

**TABLE OF CONTENTS**

|   |       |           |
|---|-------|-----------|
| <b>Appendices</b>                                   | ..... | <b>2</b>  |
| <b>1.0. Definition, Purpose and Interpretations</b> | ..... | <b>3</b>  |
| <b>2.0. Human Resource Policy</b>                   | ..... | <b>7</b>  |
| <b>3.0. Recruitment and Selection</b>               | ..... | <b>11</b> |
| <b>4.0. Appointments</b>                            | ..... | <b>16</b> |
| <b>5.0. Attendance And Working Hours</b>            | ..... | <b>21</b> |
| <b>6.0. Leave</b>                                   | ..... | <b>23</b> |
| <b>7.0. Performance Appraisal</b>                   | ..... | <b>27</b> |
| <b>8.0. Staff Training and Development Policy</b>   | ..... | <b>28</b> |
| <b>9.0. Discipline and Grievance Management</b>     | ..... | <b>32</b> |
| <b>10.0. Employee motivation</b>                    | ..... | <b>42</b> |
| <b>11.0. Exit/Separation Policy</b>                 | ..... | <b>44</b> |
| <b>12.0. Health and Safety</b>                      | ..... | <b>49</b> |
| <b>13.0. Human Resource Records</b>                 | ..... | <b>52</b> |

## **APPENDICES**

|                                   |   |
|-----------------------------------|---|
| NCDC Organization Structure ..... | 1 |
| NCDC salary structure .....       | 2 |
| Employee Data Form .....          | 3 |
| Certificate of Service .....      | 4 |
| Staff appraisal form .....        | 5 |

## **1.0. DEFINITION, PURPOSE AND INTERPRETATIONS**

### **INTRODUCTION**

This manual shall be cited as the National Curriculum Development Centre (NCDC) Human Resource Manual herein referred to as the “Manual” and shall be deemed to have come into force on the 25<sup>th</sup> day of November 2010.

This version shall be referred to as the Official Version and shall be maintained by the Department Responsible for Human Resources.

This Manual is made subject to the provisions of the NCDC Act (Cap 135) Laws of Uganda and the Labour Laws of the Republic of Uganda.

The responsibility for implementing the policies and regulations contained in this Manual rests with the Administration Department and line Managers. The Administrative Secretary shall oversee and ensure the implementation process.

This is the Official Human Resource Manual. While agreed policies and procedures should generally be followed, there must be scope for flexibility. All policies shall be reviewed regularly, and procedures shall be adapted in light of experience. All members of staff are expected to be familiar with the contents presented in this Manual and to be able to respond accurately and impartially to questions regarding policies and procedures.

### **The Objective of the Manual**

The general objective of this Manual is to present in writing rules governing the recruitment and relationship between employees and the Centre. It shall be followed in matters related to Management and Administration of the Human Resources of the Centre.

### **Specific objectives are:**

- (i)** To provide and state the rights, obligations, roles and responsibilities of the Centre as the employer;
- (ii)** To provide and state the rights, obligations, privileges, roles and responsibilities of the management/administration and employees of the Centre;

- (iii) To establish systematic approach to the management of human resource policies, systems, procedures and practices with the aim of achieving harmonious relationships between the Centre and its employees;
- (iv) To create and promote a good reputation of the Centre by treating employees and ensure continued efforts of attracting, rewarding, retaining and satisfying high quality employees.
- (v) To enhance Leadership capacity at all levels of the Centre through an integrated and coordinated approach that fosters a culture of forward looking leadership, continuous learning and service excellence.
- (vi) To establish and maintain a hazardous free and healthy working environment at the Centre.
- (vii) To align human resource planning with corporate vision, goals, priorities and departmental plans.
- (viii) To streamline the Centre's training and development policies so that they are tailored to impart appropriate knowledge, skills and attitudes required for effective management of the Centre.

### **Distribution of the Manual**

- (i) The Head of the Human Resource & Administration Department shall ensure that copies of the Human Resource Manual are available in all Departments for consultation by employees at any time.
- (ii) The Human Resource and Administration Department shall be charged with responsibility of coordinating with other departments and ensuring continuous review of the policies in order to overcome obsolescence and to introduce changes to keep abreast with the current trends.
- (iii) Every employee of the Centre shall have the responsibility of reading and regularly updating him/herself with the provisions of this Manual and any subsequent amendments.

### **Application**

- (i) The contents of this Manual and as amended from time to time, shall apply to all employees appointed into the service of the Centre.
- (ii) Without prejudice to the rights and interests of any existing staff, the Centre shall, at its discretion, vary and suspend the operation of any regulation.

### **Interpretation and Amendment.**

- i) Policies and regulations contained in this Manual are subject to amendment from time to time as circumstances may demand.
- ii) The Administrative Secretary shall submit the proposals to the Director who shall convene a Top Management meeting (TMT) to consider the proposals.
- iii) All the amendments made by the TMT shall be presented to the Council for approval.
- iv) It shall be the responsibility of the Administrative Secretary to communicate any changes in the Manual to all employees and ensure that they receive copies of the amended Sections.
- v) This Manual shall be bound in loose leaf so as to make it easy to incorporate amendments without causing the printing of the entire book.
- vi) The Human Resource & Administration Department has the duty to ensure the distribution and easy access to copies of this manual to all employees of the Centre.
- vii) Every Employee of the Centre shall have the responsibility of reading and regularly updating himself/herself with the provisions of this Manual.

### **Definitions**

Unless otherwise defined in the text of a provision, the following listed words have the following meanings:-

- i) **“Appointments Sub Committee”** means the Committee vested with power to discipline recruit and select potential employees of the Centre.
- ii) **“Centre”** means National Curriculum Development Centre established by the NCDC Act CAP 135.
- iii) **“Calendar month”** means any twelve months of the year.
- iv) **“Chairperson”** means Chairperson of the Council of NCDC. It shall also mean any other persons chairing the different Committees of the Council/Centre.
- v) **“Biological Child & Children”** For purpose of regulations governing dental and medical treatment, means any unmarried and dependant child or children less than 18 years of age.

- vi) **“Contract”** means employment in the service of the Centre for specific/prescribed period under such terms and conditions as shall be agreed upon and prescribed in the service agreement entered between an employee and the Centre.
- vii) **“Council”** means the governing body of the Centre.
- viii) **“Gross misconduct”** is an act that is bad to destroy employer/employee relationship, and merits instant dismissal without notice or pay in lieu of notice e.g. stealing and sexual harassment.
- ix) **“Head of Department”** (HoD) means an officer heading a department at the Centre.
- x) **“Home Destination”** means a place, which the employee declares at the time of his/her employment as his/her permanent place of residence for the purpose of claiming allowances on assumption of duty, annual leave or on leaving employment with the Centre. Any change during the time of his/her employment should be notified to the department responsible for HR.
- xi) **“Increment”** means an increase in salary subject to satisfactory performance of service granted to an employee.
- xii) **“Immediate Family”** means a spouse, and biological children registered with the Centre.
- xiii) **“Incapacitated Employee”** means an employee who loses ability to perform his/her normal duties due to illness or accident.
- xiv) **“Executive Director”** means the person appointed by the Council as Chief Executive Officer of the Centre.
- xv) **“Manual”** means National Curriculum Development Centre Human Resource Policy Manual.
- xvi) **“Material Information/Fact”** means Information relating to a specific transaction or incident.
- xvii) **“Medical practitioner”** means a qualified doctor registered with the Uganda National Medical Board.
- xviii) **“Misconduct”** this is a legal term meaning a wrongful, improper, or unlawful conduct motivated by premeditated or intentional purpose or by obstinate indifference to the consequences of one’s act.

- xix) “Council member”** means a member of the Council appointed by the line Minister or as under NCDC Act, CAP 135.
- xx) “Probation”** means prescribed period for which an employee has to serve prior to being confirmed in the service of the Centre.
- xxi) “Resignation”** means termination of service at will by an employee with the Centre after giving and at the expiry of notice required by the terms and conditions of service other than retirement.
- xxii) “Sexual harassment”** means any unwelcome advances, request for sexual favours, showing pornography, sexually coloured remarks and any other physical or verbal conduct of a sexual nature.
- xxiii) “Working Days”** means any days on which the Centre is open for normal business.
- xxiv) “Year”** means a period of 12 months, calculated from any month of the year.
- xxv) “Industrial Trainee”** means student(s) who are required by the academic institutions to carry out training directly related to the academic courses for purposes of gaining practical experience who will be engaged with the Centre for the period of not more than three months.

## **2.0. HUMAN RESOURCE POLICY**

### **2.1. NCDC HR/Employee Retention Policy.**

- i)** The Centre shall conform to the law and consequent Standing Orders in all matters of employment.
- ii)** The Centre shall also be guided by the principle of natural justice, equality and transparency in its relationship with employees.
- iii)** The Centre shall advertise all the vacant positions except in situations where the Centre may identify suitable candidates within the Centre to fill vacant positions.
- iv)** The Centre shall provide for career growth and development within the organization by advertising internally and promoting competent employees.
- v)** Pay levels shall be reviewed from time to time within the financial capacity of the Centre so as to attract and retain a satisfied and

committed high quality human resource. This shall be subject to releases from the Government.

- vi)** The Centre shall provide employees equal treatment as well as equal opportunity. There shall be no discrimination on whatever grounds. Appointments shall be based on merit and employee performance appraisal shall be open and transparent.
- vii)** The Centre acknowledges the importance of communication at work, and shall ensure that adequate communication mechanism exists to stimulate positive relations between management and employees. A mechanism for conflict resolution is embedded in this Manual.
- viii)** The Centre shall continuously strive to build a dedicated, motivated and competent human resource through systematic training and development programs based on identified and / or project needs.

## **2.2. Legal Protection**

- i)** When legal proceedings are instituted against an employee of the Centre as a result of his/her official position or because of an act done or omitted to be done in the course of his/her official duties, he/she may apply to the Centre for assistance in his/her defence.
- ii)** If the Centre is satisfied that the act was done or omitted in good faith and that the charge is solely on account of official position which the officer holds and that it is in the Centre's and /or public interest that he/she be defended, the Centre shall arrange for that employee's defense and bear the costs.

## **2.3. Equal Employment Opportunities**

- i)** NCDC is an equal opportunity employer and shall therefore promote Human Resources policies and practices that adhere to equality in employment.
- ii)** The Centre shall conduct all human resource management practices without regard to religion, sex, gender, age, disability, tribe and political affiliation.

## **2.4. Family relationship**

- i)** Application by a family member and business partner.  
An employee shall declare his/her interest to Management when a family member or business partner applies to join the Centre. The staff so interested shall not participate in the interview, recruitment,



supervision and promotion processes relating to the said family members.

- ii) Where employees are related, the Centre shall use sound judgment in the deployment of such employees to avoid creating conflict of interest, and the following guidelines shall apply:
  - a) Management shall ensure that there is no direct supervisor to subordinate relationship between the related employees.
  - b) No related employees shall be permitted to work within the chain of command where one relative may influence the other relative's work responsibilities, salaries, career progression, benefits or other terms and conditions of employment.
  - c) Two employees who get married shall not be permitted to work within a chain of command where one spouse may influence the other's work responsibilities, salaries, career progression, benefits or other terms and conditions of employment.

## **2.5 Gender Mainstreaming**

NCDC shall undertake, encourage and promote gender mainstreaming for program planning, implementation and evaluation at all levels of the Centre and show commitment to the promotion and development of policies that reflect and enforce gender equality.

## **2.6 HIV/AIDS Mainstreaming**

- (i) The Centre shall encourage, undertake and promote HIV/AIDS mainstreaming in all its policies, practices and systems.
- (ii) The Centre shall undertake to:-
  - a) Avoid discrimination or tolerate discrimination against employees or job applicants on grounds of their HIV/AIDS status.
  - b) Increase awareness of its employees on HIV/AIDS through education and preventive programmes.
  - c) Protect employees that are infected and affected by HIV/AIDS against discrimination and victimization.
  - d) Encourage non-discrimination in status, occupational benefits, promotion or transfers at work.

- e) The Centre shall collaborate with HIV/AIDS service institutions that offer support such as testing, counseling, treatment etc as a way of supporting its employees who may be affected by HIV/AIDS.

### **HIV/AIDS Confidentiality**

The Centre recognizes the sensitive issues that surround HIV/AIDS and shall handle these matters in a discrete and private manner. Where an employee has revealed his/her status to management, the identity of the person shall be kept confidential. Should a person discover that he/she is HIV/AIDS positive, he/she has no obligation to inform Management.

### **2.7 Professional Appearance**

Employees are expected to maintain high standards of personal cleanliness and to present a neat professional appearance at all times. Employees shall dress formally and decently while in the course of duty. Friday shall be dress-down day in the Centre. Dress-down shall only be applicable when putting on NCDC corporate wear.

### **2.8 Centre's Property**

- (i) Centre office equipment and property will be used strictly for official business.
- (ii) Any employee at the Centre found using Centre's property for any unauthorized purposes shall be liable to disciplinary action.
- (iii) Employees of the Centre authorized to use Centre vehicles must strictly use them for official purposes and park them at the designated places after work.
- (iv) An employee of the Centre found using an official vehicle without permission (authority) for personal purposes or parking in unauthorized places shall be liable for disciplinary action.

## **3.0. RECRUITMENT AND SELECTION**

### **3.1. Policy**

- (i) The Centre is committed to recruiting and retaining competent employees in order to realize its mission and objectives.
- (ii) All positions of the Centre shall be filled on merit. The principle of merit shall normally be effected through open competition as the basis of selection.
- (iii) The Department in charge of HR shall be responsible for coordinating the recruitment of the Centre's employees.

- (iv) All Centre employees shall declare any relationship with any other employee of the Centre or any candidate seeking employment with the Centre.

### **3.2 Staff Recruitment Policy**

- (i) The power to create, review and grade positions is vested in the NCDC Council.
- (ii) The Council shall approve the level of positions into which recruitment may be made.
- (iii) Recruitment shall only be initiated to fill approved positions in an organization chart.
- (iv) Recruitment and appointment of employees in the Centre will only be made to fill vacancies within the organigram and the combination of duties and responsibilities between different posts.
- (v) Management may make proposals to the Appointment Sub Committee of Council to amend the organization chart, when there is justification for positions or re-organization of existing structure.
- (vi) All persons seeking employment with the Centre shall be considered on the basis of a written application.
- (vii) The recruitment and selection process shall be competitive and transparent to keep abreast with best corporate governance and modern management practices.
- (viii) The Council shall appoint the Director, Deputy Director, Specialists and other support Staff between CD1 to CD 6. All other appointments between CD7 to CD 13 shall be done by the Appointments Sub Committee of Council and the Director.
- (ix) The Appointments Sub Committee has the authority to co-opt any other person(s) from within and /or outside the Committee to provide professional/technical input and such person(s) shall be a full member of the interview panel.
- (x) All employees of the Centre shall be engaged on such terms and conditions as shall be laid down by the NCDC Standing Orders.

- (xi) Centre employees shall be given first priority in any vacant post before any external advertisement is made. As long as they meet the required job and personnel specifications.

### **3.4. Recruitment Procedure**

The Centre shall use any one given or a combination of these recruitment methods:

- (i) Recruitment through consulting firms.
- (ii) Direct Recruitment by the Centre.
- (iii) Headhunting

#### **3.4.1 Recruitment through consulting Firms**

The Centre may hire executive selection firms to recruit on behalf of the Centre. The contracted firm shall recommend to Council five best candidates without ranking to the Council, as case may be, for further screening and subsequent selection.

This method of recruitment shall mainly be used for specialized and highly skilled jobs as Council may deem fit.

#### **3.4.2 Direct Recruitment by the Centre through Advertisement**

- i. All vacant posts in the Centre shall be advertised in the print media, website clearly indicating the job, personnel specifications and key result areas.
- ii. The advertisement shall provide the following information:
  - a) Summary information on NCDC.
  - b) Title of the position being advertised.
  - c) The level and to whom the advertised job holder shall report.
  - d) Definition of the role of the job being advertised.
  - e) Key Result Areas.
  - f) Summary of competences and critical output expected in the position.
  - g) Minimum qualifications for the post.
  - h) Relevant minimum experience needed.
  - i) Minimum and maximum age requirements for the applicant.

- j) Reference requirements.
  - k) Requirement for the current monthly salary and benefits-in-kind of the applicant.
  - l) Method of delivery of applications.
  - m) Closing date for the advertisement
  - n) E-mail Address.
  - o) Telephone Number.
- iii. All internal advertisements shall be posted on all Centre Notice Board for a notice period of 10 (ten) working days.
- iv. External advertisement shall have a closing date of a minimum of 2 weeks from the date of advert.
- v. After the closing date for the advertisement, the following procedure shall be followed:
- a) A set of short-listing criteria shall be drawn in line with the job advertisement as a basis for a short-list.
  - b) No candidate shall be disqualified on the basis of requirements not expressly stated in the advert.
  - c) A copy of the advertisement and eventual names of the shortlisted candidates shall be displayed on the Centre's notice boards for a period of 10 working days.
  - d) The Centre shall invite the short-listed candidates for interviews giving reasonable period.
  - e) Shortlisted candidates shall be subjected to hybrid selected methods with an intention of selecting the best candidate to fill up the vacant position.

### **3.4.3 Interview process**

- i) The interview panel**
  - a) The appointment Sub Committee shall interview applicants for posts in CD1 in CD11. In case of technical posts, the panel shall co-opt a competent person in that specialty.
  - b) The interview shall be conducted in accordance with rules approved by the Council from time to time.
  - c) A panel of 5 to 8 interviewers shall conduct oral interviews.

**ii) Notice of interview**

- a) The Centre shall give two weeks notice to short listed applicants.
- b) The notice shall specify the place, and time for the interview by posted or hand delivered letter followed by telephone or e-mail confirmation where possible.

**iii) Selection methodology**

There shall be different methods of selection including but not limited to written and oral interviews any other method approved by Appointments Sub Committee.

For job knowledge/work sample test, the relevant head of department shall have the sole responsibility for setting the questions and ensure that no leakages take place. Assistance of external consultant may be sought in setting the exams. The written job knowledge/ work sample test shall have real work scenarios to test the competence of the candidates in handling complex situations.

**iv) Interview scores**

A score sheet for use by the interviewing panel shall be prepared by Management with input from the Appointments Sub Committee. A score sheet will be based on the following guiding principles for oral interviews:

- a) Education and qualification;
- b) Relevant working experience;
- c) Technical knowledge in the profession;
- d) Knowledge in the discipline;
- e) Personality, appearance and intelligence;
- f) Communication skills;
- g) General ability; and
- h) Any other issues that the panel may deem fit.

**v) Interview Report**

- a) After the interview, a report signed by all the panel members shall be forwarded to the Council for approval for posts in CD1-CD8.
- b) The report shall contain the following information:
  - (i) The constitution of the selection panel.
  - (ii) The candidates interviewed with the marks scored.
  - (iii) Any candidate who did not show up.

- (iv) The candidate(s) recommended to fill the vacancy or vacancies.
- (v) The basis for selection.
- (vi) That the original certificates were presented and scrutinized by the panel.
- (vii) Any other relevant detail.

#### **3.4.4 Vetting of New Employment**

Vetting the background of the new employees is a must for all the new employees. The following checks shall be made;

- (i) Confirmation of current employment record including salary level.
- (ii) Checking whether the employee has outstanding obligation with the employer or other institutions.
- (iii) Verifying the authenticity of the certificates or awards presented.
- (iv) Reference checking.

**3.4.5** Any false information shall automatically lead to disqualification.

### **4.0. APPOINTMENTS.**

#### **4.1 Policy**

Appointment of all employees to the service of the Centre shall be either on permanent, contract, temporary or on casual basis.

#### **4.2 Approval of appointments**

- i) The results of the selection process for posts in CD1 –CD8 shall be forwarded to the Council for formal approval.
- ii) After approval by the Council, appointment letters signed by the Director as directed by the Council shall be issued to the successful candidates.
- iii) The effective date of appointment for each post shall be the first day of assumption for duty.

### **4.3 Categories of Appointments**

#### **4.3.1 Temporary appointment**

Temporary appointment shall refer to any appointment, which does not exceed an engagement period of six (6) months.

- a) The Executive Director from time to time, may appoint on a temporary basis such employees as need arises by using guidelines, terms and conditions as may be approved by the Appointments Sub Committee.
- b) Temporary appointment shall not attract any service benefits, like retirement benefits, duty or responsibility allowance, medical and group personal accident insurance, training and promotion.

#### **4.3.2 Contract appointment**

Contract appointment means employment in the service of the Centre for a specific period under such terms and conditions as shall be agreed upon and prescribed in the service agreement entered into between an employee and the Centre.

- a) All contracts of service with the Centre shall only be entered into when the Centre and the employee have both accepted to all the terms of the contract.
- b) The effective date of appointment shall be the day when the appointee actually assumes duty.
- c) An employment contract shall be signed by both the employer (NCDC) and the employee (new staff)
- d) On successful completion of every year of the contract the employee shall be eligible for service gratuity (taxable) as agreed between the Centre and the employee.

#### **4.3.2 Renewal of contract**

- (i) All contract appointments shall be eligible for renewal at the discretion of the appointing authority.
- (ii) In case an officer on contract does not wish to renew his/her contract he/she shall notify the Head of Human Resource and Administration Department in writing one (1) month before the expiry of the contract period. In case an officer wishes to renew his/her contract, he or she shall put his request in writing three months before its expiry.



- (iii) In case of non-renewal the concerned employee shall be given a one-month's notice or one month's basic salary in lieu of notice.

#### **4.3.1 Probationary/Permanent Appointments**

This is the employment where the employee is subjected to a six months probationary period as the Supervisor monitors, guides and counsels the employee.

#### **4.3.2 Acceptance of Appointment**

The offer of appointment will take effect only when it has been accepted, in writing by the appointee.

An offer of a job shall remain valid for a period not exceeding Four (4) weeks or 20 working days) from the date of the letter of offer of appointment.

#### **4.4.3 Medical Examination**

All successful candidates for any post within the Centre shall be offered appointment subject to a satisfactory Medical Report issued by a recognized medical practitioner.

After receiving a letter of offer of appointment, an employee of the Centre shall submit himself/herself to the recognized medical practitioner for examination (HIV/AIDS testing is not mandatory).

All appointments shall be subject to a satisfactory medical report issued by a recognized medical practitioner by NCDC.

#### **4.5.1 Letter of Appointment and Acceptance**

A letter of appointment shall state the following minimum information:

- a) The rank at which an employee is being appointed.
- b) The monthly salary and salary scale.
- c) A condition to the effect that the contract of employment shall become operative only upon the employee's written acceptance and reporting for duty.
- d) Duties and responsibilities of the appointee.

4.5.2 All appointments to the Centre's positions shall be in writing and the appointee shall be required to indicate acceptance of offer (of the post and terms and conditions of service) in writing. The newly appointed employee shall be required to provide two (2) passport size photographs for his/her personal file.

4.5.3 Every new employee shall complete the "Bio" data form. An employee who gives false information about himself/herself shall be liable to disciplinary action when discovered.

## **4.6 Deployment**

4.6.1 Newly appointed employees shall undergo induction training.

4.6.2 New employees shall report to the Department responsible for HR who shall have arranged an appropriate induction.

4.6.3 The Department responsible for Human resource shall organize a programme of orientation to familiarize the new employees with the Centre's goals, functions, objectives, policies, structure and work practices. The programme would cover among others:

- The history of NCDC; its philosophy, mission and activities
- Staff policies, procedures and regulations.
- Detailed review of duties and job responsibilities of the appointee.
- Indication of expectations on performance standards.
- Introduction of the appointee to the workmates.

4.6.4 Job clarification shall be carried out for all employees by the immediate supervisors on assumption of duty.

### **Probation**

4.6.5 Unless otherwise stated, probation will be deemed to take effect from the day of reporting for duty.

4.6.6 Every employee other than those on temporary terms of employment and on contract shall on initial engagement undergo a probationary period of six months.

4.6.7 The probationary period may be extended at the discretion of the appointing authority depending on the employee's performance and on recommendation of the supervisor.

4.6.8 During the probationary period, the Head of Department (Supervisor) will guide, monitor and counsel the employee.

#### **4.7 Confirmation in Appointment**

- (i) Confirmation shall be subject to satisfactory performance by the appointee.
- (ii) Council shall approve recommendations for confirmation of positions in CD1 to CD8. The rest of the employees shall be handled by the Appointments Sub Committee and Management.
- (iii) All confirmed employees shall continue to be employed in the Centre, subject to annual performance appraisal and career progression.

#### **4.8 Acting Appointment**

Acting Appointment is when an employee of the Centre is called upon by Management to take on duty responsibilities of a post higher than his/her official position.

##### **Procedure of Acting Appointment**

- (i) The Council shall approve all acting appointments between CD1 to CD8. Appointments Sub Committee shall approve appointments in CD9-11 and the rest of the appointments by Management.
- (ii) An officer will only be regarded as acting in a post when he/she is formally appointed to act by the Council or the Appointments Sub Committee or Management.
- (iii) An employee shall receive a written letter appointing him/her to act for a continuous period not exceeding six months.
- (iv) An acting appointment must not continue for more than one year without review.
- (v) Where a position that is supposed to be filled by a substantive employee has somebody who is acting in it in the Centre, Management shall make arrangements during the one year period to fill the post substantively.
- (vi) The acting employee shall not act in a position that is two levels above his/her official position in the department.

- (vii) The management of the Centre shall ensure that no employee acts in two (2) positions at the same time to enable development of others in service.

#### **4.9 Promotion**

- (i) Promotion shall mean advancement of an employee to a job or position in terms of greater responsibility and higher salary scale.
- (ii) Appointment on promotion shall take effect when an officer serving in the Centre in a lower rank is appointed to fill a vacancy in a higher rank.
- (iii) To be considered for promotion, an employee must meet the minimum qualification and shall have clearly demonstrated the ability to perform the duties of the higher position.
- (iv) Key consideration for promotion are:

- (a) Minimum competence.

Staff shall be considered for promotion if they have the minimum competencies for the higher job.

- (b) Performance level

A staff member shall be considered for promotion based on his/her performance, in which case the quality and quantity of his/her output shall be reviewed. Only outstanding performers shall merit promotion.

- (c) Relevant qualification

Staff who acquires additional relevant qualifications and have higher levels of performance may be considered for promotion, where the newly acquired skills would be more beneficial to the Centre, on condition that a vacancy exists. Such additional qualifications may be academic, professional or higher skills attained through on-the-job training/experience.

No officer shall be recommended for promotion when he/she is:-

- a) On probation;
- b) Absent on long term training for a period of 3 years and above;
- c) Absent on paid leave; and
- d) Not a productive employee.

## **5.0. ATTENDANCE AND WORKING HOURS**

### **5.1 Policy**

- (i) The Centre recognizes the importance of time management in the realization of its objectives, mission and core values.
- (ii) It's the primary responsibility of every employee to follow the routine time schedules of the Centre.

### **5.2 Policy Scope**

This policy applies to all employees of the Centre.

### **5.3 Working Hours**

- (i) The employees shall observe the following working hours. Monday to Friday 8: 00am to 5:00pm.
- (ii) All employees must be at their work desks by 8:00am and no one shall leave the Centre premises during working hours without the express permission of the immediate supervisor.
- (iii) In the interest of the Centre, employees may be required to work beyond normal working hours when pressure of work or nature of duty so demands.
- (iv) Every employee is entitled to a health (lunch) break of one (1) hour and fifteen minutes which normally falls between 12:45pm to 2:00pm for all employees except for front desk staff and any other employees whose duties cannot be broken in the course of services. Such employees may take their health (lunch) breaks under special arrangements with their immediate supervisors

### **5.4 Attendance and Time keeping**

- (i) Every employee must report for work on time and only leave the work place at the stipulated time.
- (ii) Where it is not possible to report in time, an employee must find the fastest means to inform his/her supervisor.
- (iii) Failure to send information means absence, and continued absence could necessitate to disciplinary action.
- (iv) It shall be the responsibility of every Head of Department to monitor and enforce discipline in regard to employee attendance.

## **5.5 Absenteeism**

- (i)** Any employee who is unable to report for duty due to sickness or any justifiable reason should inform his/her immediate supervisor by the quickest means possible.
- (ii)** An employee who absents himself/herself from duty without reasonable cause or permission may have his/her days in which he/she absented him/her from duty deducted from their annual leave entitlement.
- (iii)** Failure to report such absence without reasonable cause will call for disciplinary action against the employee.
- (iv)** Punctuality and daily attendance shall constitute a key requirement and are compulsory for all employees of the Centre.
- (v)** No employee shall absent him/herself from duty without proper excuse and permission of the immediate supervisor.
- (vi)** An employee who absents himself/herself from duty without reasonable cause or permission for five (5) working days shall be considered to abscond from duty.
- (vii)** The Department responsible for HR shall advise on the disciplinary action to be against the employee instituted who absconds from duty..

## **6.0. LEAVE**

### **6.1. Policy**

- (i)** Leave is authorised absence from duty, and its objective is diversion, recreation, relaxation and recuperation with a view of increasing the health, efficiency, output and enthusiasm of the member of staff who takes it. Leave is not, therefore, normally convertible to cash as this would defeat the objective of leave. It is the Centre's policy, therefore, that all employees take their full leave entitlement by the end of every calendar year.
- (ii)** The Centre shall ensure that all employees take their annual leave by drawing a leave roster at the beginning of the calendar year and putting in place a leave application form.
- (iii)** The Centre shall also provide other forms of leave to deserving employees. Such forms of leave will be for purposes of meeting the Centre's objectives and/or for the employee's well-being.
- (iv)** The Centre shall provide the following types of leave to its employees under various conditions:

- Annual Leave.
  - Sick Leave
  - Maternity Leave
  - Compassionate Leave
  - Paternity Leave
  - Sabbatical Leave
  - Study leave
  - Unpaid leave
- (v) Annual leave, maternity and Paternity leave are rights. Any other kind of leave is a privilege and may therefore be denied.

### **6.2.1 Policy Scope**

This policy shall apply to all employees of the Centre except those on temporary employment.

### **6.2.2 Annual leave**

Failure by an employee to request for and proceed for annual leave in a given calendar year shall lead to forfeiture of such leave unless prior written approval had been obtained for its deferment from the Director.

Annual leave shall be prorated.

### **6.2.3 Procedure for taking annual Leave.**

- (i) The Head of HR shall prepare a leave roster at the beginning of the year and shall from time to time inform the Director of the members of staff who will be absent on leave in accordance with the prepared leave rosters.
- (ii) Such a roster shall be followed for the purpose of ensuring that at any one time the Centre is capable of providing service and undertaking program activities without difficulty.
- (iii) The Department responsible for HR shall display the leave roster on Centre notice boards and copy to the Director and Heads of Departments. The leave roaster may contain the following information.
  - a) Name of employees.
  - b) Employee's position and date of engagement
  - c) Leave entitlement due as at 31<sup>st</sup> December of the relevant years.

- d) Date of commencement of leave.
- (iv) The Centre shall ensure that every employee proceeds on leave.
- (v) Where a Head of Department feels that the absence of the employee shall adversely affect the smooth operations of the Centre, he/she shall seek the approval of the Director with full justification before deferring the leave of the employee.
- (vi) Any employee's leave deferred shall be taken as soon as it is convenient for the Centre but should not exceed two years.
- (vii) Prior to proceeding on leave, the concerned employee shall be required to provide a reliable contact address.
- (viii) Female employees may sequence Annual Leave with Maternity Leave.

#### **6.2.4 Self-Extended Leave/Abscondment**

- (i) An employee on leave who does not return to duty on the day he/she is expected shall provide an explanation to the Director.
- (ii) An employee who overstays on his/her leave for 5 days and above shall be liable to disciplinary action. However, where the circumstances were beyond his/her control, the employee shall provide proof of such circumstances otherwise the case will be treated as abscondment and shall call for disciplinary action.

#### **6.2.5 Leave interruption**

- (i) Annual leave may be interrupted at any time if the exigencies of service of the Centre so demand.
- (ii) The remaining portion of his/her leave shall be taken at a later date convenient to the Centre.



### **6.2.6 Leave accumulation**

- (i) Annual leave shall normally not be accumulated.
- (ii) Annual leave entitlement within a particular year may be differed on the authorization of the Director for eligible employees, who do not proceed on leave due to heavy schedules.

## **6.3 Leave of Absence**

### **6.3.1 Maternity leave**

- (i) All female employees shall be entitled to maternity leave on full pay for 60 working days.
- (ii) Where the confinement is abnormal or where in the course of the same confinement, two or more babies are born, the employee concerned shall be eligible for sick leave on medical recommendation.
- (iii) An employee may be granted sick leave both before and after confinement, on presenting to the Centre a certificate signed by a recognized medical practitioner that the employee is unfit for work due to her pregnancy or as a result of confinement.
- (iv) Maternity leave shall not subsume any outstanding annual leave or leave due. However, any female employee may apply to extend her leave beyond Maternity leave by calling on her Annual leave entitlement.

### **6.3.2 Paternity Leave**

- a) The Centre shall grant paternity leave of four (4) working days to its male employees whose spouses give birth.
- b) The paternity leave shall be granted subject to satisfactory medical evidence produced by the employee in question.

### **6.3.3 Sick leave**

It is the Centre's policy to allow its employees sick leave on full pay for specified periods subject to presentation of medical evidence certified by a competent medical practitioner to the effect that the employee is unable to perform his/her duties and stating the possible duration of absence.

Sick leave refers to leave taken by employees in the event of illness resulting into inability to perform one's duties.

#### **6.3.4 Unpaid leave**

Unpaid leave is leave granted for the sole purpose of preserving continuity of service.

It may be granted only by Council on recommendation of the Director.

Unpaid leave is not increment earning.

#### **6.3.5 Study leave**

(i) Council may consider that in the interest of both the Centre and officers, occasion may arise when it is desirable that officers should proceed on study leave to undertake study within or outside Uganda.

(ii) Study leave will normally be on full pay with normal incremental credit.

(iii) The authority to approve study leave or sabbatical leave vests in the Director provided any officer whose application for such leave is rejected by the Director may appeal to the Chairperson of Council whose decision shall be final.

##### **6.3.5.1 Short Study Leave**

An officer may on application to the Director be granted a short study leave of up to three months once every four years, provided that the Centre's financial obligations are limited only to payment of salary during the period of study leave. The application for short study leave must include a proposal on the study to be undertaken which should satisfy the Director to be relevant to the officer's duties and/ or the Centre's functions if the leave is granted.

##### **6.3.5.2 Study Leave on Scholarship or Bursary**

An officer may on application to the Director be granted study leave to enable him/her to take up a scholarship or bursary awarded to them on the recommendation of the Centre.

#### **6.3.6 Sabbatical Leave**

It is a vacation given to employees to go out and learn or carryout research. Sabbatical Leave, on full pay, lasting three months may be granted to an officer on application to the Director, after seven years of continuous service.

## **7.0 PERFORMANCE APPRAISAL**

NCDC will operate an open and participatory system of employee performance appraisal. The primary objectives are to systematically manage work performance and provide basis for staff training and development.

- 7.1.** Responsibility for coordinating, documenting and following up activities related to the appraisal process shall lie with the Administrative Secretary.

The terms appraisal, assessment and evaluation shall be used interchangeably.

The Administrative Secretary will ensure that all employees are aware of the appraisal time table, procedures, documents and their roles in the process.

### **Employee's performance**

- 7.2** Employee performance appraisal will be conducted at two levels. An informal continuous assessment of subordinate staff by the immediate supervisor in the course of normal work, whereby the employee concerned shall be guided, counched, monitored, counseled or advised. In this respect, the supervisor shall maintain incidences of outstanding and poor performance.

Formal Employee performance appraisal for staff on probation shall be carried out quarterly and shall be carried out annually for confirmed staff. Formal appraisal process will be face to face meeting between the employee and his/her supervisor at which the information on the appraisal is discussed before the appraisee interfaces with the Appraisal Committee Staff on contract and temporary terms will always be appraised before contract renewal.

During the appraisal exercise, key decisions shall be taken concerning future performance targets, training and development needs. After the Director's recommendation, the Head of Human Resource and the immediate Supervisor will ensure that specific recommendations and decisions are implemented.

## **8.0 STAFF TRAINING AND DEVELOPMENT POLICY**

In order to fulfill its mandate, Vision and Mission, NCDC needs to have an up to date staff training and development policy. NCDC regards its employees as its most important asset and it is committed to ensuring that all staff are properly trained to effectively carry out their roles and responsibilities.

### **8.1 Policy Statement**

The Centre is committed to offering training opportunities to all her staff to enable them improve their performance and to promote their professional development.

## **8.2 Policy Objectives**

- (i) To put in place a strategy for keeping the Centre's officials abreast with up-to-date professional knowledge, skills and attitudinal orientation for best performance.
- (ii) To improve the Centre's performance by facilitating employees to improve on their effectiveness in their jobs.
- (iii) To ensure efficient and effective utilization of the Centre's resources spent on training.
- (iv) To ensure that employees gain competence and skills in preparation for more responsible positions within the Centre.
- (v) To instill positive attitudes and values towards the Centre's work.
- (vi) To keep pace with rapid technological changes and challenges
- (vii) To minimize shortage of trained human resources of the Centre
- (viii) To maximize the Centre's stability and flexibility,
- (ix) To enable the Centre have a properly planned, coordinated, implemented and evaluated training programmes.
- (x) To ensure fairness in the management and administration of training opportunities.

## **8.3 Policy Principles**

The Centre shall support training and development of employees to promote institutional competence and individual career development needs in line with equity and quality principles. Specifically, the policy shall be guided by the following principles:

- (i) **Professionalism:** Training shall be planned, monitored and Evaluated.
- (ii) **Transparency:** Training opportunities shall be made known to all stakeholders. Fairness will be reflected in all decisions concerning training.
- (iii) **Equal Opportunity:** There shall be no discrimination in award of training opportunities.
- (iv) **Demand driven:** Training shall be based on identified training needs of both the individual employee and the Centre.

## **8.4 Application of the policy**

This staff Training and Development Policy shall apply to all employees of the Centre.

## **Institutional Framework for managing training**

### **(i) Staff Training and Development Committee**

The Staff Training and Development Committee shall be responsible for the implementation of the staff training development policy.

### **(ii) Composition of the Committee**

- Administrative Secretary - Chairperson
- A representative of Secondary Department
- A representative of Pre-primary and Primary Education Department
- A representative of BTVET Department
- A representative of Research and Evaluation Department
- A representative of Finance Department
- A representative of Production Department
- Any other department as the Centre may deem fit.

### **(iii) Functions of the Committee**

- To oversee the implementation of this policy
- To design and regularly review staff training and development, plans, procedures and training needs of the Centre.
- To submit to Council reports showing progress and future plans for human resource development at the Centre.

## **8.5 Types of Staff Development and Training Programmes**

### **(i) Induction:**

All employees of the Centre shall be inducted into their new jobs in order to orient them to the culture of the Centre, its functions and policies.

### **(ii) Performance improvement training**

Every employee of the Centre should undergo at least one performance improvement training programme once every two years. Such courses shall be of short duration with a target of improving general or specific needs of a given job or department.

### **(iii) Professional/academic development training**

Employees of the Centre shall undertake short, medium or long term training programmes for career development. Such programmes can be of full or part time nature.

### **(iv) Pre-retirement training**

Employees of the Centre who are to retire shall undergo retirement training programmes to prepare them for life after active service of the Centre.

## **8.6 Sponsorship and bonding for training**

### **(i) Sponsorship by the Centre**

The Centre may sponsor an employee for a short, medium or long term training course in Uganda or outside Uganda provided the officer is bonded to serve the Centre twice the duration of the course of study undertaken. Such employee shall continue to get his/her full salary.

### **(ii) Co-sponsorship**

The Centre may co-sponsor an employee for a short, medium term or long training course in Uganda or outside Uganda provided the employee is bonded to serve the Centre for a period equivalent to the duration of the course of study. Such an employee shall continue getting his/her full salary. The Centre will share tuition expenses.

### **(iii) Sponsorship by Development Partners**

An employee of the Centre may secure a scholarship or fellowship from development partners through his or her own efforts or efforts of the Centre provided he/she is bonded to serve the Centre for period equivalent to the duration of the course of study. Such an employee shall continue getting his/her full salary.

### **(iv) Self sponsorship**

An employee may sponsor him/herself for a short, medium or long term training course in Uganda or outside Uganda. Such an employee will be bonded for a period equivalent to the duration of the course of study. He/she will continue to get full salary.

## **8.7 Funding for training**

### **(a) Source of funding**

- (i) NCDC budget: NCDC's budget for training and staff development shall range between 2 to 4% of the Centre's budget.
- (ii) Fellowship and Scholarships from Development Partners and Government.
- (iii) Self sponsorship

(b) **Training allowances**

Employees of the Centre who undertake training may be paid training allowance as stipulated in the staff development and training guidelines.

**8.8 Duration of study programmes**

Duration of the programme of study shall not be extended for more than one year after the stipulated duration of the course.

**8.9 Study leave**

An employee of the Centre proceeding for an approved training programme shall be entitled to a study leave with pay. Such an employee shall apply for a study leave from the Director through the Head of Department.

**8.10 Training Evaluation**

In order to get value for money from training undertaken by employees of the Centre, each training programme supported by the Centre shall be evaluated before, during and after.

**9.0 DISCIPLINE AND GRIEVANCE MANAGEMENT**

**9.1 Policy**

- (i) The Centre recognizes the importance of having a disciplined workforce, which operates within the framework of the Centre's core values and culture.
- (ii) The Centre shall therefore ensure fair treatment to all employees who become liable to disciplinary action.

**9.2 Policy Scope**

This policy applies to all employees of the Centre.

**9.3 Offences and Penalties**

Forms of offences:

**9.4 Minor Offence**

This is an isolated omission or commission of an act that may not put the Centre and/or its employees into immediate disrepute. It only becomes a serious offence when repeated severally.

## **9.5 Major Offence**

This is a regular omission or commission of an act that puts the Centre and/or its employees into disrepute or that leads to loss of funds or property. Such an offence may include:

- (i)** Any misconduct, negligence, willful disregard of instructions, insubordination, absenteeism, criminal offence or other action which is prejudicial to the efficient conduct of the operation of the Centre or tends to bring the Centre into disrepute, or any form of sexual harassment, shall constitute an offence and shall render the offending employee liable to disciplinary action.
- (ii)** Any employee who has committed an offence shall be informed firstly verbally where possible and then in writing.

## **9.6 Penalties**

Disciplinary action may involve the imposition of any of the following penalties, depending on the gravity of the offence.

- (i)** Written or verbal warning or reprimand.
- (ii)** Withholding or deferment of increment.
- (iii)** Suspension, with half pay, for a period not exceeding one month for a major offence.
- (iv)** Reduction in salary/rank or an immediate adjustment of salary to a lower point not more than two steps below his salary point on the salary scale attached to the post in question.
- (v)** Interdiction
- (vi)** Termination
- (v)** Summary dismissal

Employees shall normally be eligible for appeal to the Appointments Sub Committee of Council.



### **Verbal Warning**

- (i) Employees of the Centre who commit minor offences shall be warned verbally.
  - (i) A Verbal warning shall be issued for a similar offence only once to the same employee.

### **9.7 Written Warning or Reprimand**

- (i) In the event that the employee continues to commit similar offences after receiving a verbal warning, the supervisor shall then make a written warning to the employee.
- (ii) A copy of the written warning shall be put in the employee's personal file.
- (iii) Before a warning letter is given, the employee shall be permitted to state to his/her Head of Department his/her answer to the offence or shortcomings which has been alleged against him/her. The employee may reply to the warning letter.

### **9.8 Suspension/Interdiction**

- (i) The Centre may suspend/interdict an employee to pave way for investigations on allegations against the employee.
- (ii) The power of suspending an employee shall be vested in the Director on recommendation of the Disciplinary Committee.
- (iii) However, in exceptional circumstances where any delay in suspending an employee might be detrimental to the interests of the Centre, the Director shall have the authority to suspend.
- (iv) When a suspension is effected by Director, a full report of the circumstances pertaining to the suspension shall be forwarded to Appointment sub Committee without delay.
- (v) The suspended employee shall receive his/her salary at half pay for the period of suspension.
- (vi) The maximum period of suspension shall be one month (30 days). In case, after the investigations, an employee is proven innocent, the Centre shall pay him/her all dues for the period he/she was under suspension.

- (vii) Any employee on suspension shall not be allowed into the Centre's premises unless summoned by Management.

## **9.9 Summary Dismissal**

- (i) Any employee guilty of gross misconduct, such as stealing, fraud, embezzlement, insubordination, assaulting or battering a fellow employee, willful refusal to obey a legitimate and reasonable instruction, causing financial loss to the Centre, breach of official secrecy, e.t.c. shall be summarily dismissed by the Appointing authority.
- (ii) Any employee who aids and abets another employee to commit any act of gross misconduct shall be deemed to have committed a major offence and shall be liable to summary dismissal from the employment of the Centre.
- (iii) An employee may be summarily dismissed for committing an offence, which renders his/her, continued employment undesirable.

## **9.10 Sanction for Breach of Official Secrecy**

- a) Every employee shall be required to swear an oath of secrecy.
- b) Any employee who, without the written permission of the Director, publishes or discloses to any person other than in proper exercise of his/her official duties, the contents of any document, communication or information whatsoever which has come to his/her notice in the course of his/her duties, shall be liable to disciplinary action and prosecution where in the opinion of the Centre such prosecution is warranted.

## **9.11 Advice Counseling**

### **Advice/ Counseling**

A member of staff who has committed a minor breach of a regulation of the Centre may be advised verbally or in writing, by the immediate Supervisor.

## **9.12 Employee Grievance Handling**

### **Policy**

- a) The Centre is committed to ensuring that employees co-exist harmoniously and any differences arising in the course of their work are resolved amicably.
- b) The Centre shall therefore afford its employees a fair and prompt consideration of their grievances.

### **9.12.1 Grievance handling procedure**

#### **a) Determination of a Grievance**

- (i) Any dispute or difference over, or dissatisfaction with the interpretation or application of this manual or any allegations that an employee has been subjected to unfair treatment shall be considered a grievance and shall be processed through procedures that ensue.
- (ii) These procedures shall be kept under constant review for efficacy.

#### **b) Departmental channels**

- (i) An employee with a grievance may, in the first instance, report to his/her immediate supervisor with copies to the Administrative Secretary, Deputy Director and Director in writing, stating in full the reason for the grievance and any evidence in support of his/her case.
- (ii) Where the supervisor is not the Head of Department, he/she shall, if he/she is not able to give a decision, refer the grievance to the Head of Department and inform the employee accordingly within fourteen (14) days.
- (iii) Where grievance is referred to a head of Department, he / she shall investigate the grievance and advise the employee concerned of the decision or action being taken within seven (7) days of the receipt of the grievance.

- (iv) If the employee is not satisfied that the grievance has been answered or disposed, he/she may opt to have the grievance referred to the Director for his/her determination.

**c) Procedural Notes**

- (i) While grievance is in the process of redress, the employee or group of employees involved, and all other staff shall carry out work in a normal manner and shall not resort to any other action except in cases of dismissal.
- (ii) All process of the above grievance procedures shall be in writing and carefully recorded in reports and routed through the appropriate channel with copies to the relevant Heads of Departments, Deputy Director and Director.

**d) Appeal to the Appointments Sub Committee**

- (i) Any employee reserves the final right to appeal to Appointment Sub Committee, and the Council may vary the severity of the disciplinary action taken by Management.
- (ii) All letters of appeal against Management disciplinary action shall be addressed to the Chairperson Appointments sub Committee and copied to the Chairperson of Council, Director, Deputy Director, Administrative Secretary, and relevant Head of Department

**9.12.2 Misconduct/Indiscipline**

An employee shall be guilty of misconduct if he/she:

- (i) Neglects, disregards or without sufficient reason fails to comply with an order from officer above him/her or regulations as in the Standing Orders or the Human Resource Manual.
- (ii) Incapacitates himself/herself for the performance of any of his duties by indulgence in the consumption of any stimulant, alcoholic drink or intoxicating drugs such as heroin, cocaine, marijuana e.t.c.
- (iii) Improperly discloses any information regarding the affairs of the Centre to any unauthorized person.
- (iv) Utters, writes or publishes threats of any kind or abstracts, or other wise acts or conducts himself/herself in a manner offensive to or against any employee irrespective of whether he/she is in an official capacity or is acting in that capacity.

- (v) Misappropriates, misuses, misapplies or fails to account for the Centre's funds, property, stores or causes the loss of any items that belong to the Centre or any other employee.
- (vi) Falsifies work records, for example work schedules, travel warrants, expense claims, stock records e.t.c.
- (vii) Absents himself/herself from the designed place of work.
- (viii) Is tardy and unable to maintain proper time keeping.
- (ix) Maintains poor work standards.
- (x) Persistently disregards health and safety precautions including failure to wear protective gear.
- (xi) Disrupts work of other employees through undue behavior or damage to work tools, machinery or equipment.
- (xii) Gambles on Centre's premises.
- (xiii) Smokes in prohibited areas or breaks any other hygiene regulations.
- (xiv) Commits acts of dishonesty at work including soliciting or accepting bribes.
- (xv) Deliberately or negligently conducts himself/herself in such a manner that could endanger the life, safety or health of a fellow employee or any other person.
- (xvi) Commits motoring offences which result in an employee being disqualified from driving, and where driving is an essential part of the employee's contract of employment.
- (xviii) Uses abusive or insulting language or behaves in a manner that is insulting, to his/her employer or to a person placed in authority over him/her.
- (xvii) Is arrested for a recognizable offence punishable by imprisonment and is not within ninety days either released on bail or on bond or otherwise lawfully set at liberty.
- (xviii) Sexually harasses a fellow employee.
- (xix) Practices discrimination against fellow employees because of sex, religion, tribe, illness or other reasons.

However, misconduct is not only limited to the above explained behaviours, and may be extended according to the changing nature of the business, environment, and organization values.

### **9.13 Disciplinary Procedures**

Disciplinary procedure is a formal way of addressing a complaint made by the employer, in this case the Centre against an employee.

#### **9.13.1 Purpose and Scope**

This procedure is designed to help and encourage all employees to achieve and maintain high standards of conduct, attendance and job performance. This procedure applies to all employees to ensure consistent and fair treatment for all.

#### **Principles**

- (i)** No disciplinary action will be taken against an employee until the case has been fully investigated.
- (ii)** At every stage in the procedure, the employee will be advised of the nature of the complaint against him or her, and will be given the opportunity to state his/her case before any decision is made.
- (iii)** At all stages, the employee will have the right to be accompanied by a worker/colleague during disciplinary interview, if the employee needs the colleague's support to clarify or support his/her defence.
- (iv)** No employee will be dismissed for a first breach of discipline except in the case of gross misconduct where the penalty will be instant dismissal without notice or payment in lieu of notice.
- (v)** An employee will have the right to appeal against any disciplinary penalty imposed by the disciplinary committee to the Appointments Sub Committee.
- (vi)** A disciplinary action may be implemented at any time if the employee's alleged misconduct warrants such action.

#### **9.13.2 Disciplinary Committee**

- a)** The Centre shall establish a Disciplinary Committee to handle and advise Management on the course of action to be taken on all disciplinary matters. There will be a disciplinary committee composed of Administrative Secretary/Legal Officer and three other persons to be appointed by the Director and Staff representative will sit on the said committee as may be appropriate.
- b)** Where the disciplinary committee is not in place the Heads of department shall constitute themselves into a disciplinary committee to deal with and resolve any disciplinary matter.
- c)** The disciplinary committee shall observe the principles of law, natural justice and equity.

- d) Any staff aggrieved by the decision of the disciplinary committee may lodge an appeal in writing through the Director to Appointments Sub committee stating the grounds of the appeal and the Appointments sub Committee decision on the matter shall be final. But where it warrants dismissal of an employee, a report shall be submitted to Council for its decision.
- e) Cases that are referred to the Appointments Sub Committee of Council shall be those where all established avenues of handling misconduct have been exhausted. This means advice, verbal and written warnings have been given.
- f) Misconduct categorized as gross or serious misconduct shall not warrant following the warning process, but shall straight away be handled by the Appointments sub Committee of the Council for final decision.

### **9.13.3 Investigations**

- (i) The Centre shall investigate all cases of alleged misconduct and if it considers the misconduct proven and that disciplinary action should be taken, the Centre may give such punishment to the employee, as it may deem necessary.
- (ii) Such punishment may be in the form of termination of service with or without benefits, denial of salary increments, warning or any combination of such punishments.
- (iii) If the Council acquits the employee of any misconduct, Management shall accept the verdict and not seek to administer any further punishment, provided that this will not prejudice the Centre's interests.

### **9.13.4 Due process**

- (i) When a Head of Department considers it necessary to institute disciplinary Proceedings against an employee, a preliminary investigation will be carried out and a report made to the Head of Department in charge of Human resources who, if he/she finds it necessary, shall forward to the employee to state in writing before a day to be specified and grounds on which he/she is to defend him/herself.
- (ii) If the employee does not reply to the allegation forwarded under section above within the period specified or if he/she fails to defend him/herself to the satisfaction of the Head of Department in charge of Human

Resources, the latter shall inform the Director who will convene the Disciplinary Committee immediately.

- (iii) The Head of department in charge of Human Resources shall thereafter, inform the accused employee that investigations are being carried out on the allegations made against him/her and that he/she will be required to appear before the disciplinary Committee before any decision is reached.
- (iv) If during the course of the inquiry, grounds for framing additional charges against the officer are disclosed, the Disciplinary Committee shall so inform the employee and permit him/her an opportunity for answering such charges before any decision is reached.
- (v) The Disciplinary Committee shall take the necessary or therefore submit a report of its findings to the Director with appropriate recommendations.
- (vi) Thereafter the Director shall call for the Appointments Sub Committee meeting which will cause the necessary disciplinary action to be taken.

#### **9.13.5 Disciplinary Action/ Penalties**

After an investigation of charges against an employee has been carried out and the charges proved, the Centre shall be at Liberty to impose on the employee any or some or all of the following sanctions.

- (i) Forfeiture of pay for absence from duty without Leave or reasonable excuse.
- (ii) Deduction from salary any amount of money to restore property negligently lost or damaged.
- (iii) Deferment of increment;
- (iv) Suspension for not more than four weeks.
- (v) Interdiction which will be a temporary removal of an officer from exercising his or her duties while an investigation over a particular misconduct is being carried out. This shall be carried out by the Director by observing that:
  - (a) the charges against an officer are investigated expeditiously and concluded;
  - (b) where an officer is interdicted, he or she shall be informed of the reasons for such interdiction and the Director shall



ensure that investigations are done expeditiously in any case with (three) 3 months for cases that do not involve the police and courts.

- (c) an officer interdicted shall receive such salary not being less than half of his or her basic salary, subject to a refund of the other half , in case the interdiction is lifted and the charges are dropped;
- (d) the Director shall inform the Appointments Sub committee of the case of the interdicted officer to note.
- (e) after investigations, the Director shall refer the case to the Appointments Sub Committee for disciplinary action(s) if any.
- (f) if an officer subjected to disciplinary action has reasonable ground to believe that the due process of the law and the principles of natural justice have not been followed , he or she may appeal to Council including a court of law.

(vi) Termination of service with or without benefits;

(vii) Summary dismissal.

**PROVIDED** that disciplinary sanctions taken against an employee shall be without prejudice to any criminal or civil liability he/she may incur.

## **10.0 EMPLOYEE MOTIVATION**

Staff salaries shall be administered by the Human Resource Department.

**10.1** The Centre's pay policy shall emphasize performance rather than entitlements such as across the board increases.

10.11 The pay practices are designed to meet the following objectives:

- (i) To provide Management with the capability to reward and recognize performers.
- (ii) To encourage employee growth and career development.
- (iii) To support performance based salary increases.

**10.1.2** The Centre shall pay its employees a considerable package which will cater for housing, transport and general upkeep.

**10.1.3** Salaries shall be fixed at an annual rate and paid in twelve equal installments each installment becoming payable at the end of the month in which it is due.

**10.1.4** Salaries paid shall be net after statutory deductions namely; Pay As You Earn, NSSF and any other that may be instituted from time to time.

**10.1.5** The Centre has the right to make compulsory deductions to make good unaccounted for advances, loans, lawful or careless/negligible or loss of Centre's property and other causes that may justify deductions from an employee's salary.

## **10.2 Policy Scope**

This policy shall apply to all employees of the Centre.

## **10.3 Salary Scale/Structure**

**10.3.1** The salary scales/structure applicable to all employees shall be endorsed by the Council and appropriated by Parliament every Financial Year and shall be published from time to time in human resource Circulars.

**10.3.2** The salary scales may be revised from time to time as deemed necessary by the Council.

**10.3.3** Employee movement between notches and from one scale to another shall be guided by availability of resources and vacancies, performance and the number of years served as the case may be.

## **10.4 Salary payments and deductions**

**10.4.1** Every employee shall draw a salary on a scale approved for the post of which he/she is appointed.

**10.4.2** All salaries shall be paid monthly by cheque into an employee's account in Uganda. Shillings.

**10.4.3** The following statutory and non– statutory deductions where applicable, shall be recovered from the employee's salary at source.

- a) Income tax deductions(Pay As You Earn)
- b) National Social security Fund (NSSF) deductions.
- c) Any in-service scheme to be operated by the Centre.

d) Local service tax

**10.4.4 National Social Security Fund (NSSF)**

- a) All employees of the Centre shall be required to contribute to N.S.S.F as provided by the N.S.S.F Act Cap. 222.
- b) Employees of the Centre shall contribute 5% of monthly earnings to NSSF and the Centre shall contribute 10% to the fund for such employees.

**10.5 Performance Bonus Awards**

**10.5.1** The Centre shall recognize and promote excellence in various aspects of individual employee's performance and conduct in the course of their career with the Centre.

**10.5.2** The Centre shall make the following awards to deserving employees:

a) **Merit Awards**

Employees of the Centre who consistently demonstrate exemplary performance, conduct and contribution to the Centre's operations may be eligible for a certificate of merit and a cash reward to be determined by the Management.

b) **Long service Award**

An employee who serves the Centre for a continuous period of 10 year and above shall qualify for a Long Service Award. The award shall be subjected to satisfactory performance and good conduct of the employee.

c) **Certificate of Service**

On honorably leaving the service of the Centre, an employee who is confirmed in his/her appointment and has served for at least two (2) years shall be furnished with a Certificate of Service, a testimonial or commendatory letter signed by the Director.

**10.6 Staff Personal Loans**

It is the policy of the Centre to assist its staff to obtain loans from Banks, where this is possible within the terms of the law. The assistance shall take the form of undertaking to remit staff salary to the Bank.

This policy will apply to all permanent/contract employees of the Centre .

## **11.0 EXIT/SEPARATION POLICY**

### **11.1 Policy**

An employee may leave the Centre in any of the following ways:

- (i)** Resignation
- (ii)** Termination, for cause or without cause
- (iii)** Redundancy
- (iv)** Termination on medical grounds
- (v)** Death
- (vi)** Dismissal
- (vii)** End of contract

### **11.2 Procedure**

#### **11.2.1 Resignation**

Employee may resign from his/her appointment with the Centre by giving notice according to the terms of employment as stipulated by the provisions for termination of appointments as follows:

- (i)** Employees of the Centre shall give one (1) months' notice in writing or pay to the Centre one (1) months' salary in lieu of notice. However the period of notice for officers at the rank of Specialists will be two months and officers who have served the Centre for less than a year due notice will be 14 days.
- (ii)** An employee who resigns from the Centre shall, after giving notice shall, where appropriate, receive the following, less any indebtedness to the Centre:
  - (a)** Salary and entitlements up to the end of the period worked.
  - (b)** Cash payment for accrued leave or the granting of such leave to coincide with the date of expiry of termination notice.
- (iii)** The notice to resign shall take effect from the date such a notice is received.

### **11.2.2 Termination**

- (i) The Centre may terminate an employee's contract or employment by giving the required notice or paying salary in lieu thereof according to the terms of the contract.
- (ii) It is the Policy of the Centre to terminate any employee who is no longer serving its interests, subject to the normal disciplinary procedure.
- (iii) Except in cases of gross misconduct or as otherwise provided in the employment contract, employees may have their appointments terminated by the Centre by being given due notice or salary in lieu of notice.
- (iv) An employee whose appointment is terminated by the Centre may receive the following entitlements where appropriate less any indebtedness to the Centre:
  - (a) Salary and other entitlements up to the end of the period worked.
  - (b) Leave allowance accrued cash payment for accrued leave, if any.

### **11.3 Redundancy and Restructuring**

- (i) **Policy**

The Centre may implement restructuring and redundancy programmes, due to no fault of the employee. Circumstances that may require restructuring are that:

  - (a) The Centre must comply with the laws as may be established from time to time.
  - (b) The Centre must improve its competence in the pursuit of its vision and mission. This is especially so in the event of technological advances and evolution of new work methods.
  - (c) The Centre may be obliged to restructure to adhere to generally accepted business practices that would enhance its performance.

**(ii) Criteria to be considered**

- (a)** Emphasis shall be on satisfactory performance.
- (b)** Factors such as attitude, capacity, efficiency, diligence, loyalty, health and adequacy of workload, excess manpower and other factors Management may deem appropriate shall be taken into account, only as complementary to the above principle.

**(iii) Benefits**

- (a)** In the event of redundancy being applied to employees, full benefits shall be paid to them. That is, all savings accrued with the employee if any and payment in lieu of notice.
- (b)** Any indebtedness to the Centre shall be deducted from accrued emoluments.

**(iv) Procedure**

- (a)** The Director shall, in writing, notify the employees whose services are to be discontinued, explaining to them the basis of redundancy and giving the effective date of stopping work. In the case of contract employees, the notice of termination shall be given in accordance with the laid down procedures.
- (b)** All benefits shall be taxable, according to the tax laws and regulations in force.

**11.4 Termination on medical grounds**

- (i)** The Centre may terminate an employee's service on medical grounds on the recommendation of a recognized medical practitioner.
- (ii)** The Centre shall also terminate an employee's service if performance appraisal by the employee's Supervisor reveals that the employee's performance has been affected by ill health.

**11.5 Death**

An employee's service ceases the day he/she dies. The Administrator of the estate shall receive his/her final pay and death gratuity equivalent to one year gross Salary. Death shall apply to permanent employees in Cd1-CD8.

## **11.6 Dismissal**

An employee may be dismissed as a result of a disciplinary action for misconduct. The circumstance that may lead to dismissal and procedure to be followed has been discussed.

## **11.7 Liabilities**

- (i) Employees who leave employment shall ensure that their liabilities to the Centre including loans and advances are settled in full.
- (ii) Where the liabilities have not been settled, the outstanding amounts shall be recovered in full from the employee's accrued emoluments.

## **11.8 Separation Procedure**

- (i) An employee will surrender all the properties of the Centre including the Identity Card, Medical Insurance, keys, etc and pay any outstanding loans from the Centre.
- (ii) A separating employee shall complete a Clearance Form which will be endorsed by either the Director, Administrative Secretary Finance Secretary and or any other officer to clear the employee of any liability.
- (iii) All separating employees, except those who separate through death (unless their families request) will receive a Certificate of Service stating the employee's name, date of hire, designation and date of separation.

### **11.8.1 Exit Interview**

The Centre will schedule exit interview at the time of employment termination. This will afford an opportunity to discuss such issues as the employee's benefits, repayment of outstanding debts or return of Centre's property. Suggestions, complaints and questions can also be voiced during such interviews for the benefit of Management. The Exit interviews shall be arranged by the Head Human Resources and Administration.

## **11.9 Retirement**

The retirement age of all staff of the Centre shall be 55 or 60 years. Any member of Staff who clocks 55 or 60 shall retire except by express resolution by Council.

## **11.10 Handing over**

- 11.10.1 An employee who is proceeding on leave, transfer or is promoted to another position shall hand over in a proper manner the documents and other tools in his/her possession to the employee who is taking over from him/her or to his/her Head of Department as the case may be.

- 11.10.2 The official hand over shall be done five (5) days before an employee leaves office.
- 11.10.3 The handing over shall be authenticated by a comprehensive handing over report which shall be signed by both the employee handing over and the officer taking over. A copy of hand-over report shall be submitted to the Head of Department.
- 11.10.4 Prior to an employee leaving employment of the Centre, the HoD responsible shall ensure that the Centre property in possession of that employee is handed over to the Centre. In the event that the employee fails to handover office or any property of the Centre in his/her possession within the stipulated time, Management may take legal action.
- 11.10.5 In circumstances where an employee is resigning from the Centre and gives the required notice, the HoD shall ensure a smooth transition process.
- 11.10.6 When an employee contributing to the NSSF dies, the Centre will assist the estate of the deceased in recovering his/her entitlements from the NSSF.
- 11.10.7 Outstanding payments and any other money owing to the Centre shall be deducted from what the Centre owes to the deceased or claimed from his/her estate.
- 11.10.8 The next of kin shall be required to surrender all Centre property that might have been in the deceased possession or under his custody.

## **12.0 HEALTH AND SAFETY**

### **12.1 Policy**

12.2 It is the policy of the Centre to take all reasonable measures to ensure the health and safety at work of all employees and to take all necessary measures to implement such a policy.

12.3 Employees have a duty to co-operate with the Centre to ensure that this policy is effective and to offer all necessary assistance to ensure the health and safety at work of all employees.

12.3.1 The Centre shall consult with the employees periodically to ascertain what measures need to be taken to increase awareness of health and safety to ensure that all necessary measures are taken to make this policy effective. Measures such as; training, supervision and instructions of all employees in



matters pertaining to their health and safety and provision of any necessary information shall be undertaken.

#### **12.4 Policy Scope**

This policy applies to all employees of the Centre.

#### **12.5 Workplaces**

Workplaces must be kept clean and tidy. Rubbish and discarded materials must be placed in the receptacles provided. Proper attention must be paid to hygiene. All materials must be properly and safely used and when not in use, properly and safely secured. Care shall be taken to ensure that the work place is not hazardous either to employees or to third parties including trespassers.

#### **12.6 Fire and First Aid**

12.6.1 Employees should ensure that they are familiar with the position of the nearest fire-fighting equipment and emergency exits. Employees should ensure that they understand how to operate such equipment. Employees are asked to handle electric appliances with caution and to keep flammable materials, particularly paper, away from sources of heat. Employees shall report any faulty electric cables or flex immediately to the Executive Officer. Emergency exits, stairs, corridors and doorways should not be obstructed.

#### **12.7 Electrical Equipment**

12.7.1 Any equipment in a dangerous or worn out condition must be reported by the employee to the Executive Officer responsible for Administration. All electrical equipment that does not require continuous operation should be switched off when not in use and plugs removed from socket outlets.

12.7.2 Employees **MUST NOT** use equipment that is suspected to be faulty, or where the cable or flex is damaged or connections are loose. Any faults should be immediately reported to the Executive Officer.

12.7.3 Employees should not attempt or interfere with electrical equipment or wiring themselves, and should not use dual or other socket outlets unless these have been properly authorized by an electrician.

#### **12.8 Floors**

12.8.1 Cables and wires should not be permitted to trail across the floor where people may be passing, unless a covering is provided. Employees should take extra care on newly polished or wet floors. Any liquid spilt on the floor should be wiped up immediately.

12.8.2 Damaged floor covering or surfaces should be walked on with care and reported immediately.

12.8.3 Where ladders or steps are used to reach above normal height, employees should ensure that they are firmly based and secure. Where necessary, assistance should be sought to prevent them from slipping.

## **12.9 Alcohol and Drugs**

No alcoholic liquor or drugs (other than those prescribed by a registered Medical practitioner and which do not affect the employee's ability to safely undertake his/her duties) may be brought on to, used or consumed at any work place. The Centre will suspend any employee who, in its opinion, is under the influence of drugs or alcoholic liquor and appropriate disciplinary action will be taken against the employee which may lead to dismissal.

## **12.10 Accident or Illness at Work**

12.10.1 In accordance with the provisions of the Workers, Compensation Act, Supervisors and Heads of Departments are required to report every accidents suffered by employees in the course of duty.

12.10.1 The Centre shall insure employees against accidents/injuries that could be sustained by employees while on duty.

12.10.2 Any accident or illness occurring on the Centre's premises shall be reported to the employee's immediate supervisor. It is important that all injuries, however slight, are reported.

12.10.3 If a customer is involved, the employee must not in any way admit liability on behalf of himself/herself, other employees or the Centre.

### **12.10.4 Specialized Protective Wear Clothing and Uniforms**

(i) Employees who need uniforms for identification and / or protective wear clothing shall be entitled to them.

(ii) Categories eligible to this benefit shall include but shall not be limited to:-

- a) Professionals especially those under STEPUP
- b) Office attendants
- c) Porters/ cleaners
- d) Security
- e) Any other as may be identified

- (iii) Two sets of clothing shall be provided once every financial year. It is mandatory that employees with specialized or protective clothing wear them at all times when on duty.

## **13.0 HUMAN RESOURCE RECORDS**

### **13.1 Registry**

The Registry is the administrative place for the control of all records, documents and information required by the Centre for the operation of its work. All active records of the Centre shall be managed in the Registry.

### **13.2. Records Management**

The officer in charge of records shall:

- Place mail and other papers on file.
- Retrieve and replace files.
- Open new files.
- Keep a record of file movement.
- Ensure that information required from the Registry is always available.

### **13.3 Registry Procedures**

Registry procedures will ensure that:

- Centre's records are protected.
- Records are complete, secure and accessible to authorized users.
- Records will be efficiently retrieved.
- Records likely to be of long term value are preserved.
- Unwanted records are disposed of.

### **13.4 Types of records**

Registry Management is concerned with all records types regardless of storage medium.

- (i) Current records: these are records which are needed to conduct the day to day Centre's business. These records must always be easily accessible within the Registry.
- (ii) Semi-active records: These are records which are not referred to as often as active records. But they are still under the jurisdiction of the Registry though they may be stored outside the main records office.

- (iii) Inactive records are records which are rarely looked at. They should not be stored within the active registry files.

### **13.5 Opening of a file**

The Centre will open a file for each staff on Permanent and Temporary terms. Staff on permanent terms shall have two files: a personal open file and a personal confidential file.

All confidential recommendations, confidential reports and correspondence regarding the Officer's conduct and performance of his duties and medical reports will be kept on the personal confidential file. The personal open file will contain the complete record of service, including letter of appointment, letters of confirmation, salary adjustments, approved leave forms and any other correspondence of a general and personal nature.

#### **13.5.1 Creating a new file when a document comes into the registry**

The records officer must decide whether an appropriate file already exists or, it will be necessary to create a new file with a number and a title.

The title shall be as descriptive as possible to provide adequate details of the files actual content. When adding new papers to a file, care will be taken to ensure that the file title continues to accurately reflect the contents. If it does seem justified to change the title of a file, the permission of the Administrative Secretary has to be obtained.

#### **12.5.2 File movement**

Files shall usually be issued to action officers in one of the following circumstances:

- The officer requests for the file in person or by telephone/e-mail and is brought to him/her.

For effectiveness, the Records officer must know the location of every file. Each time a file moves, this fact must be recorded. File movements shall continuously be monitored through file movement forms (books) and regular file census.

#### **12.5.3 Unauthorized disclosure of information**

Every NCDC staff shall not disclose any information to unauthorized persons without the express permission of the Director.

**Grading of jobs**

**Appendix 2**

**NCDC SALARY STRUCUTRE**

| <b>Job title</b>   | <b>Salary scale</b> | <b>Basic pay</b> |
|--|---------------------|------------------|
| Director   | CD 1                |                  |
| Deputy Director  | CD 2                |                  |
| Head Finance/Internal Audit/Administration   | CD 3                |                  |
| Principal Specialist   | CD 4 A              |                  |
| Senior Specialist  | CD 4 B              |                  |
| Specialist, Legal officer, Librarian   | CD 5                |                  |
| Assistant Specialist, Finance Accountant,<br>Marketing office, Procurement Officer, Graphic<br>Designer, Legal Officer | CD 6                |                  |
| Executive Officer, Technicians, Assistant<br>Procurement Officer   | CD 7                |                  |
| Accounts Assistant/Storekeeper/Secretaries,<br>Records Assistant   | CD 8                |                  |
| Assistant Technicians, Glass Blowers   | CD 9                |                  |
| Machine Operators  | CD 10               |                  |
| Junior Binders   | CD 11               |                  |
| Drivers  | CD 12               |                  |
| Office Attendants/Watchman   | CD 13               |                  |