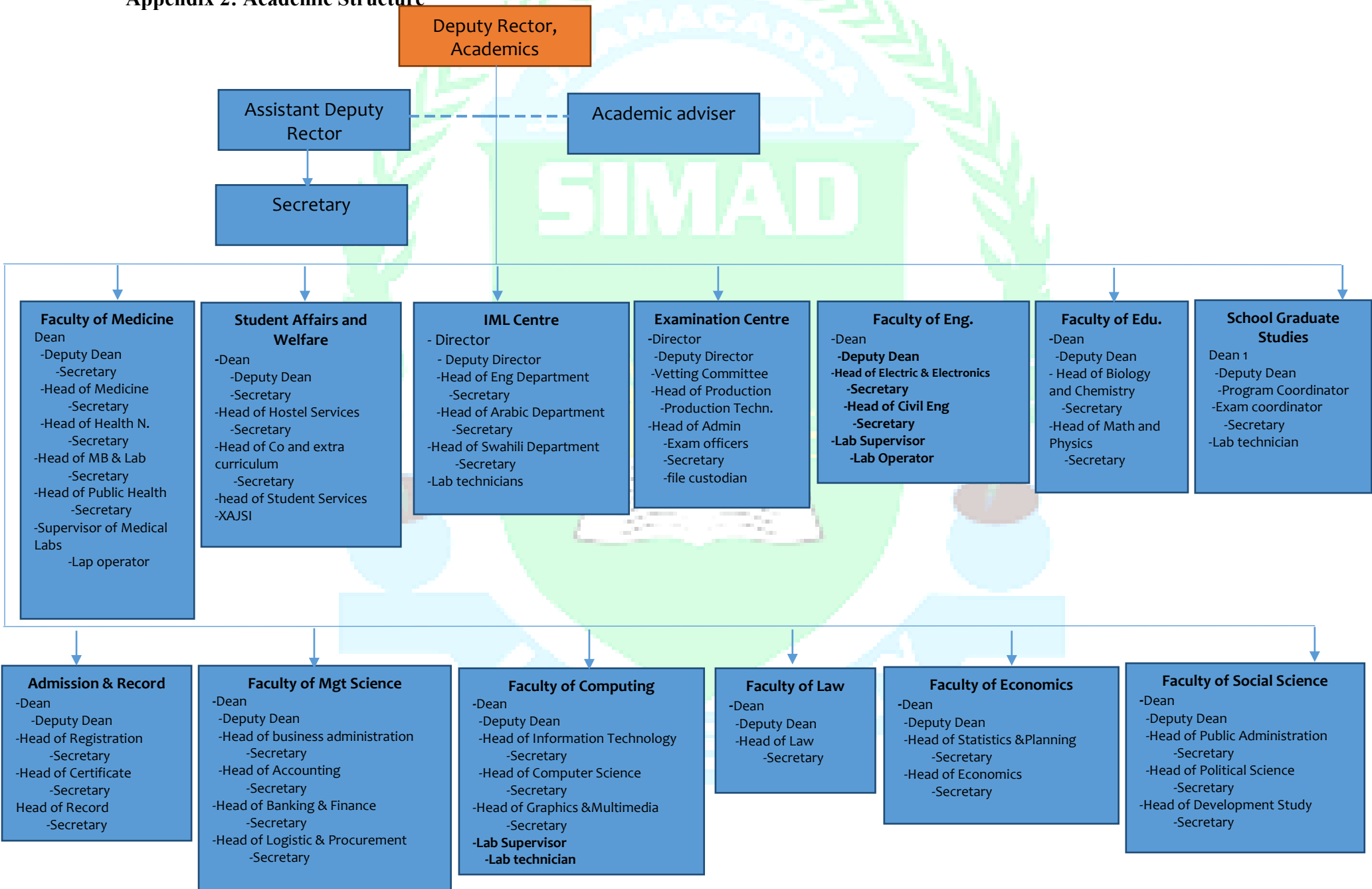


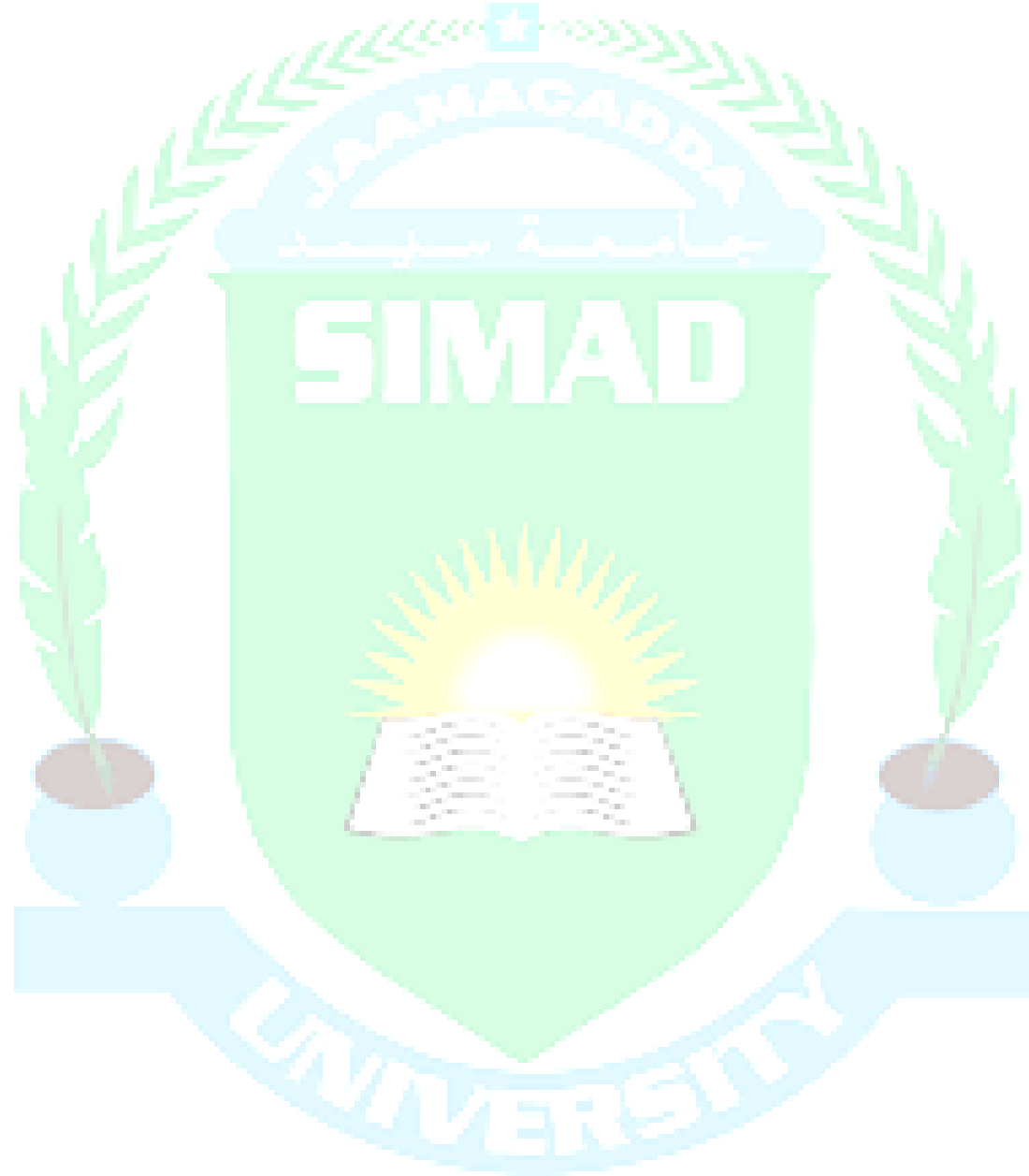
## APPENDICES

### Appendix 1: University Structure



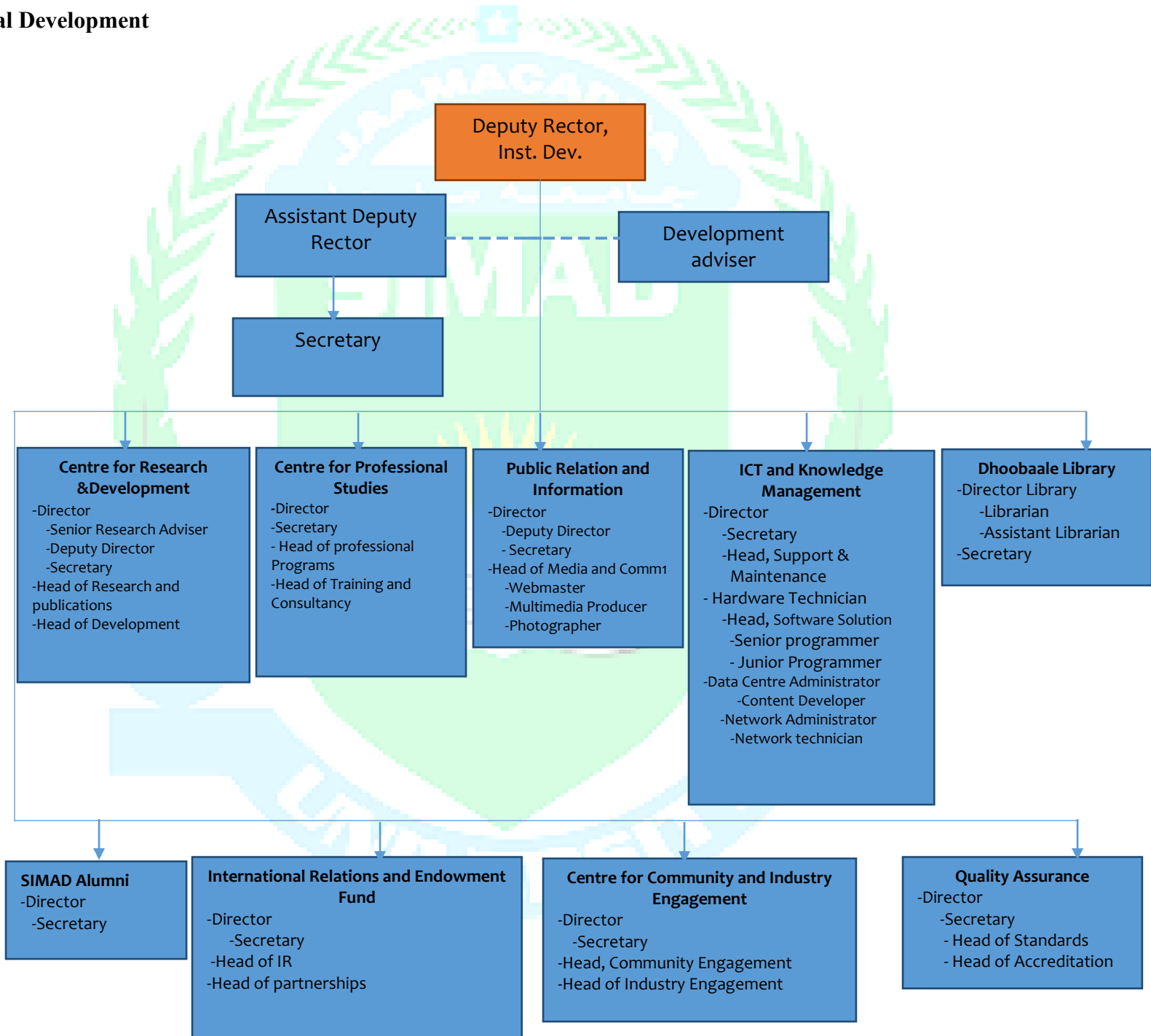
## Appendix 2: Academic Structure



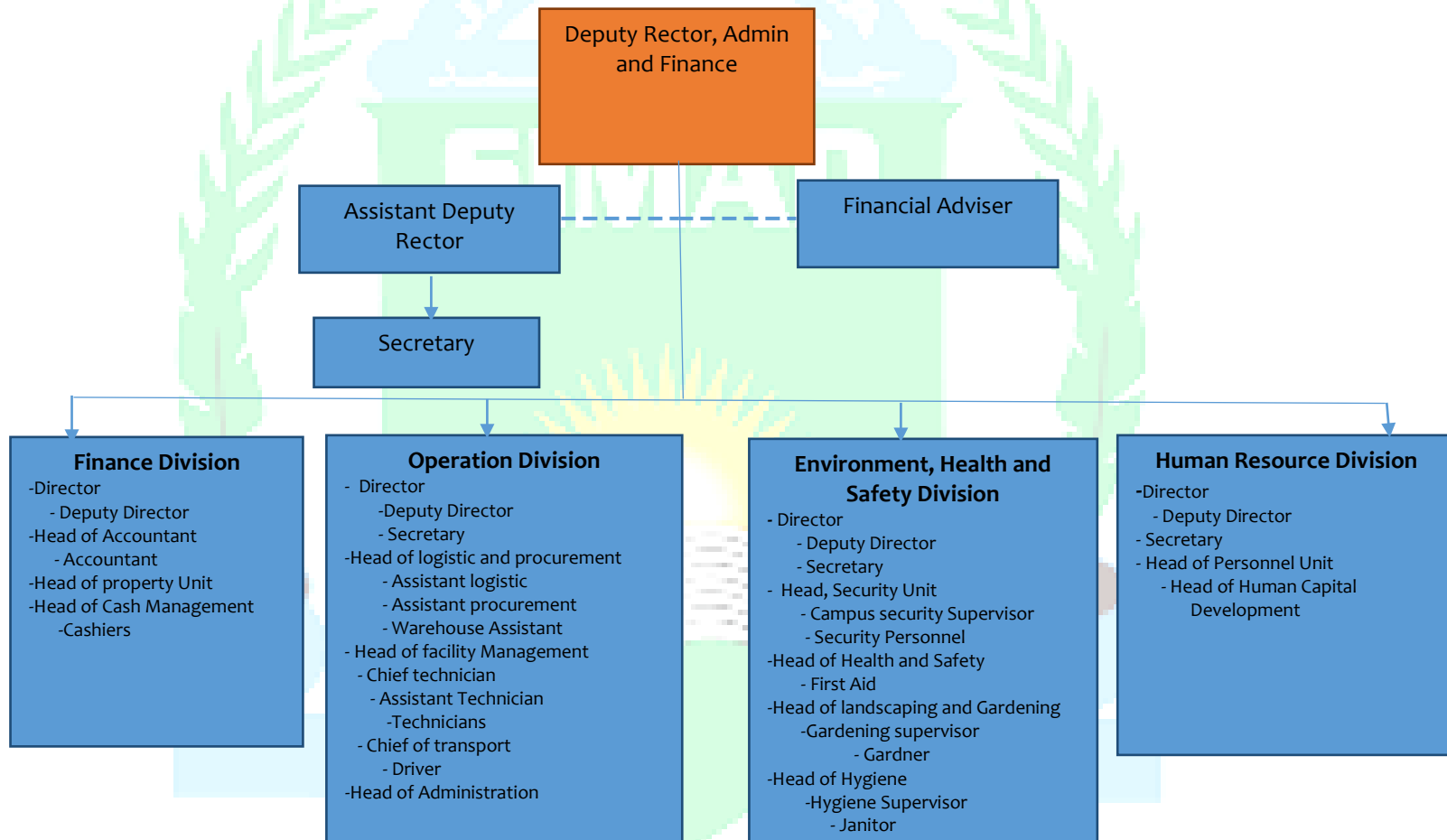




# Institutional Development



## Admin and Finance Structure



### Appendix 3: Support Staff Employee Performance Evaluation

University ID:

Name:

Job Title:

Date of Evaluation:

EVALUATED BY:

TITLE:

REVIEWED BY:

TITLE:

HUMAN RESOURCES

DATE:

**Instructions:** Select the appropriate rating for each performance dimension according to the standards and expectations of the job. **Give specific examples\* of employee performance to support numeric ratings** based on the following performance levels:

- 5 – Always exceeds normal job requirements
- 4 – Above average in meeting job requirements
- 3 – Meets normal job requirements
- 2 – Some deficiencies evident; improvement needed
- 1 – Fails to meet job requirements

**\*“Examples” of performance may include a series of activities and approaches which the employee routinely applies to getting the job done or a specific example of one project or incident which the employee performed in manner which emphasizes the employee’s ability to perform at the level of performance specified.**

Briefly Describe Duties in Present Job

**PART I – PERFORMANCE FACTORS – CHECK APPROPRIATE PERFORMANCE LEVEL**

1. **JOB KNOWLEDGE/SKILLS** – To what extent does employee maintain a satisfactory level of job knowledge/skills appropriate to meet the expectations of the position?

Examples of performance: 5 4 3 2 1

2. **QUALITY OF WORK** – To what extent does employee's work meet necessary quality standards in accuracy, neatness, and thoroughness?

Examples of performance: 5 4 3 2 1

3. **JOB ATTITUDE** – To what extent does the employee display a positive attitude and willingness to undertake new assignments?

Examples of performance: 5 4 3 2 1

4. **RELATIONSHIPS WITH OTHERS** (including both external and internal customers) – To what extent does the employee establish effective working relationships when dealing with supervisors, co-workers, employee staff, and/or the public, and communicate well both orally and in writing?

Examples of performance: 5 4 3 2 1

5. **QUANTITY OF WORK** – To what extent does the employee accomplish the quantity of work expected by meeting acceptable work load standards, budgeting time wisely, and establishing appropriate work priorities

Examples of performance: 5 4 3 2 1

6. ATTENDANCE – To what extent does employee maintain satisfactory attendance performance in regard to tardiness, early departures and/or absences?

Examples of performance: 5 4 3 2 1

7. INITIATIVE -- To what extents does the employee show resourcefulness and creativity in meeting job objectives, and modify/develop new ideas and procedures to meet changing circumstances?

Examples of performance: 5 4 3 2 1

8. JUDGMENT – To what extent does the employee display ability to secure and evaluate facts in making decisions and taking actions?

Examples of performance: 5 4 3 2 1

**TO DETERMINE THE OVERALL EVALUATION:**

<p>Add numbers checked for each performance factor and enter the total below. Indicate the overall evaluation score by checking the total corresponding description on the right which matches the total score.</p> <p>TOTAL</p>	<p><input type="checkbox"/> 8-15 Inadequate – immediate improvement required</p> <p><input type="checkbox"/> 16-23 Below Standard – some deficiencies require attention</p> <p><input type="checkbox"/> 24-31 Good – performance meets University standards</p> <p><input type="checkbox"/> 32-36 Excellent – performance consistently exceeds University standards</p> <p><input type="checkbox"/> 37-40 Exceptional – performance always exceeds University standards.</p>
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SUPERVISOR’S COMMENTS CONCERNING THE OVERALL EVALUATION:

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

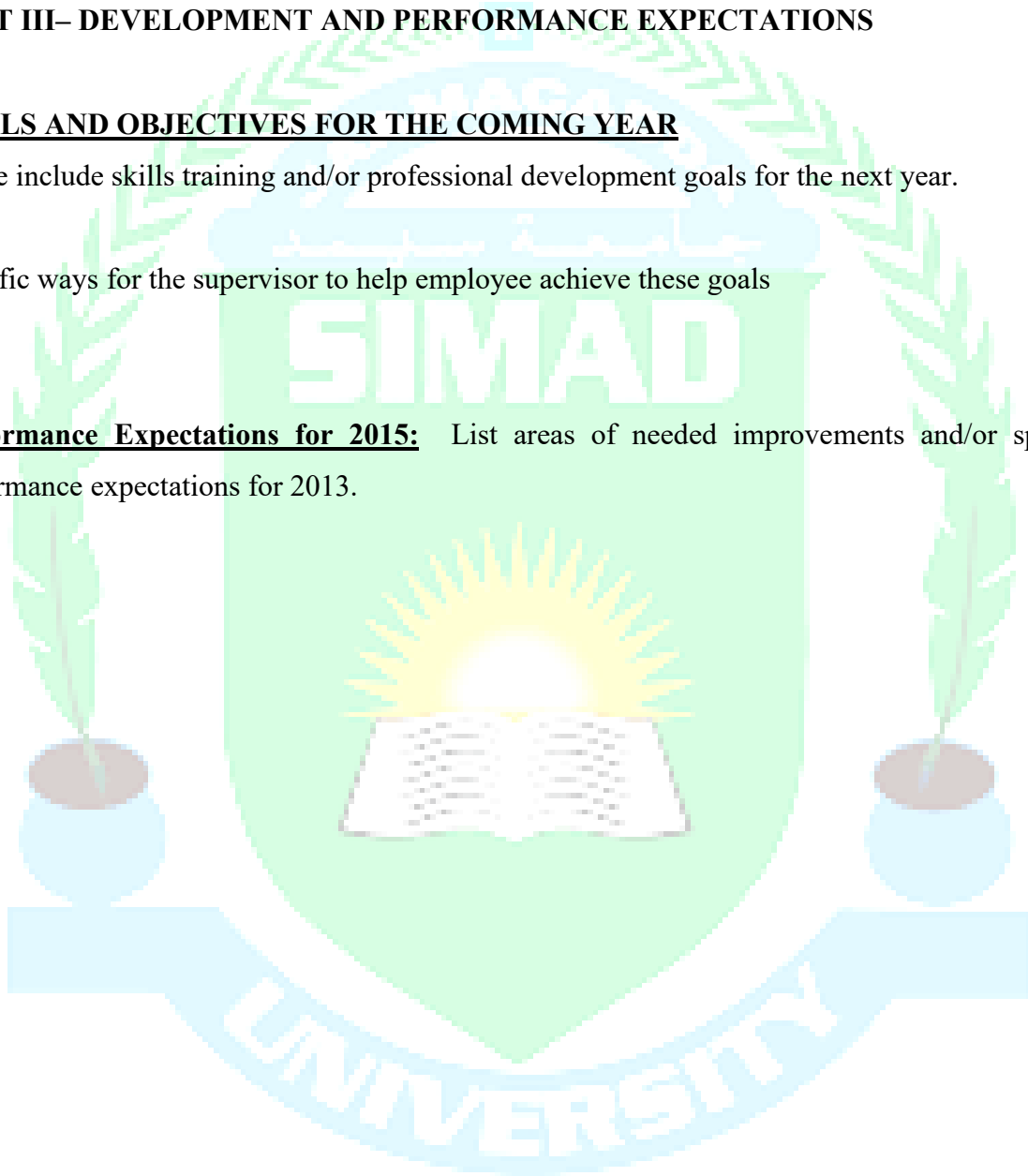
### **PART III- DEVELOPMENT AND PERFORMANCE EXPECTATIONS**

#### **GOALS AND OBJECTIVES FOR THE COMING YEAR**

Please include skills training and/or professional development goals for the next year.

Specific ways for the supervisor to help employee achieve these goals

**Performance Expectations for 2015:** List areas of needed improvements and/or specific performance expectations for 2013.



## Appendix 4: Administration Staff Employee Performance Evaluation

University ID:

Name:

Job Title:

Date of Evaluation:

EVALUATED BY:

TITLE:

REVIEWED BY:

TITLE:

HUMAN RESOURCES

DATE:

**Instructions:** Select the appropriate rating for each performance dimension according to the standards and expectations of the job. **Give specific examples\* of employee performance to support numeric ratings** based on the following performance levels:

- 5 – Always exceeds normal job requirements
- 4 – Above average in meeting job requirements
- 3 – Meets normal job requirements
- 2 – Some deficiencies evident; improvement needed
- 1 – Fails to meet job requirements

**\*“Examples” of performance may include a series of activities and approaches which the employee routinely applies to getting the job done or a specific example of one project or incident which the employee performed in manner which emphasizes the employee’s ability to perform at the level of performance specified.**

Briefly Describe Duties in Present Job

**PART I – PERFORMANCE FACTORS – CHECK APPROPRIATE PERFORMANCE LEVEL**

1. OBJECTIVES – To what extent does employee discuss and develop objectives with supervisor, reach objectives on a timely basis, identify priorities and overcome obstacles in accomplishing objectives?

Examples of performance: 5 4 3 2 1

2. LEADERSHIP – To what extent does employee take initiative, require little monitoring, assess problems and develop alternative solutions, and get things done?

Examples of performance: 5 4 3 2 1

3. QUALITY OF WORK – To what extent does employee’s work meet necessary quality standards in accuracy, neatness, and thoroughness?

Examples of performance: 5 4 3 2 1

4. JOB ATTITUDE – To what extent does the employee display a positive attitude and willingness to undertake new assignments?

Examples of performance: 5 4 3 2 1

5. RELATIONSHIPS WITH OTHERS (including both external and internal customers) – To what extent does the employee establish effective working relationships when dealing with supervisors, co-workers, employee staff, and/or the public, and communicate well both orally and in writing?

Examples of performance: 5 4 3 2 1



6. **PROBLEM SOLVING** – To what extent does the employee obtain and evaluate facts to determine problems, identify alternative solutions, develop strategies to achieve results, and make sound job-related decisions?

Examples of performance: 5 4 3 2 1

7. **PLANNING** – To what extent does employee set work goals, establish procedures for work accomplishment, organize work activities, coordinate activities with peers, and plan personal and staff time off to coincide with needs of the department?

Examples of performance: 5 4 3 2 1

8. **JUDGMENT** – To what extent does the employee display ability to secure and evaluate facts in making decisions and taking action?

Examples of performance: 5 4 3 2 1

**TO DETERMINE THE OVERALL EVALUATION:**

<p>Add numbers checked for each performance factor and enter the total below. Indicate the overall evaluation score by checking the total corresponding description on the right which matches the total score.</p>	<p><input type="checkbox"/> 8-15 Inadequate – immediate improvement required</p> <p><input type="checkbox"/> 16-23 Below Standard – some deficiencies require attention</p> <p><input type="checkbox"/> 24-31 Good – performance meets University standards</p> <p><input type="checkbox"/> 32-36 Excellent – performance consistently exceeds University standards</p> <p><input type="checkbox"/> 37-40 Exceptional – performance always exceeds University standards.</p>
<p>TOTAL</p>	

SUPERVISOR'S COMMENTS CONCERNING THE OVERALL EVALUATION:

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**PART III- DEVELOPMENT AND PERFORMANCE EXPECTATIONS**

**GOALS AND OBJECTIVES FOR THE COMING YEAR**

Please include skills training and/or professional development goals for the next year.

Specific ways for the supervisor to help employee achieve these goals

**Performance Expectations for the Year:** List areas of needed improvements and/or specific performance expectations for the year.

