

KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)



STAFF REGULATIONS AND CONDITIONS OF SERVICE

SECOND EDITION

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STAFF REGULATIONS AND CONDITIONS OF SERVICE, THIRD EDITION, 2022

PART 1.0 - PRELIMINARY PROVISIONS

1.1 INTRODUCTION

1.1.1 Background of the College

The Kilimanjaro Christian Medical University College (KCMUCo) was conceived in 1997 by the name of Kilimanjaro Christian Medical College (KCM-College) and functioned as a constituent College of Tumaini University (TU). The then Higher Education Accreditation Council (now Tanzania Commission for Universities) granted a provisional registration certificate in 1998 and upgraded the College to a full registration in 2001. The College started with the Faculty of Medicine and gradually expanded to other faculties, directorates, and institute; namely, Faculty of Nursing Faculty of Rehabilitation Medicine, Directorate of Postgraduate Studies, Directorate of Research and Consultancy, and Institute of Public Health.

KCM-College transformed to University College as per Part 4 of the Universities Act of 2005 and Article 3 of the KCMUCo Charter and Rules of 2010 and the name changed into Kilimanjaro Christian Medical University College, a constituent College of Tumaini University Makumira.

1.1.2 Vision of the College

KCMUCo aspires to be a transformative Christian Centre of excellence providing evidence-based training in health with sustainable resource.

1.1.3 Mission of the College

The KCMUCo mission is to provide an enabling environment for innovative and quality teaching, research and services responsive to national and global needs.

1.1.4 Core Values of the College

To realise the vision and fulfil its mission, KCMUCo shall be guided by the following values: -

- (i) Love
- (ii) Mercy
- (iii) Compassion
- (iv) Integrity
- (v) Transparency
- (vi) Diversity
- (vii) Creativity
- (viii) Innovation
- (ix) Excellence
- (x) Accountability

1.1.5 Purpose of the Staff Regulations and Conditions of Service

The College Staff Regulations and Conditions of Service were first adopted by the College Governing Board in **July 2015**. Before 2015, the College was operating under the Tumaini University Staff Regulations that were approved by the University Council in 2002. The reason for formulating KCMUCo Staff Regulations and Conditions of Service were based on the practice and experience

with other higher learning institutions and the Tanzania Commission for Universities (TCU), where it was found necessary to establish KCMUCo Staff Regulations and Conditions of Service that were unique to the College, based on her vision and mission. The necessity also took into consideration the Tanzania Employment and Labour Relations Act, No. 6 of 2004. After four and a half years of their operation, local, national and global environment and requirements have changed. The regulations of Standards and Guidelines for University Education in Tanzania changed since 2019. All these internal and external requirements necessitated updating the regulations to accommodate new human resources management related issues and comply with regulatory and other requirements.

KCMUCo is committed to setting high standards of human resources management and administration for the purposes of efficiency, effectiveness, and transparency. To accomplish this, individual employees as well as teams of employees who are called upon to implement the College's strategic plans demand comprehensive Staff Regulations and Conditions of Service supported by rules, guidelines and procedures that creates conducive environment and healthy atmosphere for work; and enable the application of fair, consistent and equitable terms and conditions for all employees.

These revised Staff Regulations and Conditions of Service embody the fundamental conditions of service and the basic rights, duties, and obligations of Employees of Kilimanjaro Christian Medical University College. They lay down the general conditions of service and the broad guidelines and procedures for recruitment, training and development, staff welfare, and disciplinary matters.

The regulations and conditions of service that are specified in this document shall govern the management of the employees involved in handling various functions and activities at all levels within the College.

1.1.6 The Scope of the KCMUCo Staff Regulations

The second edition of the Staff Regulations and Conditions of Service shall apply to all individuals who are employed by KCMUCo under temporary appointment, a fixed-term appointment, or permanent and pensionable appointments, unless, with the consent of the College Governing Board, it is stated otherwise in the employee's signed employment contract.

The human resources management and administration practices, guidelines, procedures, and benefits contained in the Staff Regulations and Conditions of Service shall be constantly reviewed and revised in the event of changes in Legislations, economic conditions and/or the College's business practices.

Since the Tanzanian Government is continuously revising/amending the laws and enacting new ones these Staff Regulations and Conditions of Service are current regulations and guidelines for Employees behavior and treatment but not conclusive. Thus, when, or where appropriate, new Country Laws and Regulations related to staff conditions of employment and service shall take precedence.

1.1.7 Accessibility of the KCMUCo Staff Regulations

KCMUCo employees shall have access to Staff Regulations and Conditions of Service through hard copies from the Human Resources Management and Administration Department and soft copy that will be uploaded on the College website.

1.1.8 Short Title and Commencement

The Kilimanjaro Christian Medical University College Staff Regulations and Conditions of Service, Third Edition 2022, may be cited as “**KCMUCo Staff Regulations 2022**”, and they are effective from the date of approval by the College Governing Board.

1.1.9 Definitions and Interpretations

In the KCMUCo Staff Regulations 2022 the following words, phrases or terms will have the meaning shown below unless the context requires otherwise: -

- (i) “**Academic Staff**” - means members of staff who are charged with academic matters such as directing teaching and learning, research activities and community engagement of the College.
- (ii) “**Administrative Staff**” - means members of staff who are charged with administrative matters of the College, such as finance, student administration, business management, procurement, infrastructure, public relations, maintenance, safety, security, and such other services.
- (iii) “**Appointment**” – means being placed in the service of Kilimanjaro Christian Medical University College in any of the types/categories as mentioned in Part 3.0, section 3.7 of these Regulations.
- (iv) “**Appointing Authority**” – in relation to KCMU-College members of staff means the College Governing Board, Academic and Administrative Staff Appointments Committees, Human Resource and Students Affairs Committee or their Delegates.
- (v) “**Approved Medical Officer**” - Means a Medical Practitioner dully registered according to the written law of the land and recognised or approved by Kilimanjaro Christian Medical University College.
- (vi) “**Child**” – means biological child, stepchild, legally adopted child of an employee who is below 21 (twenty-one) years and who is wholly maintained by the employee.
- (vii) “**Circular**” – means a letter or written notice issued from time to time by any authority or delegate as information or order to all or employees.
- (viii) “**Citizen**” - means a citizen of the United Republic of Tanzania.
- (ix) “**College or KCMUCo**” – means Kilimanjaro Christian Medical University College.
- (x) “**Conflict of Interest**” - is a situation in which a person is in a position to derive personal benefit from actions or decisions made in their official capacity
- (xi) “**Domicile**” - means a place in Tanzania where an employee was born or a place in Tanzania where an employee has made his/her permanent home as declared by letter, notice of marriage or in the personal particulars/record form.
- (xii) “**Employee**” - means full-time staff or officer of Kilimanjaro Christian Medical University College.
- (xiii) “**Employer**” - means the respective appointing authority of the College or one who gives work to employee.
- (xiv) “**Expatriate**” – means a non-citizen employee normally employed on special contract terms.
- (xv) “**Family**” – means an employee and his/her spouse and, if any, the children of such employee as defined in (vi) above, and parents.
- (xvi) “**Fixed-Term Contract**” – a contract of employment that terminates on the occurrence of a specific event, the completion of a specified task or project or a fixed date other than the employee’s normal or agreed retirement date.
- (xvii) “**Full-Time Equivalent teaching agreement**” - an agreement with a monthly prorated salary/payment. This type of agreement is mainly for the staff employed by Kilimanjaro Christian Medical Centre, who have been approved to teach KCMUCo students.
- (xviii) “**Gender**” – unless otherwise provided, words implying the masculine gender also include the feminine gender, and vice versa.

- (xix) **“Gratuity”** - means monetary reward given to an employee at the end of employment contract or on retirement of his service.
- (xx) **“Grievance”** - a work-related claim, complaint, problem, or concern of an employee regarding health and safety, supervisor behaviour, or changes in employee conditions.
- (xxi) **“Grievant”** - means an employee who has a grievance who submits a grievance for resolution through a grievance process.
- (xxii) **“Grievance Officer”** - is defined as follows:
 - (a) If the Grievant is an academic staff, regardless of rank or status, the Grievance Officer shall be the Deputy Provost for Academic Affairs or such other individual as appointed by the Provost.
 - (b) If the Grievant is an administrative or technical staff, the Grievance Officer shall be the Deputy Provost for Administration or such other individual as appointed by the Provost.
 - (c) If the grievance is against the Grievance Officer named above or if the particular circumstances warrant a different appointment, the Provost will appoint another person to serve as Grievance Officer for that particular grievance.
- (xxiii) **“Integrity”** – means adherence to accepted moral principles, being honest, impartial, and fair minded.
- (xxiv) **“Near Relatives”** – shall include employee’s sibling (brother or sister), grandparent or grandchild; father/mother, brother/sister or grandparent of the employee’s spouse.
- (xxv) **“Number”** - words in the singular also include the plural and vice versa.
- (xxvi) **“Redundancy”** – means a reduction of job positions because of a number of factors, including restructuring of the business due to an economic downtrend or due to introduction of new technology.
- (xxvii) **“(The) Regulations”** - means these Staff Regulations and Conditions of Service.
- (xxviii) **“Retrenchment”** – means the termination of an employee, employees, or group of employees due to an operational requirement such financial constraints, technological changes, restructuring of the business, merger and acquisition, closing of business or similar circumstances that are beyond employer’s control.
- (xxix) **“Search Committee”** – means a group of people formed to help in recruiting, evaluating, and recommending the most qualified candidates for employment by the College.
- (xxx) **“Spouse”** – means one wife or husband who is legally accepted.
- (xxxi) **“Transfer”** - means posting an employee from one station to another or from one department to another, without necessarily changing duties.
- (xxxii) **“Volunteer”** – means a person who voluntarily undertakes or expresses willingness to donate/offer his/her service (time or efforts) to the College without pay.
- (xxxiii) **“Technical staff”** - means non-administrative personnel employed to support the teaching, learning and research activities such as information and communication technology, laboratory technology and instruction, prosecution, and other technical related services.
- (xxxiv) In this document, the recommendations for a course of action are made with varying degrees of emphasis. As a rule: -
 - (a) the word **‘may’** indicate a possible course of action.
 - (b) the word **‘should’** indicate a preferred course of action.
 - (c) the word **‘shall’** indicate a mandatory course of action.

1.1.10 Application of other Legislations and Circulars

When the provision of the KCMUCo Staff Regulations, 2022 are in any way at variance with the terms of any government legislation or directive or circulars, the terms of such legislation, directive, or circular dealing with aspects of conditions of employment which are not dealt within these

Regulations shall apply to employees of the College to such extent as laid down in the legislation concerned.

1.1.11 Amendments

Any amendments and supplements to KCMUCo Staff Regulations, 2022 must be authorized by the College Governing Board. The process of alteration(s) of the KCMUCo Staff Regulations, 2022 shall be done through the relevant Committee of the College Governing Board.

1.1.12 Administration of the College

- (i) As prescribed in the KCMUCo Charter and Rules (2010), the Provost is responsible to the College Governing Board for the management and administration of the College.
- (ii) The Provost is assisted, in his responsibilities and duties, by the Deputy Provost for Academic Affairs and the Deputy Provost for Administration as prescribed in the College Charter and Rules (2010).
- (iii) In the application of the KCMUCo Staff Regulations, 2022, the Provost shall be guided by the decisions of the College Governing Board, or Committees to be established by the College Governing Board and as prescribed in the KCMUCo Charter and Rules (2010).
- (iv) In any dispute regarding the interpretation of these Regulations, the Provost, as the Chief Executive Officer of the College, shall be the arbiter in the first instance.
- (v) Where there is an appeal against interpretation of the KCMUCo Staff Regulations, 2022 by the Provost, the matter shall be placed before the Committee/Committees referred to in section (iii) above, and if need arises, before the College Governing Board, which shall have the final decision.

PART 2.0 - CODE OF CONDUCT AND ETHICS

KCMUCo shall conduct her activities in accordance with the Vision and Mission of the College, while observing employment laws and Regulations of the Country. Likewise, the employees of the College are expected to exhibit high ethical standards.

The purpose of the Code of Conduct and Ethics is to promote and safeguard the interests of KCMUCo, create conditions for all employees to conduct themselves with integrity, and work together while creating a conducive and productive working environment and perform their duties efficiently, effectively and with quality. Failure to comply with the Code of Conduct and Ethics shall be considered a breach of the terms of employment and warrant disciplinary action and/or termination of employment.

The code of conduct and ethics shall be as follows:

2.1 DISCHARGE OF DUTIES

- (a) During the tenure of service with the College, all employees must observe the College's rules and regulations while discharging their duties.
- (b) The duties and responsibilities of all employees shall be specified in their Job Descriptions that will be attached to their letters of Appointment and as may be amended from time to time by the College Management.
- (c) All employees have the duty to undertake their work in a manner which supports, enhances, and does not detract from the College's strategic goals and objectives.
- (d) Every employee shall discharge the duties entrusted to him/her with the highest standards and degree of efficiency, excellence, professionalism, intelligence, skill, due care, punctuality, integrity, diligence and loyalty to KCMUCo.
- (e) Every employee shall comply with and obey all lawful instructions, orders and directions regarding the work of KCMUCo given to him/her by the College Governing Board, Provost, Deputy Provost for Academic Affairs, Deputy Provost for Administration, Dean, Director, Head of Department, Head of Unit, Head of Section and/or immediate Supervisor as the case may be.
- (f) All activities assigned to any employee shall be carried out immediately with a maximum turnaround time of **three days**, except when consultation with higher authorities is necessary, for completion of the assignment. It is a serious offence for any employee, to **delay** processing or forwarding documents of clients, other employees, or institutions, without justifiable reasons.
- (g) Every employee shall devote the whole of his/her time and attention during the normal working hours, and such reasonable additional time as may be necessary and requested, to the work and business affairs of KCMUCo.

2.2 CONFIDENTIALITY

- (a) All employees shall always maintain confidentiality. They shall not, during their employment or thereafter, regardless of the reason(s) for termination of their employment, communicate or reveal to any unauthorised person any confidential matter or information relating to the business affairs, processes, trade secrets, trade connections and/or client lists of KCMUCo.
- (b) No employee may disclose, transmit or otherwise share any unpublished information related to the work of KCMUCo or its staff and partners, which come to his/her knowledge because of his/her employment.
- (c) Care shall be taken **not** to disclose, furnish or give any information to unauthorized persons that may harm the reputation or interests of KCMUCo.

- (d) Individual staff salary and benefit levels, annual staff appraisals and decisions regarding promotion, demotion or other disciplinary action shall be confidential, until allowed for disclosure by the competent authority.
- (e) Every employee of KCMUCo shall be asked to sign a **declaration of confidentiality**, and any breach of confidentiality shall lead to disciplinary and/or legal action.
- (f) The Provost may, from time to time as needed, issue general or specific guidance regarding confidentiality and disclosure.

2.3 REPUTATION OF KCMUCO

- (a) All employees shall always, during working hours or thereafter, act in a manner that shall enhance the reputation, values, and wellbeing of KCMUCo.
- (b) Every employee shall use his/her best endeavours to protect and promote the business and interests of KCMUCo and to preserve its reputation and goodwill.
- (c) No employee shall conduct him/herself in such manner that could bring the reputation of KCMUCo into disrepute or otherwise jeopardize its standing.

2.4 MUTUAL RESPECT AND NON-DISCRIMINATION

- (a) All employees have the duty to respect the rights and welfare of all staff, students and other persons who use the College.
- (b) All staff must show respect to their superiors, fellow employees, other people and particularly the clients.
- (c) Every employee shall conduct him/herself with courtesy, respect, and integrity towards all persons while doing his/her work.
- (d) No employee may discriminate against any other person based on race, ethnicity, age, sex, marital status, origin, disability, creed, political belief, religion, or the status of Human Immunodeficiency Virus (HIV).
- (e) No employee may abuse or deliberately intimidate any other person(s).

2.5 SEXUAL HARASSMENT

- (a) No employee may make sexual advances where he/she knows or ought to know that the solicitation is unwelcome or in any other way sexually harass another person.
- (b) Every employee shall refrain from making sexual advances, request or respond to requests for sexual favours and other verbal or physical conduct of a sexual nature to fellow employees, students and business partners where submission to or rejection of, such conduct may explicitly or implicitly affect an individual's work performance or creates an intimidating, hostile or offensive work environment.
- (c) KCMUCo Staff are required to read and understand the Gender and Sexual Harassment Policy and Procedures 2021.

2.6 ZERO TOLERANCE FOR CORRUPTION

- (a) KCMUCo shall not tolerate corruption, bribery, theft, fraud, and dishonesty.
- (b) No employee may request, induce, demand, or accept gifts, direct or indirect performance of assigned responsibilities.
- (c) It is forbidden for an employee to solicit, request, induce, demand, or accept gifts (financial or otherwise) as a reward for:
 - (i) Doing or refraining from doing anything in his official capacity.
 - (ii) Showing favour or disfavour to any person in his official capacity
- (d) No employee may falsify or otherwise provide false information.
- (e) An employee who engages in such illegal actions shall be subject to termination on misconduct.

- (f) An employee who has caused loss to KCMUCo through such illegal actions may additionally be held liable for reimbursing the cost of the loss or damage caused.
- (g) College employees are required to be conversant with the Fraud Management Policy and Procedures 2021 and the Whistleblowing Policy and Procedure, 2022.

2.7 CONFLICT OF INTEREST

- (a) All employees have the duty to act honestly and faithfully, put the employer's interests first and avoid any conflicts of interest.
- (b) No employee shall, while in the employment of KCMUCo, engage in any business or activity that would undermine his/her performance or conflict with the interests of the College.
- (c) All employees shall be required to declare conflict of interest on all matters they may deal with, that affect the College or National Interest.
- (d) Failure to declare conflict of interest may cause lead to a disciplinary action which may include termination of employment or a severe disciplinary action as per procedures.
- (e) KCMUCo shall, generally, not enter into agreements with or procure goods or services from employees, deans, directors, heads, of departments/units, College leaders or their relatives, except for rare circumstances where it is demonstrated to be in the best interest of the College.
- (f) No employee or college leader may involve himself/herself in any decision-making process, or seek in any way to influence it, where he/she or his/her relatives may be able to gain privately from the decision.
- (g) All employees shall disclose forthwith any or potential conflict of interest and seek approval of the Provost or College Governing Board.

2.8 INTEGRITY

- (a) All the staff are required to be of unquestionable integrity and loyalty to the College.
- (b) Each employee shall be, always, truthful, and faithful to the College in all dealings and transactions, whatsoever, relating to its business and interests.
- (c) Any employee who makes false statements, provides misleading information, or withholds information relevant to their discharge of duties at KCMUCo shall be considered to have violated the College Code of Conduct and Ethics and be subject to disciplinary action.
- (d) Each staff shall conduct himself/herself in a manner which portrays a positive image of the College and himself during his/her official and private affairs.
- (e) An employee shall be expected to always behave in accordance with acceptable moral, ethical and social standards. He/she should conduct and manage his/her personal affairs sensibly so that they do not affect his/her services or cause disrepute to the College. Therefore, all staff should avoid such things as financial embarrassment, drunkardness, use of drugs and any other habit not acceptable by the society.
- (f) Performance, work habits, conduct, or demeanor that fails to maintain standards applicable to an employee of the College will subject the employee to disciplinary action up to and including dismissal, as determined appropriate by the College.

2.9 USE AND CARE OF KCMUCO PROPERTY

- (a) Each KCMUCo employee has the responsibility of guarding the College funds and properties entrusted to them or otherwise. He/she should make sure that no damage, loss, misuse, or misappropriation occur in relation tom property entrusted on them.
- (b) KCMUCo properties, **seal, logo, domains**, equipment, and other assets may only be used for the work of the College, unless authorised otherwise in writing by the Provost or College Governing Board as the case may be.

- (c) The Official Seal and Stamp of KCMUCo may only be used by the Provost or officers designated by him/her to do so.
- (d) All employees shall safeguard all properties and materials entrusted to them and exercise the utmost care in their use.

2.10 REPRESENTATION

- (a) The spokesperson for KCMUCo shall be the Provost.
- (b) All employees are prohibited from corresponding with the media (press, radio or television) on official matters without prior written permission of the Provost. If due to extenuating circumstances there is a need to delegate correspondence with the media, the Provost shall delegate that duty to the College Public Relations Officer.
- (c) No employee, consultant, intern or other individuals shall, without the express authority of the Provost, speak with the media, publish or make other official statements on behalf of KCMUCo. If due to extenuating circumstances there is a need to delegate speaking to the media, the Provost shall delegate that duty to the College Public Relations Officer.
- (d) All official publications or statements of KCMUCo shall be signed by the Provost or an employee delegated by him/her in writing.
- (e) Notwithstanding the above provisions, employees may share **prior published** or **approved information** with interested third parties.
- (f) Unless dully authorised by the competent authority employees are strictly forbidden from applying to the public for donations and subscriptions.

2.11 DRESS CODE

- (a) The College expects all her staff to put on good attire and unobjectionable dress.
- (b) Employees are expected to practice good personal hygiene and use good judgment in their choice of clothing and personal grooming.
- (c) Every employee must dress decently and tidily.
- (d) Employees should choose to dress in a manner which presents a professional image to the public and is respectful of others.
- (e) Employees should be mindful that the College is a public institution, and that personal and work area appearance is a reflection on the College.
- (f) Disregard on existing rules on dresses shall constitute a serious offence calling for disciplinary action.
- (g) Any employee who puts on a dress, which offends contemporary public morals, shall not be allowed in the College premises.
- (h) All members of staff provided with uniforms or required to wear uniforms shall put them on while on duty. They shall ensure that the uniforms are kept in neat and clean conditions. When the uniforms are provided free of charge, they shall remain to be the property of the College and shall be replaced from time to time. When an employee who is provided with such uniform leaves the service, he must surrender the uniforms. The category of staff required to wear uniforms and type of uniform to be issued will be reviewed from time to time. Uniforms will be issued after every two years.

2.12 PERSONAL DATA

All employees must keep all their personal data up to date. Examples of personal data that should be updated include: - information on changes in emergency contact, next of kin, marital status, birth of children, nationality, address, post and educational achievements. All changes must be made within 30 days of occurrence by notifying the Human Resources Office with documentary evidence. Failure to update your records in a timely manner may jeopardize your benefits eligibility.

2.13 MISREPRESENTATION AND FALSIFICATION

Should it become evident, after an employee's appointment, that the employment was the result of the employee's submission of false, unreliable, or flawed information, declarations, recommendations, or certificates, assuming an untrue personality or the employee deliberately concealing or keeping silent concerning an incident or a circumstance relevant to the employment requirements of KCMUCo, the contract may be forthwith annulled without prior notice and without compensation.

2.14 MEETINGS

All staff meetings which are not statutory shall not be held during and after office hours without the prior approval of appropriate College authority or if not indicated in the College Almanac, or if not initiated as part of the regular or extraordinary meetings by the head (or official representative thereof) of a department, faculty, directorate, or institute for the purpose of conducting the regular business of the College. Staff statutory meetings include All-Staff Meeting, Workers Council Meeting, Trade Union Meeting (RAAWU - Researchers, Academicians and Allied Workers Union), and KCMUCo SACCOS Meeting.

2.15 ENGAGEMENT / INVOLVEMENT IN POLITICS

- (a) All employees shall not engage in political activities nor allow personal political views to influence performance of his/her duties in the College.
- (b) An employee may not use his or her official position either to promote or to prejudice the interests of any political party and may not in his or her official capacity make statements in the public press or at public meetings on party political issues.
- (c) An employee may not actively promote party politics during working hours.

2.16 NEPOTISM AND FAVORITISM

An employee shall not favor relatives, friends or associates in decision-making or provision of services. Employees shall treat all staff and college clients equally and fairly without any favors.

2.17 INTELLECTUAL THEFT

- (a) College employee shall refrain from cheating, plagiarism, and impersonation in the production of academic materials and publications as stipulated in the KCMUCo Research and Consultancy Policies and Regulations, 2021.
- (b) Employees shall not reproduce any College forms, documents and materials and sell the same for personal gain.

2.18 CHAIN OF COMMAND

- (a) An employee at supervisory or higher level should follow the laid down chain of command in the delegation of duties and monitoring of performance.
- (b) All employees are expected to adhere to the established chain of command strictly always and to desist from acts of insubordination or exercising powers that have not been properly granted.
- (c) A request or communication from an employee, in connection with any matter falling within the scope of the powers and functions of KCMUCo, must be submitted to or routed through his or her immediate supervisor. If exceptional circumstances exist which justify a deviation from this, an employee may submit his or her request or communication to the next level of management provided that his or her superior is informed of such action with reasons.

2.19 USE OF SOCIAL MEDIA

- (a) Employees may use social media for work purposes or for personal use, for example, Facebook, LinkedIn, WhatsApp, Twitter, blogs, wikis, microblogs, message boards, chat rooms, electronic newsletters, online forums, social networking sites, and other sites and services that permit users to share information with others in a contemporaneous manner.
- (b) Any use of such social media must be respectful of KCMUCo's reputation and that of all her staff as detailed further in the KCMUCo ICT Policy 2022.
- (c) Social media use should not interfere with employee's responsibilities. College's computer systems are to be used for business purposes only. When using College's computer systems, use of social media for business purposes is allowed, but personal use of social media networks or personal blogging of online content is discouraged and could result in disciplinary action.
- (d) Although not an exclusive list, some specific examples of prohibited social media conduct include posting commentary, content, or images that are defamatory, pornographic, proprietary, harassing, libellous, or that can create a hostile work environment.
- (e) When using personal social media, Employees are not allowed to disclose, publish, post, or release any information that is considered confidential or not public.
- (f) Social media networks, blogs and other types of online content sometimes generate press and media attention or legal questions. Employees should refer these inquiries to authorised College spokesperson(s).
- (g) It is recommended that employees keep College related social media accounts separate from personal accounts.
- (h) Failure to comply with the above guidelines is a disciplinary offence. It may amount to gross misconduct and could result in summary dismissal.

2.20 MISCELLANEOUS REGULATIONS

- (a) All employees shall be polite to clients and colleagues and always focus on meeting the needs of clients as further detailed in KCMUCo Client Service Charter, 2021.
- (b) All customers/clients of the College must always be accorded the highest respect and attention even in the event of any provocation by the client.
- (c) An employee is forbidden to use another employee for any purpose not directly connected with official duties of the College, or for issues which are not in the interest of the College.
- (d) Excessive use of profanity is neither professional nor respectful to co-workers and will not be tolerated.
- (e) Upon termination of contract, no employee may take any unpublished information in any form (physical, electronic, or otherwise) with him/her or continue to use/access any electronic or web resources that were made available to him/her by virtue of their employment with KCMUCo.
- (f) An employee must relinquish all passwords he/she had acquired through their employment with KCMUCo, on or before their last day of working at/with KCMUCo; and may not use passwords after the termination of contract or share passwords with any other party.
- (g) Drunkardness and smoking while on duty are prohibited in College campus. Staff who contravenes this restriction shall be liable for disciplinary action.

PART 3.0 - STAFF RECRUITMENT AND APPOINTMENTS

3.1 PREAMBLE

Kilimanjaro Christian Medical University College recognises that human resources represent the most important resource within our institution. This means that the management, development, and retention of human resources shall be among the strategic priorities of the College. KCMUCo shall always seek to recruit, select and appoint the best candidates for approved vacancies without favour or bias. This policy, therefore, aims to ensure that recruitment, selection, and appointment are done in manner that is effective, efficient, fair and transparent. The College Management shall ensure that effective recruitment and selection systems are put in place for proper implementation of this policy,

3.2 CLASSIFICATION HUMAN RESOURCES

KCMUCo Employees shall be classified/categorised as follows: -

- (a) Academic/Teaching Staff: Professors, Associate Professors, Senior Lecturers, Lecturers Tutorial Assistants, Research Fellows, and professional academic Librarians.
- (b) Administrative Staff: Finance and Accounts, Procurement, Auditing, Planning, Human Resources, Legal cadres, Public Relations, Estates Management, Library Officers and Assistants, Records Management, Personal Secretaries and Office Management Assistants, Receptionists/Telephone Operators, Administrative Assistants, Students Administration and Welfare Staff, Office Assistants, Drivers, and any other administrative support related cadre that shall be approved by the College Governing Board.
- (c) Technical Staff: Information and Communications Technology (**ICT**) staff, Laboratory Instructors, Laboratory Technicians and Assistants, Clinical Instructors, Prosectors, Engineers, Architects, Quantity Surveyors, Technicians, Prosthetist and Orthotist, Audio-Visual Aids Assistant and any other technical support related cadre that shall be approved by the College Governing Board.

3.3 APPOINTING AUTHORITIES

- (a) The appointing authority of KCMUCo is the College Governing Board, whose powers of appointment, confirmation, promotion, discipline, and removal from service shall be delegated to the Staff Appointments Committee and the Human Resources and Students Affairs Committee (HRSAC) of the College Governing Board.
- (b) Appointment, promotion and discipline of Associate Professors and Professors in the College shall be subject to the approval of Tumaini University Makumira Senate and Council.

3.4 HUMAN RESOURCES PLANNING

3.4.1 Purpose

To effectively manage and utilise the human resources, KCMUCo will have in place a Human Resources Plan (HRP) that shall be aligned with the College Strategic Plan. The overall purpose of the HRP is to ensure adequate and qualified human resources are in place to meet the College's strategic goals and operational plans.

3.4.2 Objectives of Human Resources Plan

The main objective of the HRP is to make sure that the College has the right number of employees with relevant skills in the right kind of job position at the right time.

Specific objectives are to: -

- (a) Ensure adequate supply of human resources as and when required.
- (b) Ensure proper use of existing human resources.
- (c) Forecast future requirements of human resources with different levels of skills.
- (d) Assess surplus or shortage, if any, of human resources available over a specified period.
- (e) Anticipate the impact of technology on jobs and requirements for human resources.
- (f) Control the human resources already deployed in the organisation.
- (g) Provide lead time available to select and train the required additional human resource over a specified period.

3.5 CATEGORIES OF APPOINTMENTS AND TERMS OF SERVICE

Appointments to KCMUCo shall be in any one of the following categories:

3.5.1 Permanent and Pensionable Terms

- (i) Only Tanzanian citizens shall qualify for appointment on permanent and pensionable terms.
- (ii) All appointments to permanent and pensionable positions shall be made in accordance with the College staff establishment. Persons filling such posts shall remain in service until the normal age of retirement if they so wish unless their appointments are terminated as provided for under these Regulations.
- (iii) All appointments on permanent and pensionable terms shall be made initially for a probationary period of one year for both Academic, Administrative and Technical Staff; and only upon satisfactory completion of the probationary period, the employee shall be confirmed in the appointment.

3.5.1.1 Age of Permanent and Pensionable Appointment

- (i) Only Tanzanian Citizens who are below the age of 60 (sixty) years may be appointed on permanent and pensionable terms if they qualify for pension benefits and if they are active members of the National Social Security Fund (NSSF).
- (ii) Eligible employees aged 60 (sixty) years and above shall be appointed on fixed-term contract basis.

3.5.1.2 Age of Retirement

- (i) The normal age of compulsory retirement shall be 65 (sixty-five) years for Academic Staff and 60 (sixty) years for Administrative and Technical Staff.
- (ii) The age of voluntary retirement shall be 60 (sixty) years for Academic Staff and 55 (fifty-five) years for Administrative and Technical Staff.

3.5.1.3 Letter of Employment

Every employee on first appointment by the College shall be given a letter of Employment on Permanent and Pensionable Terms (refer **Appendix 1A** for Academic Staff and **Appendix 1B** for Administrative and Technical Staff) and fill out the Acceptance of Employment on Permanent and Pensionable Terms Form (see **Appendix 2A**) and any other forms (e.g., Personal Record Form - **Appendix 3**) as may be directed by the Employer.

3.5.2 Fixed-Term Contract

- (i) The College may appoint an employee on fixed-term contract based on the nature of the job post. The contractual period shall be two (2) to four (4) years depending on the job post.
- (ii) The Provost position shall be on contract for a period of four (4) years and shall be eligible for reappointment for one more term or as approved by the College Governing Board.

- (iii) The Deputy Provosts positions shall be on contract for a period of three (3) years and shall be eligible for reappointment for one more term or as approved by the College Governing Board.
- (iv) The Deans and Directors positions shall be on contract for a period of three (3) years and shall be eligible for reappointment for one more term or as approved by the College Governing Board.
- (v) Appointment on fixed-term contract for all other positions/cadres shall normally be for a period of at least one year (12 months) but not exceeding three years (36 months). A contract may be renewed for a further period on mutual agreement.
- (vi) Academic staff members who are beyond the compulsory retirement age of 65 years may be re-appointed on fixed-term contract depending on the needs of the College. Post-retirement contract shall not exceed a total of ten (10) years cumulatively.
- (vii) Administrative and Technical staff members who are beyond the compulsory retirement age of 60 years may be re-appointed on fixed-term contract depending on the needs of the College. Such appointment shall not exceed six (6) years cumulatively.
- (viii) Fixed-term contract appointments shall also apply to expatriates and volunteers whose terms of employment vary accordingly. (See the prescribed forms/templates on **Appendix 4A** for Academic Staff and **Appendix 4B** for Administrative and Technical Staff).
- (ix) A taxable gratuity of between **15%** and **20%** of annual basic salary of the contract period shall be paid on satisfactory completion of the last contract (when there is no renewal of contract), with the exception of expatriates and volunteers, provided that the employee is not eligible to join National Social Security Fund (NSSF) at the time of signing the contract. Calculation of the gratuity shall be based on the last contract not the entire period of the employee's tenure with the College
- (x) Where the contract is terminated before its expiration by death or sickness of the employee the amount of gratuity payable to such employee shall be calculated with reference to and be limited to the term which the employee had completed on the contract at the time of sickness or death.
- (xi) No gratuity shall be paid to any staff on fixed-term contract who may terminate the contract on his/her own wishes/reasons or should the contract be terminated by the employer on disciplinary grounds.

3.5.3 Membership to Social Security Scheme

- (i) The National Social Security Fund (NSSF) is a statutory Social Security Scheme established under an Act of Parliament. It is a contributory scheme where both the employee and employer each contribute 10% of employee's monthly gross salary.
- (ii) All KCMUCo full time employees, whether on permanent and pensionable terms or on fixed-term contract, shall be required to join the National Social Security Fund immediately after their first appointment if they are not members of the Fund during the time of employment by the College. However, staff employed after the compulsory retirement age shall not be required to contribute to NSSF, instead they shall be paid gratuity as per subsection 3.6.2 above.
- (iii) On retirement or completion of the contract, the employee will receive payment of his/her pension funds from the National Social Security Fund in accordance with the prevailing law.

3.5.4 Acting Appointments and Posts

- (i) An acting appointment is granted when an employee is assigned temporarily to perform the duties of a position in the classification of a superlative substantive post.
- (ii) A member of staff shall be appointed on acting capacity under the following circumstances:
 - (a) When an incumbent is absent from duty for whatever reason for more than **seven days** but not exceeding **six (6) consecutive months**.

- (b) If a post falls vacant and it is not possible to fill it immediately by the right candidate, but the period should not exceed **six months**.
- (iii) An acting appointment shall be based primarily on qualifications and ability to perform the required duties and responsibilities. Where qualifications and abilities are relatively equal, seniority shall be the deciding factor.
- (iv) If a potential candidate is deemed to have the qualifications but needs to be groomed and supervised over-time, he/she may be given the post on an acting basis. At the end of the probationary period of **six consecutive months** he/she will be assessed if he/she can be given the post.
- (v) Authority to act must be given in writing by the appropriate authority. If the period of acting exceeds six consecutive months, permission must be sought from appropriate authority.
- (vi) Absence of less than 30 consecutive days due to an employee being on urgent or annual leave or sick leave, shall not be regarded as break in an acting appointment provided the employee is required to act again on the same post immediately he/she resumes duty.
- (vii) The acting appointment shall be terminated when the substantive holder of the higher position resumes duty or upon substantive filling of the higher post.
- (viii) The actable posts under these Regulations shall be as listed below:
 - (a) Provost
 - (b) Deputy Provost for Academic Affairs
 - (c) Deputy Provost for Administration
 - (d) Secretary to the College Governing Board/Legal Counsel
 - (e) Deans of Faculties and Dean of Students
 - (f) Directors of Directorates/Institutes.
 - (g) Bursar
 - (h) Any other post(s) that may be designated by the College Governing Board.

3.5.5 Full-time Equivalent Teaching Terms

- (i) A full-time equivalent academic staff must have the same qualifications as a full-time academic staff member at KCMUCo.
- (ii) The full-time equivalent teaching agreement period shall be two (2) years and may renewed at the discretion of the College and based on satisfactory performance of the full-time equivalent employee. (See **Appendix 5** for the prescribed form/template).
- (iii) Since the Academic Staff has other responsibilities at the Kilimanjaro Christian Medical Centre (KCMC) related to his/her employment with the Government and/or Good Samaritan Foundation (here-in-after called "GSF") or collaborating institutions of GSF, within the working hours, the Academic Staff shall be allowed to discharge the responsibilities related to his/her employment with the Government/GSF, while at the same time teaching College students.

3.5.6 Part-time Teaching Terms

- (i) Part-time appointments shall be for vacant teaching positions that the College has failed to obtain candidates on full-time or FTE terms.
- (ii) A part-time academic staff must have the same qualifications as a full-time academic staff member at KCMUCo, that is procession of a GPA of 3.5 at undergraduate and 4.0 at postgraduate levels of B+ average at each level.
- (iii) Part-time teaching requests shall be processed for appointment by the Senate through the department committee, faculty/institute Board and College Academic Committee (CAC). An up-to-date CV of the staff shall be attached to the recommendations' documents from the department onwards.
- (iv) In some instances, a part-time academic staff appointment may involve a potentially conflicting obligation to another employer. Therefore, where a person who holds a full-time appointment

with another employer is considered for appointment as a part-time academic staff member, the consent of the other employer is required.

- (v) The part-time contract period shall be two (2) years and may be renewed at the discretion of the College and based on satisfactory performance of the part-time employee (See **Appendix 6** for the prescribed form/template).
- (vi) Payments for such part-time appointments will be commensurate to the tasks involved and as per part-time remuneration guidelines or policy.
- (vii) Unless expressly provided for in the letter of appointment, part-time employee shall be paid on hourly basis with no extra benefits.
- (viii) As per Tanzania Commission for Universities (TCU) Standards and Guidelines, Third Edition (2019), the number of part-time academic staff shall not exceed 20% for undergraduate programmes and 30% for postgraduate programmes of the total full-time academic staff, regardless of how and where they have been sourced.

3.5.7 Temporary Terms

- (i) Temporary appointments may be offered to individuals required to assist in a period of unusual pressure of work or on account of the illness of a permanent staff or staff on leave of absence or leave without pay of a permanent staff. They may also be engaged to perform a specific task the end of which is not accurately known.
- (ii) An appointment on temporary terms shall be on a month-to-month basis for a period not exceeding three months and the employee must sign a temporary contract letter. (See **Appendix 7** for the prescribed form/template).

3.5.8 Casual Employment

- (i) Casual work is the engagement of workers on a very short term or on an occasional and intermittent basis, often for a specific number of hours, days or weeks, in return for a wage set by the terms of the daily or periodic work agreement.
- (ii) The College may employ casual workers in accordance with the Employment and Labour Relations Act, 2004 or any other legislation, by applying the following guidelines:
 - (a) Casual employees shall be engaged on daily or weekly basis, to do a specific task, for a period of not exceeding one month.
 - (b) They shall be paid their wages at the end of each working day or any agreed period not exceeding two weeks.

3.5.9 Other Appointments

3.5.9.1 Secondment Terms

With special consideration, the College Governing Board shall approve an employee to be appointed on secondment terms. Such employment shall be on fixed-term contract, where both parties agree on the terms of employment. However, such employment shall not exceed two terms of contract, at the end of which the employee may be required to choose either to be employed by KCMUCo or return to his former employer.

3.5.9.2 Visiting Appointment

- (i) The College may appoint academic staff on visiting basis.
- (ii) Visiting appointments shall involve lecturers and above and on such terms and for such periods as the College Management and the visiting academic staff may agree.
- (iii) The obligations of the College regarding remuneration of the visiting appointee shall be specified in the letter of appointment.

- (iv) The part-time contract period shall be two (2) years and may renewed at the discretion of the College and based on satisfactory performance of the part-time employee. (See **Appendix 9** for the prescribed form/template).
- (v) The following guidelines shall apply to appointment of visiting academic staff:
 - (a) Staff from sister Higher Learning Institutions, Research and Development Institutions in Tanzania or staff in Diaspora, as well as foreigners with good academic and professional standing may be appointed as Honorary or Visiting staff.
 - (b) Appointment of such staff shall be based on their academic qualifications, publications and other attributes as outlined in the employment criteria and TCU guidelines. Such staff shall not be interviewed.
 - (c) Such staff shall be appointed for a period of one to two years and may be renewable upon recommendation upon recommendation from relevant department, faculty or directorate.
 - (d) The staff shall be involved in teaching, research, outreach or consultancy and other relevant activities in the institution.
 - (e) A visiting staff is normally a re-known academic in a university at the level of a Senior Lecturer or above possessing at least a Master's degree in the field of qualification;
 - (f) The College Academic Committee shall appoint visiting staff upon recommendations from Faculty/Directorate academic committee and upon presentation of curriculum vitae by the visiting staff for scrutiny.
 - (g) Departments, Faculties and Directorates shall search for visiting staff and ensure their appointment within the first month following each new academic year.
 - (h) Invitation of deserving visiting staff shall be done by the Office of Deputy Provost for Academic Affairs after receiving request from the respective department, faculty, or directorate, and after considering the financial implications and affordability to the College.

3.5.9.3 Volunteering Terms

- (i) Volunteers are employees who voluntarily offer to work with KCMUCo through their organisations or on their own, at no charge, with the potential exception of reimbursement of costs incurred while undertaking College's duties.
- (ii) Volunteers are not entitled to benefits of part-time or long-term contract employees.
- (iii) Engagement of volunteers shall be made in accordance with the established posts under recommendations of the respective Faculty, Directorate, Institute or Department.
- (iv) When employing non-citizen volunteers, proper procedures should be followed to secure Work and Residence Permits.
- (v) Volunteers are not paid salaries, but on special circumstances, KCMUCo shall pay them allowances or honoraria to help in their upkeep while in the service of the College.
- (vi) For non-citizen volunteers, the College may pay for their international travel tickets and accommodation.
- (vii) Opportunities will also be offered to new graduates who apply for volunteer service for the purpose of gaining work experience in their fields of study in administrative and technical positions. (See **Appendix 8** for the prescribed form//template).
- (viii) For **no** purposes will a volunteer be considered a full-time employee of KCMUCo.

3.5.9.4 Duty Post Appointment

Duty post appointment shall be appointment of staff to Administrative and Managerial positions, such as the appointment of the Provost, Deputy Provosts, Deans, Directors, Heads of Departments and Heads of Units.

(i) Procedures for Appointment of Provost, Deputy Provost, Deans and Directors

The Provost, Deputy Provosts, Deans and Directors are the key leadership positions in the College. In order to secure the best possible person for each position, a search committee shall be used in recruiting and screening potential candidates for the above-listed positions.

(ii) Guidelines for Forming a Search Committee

Below are the guidelines for forming a search committee.

(a) Appointment of Search Committee

The search committee shall be appointed by the Chair of College Governing Board (CGB) in consultation with the Provost or the Provost in consultation with the CGB Chair.

(b) Composition of Search Committee

A Search Committee shall be made up of a minimum of five (5) to a maximum of nine (9) voting members with one person appointed as chair and another as a secretary. Limiting the committee size will make it easier to schedule meetings and coordinate efforts.

1. Search Committee for the Provost

The Search Committee for the Provost shall be appointed by the College Governing Board in consultation with the Senate and Council of Tumaini University Makumira. The Committee shall comprise of a minimum of seven (7) to a maximum of nine (9) voting members.

2. Search Committee for Deputy Provosts, Deans and Directors

The Search Committee for Deputy Provosts, Deans and Directors shall be appointed by the College Governing Board in consultation with the Provost. The Committee shall comprise of a minimum of five (5) to a maximum of seven (7) voting members.

3. Non-Voting Membership

The Appointing Authority may also appoint non-voting members to serve on the search committee but without the right to vote. Non-voting members may include a representative from the Human Resource Management and Administration Department, who shall serve as an advisor on HR issues and practices, College Schemes of Service requirements and Staff Regulations and Conditions of Service, and make sure that committee members sign the confidentiality and conflict of interest statement.

In addition, an administrative support staff may also be included as a non-voting member of a search committee to assist with any administrative responsibilities for the committee, for instance, scheduling the interview meetings and related administrative logistics.

(c) Selection of Search Committee Members

Committee members should be of an appropriate professional level commensurate with the recruited positions. The following are some criteria to consider when selecting committee members:

- Individuals with different backgrounds, perspectives, and expertise.
- Individuals with knowledge of the substantive area and the technical, expertise to effectively evaluate candidates' qualifications.
- A diverse cross section of the College population.
- Appropriate external experts including those with similar positions.

- A representative from the CGB. Availability of members to attend all committee meetings.
- The Committee chairperson should hold positions at the same level or higher than the vacant position.

(d) Committee Membership

A search committee member cannot serve on a search committee when he/she is also an applicant for the position. In the event that a search committee member is well acquainted with or has a conflict of interest regarding an applicant, the member must:

- Notify the Appointing Authority and/or the search committee chair of the nature of the relationship.
- Recuse him/herself from the entire committee if unable to perform an objective and equitable review of all candidates or recuse him/herself from the evaluation and interview of only the known applicant, with the agreement of the chair and committee members.

(e) Roles and Responsibilities of Search Committee

The overall responsibility of a Search Committee is to identify, recruit, interview, evaluate and recommend qualified applicants/candidates based on the job description, job and person specifications.

The specific tasks of the Committee shall include, but not limited to:

- Assist in reviewing the application materials submitted by all applicants
- Prepare interview questions
- Conduct interviews of applicants/candidates.
- Upon completion of all interviews, prepare a report, including each applicant's educational qualifications, competencies in such areas as job-related experience and skills, and other criteria as defined/specified in the Terms of Reference given by the Appointing Authority.

The Committee shall report to the Appointing Authority.

(f) Recommendation of Final Candidates

Once the interviewing stage has been completed, the Committee shall identify the candidate(s) to be recommended to the Appointing Authority for employment. Depending on the charge given to the committee, the recommendation may be a ranked or unranked list with an explanation of the candidates' strengths and weaknesses as related to the qualifications of the position.

3.5.9.5 Internship Terms

- An intern is a person, usually relatively junior, who contributes to the work of KCMUCo primarily for skill learning and familiarisation purposes, and to gain from the experience, and not entitled to benefits of part-time or long-term contract employees.
- The College may accept applications for internship programmes. (See **Appendix 10** for the prescribed form//template).

3.5.9.6 Outsourcing and Consultancy

- A consultant is a person who is hired for a specific task which requires professional competence and specialisation when the College requires external assistance or guidance, such as evaluation, consultancy service, training, etc.
- The College may from time to time outsource labour and consultancy services from firms that specialise in certain kinds of jobs. Employees of such firms are expected to adhere to the College's regulations.

3.5.9.7 Field Practical Training

- Field Practical Trainee is a student who at his/her own request or that of any educational institution is permitted to learn through working for a short duration (1 – 3 months) as part of

his/her academic pursuit/projects or otherwise. Field Practical Trainees are not eligible for any benefits or salaries, which are applicable to employees.

- (ii) The College may accept applications for field practical training programmes. (See **Appendix 11** for the prescribed form/template).

3.5.9.8 Teaching Assistantship

- (i) Teaching Assistantship is a paid appointment that may be awarded annually to a qualified graduate student that requires part-time teaching. Teaching assistants help faculty members with undergraduate courses by grading papers, leading discussion sections, and sometimes teaching classes on their own.
- (ii) The main purposes of teaching assistantship programme are:
 - (a) To provide graduate students with part-time, paid work experiences in their field of study, and allow them to expand and/or apply their discipline knowledge and skills under supervision.
 - (b) To provide assistance to KCMUCo academic staff members in carrying out teaching assignments/activities that require the advanced skills of graduate students.

(iii) Eligibility for Teaching Assistantship

- (a) The College shall involve a master's student who had attained a GPA of 3.5 or above at the undergraduate level to participate in tutorials, seminars, studios, workshops, and practical sessions.
- (b) The College shall also involve PhD students who had acquired bachelor's degree with a GPA of 3.5 or above and a masters' degree with a GPA of 4.0 or above to teach specified courses (or part of a course) at undergraduate level provided the student has completed the proposal writing stage and has been recommended by his/her supervisor as a Teaching Assistant.
- (c) The teaching load for Teaching Assistants shall not exceed five (5) and six (6) hours per week for a master's and PhD student, respectively.
- (d) A Teaching Assistant shall be compensated/remunerated for the efforts put into assisting in teaching, tutorials, seminars, studios, workshops, and practical sessions based on the actual contact-hours worked, based on the rates approved by the College Governing Board.
- (e) The respective postgraduate student shall apply for teaching assistantship using the prescribed form on **Appendix 12A**.
- (f) An appointment on teaching assistantship terms shall be for a period not exceeding one year and the respective postgraduate student must sign a teaching assistantship engagement letter. (See **Appendix 12B** for the prescribed template).

3.6 STAFF RECRUITMENT, SELECTION AND APPOINTMENT PROCEDURES

3.6.1 General Provisions

- (i) Recruitment and appointment of potential human resources to fill up the approved vacancies at various posts and grades/levels shall be as provided for in the approved Schemes of Service for Academic, Administrative and Technical Staff.
- (ii) A vacancy into which employees may be appointed may be said to exist as a result of the following:
 - (a) An existing post holder leaving an established post
 - (b) The creation of a new post.
 - (c) The need to add more staff to an existing post as part of an extension plan

- (iii) When filling a vacant position, the College shall consider the following possible ways:
 - (a) Promotion
 - (b) Transfer of an employee (from one faculty/directorate/department to another).
 - (c) Internal recruitment
 - (d) External recruitment (using advertisements and headhunting).
- (iv) No appointments may be made for which no provision has been made in the approved budget of the College.
- (v) Any increase in the number of posts must be within the establishments shown in the approved College budget estimates unless such increase has prior approval of the College Governing Board.
- (vi) When making appointments, preference shall be given to citizens of the United Republic of Tanzania. Appointment of non-citizens shall be made only in case of non-availability of suitable citizens from Tanzania or within the East African Community higher education area, and evidence of non-availability of citizen must be provided.
- (vii) No person previously convicted of serious criminal offence or moral turpitude, who has been dismissed from previous service or who had his/her service terminated in the public interest from public service, parastatal organisations, industry or commerce may be appointed to the services of the College without the prior approval of the College Governing Board. Concealment of such conviction or termination, will render an employee liable to summary termination.
- (viii) Persons who have been previously retrenched and or declared redundant in the public service or private sector may only be re-appointed to the service of the College on contract terms upon approval of the College Governing Board.
- (ix) No person shall be appointed, promoted, or re-categorized to any post if he has no qualifications required by the post itself as specified in the respective schemes of Service.

3.6.2 Advertisement of Vacant Posts

- (i) KCMUCo shall normally conduct recruitment of long-term contract employees through an open and competitive process.
- (ii) After getting approval of the Appointing Authority, vacant posts shall be advertised in selected local newspapers, office notice boards, and College website by the Deputy Provost for Administration. The advertisement of the post shall have all the necessary specifications required for successful performance of the job.
- (iii) KCMUCo employees who are interested in vacant positions shall apply and fulfil all application requirements.
- (iv) Applications may be sent by post, courier, email, or delivered by hand to the Registry Office. All applications received shall be maintained on files for a period of at least one year from the date of recruitment to enable scrutiny and accountability.
- (v) No employee may attempt to seek to unduly influence or sabotage the recruitment process.

3.6.3 Shortlisting of Applicants

- (i) Shortlisting is the stage in the selection process during which all applicants for vacant positions are considered against the requirements of the positions which are detailed in the person specification.
- (ii) Applications received shall normally be assessed and their data compiled by Human Resources Office and list down all candidates who meet the minimum requirements as specified on the advertisement.
- (iii) A short-list of potential candidates shall be prepared from the big list of applicants. The short-list shall be scrutinised by the Head of Human Resources Management and Administration in

collaboration with the Deputy Provost for Administration in the case of Administrative and Technical posts and the Deputy Provost for Academic Affairs in the case of Academic posts.

- (iv) The final approved short-listed applicants shall be called for interview.

3.6.4 Interview

- (i) The Staff Appointments Committee shall constitute/meet as an Interview Panel during the interviewing session.
- (ii) The Interview Panel shall assess and rate the candidates using interview assessment and rating forms. (See *prescribed forms/templates on Appendices 13A, 13B and 13C* for Academic Positions, Senior Level Administrative and Technical Positions, and Junior and Middle Level Administrative and Technical Positions, respectively). The interview assessment and rating form/template for managerial positions is as indicated on **Appendix 13D**.
- (iii) All interviewees must be assessed on equal terms and on their merits. The job interview rating categories are as indicated on **Appendix 13E**.
- (iv) After completion of the interview by the interviewees shall be assessed and recommendations made to the respective Appointing Authority.
- (v) The successful candidates shall have their referees contacted and if well commended they shall be issued with letters of appointment/employment specifying the terms and conditions of service.
- (vi) Interviews for academic positions shall include:
 - (a) Oral interview
 - (b) Written and practical assessment
 - (c) Presentation/public lecture by the candidate in order to assess his/her soft skills, including teaching language proficiency.

3.6.5 Roles and Responsibilities of the Interview Panel

3.6.5.1 Chairperson of the Panel

- (i) To read and familiarise him/herself with the compiled data on the interviewees.
- (ii) To oversee and to run the panel meeting.
- (iii) To ensure that:
 - (a) the meeting keeps to time.
 - (b) interviews are conducted in a fair and equitable way and in accordance with College regulations and guidelines.
 - (c) all candidate records and notes are returned to Human Resources Officers after selection interviews and not retained by members of the panel.
 - (d) all panel members treat all information gained via the selection process as confidential.
 - (e) to ensure that no records of any candidate are used for any other purpose without the permission of the candidate.
 - (f) a full report on the interview proceedings is prepared for further processing and record keeping for future reference and retrieval.

3.6.5.2 Panel Members

- (i) To attend the panel meeting.
- (ii) To alert the Chairperson to any conflicts of interest they may have.
- (iii) To familiarise themselves with the guidelines and assessment criteria for the interviews.
- (iv) To represent the College professionally and to help create an atmosphere in which the applicants can fully present their qualifications.
- (v) To exercise their knowledge, judgement, and expertise in order to reach clear, sound, evidence-based decisions.

- (vi) To be always fair and objective.
- (vii) Evaluating each candidate's capacity and suitability to perform the duties of the respective post.
- (viii) Evaluating candidates according to job-related selection criteria and observing factors relevant to job elements.
- (ix) Questioning candidates in a fair and equitable manner.
- (x) Note taking during each interview.
- (xi) To agree on final grades and rankings for all proposals
- (xii) Treating all information always gained via the selection process as confidential.
- (xiii) Ensuring all their paperwork is given to the Panel's Secretariat at the end of the interview process.

3.6.5.3 Criteria for Selection

- (i) Selection of employees shall be based on the ability to get the work done effectively, reliably and with quality.
- (ii) Criteria to be considered shall vary depending on the position, but shall normally include work experience, academic qualifications, demonstrated skill level, publications record, performance during interview and reference letters.
- (iii) These criteria shall be applied fairly and flexibly rather than rigidly. Minimum qualifications requirement for Administrative and Technical posts may be waived where the candidate who does not possess them is regarded to be the best able to fulfil work responsibilities provided such a waiver is acceptable and documented.
- (iv) During recruitment and selection, KCMUCo shall not discriminate against candidate based on race, ethnicity, sex, marital status, origin, disability, creed, political belief, religion or HIV status, unless a person's status impairs the effective performance of his/her duties at KCMUCo.
- (v) Preference shall be given to Tanzania citizens in recruiting long term contract employees. However, where KCMUCo is unable to recruit competent and qualified nationals after exhausting all reasonable avenues for doing so it may consider recruiting non-citizens provided immigration and other legal requirements are fulfilled.

3.6.5.4 Recommendation for Employment

Apart from the reference letters submitted by the selected candidates the College Management will request candidates' referees and former employers for confidential recommendation for employment using the prescribed template on **Appendix 14**.

3.6.5.5 Pre-appointment Medical Examination Report

- (i) All successful candidates for appointments to the service of the College, with the exception of temporary/daily pay workers, shall undergo medical examination by a Registered Medical Doctor or a Licensed Medical Practitioner recognised by the College.
- (ii) All full-time and fixed-term appointments shall be subject to a certificate of medical fitness being received from the Medical Practitioner. The Certificate shall be in the prescribed form on **Appendix 15**.
- (iii) Where the medical report indicates that the candidate is not medically fit for the post, recruitment shall be cancelled and the candidate notified.
- (iv) KCMUCo will **not** require employees to undergo HIV tests, **nor** will it discriminate against those who are voluntarily tested and are HIV positive.

3.6.5.6 Date of First Appointment

- (i) The date of first appointment shall be the date on which the candidate reports for duty.

- (ii) All offers of appointment will be valid for three (3) months but must be accepted within one month after the date of offer.

3.6.6 Re-employment of Retired Employees

- (i) Retired employees may be re-engaged on fixed contract terms where the College deems fit and appropriate and upon approval of the relevant appointing authority. However, it should be noted that re-employment after retirement is not an entitlement.
- (ii) The College may engage members of academic staff who retire from active public service provided that such staff are of good health and good academic standing and are at least at the rank of lecturer.
- (iii) When employing retired academic staff in the capacity of Associate Professor or Professor with good academic standing while working in national and/or international organisations/institutions or accredited universities they shall not be required to go through an interview.

3.6.7 Re-Appointment of Senior Management Staff After Leave of Absence

Senior Management Staff who have successfully served as Provost and Deputy Provosts at KCMUCo and resume their substantive academic positions at the College will continue to earn their basic salary and house allowance of the previous positions. This will be personal to themselves. The salary and house allowance will remain fixed until the salary and house allowance of their substantive academic appointments equals what they are earning.

3.7 PROBATION PERIOD AND CONFIRMATION

3.7.1 Probation Period

- (i) The period of probation for all new employees appointed on permanent and pensionable terms shall be one year (twelve consecutive months).
- (ii) The period of probation for employees appointed on two-year fixed-term contract shall be six months or as specified in the letter of appointment.

3.7.2 Confirmation

- (i) On successful completion of the probation period, the employee shall be confirmed in his/her appointment.
- (ii) Employees proved to be of good conduct and efficient in their work performance shall be given letters of confirmation as set out in **Appendix 16A**.

3.7.3 Extension of Probation Period

- (i) The service of an employee, whose probation period has been unsatisfactory, may be extended for a maximum period of six months, at the end of which the appointing authority shall decide whether to employ the staff on permanent terms. The reasons for the extension shall be communicated to the employee in writing. (*See the prescribed template on Appendix 16B*).
- (ii) Where confirmation is deferred and the probationary period is extended, the employee shall not be entitled to an increment in salary until the date of his confirmation. This date shall be the basis for determining the employee's future incremental date.

3.7.4 Termination of Probationary Appointment

- (i) During the probation period an employee or the employer may terminate employment by providing one-month notice in writing or one month's gross salary in lieu of notice.

- (ii) After confirmation in employment an employee or the employer may terminate employment by providing three months' notice in writing or one month's gross salary in lieu of notice. In case of academic staff, such notice will terminate after completing all academic assignments (i.e., teaching, examining, marking and handing over grades) for the semester and on due date in case of administrative and technical staff.
- (iii) Employees on contract terms may resign their appointment in accordance with their relevant provisions of their contracts. Where no such provision has been made, then conditions of sub-section ii above shall apply.

3.8 PERFORMANCE REVIEW AND APPRAISAL PROCEDURES

3.8.1 Performance Review and Appraisal

Employees shall be evaluated for their efficiency, competence and integrity through a performance review and appraisal mechanism that shall assess the employee's compliance with the standards and guidelines set out in these Staff Regulations and Conditions of Service for purposes of accountability. The following procedures shall be followed in conducting performance appraisal and evaluation:

- (i) Performance review and appraisal of individual employees shall be done annually. The purpose of this activity is to discover, evaluate and document the potential and shortcomings of individuals to enable appropriate measures to be taken for the improvement of the efficiency and effectiveness of the College's services as a continuous process.
- (ii) Based on the TCU Standards and Guidelines on annual performance appraisal of staff in private universities, the College shall use an appraisal system that is like the Open Performance Review and Appraisal System (OPRAS) used in public universities, provided that the system maintains transparency and fairness.
- (iii) Every staff of the College shall have terms of reference and specifications in line with his/her job description incorporating specific objectives and measurable indicators for results to be achieved within 12 months. The annual job description shall be drawn up in consultation with the member of staff and shall include personal skills development objectives as well as operational objectives.
- (iv) The information obtained through performance appraisal shall be used in making decisions for confirmation of employees on probation, awarding or withholding salary increments, promotions, planning job rotation and training programmes, and in effecting demotions or termination of appointments.
- (v) In evaluating the employee's performance, the assessment shall be done objectively and in a transparent manner between the Departmental/Faculty/Directorate Staff Performance Appraisal Committee and the employee.
- (vi) Performance appraisal reports shall be closely followed up by implementation of the recommendations given by the Appointing Authority.
- (vii) Employees who have been adversely recommended shall be notified of their weaknesses and they shall be required to improve for their career success and that of the College.
- (viii) The annual open performance review and appraisal forms shall be in the templates set out in **Appendices 17A, 17B and 17C** for Academic Staff, Senior Administrative and Technical Staff, and Junior Administrative and Technical Staff, respectively.

3.8.2 Guidelines on Performance Appraisal Rating and Grading

The overall rating and grading of employee's performance appraisal shall be as shown on **Appendix 17D**.

3.8.3 Nomination of Best Employee of the Year

- (i) The main intention for selecting the employee of the year is to pick an outstanding employee for his/her best performance and boost confidence within him/her and other employees to perform well in future. This is a form of rewarding employees.
- (ii) All full-time employees shall be considered as eligible for recognition as best employees.
- (iii) An employee of the year will be identified, and he/she will be given an Appreciation Letter for Good Performance (see *template on Appendix 18*) plus monetary reward that shall be approved by the Provost. This shall be given whether the College participates in Workers/Labour Day (May Day) celebrations or not.

3.8.4 Promotion

- (i) Promotion is the placement of an employee to a higher post than the previous one; in other words, it means moving a person from one grade to a higher grade.
- (ii) The main objectives of staff promotions are:
 - (a) To reward employees with good performance who are deemed to have the ability to handle responsibilities of the new higher position.
 - (b) To foster career growth in accordance with the schemes of service.
 - (c) To serve as a tool for motivation of staff for higher and better performance.
- (iii) The promotion of staff shall be done based and depending on performance, promotion criteria provided for in the respective scheme of service, and availability of funds.
- (iv) When considering an applicant for a post at a higher level, the main criterion for promotion shall be the applicant's suitability for the job in question, as demonstrated by his/her qualifications, skills, experience, and personal qualities, clearly specified in the respective scheme of service.
- (v) Normally the salary of the promoted employee shall be at the minimum level of the scale approved unless otherwise spelt by the Appointing Authority, in which case the salary must be within the scale of the grade.
- (vi) The letter of promotion shall be in the prescribed form on **Appendix 19A**.

3.8.5 Recategorization

Employee recategorization is the placement or movement of an employee to a different category of job position. This is usually done when an employee attains or acquires new educational qualifications that are different from the previous ones when they were employed, e.g., recategorization from an administrative post to an academic or to a technical post.

The letter of recategorization shall be in the prescribed form on **Appendix 19B**.

3.9 TERMINATION OF APPOINTMENTS DUE TO NON-DISCIPLINARY GROUNDS

Termination of appointments shall follow the prevailing Labour Laws of Tanzania. The services of an employee will normally be terminated on the following non-disciplinary grounds:

3.9.1 Retirement

(a) Voluntary Retirement

- (i) Employees appointed on permanent and pensionable terms may retire voluntarily at the age of 60 (sixty) years in the case of Academic Staff, or at the age of 55 in the case of Administrative and Technical Staff.
- (ii) An employee who intends to retire at a voluntary age shall give a six months' notice to the College.

(b) Compulsory Retirement

- (i) The age of compulsory retirement for Academic Staff shall be 65 years, while Administrative and Technical Staff shall retire on compulsory basis at the age of 60 years.
- (ii) The Employer shall be required to give an employee a six months' notice of retirement before the age of employee's compulsory retirement. The six months' notice is an opportunity for both the employee and employer to put records right for a smooth handing over and payment of terminal benefits. *Refer prescribed template letter on Appendix 36.*
- (iii) Under special circumstances, employees or other persons who have attained the age of compulsory retirement may be re-employed by the approval of the relevant Authority. Such employee shall be appointed on a fixed-term contract.

3.9.2 Resignation

- (i) An employee on permanent and pensionable terms may resign his appointment by giving three months' notice in writing through his/her Head of Department / immediate supervisor, or by paying one month's gross salary in lieu of notice.
- (ii) The three months' notice may include earned leave.
- (iii) The Provost may waive the requirement of giving three months' notice in cases where circumstances are such that it is considered undesirable or not possible to do so.
- (iv) An employee on fixed-term contract may resign his/her appointment in accordance with the relevant provisions of his/her contract. Where no such provision has been made in the contract, the provision of sub-section 3.9.2(i) above shall apply.

3.9.3 Completion of Fixed-Term Contract

- (i) On satisfactory completion of a fixed-term contract, an employee may leave the service of KCMUCo in accordance with the terms prescribed in the contract.
- (ii) The employee shall notify the relevant appointing authority not later than three months before the normal expiry of his/her contract whether he/she wishes to be re-engaged for a further period of service.

3.9.4 Termination on Medical Grounds

An employee may be required to resign, or may be terminated by employer, on medical grounds in case he has become unable to discharge his duties efficiently by reason of physical or mental illness as recommended by a Medical Board approved by the College Governing Board.

(a) Medical Incapacity

Medical incapacity means the inability to find and retain employment due to a disease and/or an injury that prevents the performance of the customary duties of an employee.

- (i) When an employee is prevented by illness from carrying out his/her duties, the College Management may appoint a Medical Board to examine him/her. After the Medical Board's report is received, the Provost will make recommendations to the HRSAC and the CGB for appropriate action.
- (ii) Where a Medical Board is required, the employee will be entitled to nominate his/her Doctor to be part of the Medical Board as indicated below:
 - (a) Government approved Doctor – Chairman.
 - (b) One (1) Doctor nominated by the employee
 - (c) Senior Medical Officer appointed by the College.
 - (d) Two (2) other Doctors (one of whom should be a specialist in the area of the employee's illness)
- (iii) However, an employee who is sick can opt for an early retirement on the recommendation of the Chief Medical Officer.

3.9.5 Retrenchment and Redundancy

An employee may be terminated due to liquidation of business, abolition of office or revocation of his/her post. Should it become necessary for the College to terminate the services of any employee or group of employees due to retrenchment or redundancy, then the following procedure will be followed:

- (i) The selection of the redundant employees shall be determined by the College Management and the principle of 'last in first out' shall apply subject to such factors as experience, skills, ability, performance, and academic qualifications which shall be taken into account in the implementation of this principle.
- (ii) An employee whose services are terminated on account of retrenchment or redundancy shall be given the priority of re-engagement should work become available and if the employee is available. This will be treated as First Appointment.
- (iii) Other procedures for retrenchment or redundancy shall be as specified by the Employment and Labour Relations Act (ELRA) of 2004, read together with ELRA (Code of Good Practice - Government Notice 42/2007).

3.9.6 Removal for Good Cause

When in the opinion of the Provost there has been good cause as defined below, the Provost shall have power to suspend a member of staff on no salary in cases of a serious offence or interdict on half salary pending investigations into alleged offence by an employee under these terms and conditions of service within 30 days. The cases will be referred to the relevant Board committees for necessary action.

To these rules, 'good cause' means either one or more of the following:

- (i) Conviction of a felony or of any misdemeanour which the Provost shall deem to be such as to render the member of staff concerned unfit to continue to hold his office.
- (ii) Conduct which the Provost shall deem to be such as to constitute failure or inability of the employee concerned to continue to perform his/her duties or to comply with the conditions of his/her appointment.
- (iii) Any other grave offences or gross neglect of duty such as unauthorized absence from the College or failure to satisfactorily conduct courses of instruction.
- (iv) Conduct of a scandalous or disgraceful nature which the Provost shall deem to render a person unfit to hold his/her office.

3.9.7 Termination on Disciplinary Grounds

An employee may be terminated on disciplinary grounds if he/she is found guilty of a disciplinary offence leading to dismissal.

3.9.8 Death of Employee

When termination is caused by death of an employee, all terminal benefits of the deceased employee shall be paid to the person legally appointed to administer the deceased's estates.

3.9.9 Termination on Grounds Not Covered by these Regulations

- (i) Where the Appointing Authority finds and is satisfied that the services or interest of the College are in danger due to general and sustained employee's inefficiency, which cannot be attributed to negligence or poor health, it shall terminate the employee, subject to appeal by employee to the College Governing Board. The employee shall be given three months' notice of termination, and shall be entitled to superannuation pension rights or, in the case of a contract officer, payment of gratuity up to the date of termination.
- (ii) Where an employee who has completed 12 months of continuous service with the University is terminated from service on any grounds other than on grounds of misconduct, incapacity, or incompatibility with the operational requirements of the College, he/she shall be paid

remuneration for work done before the termination, any annual leave pay due, any annual leave pay that accrued during any incomplete leave cycle and any pay notice due.

3.9.10 Termination of Temporary Employees

The period of notice of termination for employees on temporary terms shall be not less one week (seven days).

3.9.11 Termination of Casual Employees

- (i) Employees on daily or weekly pay contract should be informed during their engagement that their services may be terminated at the end of any working day without notice; and they may similarly leave their employment at the end of any day without notice. They shall be paid all that is due to them as per agreed terms.
- (ii) The period of notice of termination for employees on daily or weekly pay shall be four (4) days.

3.10 SUCCESSION PLANNING

- (i) Succession planning is a comprehensive review of staff within the College's sections, units, departments, faculties, and directorates that allows for filling the gaps left by retirements and other staff turnover. Its purpose is to ensure replacements for key job incumbents in executive, management, technical, and professional positions within the College. It also paves the way for career development which would allow the opportunity to look across the College and identify those individuals who are high-potential individuals critical for College's success, who can be developed for key leadership positions.
- (ii) The implementation of succession planning programmes shall be done as specified in the College's **Succession Planning Policy**.

PART 4.0 - STAFF TRAINING AND DEVELOPMENT REGULATIONS

4.1 GENERAL PROVISIONS

It is the belief of KCMUCo that at the time of hiring no employee is a perfect fit for the job and hence some development or specialised training need to be undertaken to make employees better fit for the job and the College in general. Below are some provisions for handling employees' training and development:

- (i) To provide assurance that its services are effective and safe, KCMUCo will ensure that it has a workforce that is competent and capable by seeking training opportunities in all fields of study relevant to the activities of the College for the purpose of improving performance and to providing opportunities for promotion of employees to higher grades.
- (ii) Depending on the availability of funds and relevance of study programmes, the College shall support staff training and development. Such training includes long term and short term programmes.
- (iii) Staff training and development shall be an ongoing process of an employee's career due to changing markets, products and technology. All employees are responsible for their learning and professional development. Every employee is expected to seek to continually reflect and learn about how he/she can perform his/her responsibilities and contribute to the KCMUCo more effectively.
- (iv) All employees should have access to appropriate training and development, bearing in mind that such training and development must be relevant to their job and the needs of the College, and the individual's current level of career development.
- (v) Prioritising the training and development needs of employees will also require consideration, such that employees may not always have automatic access to opportunities within the period desired. Furthermore, preference will be given to employees who have not already benefited from the range of training and development opportunities.
- (vi) Study permission and sponsorship for long term training shall be granted to an employee who has completed at least **two years** (including the probation period) from the date of employment or from previous long-term studies. However, this shall not apply to Tutorial Assistants and Assistant Lecturers; in compliance with the Tanzania Commission for Universities guidelines, the employees under these cadres will be trained immediately upon availability of training opportunities.
- (vii) **Eligibility for training:** all full-time employees on permanent and pensionable terms or fixed-term contract terms shall be eligible for training provided that their requirements are within the specific areas in the capacity development of the College.
- (viii) These Staff Training and Development Guidelines shall be read together with the College's **Human Resources Training and Development Policy**.

4.2 TYPES OF TRAINING

There are several approaches in which staff training and development can be facilitated. These include, but are not limited to:

- (i) Orientation/induction programmes for newly recruited employees and internally re-deployed employees.
- (ii) On-the-job training/job related programmes through coaching, mentoring, understudy, job shadowing, job instruction, in-house skill sharing, participating in a project or job in a new area.

- (iii) Development training such as secondment and placements/attachments or visits to other organisations.
- (iv) Structured training such as studying towards qualifications, short courses or attending conferences, both internal and external, and management skills training.

4.2.1 Induction Course

- (i) All newly recruited employees shall be given orientation/induction in order to enable them to have a smooth entry into the new environment.
- (ii) The purpose of the orientation/induction is to ensure that new employees are acquainted with the College's business activities, helping them to settle in and giving them the information required for them to become valuable team members.
- (iii) Orientation/induction is the first form of training the newly recruited employees as this is the first entry point at which organisational values, attitudes and culture, including regulations and procedures of the College are inculcated.
- (iv) Depending on the type of employees concerned, the subject matter for orientation/induction programmes will include the following topics:
 - (a) The College's brief background, vision, mission, core values, and objectives.
 - (b) The College's Organisation Chart/Organogram.
 - (c) The College's various policies, regulations, and procedures.
 - (d) Introduction to co-workers.
- (v) For academic staff, orientation/induction programmes will also include:
 - (a) An introduction to theory and practice relating to student learning, curriculum planning and development.
 - (b) Course management.
 - (c) Course evaluation.
 - (d) Teaching
 - (e) Student supervision,
 - (f) Assessment and examination, scholarship, research and community engagement.
- (vi) Orientation/induction shall be organised and supervised by the Human Resources Department in collaboration with the respective Heads of Department, Deans and Directors.

4.2.2 On-the-Job Training

- (i) All newly employed staff will undergo an on-the-job training in order to familiarise them with the College procedures relating to their respective jobs.
- (ii) On-the-job training is a method used to develop the skills of a new employee through hands-on experience by teaching the employee about the key factors that are needed in his/her job. In this case, the new employee will be given training regarding his/her job roles and responsibilities as well as instruction by his/her immediate supervisor.
- (iii) On-the-job training will also be utilised to assist a staff member learn a new skill, and where attendance at a formal training course is not appropriate or available
- (iv) On-the-job training will/may be provided through the below-listed methods:
 - (a) Coaching
 - (b) Mentoring
 - (c) Understudy
 - (d) Job Instruction

4.2.3 In-house Training

- (i) This is training designed to meet specific needs and shall normally be organised at departmental level, and it shall take place within the College's premises.

- (ii) In-house training will be conducted by one of the department's employees or a training provider that shall be approved by the College Management.

4.2.4 Formal Institutional Training

Where specific qualifications and skills for a particular job are required, KCMUCo shall send her staff to train in various higher learning institutions within the country and where possible outside the country. The need for such training shall be determined by the Heads of Departments, Faculty Deans or Directorates. Such training maybe short-term or long-term.

4.2.5 Seminars, Workshops and Conferences

The College may organise seminars, workshops or conferences or send her employees to attend such training to enable them share knowledge and experience. Deans, Directors or Heads of Departments shall be responsible for nominating candidates to attend such training based on the relevance to their jobs.

4.2.6 Refresher Training / Retraining

The College shall organise or send her employees to attend refresher training or retraining programmes to acquaint them with the new information, skills, developments, methods, technology, and processes required to improve their performance on the jobs.

4.2.7 Continuing Professional Development (CPD)

- (i) The College shall support both career-related and job-related professional development activities to upgrade and improve the knowledge, skills, and abilities of the employees. The goal of professional development is to keep employees up to date on current trends as well as help them develop new skills for the purpose of advancement in their career.
- (ii) CPD will whenever possible be provided through the methods that contribute to professional growth and development as listed below: -
 - (a) Pursuing professional certification, accreditations or other credentials through educational programmes conducted by the National Board of Accountants (NBAA), Procurement and Supplies Professionals and Technicians Board (PSPTB) e.g., ICT professional certification organisations, Health Laboratory Practitioners Council, etc.
 - (b) Attending local, regional, national, and international meetings, conferences and workshops sponsored by professional organisations.
 - (c) Presenting papers at conferences and workshops.
 - (d) **Membership of Professional Associations: -**
 - (i) Membership and participation in the activities of professional associations provides another method of maintaining up-to-date knowledge of current trends, best practice, and professional networks. Financial responsibility for such membership shall rest with the individual staff member.
 - (ii) The employees and their immediate supervisors (Heads of Section, Unit or Department, Deans and Directors) shall discuss continuing education and professional development issues and opportunities and mutually agree on the mode of participation. The supervisors may support an employee's request to participate in a professional development activity by approving flexible or alternate work schedules, leave without pay, leave at full pay, full or part payment of fees and expenses (cost-sharing) provided that the professional development programme is beneficial to both the College and the employee as well as the employee's work performance is satisfactory.

4.2.8 Exchange Programmes

KCMUCo shall establish links with other similar institutions and, whenever possible, arrange to send her employees for visits, study tours and attachments to enable the staff learn new skills, experience and attitudes. The same can be arranged for employees from other organisations to come to KCMUCo.

4.3 TRAINING PROGRAMMES

- (i) Training needs shall be assessed by Heads of Departments, Deans, or Directorates, who shall also propose the type of training required, when it should be done, and identify who should attend.
- (ii) The Human Resource Department shall prepare a training programme of the College by consolidating the information from the different Faculties, Directorates and Departments. Such Training Programme shall also show the costs involved.
- (iii) The Training Programme shall have the approval of the appropriate authorities before its implementation. This applies also to any changes to be made after the Training Programme has been approved.

4.4 TRAINING AND DEVELOPMENT COSTS

- (i) Training and development costs may be fully borne by the College or on a cost-sharing basis depending on the actual amount of the required fees. This means that KCMUCo may pay some of the costs of training, while the employee pays the balance.
- (ii) Sponsorship / financial support by the College shall be granted to staff employed on permanent terms or fixed contracts, who have completed at least **two years** from the date of employment or from the previous studies. This guideline shall not apply to Tutorial Assistants and Assistant Lecturers, who may be trained immediately upon employment, if funds are available.
- (iii) Employees under probation and those with five (5) years or less before retirement shall not be sponsored by the College to undertake courses of more than six (6) months duration.
- (iv) Training costs that may be paid by the College shall include the following:
 - (a) *Direct costs payable to respective Universities/Colleges:*
 1. Tuition fees
 2. Registration fee
 3. Examinations fee
 4. Special Faculty requirements
 - (b) *Indirect costs (payable to the student):*
 1. Books
 2. Stationeries
 3. Dissertation/Thesis production, if applicable
 4. Research Costs
 5. Conference and Seminar Costs
 6. Accommodation

4.5 BONDING AGREEMENT

- (i) Candidates who are already employees of the College attending in-service full-time or part-time courses of more than three months, whether sponsored by the College or not, and have continued to draw their salary, will be required to enter into a formal agreement binding them to remain in the employment of the College for a specific period after the completion of their training.
- (ii) Employees attending first degree or postgraduate studies, whether sponsored by the College or not, and have continued to draw their salary, shall upon completion of their studies,

continue working under KCMU-College for a period of not less than five (5) years consecutively.

- (iii) Employees attending a certificate or diploma course, whether sponsored by the College or not, and have continued to draw their salary, shall upon completion of their studies, continue working for KCMUCo for a period of not less than three (3) years consecutively.
- (iv) Employee who wish to quit the employment on his/her own reasons or request for leave without pay before such period of five or three years after completion of studies, shall be required to reimburse to the College all salaries drawn by him/her during the period of training together with all training costs incurred by him/her during training. The amount to be reimbursed shall be determined by the period remaining to complete five/three years that he/she will be required to stay with the College after completion of studies.
- (v) The bonding agreement shall be in the prescribed forms on *Appendices 22A* and *22B* for Academic Staff, and Administrative and Technical Staff, respectively.

4.6 PERIOD OF TRAINING

- (i) An employee shall be required to pursue his/her course of study within the time stipulated at the commencement of such course. Only exceptional circumstances such as illness, marginal failure in the examination, etc., shall the employee be allowed longer time than that originally stipulated. In any case, if the employee fails to complete one particular portion of the course of study in two attempts he shall either be recalled from his/her studies or be advised to transfer to another course.
- (ii) Employees under KCMU-College sponsorship who fail their examinations at the first sitting shall repeat that examination at their own cost (includes examination fee and other expenses related to repeating of the examination).
- (iii) Employees shall be deemed to have successfully completed studies upon submission of original certificates and transcripts. However, in absence of original certificate/transcript, an official letter from the training institution could be used for the purposes of promotion or recognition pending submission of the certificate/transcript within a year.

4.7 ACADEMIC PROGRESS REPORTS

- (i) It is the responsibility of the employee to timely arrange for the Training Institution to submit periodic performance reports and a final report upon completion of the course.
- (ii) During the long-term training the employees undertaking studies shall submit bi-annual/end of semester academic progress reports to be used as a base by the College to continue paying their training costs.
- (iii) Notwithstanding the provisions of the above paragraph, no training costs shall continue to be paid for any employee undertaking studies after expiry of the valid period of training or after expiry of the maximum period an employee is supposed to remain as a registered student in the respective Institution.

4.8 EMPLOYMENT WHILE ON TRAINING

Candidates on any course sponsored by or through the College shall not take up any form of employment during training without the written permission of the Provost, which should not be refused unreasonably.

4.9 LEAVE WHILE ON TRAINING

- (i) When pursuing his/her studies, an employee shall be treated as being on leave of absence for all the period required to complete his course of study.
- (ii) Travelling and leave privileges while in training will depend on scholarship/sponsorship conditions.

4.10 SALARY WHILE ON TRAINING

An employee attending long-term training on full time basis, whether **sponsored** by the College or **self/private sponsored** shall continue drawing his/her monthly basic salary plus house allowance only, other allowances shall be frozen until he/she completes training.

4.11 REWARDS AFTER LONG-TERM TRAINING

An employee who completes his/her studies successfully shall be rewarded as follows:

- (i) If he/she attains Basic Technician Certificate (NTA Level 4), Technician Certificate (NTA Level 5), Ordinary Diploma (NTA Level 6), or first degree, he/she shall be given **one** salary increment, or be re-categorised and/or placed into positions commensurate to their new qualifications and based on the respective Schemes of Service.
- (ii) If he/she attains Postgraduate Diploma, Professional Qualifications, he/she shall be given **two** salary increments after completion or be re-categorised and/or placed into positions commensurate to their new qualifications and based on their respective Schemes of Service.
- (iii) If he/she attains master's degree or PhD, shall be given two salary increments above entry points of the new qualifications or be re-categorised and/or placed into positions commensurate to their new qualifications, and based on their respective Schemes of Service.

PART 5.0 - GENERAL CONDITIONS OF SERVICE

5.1 STAFF OBLIGATIONS

- (i) All employees have the duty to familiarise themselves with, and abide by, statutes, regulations and policies and comply with reasonable directions of the employer.
- (ii) Whether or not expressly mentioned in the employment contract, all employees have the following fundamental obligations:
 - (a) Perform in person the work specified in his contract of employment
 - (b) Follow instructions given by the employer based on the terms of the contract and work rules.
 - (c) Handle with due care all instruments and tools entrusted to him for work.
 - (d) Report for work always in fit mental and physical conditions.
 - (e) Give all proper aid when an accident occurs, or an imminent danger threatens life or property without endangering his/her safety and health.
 - (f) Inform the employer immediately of any act which endangers himself or his fellow workers or which may prejudice the interests of the undertakings.
 - (g) Observe the provisions of this proclamation, collective agreements, work rules and directives issued in accordance with the law.
- (iii) It is unlawful for an employee to intentionally commit any act which endangers life and property and to take away property from the workplace without the express authorizations of the employer. If an employee reports for work in a state of intoxication or getting drunk, he/she is trespassing employment law.
- (iv) Every employee should be voluntary to submit him/herself for medical examination when required by law or by employer for reasonable cause except HIV/AIDS test.

5.2 DISCIPLINE AND ATTITUDE TOWARDS WORK

- (i) All employees should be disciplined and hard working to attain high standards of efficiency. They should use their working time, knowledge, and experience to attain the set goals.
- (ii) An employee must, during working hours, devote him/herself to the performance of his or her duties.
- (iii) No employee may leave his or her office on private business during office hours without the consent of his or her immediate manager. If the employee must go on official business away from the office, the line manager must be informed. The line manager must thus, always be informed of the whereabouts of the employee.
- (iv) Any employee who wishes to engage in any activities for remuneration must obtain preauthorisation from the Provost.
- (v) Employees shall strive to promote teamwork by offering help to other employees whenever/wherever such need arise for the benefit of the College.

5.3 OBEDIENCE TO INSTRUCTIONS

- (i) Each employee is obliged to accept/comply with the duties and instructions issued to him/her by his/her supervisor/superior within the terms of his/her employment offer/contract and these Regulations. Failure to abide with such instructions amounts to insubordination and therefore a disciplinary offence.
- (ii) If the employee regards the instruction(s) as unreasonable, he or she may request that it be repeated in writing, and may then follow the grievance procedure, if there is a need to do so.

5.4 OFFICE HOURS AND ATTENDANCE

This section describes regulations regarding hours of work, overtime, and working during evenings and weekends, public holidays.

5.4.1 Official Working Hours

- (i) Normal working time is eight (8) hours per day, and maximum of forty (40) hours per week, or such hours as the College Governing Board may determine.
- (ii) The normal working hours shall be from **8:00am** to **4:00pm** Monday to Friday, with a 30-minute lunch break from **1:00pm – 1:30pm**. However, these hours shall vary depending on the nature of work and may be altered at the discretion of the College Governing Board in the light of special circumstances.
- (iii) All employees whose work demands night duty or availability at night shall work on a shift basis in accordance with work schedules as approved by the Provost from time to time. All other employees shall work the normal working hours.
- (iv) Every employee of the College shall be on duty at his normal working place during office hours and during such other times as may be required of him/her for the performance of his/her duties.

5.4.2 Public Holidays

- (i) KCMUCo shall observe all public holidays recognised by the Government of the United Republic of Tanzania.
- (ii) All employees shall be entitled to rest on public holidays. However, at times where work requirement demand, supervisors may request an employee to work on a public holiday, in which case he/she shall be entitled to request for an equivalent time off at times that are mutually convenient to both KCMUCo and the employee, or alternatively pay the employee a rate equivalent to half-perdiem for work rendered on a public holiday.

5.4.3 Attendance

- (i) The College expects all employees to assume diligent responsibility for their attendance and promptness.
- (ii) Regular attendance and punctuality are expected of all employees.

5.4.4 Absence from duty

- (i) An employee is deemed absent when he/she is unavailable for work as assigned/scheduled and such time off was not scheduled/approved in advance.
- (ii) Employees must notify their supervisor or other designated department personnel, in advance, (one hour before the start of the scheduled work day but not later than 30 minutes after their starting time), their inability to report for work as scheduled.
- (iii) In the event of an emergency, an employee must notify his/her supervisor as soon as possible.
- (iv) In providing notification, employees should give a reason for their absence and an indication of when they will return to work.
- (v) A physician's statement may be required as proof of the need for any illness related absence regardless of the length of the absence.
- (vi) Notification is the procedure for reporting an absence and does not serve as the supervisor's approval of the absence.
- (vii) Excessive absences (whether excused or unexcused), tardiness or leaving early is unacceptable.
- (viii) Employees must obtain prior permission from the supervisor in order to leave work early.

- (ix) Failure to properly notify the College may result in an unexcused absence. Absenteeism that is unexcused or excessive in the judgment of the College is grounds for disciplinary action, up to and including termination of employment.
- (x) If an employee fails to notify his or her supervisor or the Deputy Provost for Administration of his/her absence for **three consecutive workdays**, it will be considered job abandonment and may constitute termination of employment or summary dismissal.
- (xi) Depending on the circumstances, including the employee's length of employment, KCMUCo may counsel employees prior to termination for excessive absences, tardiness or leaving work early.
- (xii) Where an employee requests to be absent from duty for **personal reasons**, other than compassionate and bereavement leave, he/she shall be required to fill in a form requesting to be absent from duty. The form shall be in the prescribed forms on **Appendices 23A** (*English version*) and **23B** (*Swahili version*). The maximum period allowed shall be **three (3)** working days, and they shall be deducted from the employee's annual leave.
- (xiii) Where an employee is required to be out of the working station on **official duties**, he shall be required to obtain permission by filling in the prescribed forms on **Appendices 24A** (*English version*) and **24B** (*Swahili version*).

5.4.5 Attendance Register

To maintain a record of the time of arrival and departure of College employees on duty, all employees shall be required to sign in and out on the fingerprint electronic attendance registers fixed at the main entrances of the College buildings.

5.4.6 Overtime and Extended Working Time

- (i) KCMUCo shall strive to create a work-life balance that enables employees to have adequate time outside official working hours for family, rest and recreation. On the other hand, employees shall undertake what is necessary, including working extra hours, to deliver on agreed outputs at the required quality and in a timely manner.
- (ii) Given the nature of the College's work, the Provost, Deputy Provosts, Deans and Directors may occasionally require an employee to work on weekends or public holidays to undertake a specific special task that is important to meeting organisational objectives, or to travel for work. Such a request shall be initiated by the Provost, Deputy Provosts, Deans and Directors or Heads of Department (not the employee being requested to work extra time/hours), and it shall be requested in advance in writing, stating the task(s), expected outputs, date and duration.
- (iii) Authorized time spent on special tasks shall be compensated through equivalent time off in lieu of overtime pay for professional employees and senior officers, provided it is mutually convenient to KCMUCo and the employee / officer, and does not disrupt the work of the College, and document the same at the time of requesting time off.
- (iv) The earned time off in lieu of overtime pay shall be scheduled and must be taken within four (4) weeks of undertaking the special task, otherwise it shall be forfeited.
- (v) No professional employee/senior officer may be paid overtime.
- (vi) Support staff who are required by their Supervisors to work extra hours on special assignment shall be entitled to time off or overtime payment as stipulated under **Part 9.0, Section 9.9** of these Regulations.

5.5 CHANNELS OF COMMUNICATION

- (i) The normal channel of communication within the College shall follow the linear chain of command deliberated by the College organisational chart which indicates how instructions and accountability flow downwards and upwards, respectively.

- (ii) The chief spokesman of the College is the Provost or an appointee authorised by him. Therefore, no employee shall, except the specific authority of the Provost, communicate with the press, radio, television or any electronic media, on policy matters concerning KCMUCo.
- (iii) When the Provost is away on duty and he has delegated his powers, such arrangements shall not invalidate the Provost's right as a chief spokesman of the College wherever he may be as long as he is the official holder of the post.
- (iv) KCMUCo shall use the following channels of communication when communicating with employees:
 - (a) Written/printed communication: this includes, but not limited to, policies, reports, letters, memos, circulars, manuals, minutes, pictures, notices and announcements.
 - (b) Electronic communication: this encompasses telephone, email, internet, intranet, video and web conferencing, message boards and forums, social media platforms, and any other business-related electronic communication tools.
 - (c) Face-to-face or personal communication: this involves physical presence with interactive exchanges.
 - (d) Presentations: includes an audio-visual component, like copies of reports, or material prepared in Microsoft PowerPoint.

PART 6.0 - DISCIPLINARY REGULATIONS

6.1 GENERAL PROVISIONS

- (i) Discipline means conformity to the norms, rules, regulations and expectations of the College Management by the employees.
- (ii) The disciplining of an employee is designed to correct the employee's behaviour, in response to a perceived misdemeanour or wrongdoing by the employee.
- (iii) In all disciplinary matters reference shall be made to these Staff Regulations and/or any written laws for the time being in force.
- (iv) Every employee of KCMUCo shall abide by these Regulations or any other lawful instructions specified or generally issued by his superior.
- (v) An employee failing to comply with these Regulations shall be deemed to have committed a breach of discipline and should be dealt with accordingly.
- (vi) In all disciplinary matters, the College shall decide an appropriate disciplinary measure taking into account the expected ethical standards of the employee in question in Christ Centred Institution.

6.2 DISCIPLINARY AUTHORITIES

The powers of dismissing or terminating the appointment of officers of the College by way of disciplinary action or of punishment are vested in the Staff Disciplinary Committee for junior and middle level staff and the College Governing Board for senior staff. However, the power to dismiss an officer of the College by way of disciplinary action shall not be exercised unless:

- (i) A disciplinary charge has been made against such officer.
- (ii) The officer has had an opportunity to answer such charge.
- (iii) An inquiry has been held into the charge in accordance with the provisions of these Staff Regulations and the Employment and Labour Relations Act, 2004.**

6.2.1 Staff Disciplinary Committee

- (i) There shall be a Staff Disciplinary Committee for academic, administrative, and technical staff, which shall be composed of: -
 - (a) The Deputy Provost for Administration, who shall be the Chairperson.
 - (b) Deputy Provost for Academic Affairs
 - (c) The Director of Human Resources Management and Administration who shall be the Vice-Chairperson for the Committee.
 - (d) KCMC Director of Human Resources Management and Administration.
 - (e) A representative of Trade Union Branch at the College.
 - (f) A Legal Officer from another Institution.
 - (g) A representative of either the College Academic Staff Association (CASA) or the main Trade Union (RAAWU), depending on whether the person being charged is an academic or Administrative and Technical staff.
 - (h) A senior member of the academic or administrative and technical staff, as the case may be, appointed by the Provost.
- (ii) Where Staff Disciplinary Committee meets to investigate a charge against any member of staff, in addition to the persons specified in sub-section (i) above, the following persons shall be entitled to sit in the Committee as co-opted members:
 - (a) The College Legal Officer as the Prosecutor.
 - (b) The Dean of the Faculty or Director of the Directorate/Institute in which a person so charged is a member of staff.

- (c) The Head of the Department in which a person so charged is a member of staff.
- (d) The Head of Human Resource Management Department, who also takes the Minutes and record the proceedings.
- (e) A staff member of similar status with the person so charged.
- (iii) Charges for disciplinary offence against a staff member shall be investigated by the Staff Disciplinary Committee.
- (iv) The staff member shall be afforded a fair opportunity to answer the charges.
- (v) The Staff Disciplinary Committee shall impose a disciplinary penalty it considers appropriate upon being satisfied that the charge against the staff has been proved:
 - (a) Provided that the Staff Disciplinary Committee shall recommend a disciplinary penalty to the College Governing Board, in respect of senior members of staff.
- (vi) The Staff Disciplinary Committee shall exercise such other powers regarding staff discipline as may be delegated to it by the College Governing Board.

6.2.2 Staff Disciplinary Appeals Committees

- (i) There shall be a Staff Disciplinary Appeals Committee which shall be composed of the following:
 - (a) A Chairman, who shall be a judge or and advocate, appointed by the College Governing Board.
 - (b) Three other members appointed by the College Governing Board.
- (ii) Any member of the panel who took part in the decision which is the subject of an appeal before the Staff Disciplinary Appeals Committee shall not take part in hearing such an appeal, except the College Legal officer who shall prosecute the appeal.
- (iii) The quorum for the meeting of the Staff Disciplinary Appeals Committee shall be 75% of the appointed members, including the Chairman.
- (iv) Any staff member who has been punished for any disciplinary offence and wishes to appeal, may lodge his intention within three (3) days and shall lodge his appeal to the Staff Disciplinary Appeals Committee within fourteen (14) days of the decision of the disciplinary authority.
- (v) Every appeal shall be by way of memorandum submitted to the Staff Disciplinary Appeals Committee.
- (vi) On every appeal, the staff appealing shall have a right to appear before and be heard by the Staff Disciplinary Appeals Committee.
- (vii) On appeal, the Staff Disciplinary Appeals Committee may:
 - (a) Set aside the findings made against the staff and the punishment imposed upon the staff; or,
 - (b) Uphold the findings and reduce or enhance the punishment imposed upon the staff.
- (viii) The College Governing Board shall have the right to retire members of the Staff Disciplinary Appeals Committee, terminate their appointment and appoint new member(s) to fill any vacancy.

6.3 DISCIPLINARY PROCEDURES AND ACTIONS

6.3.1 General Provisions

- (i) Disciplinary rules and regulations are important for the running of the College so that everyone understands what is expected of them and operates safely and lawfully. The College expects all its employees to follow all its rules, policies and procedures at all times. Disciplinary procedures are necessary so that employees who breach the rules of conduct expected by the College are treated reasonably, consistently, and fairly in every case.

- (ii) Employees whose work performance do not meet required standards or who violate rules, regulations or policies of the College may be disciplined according to the seriousness or repetition of the violation.

6.3.2 Categories of Conduct Warranting Disciplinary Action

Offences under the College's disciplinary procedure fall into two categories:

- (a) Misconduct
- (b) Gross misconduct

(a) Misconduct

Misconduct is a less serious breach of the Colleges' rules and regulations which would not normally result in dismissal for a first offence. The severity and frequency of the breach will be taken into account when determining the level of warning. The following list, which is neither exhaustive nor exclusive, gives some of the offences that the College deems to be misconduct:

- (i) Inefficiency, incompetence or inability in the performance of duties.
- (ii) Careless workmanship or negligence in the performance of duties.
- (iii) Careless, negligent or improper use of College property; careless, negligent or improper use of official vehicles.
- (iv) Excessive, unnecessary or unauthorized use of College supplies, materials, equipment, or vehicles particularly for personal purposes.
- (v) Unauthorized use or misuse of all computer systems, equipment, and software.
- (vi) Conducting personal business on the job.
- (vii) Excessive or unauthorized use of telephones.
- (viii) Habitual or flagrant improper use of leave privileges; failure to return from approved leave of absence.
- (ix) Continual tardiness or chronic absenteeism; failure to notify supervisor of absence.
- (x) Violating College rules, policies or regulations, or departmental work rules.
- (xi) Smoking where/when prohibited.
- (xii) Misconduct off duty, which reflects discredit on or causes embarrassment to the College.
- (xiii) Failure to report any criminal conviction or police caution
- (xiv) Unauthorised absences from work, which have no underlying chronic medical condition and are not disability related.
- (xv) Minor breach of financial regulations.
- (xvi) Persistent minor breaches of College rules.
- (xvii) Repeated lateness or persistent time wasting.
- (xviii) Leaving the job during working hours without permission.
- (xix) Sleeping, loitering, or loafing during working hours.
- (xx) Failure to disclose any potential conflicts of interest in personal life or that of a close family member.

(b) Gross or Serious Misconduct

- (i) Gross or serious misconduct is a behaviour that is considered a serious breach of the employment agreement, an illegal or dangerous activity. It is an act or behaviour, on the part of an employee, which is so bad or serious that it destroys the relationship between employer and employee, and merits **summary dismissal** (i.e., termination without notice or pay in lieu of notice).
- (ii) The following are some of the offences the College considers to be gross misconduct. This list is not exhaustive or exclusive:

(1) Fraud, theft, and dishonesty

- (i) Serious breach of financial regulations.
- (ii) Deliberate malpractice, deception and/or cover up of deficiencies or falsifying College documents and records.
- (iii) Submission of falsified claims for overtime, expenses, advances or allowances or other fraudulent acts.
- (iv) Stealing College property (e.g., supplies, equipment, machinery, confidential information and financial records).
- (v) Stealing from colleagues.
- (vi) Using work premises for fraudulent or personal use.
- (vii) Embezzlement, fraud or misappropriating any funds or property which belongs to the employer or belonging to any person having any business dealings with the employer.

(2) Physical violence, offensive, abusive, and insulting behaviour

This include threats or acts of violence, for example:

- (i) Using obscene, abusive, insulting, or threatening language or gestures.
- (ii) Verbally abusing fellow employees, students, or customers
- (iii) Fighting and physical assault
- (iv) Stalking or predatory behaviour
- (v) Harassment, sexual or otherwise
- (vi) Rape
- (vii) Intimidating behaviour
- (viii) Acts of discrimination, bullying, aggressiveness, or victimisation of employees, students or visitors to the College which compromise that person's dignity
- (ix) "horseplay" (*rough boisterous/unruly playful behaviour*) which endangers self or other employees, or which may lead to damage of items in the workplace.

(3) Gross negligence and breaking health and safety rules

Gross negligence is the extreme indifference to or reckless disregard for the safety of others. Gross negligence is more than simple carelessness or failure to act. It is wilful behaviour done with extreme disregard for the health and safety of others. It includes deliberate actions or extreme carelessness that cause injury to oneself and/or other people or damage to property, for example:

- (i) Disregarding safety and/or security regulations
- (ii) Not wearing the required safety and protection clothing
- (iii) Not handling dangerous chemicals with sufficient care
- (iv) Removing safeguards from equipment
- (v) Not safeguarding pregnant employees or those at greater risk in the workplace
- (vi) Failing to lock-up or secure certain parts of the workplace
- (vii) Misuse of company equipment or machinery
- (viii) Wilful negligence in performing any work, which it was employee's duty to have performed, or careless and improper performance of any work which from its nature it was the employee's duty as specified in his/her employment contract.

(4) Damage to College property and vandalism

This includes deliberate or wilful damage to property belonging to the College, its students, customers, visitors, or fellow employees; or gross negligence that can result in substantial loss or damage to property. It also includes defacing College property, for example, tagging and graffiti, tampering with machinery, and arson.

(5) Gross misconduct related to alcohol and drugs

- (i) Reporting to work under the influence of drugs or alcohol; refusal to consent to drug or alcohol testing.
- (ii) Being incapable to work due to intoxication or being under the influence of alcohol or illegal substances.
- (iii) Taking drugs at work.
- (iv) Buying or selling drugs on College premises.

NB: Being drunk or under the influence of drugs at work could also lead to other categories of gross misconduct such as physical violence or negligence of health and safety.

(6) Other acts or behaviour of gross misconduct

- (i) **Gross or serious insubordination** (seriously disrespectful behaviour directed toward a College supervisor or superior, including, but not limited to, deliberately and blatantly ignoring or disobeying an explicit directive and/or using or directing vulgar, profane, abusive, or objectively insulting language in any medium toward or about the supervisor or superior). Knowingly failing or refusing to obey a lawful and proper command, which was within the scope of employee's duty to obey, issued by his/her employer or a person placed in authority over him/her by his/her employer.
- (ii) **Insolence** (occurs when an employee mocks, insults, disrespects, or shows similar inappropriate behaviour toward a superior or supervisor). It is generally regarded as less serious than insubordination. However, it may also be regarded as insubordination where it amounts to an outright challenge to the employer's authority.
- (iii) Deliberate unauthorised release or disclosures to a third party of any confidential information, material, or intellectual property.
- (iv) Falsely reporting or recording sick absence.
- (v) Downloading of inappropriate material from the internet as set out in the ICT Policy.
- (vi) Deliberate plagiarism.
- (vii) Serious abuse of research ethics.
- (viii) Continued absence without leave.
- (ix) Bringing the University into serious disrepute.
- (x) Covert recording of staff, meetings etc. – i.e., without express consent.
- (xi) Arrest, conviction of a criminal act or illegal activity.
- (xii) Unauthorized possession of ammunition, firearms, explosive weapons, on College premises or while on College business. Authorization to possess such items on College property may be granted by the Provost or his designee.
- (xiii) Disorderly or immoral conduct on the College premises.
- (xiv) Unlawful manufacture, distribution, dispensing, possession or use of controlled substances on College property or as part of College activities.

(7) Retirement or Termination on Public Interest

Subject to approval by College Governing Board, the College can retire or terminate an employee in public interest. An employee who is dismissed or whose appointment is terminated under this section shall have the right to appeal to the College Governing Board, and such appeal must be launched within three weeks of notification of the decision.

6.3.3 Disciplinary Procedures and Actions

(a) General Provisions

- (i) All disciplinary action administered by the College, except for oral warnings/reprimands, must be in writing. A copy of the report of disciplinary action must be given to the employee involved and a copy shall also be included as a permanent part of the employee's personal

file. If the disciplinary action taken is termination of employment, an employee will be provided a written notice stating the reason(s) for the proposed termination and afforded an opportunity to respond to the proposed action prior to the termination.

- (ii) It is the policy of the College to be fair and impartial in all its relations with employees and to recognize the dignity of the individual. Fairness and consistency require that certain general principles of administering discipline be followed. Disciplinary action involving transfer, compensation reduction, withholding salary increments, demotion, suspension or dismissal are accomplished upon the recommendation of the respective Disciplinary Authority.
- (iii) **Confidentiality:** Information relating to an allegation of misconduct should only be divulged to any parties directly involved in the disciplinary process and must remain strictly confidential to those people.
- (iv) An employee who feels he has been dealt with unfairly regarding disciplinary action taken against him/her will be required to present his grievance, in writing, to the Staff Disciplinary Appeals Committee.

(b) Procedures

- (i) The immediate supervisor or any interested person (any employee) of the College or other interested part shall report, in writing to the Deputy Provost for Administration, any kind of offence listed under sub-section 6.2.2 which has been committed by any employee of the College.
- (ii) Any offence committed that will not be received in writing shall not be considered for proceedings.
- (iii) If a supervisor fails to report an offence committed by an employee under his/her direct supervision, he/she shall be regarded to have committed an offence and appropriate disciplinary action shall be taken against the supervisor.
- (iv) No formal proceedings for a disciplinary offence shall be instituted against an employee, unless he/she has been served with a charge or charges stating the nature of the offence, which he is alleged to have committed.
- (v) The charge or charges shall be prepared by the College Legal Counsel in consultation with the Head of Human Resources Management and Administration Department, and shall follow the below-listed procedures:
 - (a) A disciplinary charge or charges may be as listed under **sub-section 6.2.2** and shall briefly state the nature of the offence which the accused employee is alleged to have committed, together with a statement of the allegations on which each charge is based.
 - (b) The charge sheet shall be signed by the Head of Human Resources Management and Administration Department.
 - (c) Where a disciplinary charge or charges have been drawn up, the Deputy Provost for Administration on behalf of the respective disciplinary authority shall ensure that the charge or charges are served upon the accused employee.
 - (d) A charge or charges shall be accompanied by a notice which shall be addressed to the accused employee inviting him/her to state in writing, within such period as may be specified in the notice, the grounds upon which he/she relies to exculpate him/herself.
 - (e) No formal proceedings instituted under this Regulation shall be invalid by reason only of any irregularity in the charge or charges save that such irregularity may be corrected.
 - (f) Where an employee has been served with charges and fail to make representations in writing giving the grounds upon which he/she relies to exculpate him/herself within the period specified in the notice accompanying the charge or charges, or makes representations which in the opinion of the disciplinary authority do not amount to a complete defence of the offence of which the accused employee is charged, the disciplinary authority shall use an inquiry committee to gather more facts about the case

to the disciplinary authority. The inquiry committee shall be appointed by Deputy Provost for Administration.

- (g) Where the disciplinary authority is satisfied that the representations made by the accused employee, before any investigation by an enquiry committee, amounts to a complete admission of the charge or charges against him/her, it shall not be necessary to hold any further inquiry or investigations in respect of such charge or charges.

6.3.4 Disciplinary Actions

- (i) The respective disciplinary authority may determine that disciplinary action less than discharge may be appropriate in some circumstances.
- (ii) Any of the following disciplinary actions may be imposed by the disciplinary authorities depending upon the disciplinary authority's judgment of the necessary action to address employee conduct in violation of appropriate standards.

(a) Oral Warning/Reprimand

An oral warning/reprimand, which is the least severe disciplinary action, brings the problem to the attention of the employee, emphasizes the seriousness of the situation, and presents suggestions or instructions to resolve or correct the problem.

(b) Written Warning/Reprimand

- (i) A written warning/reprimand documents the occurrence and the severity, and usually warns that further violations will result in suspension without pay or termination. It may be a final opportunity to improve.
- (ii) A written warning/reprimand may be prepared and issued to an employee when he/she has failed to respond to an oral reprimand or has committed an infraction of sufficient severity to warrant more disciplinary action.
- (iii) To achieve its intended purpose of addressing and resolving issues of job-related conduct or job performance of employees, the written reprimand will, at a minimum:
 - (a) state explicitly the inappropriate job-related conduct or unacceptable job performance of the employee.
 - (b) describe any previous efforts to make the employee aware of the need for a change in conduct or job performance pertinent to the situation or event.
 - (c) state precisely what corrective measures are expected, and within what time frame, if appropriate; and,
 - (d) specify the adverse personnel actions the employee may expect to be taken.

(c) Suspension

- (i) A suspension may be used in cases when the infraction/contravention is of such seriousness (theft, fighting, gross insubordination or similar infraction) that it may warrant dismissal pending review of the facts. Suspension should be followed immediately by a thorough investigation of the situation to determine the appropriate action to be taken.
- (ii) While the full circumstances of any alleged case of misconduct are being investigated, for the purpose of these Regulations, a criminal conviction shall be regarded as a grave misconduct. In the event of an employee being acquitted or discharged, such acquittal or discharge shall not result in automatic re-instatement. The College shall be entitled to investigate whether there has been any misconduct on the part of the employee and shall take such action as it considers proper. During the period of such suspension from duty, the employee may not leave the station and shall report weekly to his respective Head of Department (or his assignee).

- (iii) **Arrest:** The arrest and/or indictment of an employee on criminal charge will normally result in his/her being suspended from duty on full pay until the outcome of the case is known when further action will be decided in the light of established facts.

(d) Dismissal

A serious offence or misconduct and repeated disciplinary problems will entail dismissal. Examples of serious offence/misconduct that can result in dismissal for a single incident are gross dishonesty or wilful damage to the property of the employer; wilful endangering of the safety of others; physical assault on the employer, a fellow employee, client or customer; gross insubordination; immoral conduct; theft; use of drugs or alcohol; criminal charge or other serious offences as outlined under sub-section 6.3.2 above.

(e) Reinstatement

If it is subsequently determined that the dismissal from employment was made without adequate cause, the employee may be reinstated in the same position held at the time of dismissal and/or as per the terms explained in the Employment and Labour Relations Act, 2004.

(f) Restitution

The employee being dismissed may be required to make restitution (compensation, reimbursement, repayment, restoration) for damages to property or equipment, for theft, for unauthorized purchases or payment of wages, for unauthorized travel expenses, or for other illegal or improper actions. If restitution is not made under the terms and conditions mandated, the employee may be subject to legal action.

(g) Absence from duty without permission

- (i) Where an officer is absent from duty without leave or reasonable cause for a period exceeding five (5) days and he cannot be traced within a period of ten (10) days of the commencement of the absence, or if traced, no reply to a charge of absence from duty without leave is received from him within 10 days of dispatch of the charge to him, he shall be liable to summary dismissal with the consequent loss of all rights and privileges.
- (ii) When the whereabouts of the employee charged under section 4.7.1 above is not known, a copy of the charge sheet shall be served by leaving it at the place of his residence prior to his absence or last known address.
- (iii) If he returns to duty before the decision to dismiss him is taken, disciplinary proceedings may be instituted against him.
- (iv) An employee absenting himself from duty without leave or sufficient cause shall forfeit his salary for the period of such absence in addition to any other disciplinary action.

(h) Failure to return from leave

Failure to return from an approved leave on the due date shall be deemed absence without leave.

6.3.5 Other Disciplinary Actions

Depending on the severity of the offence, other forms of disciplinary action may include:

(a) Transfer

Transfer means a reassignment and/or change in duty assignment to a position of similar rank. An employee who constantly fails to perform the duties of his/her job according to established standards may be transferred (as a matter of disciplinary action) to another position for which he/she is qualified.

(b) Withholding Salary Increments

If an employee has unsatisfactory behaviour or job performance, the Provost or the Staff Performance Evaluation Committee may withhold his annual salary increment.

(c) Demotion

- (i) Demotion means a change in duty assignment to a position of lower rank. Such reduction in rank will normally be accompanied by a decrease in salary rate.
- (ii) An employee who is involved in several minor violations of College regulations, such as loitering, tardiness, excessive use of profanity, etc., may be demoted to a lower salary grade classification.

(d) Salary Reduction

Reduction in salary may accompany a demotion or may be implemented without a change in title or duty assignment.

PART 7.0 - GRIEVANCES AND PROCEDURES

7.1 PREAMBLE

Kilimanjaro Christian Medical University College (KCMUCo or the College) is committed to providing a good working environment for its employees. Conflicts and disagreements between employees and their supervisors are inevitable. It is the policy of KCMUCo to resolve these disputes fairly, and at the lowest possible level. When these conflicts or disagreements occur, employees shall first attempt to resolve them through discussions with their immediate supervisors. However, if this fails, the aggrieved staff shall be required to seek mediation by the relevant college organs and authority. Thus, the grievances Regulations aims to: -

- (i) Provide all College employees with a fair and efficient process to present and resolve grievances arising out of the employment relationship.
- (ii) Provide an avenue for resolution of conflicts at the lowest possible level.
- (iii) Resolve employees' complaints or disputes in a courteous, civil, and professional manner.
- (iv) Encourage employees, resolve their differences, whenever possible, without resort to formal grievances' procedures.
- (v) Promote a prompt, efficient, and fair investigation, and resolution of employees' concerns.

7.3 SCOPE OF THE GRIEVANCES REGULATIONS

- (i) The regulations apply to all employees of KCMUCo.
- (ii) Employees can file grievances under any of the following reasons:
 - (a) Health and safety
 - (b) Supervisor's or a fellow employee's behaviour
 - (c) Other changes in employee conditions of employment
- (iii) Some examples of instances to which the regulations and procedures can be applied are:
 - (a) Situations which create unsafe working conditions for the employee
 - (b) Perceived unfair treatment by a supervisor, manager, or co-worker
 - (c) Disputes over interpretation or application of certain College policies or procedures.
- (iv) These Regulations shall **not** apply to:
 - (a) Hiring decisions
 - (b) Promotions and tenure decisions
 - (c) Terminations of employment and employee discipline.
 - (d) Transfers, re-assignments, or reallocation of human and financial resources.
 - (e) Complaints regarding wages and salary.
 - (f) Performance review and decisions.
 - (g) Expiration of temporary or externally funded grant positions.
 - (h) Dismissals during the introductory period of employment
 - (i) Termination or layoff because of lack of work or elimination of a position.
 - (j) Investigations or decisions reached under the College's harassment policy.
 - (k) Normal supervisory counselling on employee's performance.
- (v) Where the complaint relates to disciplinary action or another procedure, e.g., public interest disclosure, redundancy or termination, the matter should be dealt with under the relevant policies, regulations, and procedures.
- (vi) While making raising grievances and complaints, the aggrieved party shall also read the College Whistleblowing Policy and Procedures.

7.4 PROCEDURES FOR RAISING GRIEVANCES

To manage grievances in the College the Provost shall appoint a **Grievances Officer** based within the College Department responsible for Human Resources Management and Administration. This person will be the same officer assigned to manage whistleblowing issues. The grievance(s) procedures shall consist of the following two parts:

- (a) Informal Grievance/Complaint Resolution Procedures.
- (b) Formal Grievance/Complaint Resolution Procedures

(a) Informal Grievance(s)/Complaint(s) Resolution Procedures

- (i) Regular and effective communication between supervisors and employees reduces the likelihood of misunderstanding and conflict. The College, therefore, expects and encourages supervisors and employees to communicate openly and regularly so that the interests of all are best served. Individuals are encouraged to resolve grievances on an informal basis whenever possible.
- (ii) An employee who believes he or she may have a grievance should first meet with his or her immediate supervisor (i.e., in-charge or head of a section, unit, department, faculty, or directorate) for an informal discussion of the matter within five (5) working days of the date the employee knew or should have known of the adverse action or decision upon which the grievance is based. Verbal or written statements are an acceptable means of requesting a meeting during the informal grievance/complaint process.
- (iii) The supervisor should correct the situation or provide an answer to explain the matter within five (5) working days from the date of the initial meeting.
- (iv) The discussions should be private and confidential. The supervisor should maintain documentation of the discussions and consult with the Head of Human Resources Management and Administration as needed.
- (v) Should this initial discussion prove unsatisfactory, or if the immediate supervisor is such a part of the problem that the grievant does not feel comfortable discussing it with him/her, the grievant should attempt to have the matter resolved informally by the next level supervisor.
- (vi) If the matter is not resolved by informal discussion the grievant may pursue the matter through the formal grievance procedures as specified below.

(b) Formal Grievance(s)/Complaint(s) Resolution Procedures

- (i) If the grievant is not satisfied with the result of the informal grievance procedure, he or she may file a formal grievance. An employee who wishes to pursue the formal grievance process must initially attempt an informal grievance as described above and describe the outcome in the request for a formal grievance process. Should circumstances make the informal grievance process impossible, this should be spelled out in the request for a formal grievance process.
- (ii) The employee desiring to pursue the formal grievance process must submit a written request to the appropriate Grievance Officer. The request must outline in detail the facts relevant to the problem; what action, if any, has taken place (including the attempt at informal resolution); the reasons for requesting a formal grievance process; and the relief requested. Such a request should be delivered within five (5) working days of the conclusion of the failed informal grievance. The appropriate Grievance Officer will schedule a meeting with the grievant within ten (10) working days of receipt of the written request.
- (iii) The meeting will be attended by the Grievant, who may bring an advisor of their choice; the responding party, who may also bring an advisor of their choice; and the appropriate

Grievance Officer. The role of the advisor is to provide support; the advisor may not speak on behalf of the employee or otherwise participate.

- (iv) The appropriate Grievance Officer will hear the oral testimony of each side of the dispute and receive such written evidence as either party may submit. Each side will be given adequate time to present its side. Witnesses may participate in the meeting at the sole discretion of the appropriate Grievance Officer. The appropriate Grievance Officer will then deliberate and arrive at a determination within ten (10) working days. The determination letter will include a written summary of the findings, the decision reached, and the follow-up actions to be taken.

7.5 APPEALS

- (i) Either party to the dispute may appeal the determination if:
 - (a) they claim that an error in procedure determined the outcome, or
 - (b) new evidence comes to light which might substantially alter the outcome, or
 - (c) they object to the ultimate remedial actions taken.
- (ii) Such appeals may be made in writing to the Provost within ten (10) working days of the decision. The appellate authority's decision shall be final.

7.6 ALLEGATIONS AGAINST THE GRIEVANCES OFFICER

If a concern raised under this regulation involves the Grievances Officer's conduct, the Provost will assume all responsibilities under this procedure that would have typically been performed by the Grievances Officer.

7.7 CONFIDENTIALITY

The aggrieved person's confidentiality should be maintained by each person involved in the informal or formal investigation or resolution of a grievance under these regulations. Any disclosures regarding the employee or the investigation will be limited to the minimum necessary to accomplish the investigation, address the grievance, and address any other proceedings that may arise from these circumstances.

7.8 RETALIATION

No employee, or any other individual participating in the investigation of a grievance, shall be discriminated, retaliated, or penalised in any way for exercising their rights under these Regulations. Any such retaliation is a violation of the Regulations and attracts a disciplinary action. Therefore, any person(s) committing a retaliatory act shall be subjected to disciplinary action up to and including termination of employment. Any claimed retaliation should be brought to the attention of the College Grievances Officer using the described procedures.

PART 8.0 - END OF SERVICE

8.1 OBLIGATIONS

When an employee's services are terminated, whether voluntary or involuntarily, the following should be observed:

8.1.1 Exit Clearance and Release Form

All properties of the College entrusted to him/her must be surrendered to his Dean/Director/Head of Department, Deputy Provost for Administration or Head of Human Resources Management and Administration by filling out the Exit Clearance and Release Form (see **Appendix 25**).

8.1.2 Certificate of Service/Employment

On termination of employment, an employee is entitled to receive, on request, a written certificate of service/employment, if he/she has worked for a period of not less than six months. The format of the certificate is as shown on **Appendix 26**.

8.1.3 Exit Interview Form/Questionnaire

- (i) Any employee whose employment is being terminated, whether voluntary or involuntarily, may be requested to fill out an Exit Interview Form/Questionnaire (see **Appendix 27**). The exit interview will be used to gather feedback on how the employee feels about his/her time at KCMUCo, e.g., why they're leaving, and how the College create a better workplace environment, boost employee retention rates, and improve the performance of KCMUCo.
- (ii) The Human Resources Management and Administration Department will be responsible in conducting exit interviews for the departing employees.

8.1.4 Management of Employee's Records

Personal records of service of an employee shall be secured for a period of at least five years for the purpose of reference.

PART 9.0 - SALARY MANAGEMENT

The purpose of this section of the KCMUCO Staff Regulations is to offer a remunerative package that is fair, competitive, and motivating to attract, retain and trigger commitment, innovation, and creativity towards full realisation of employee's potential.

9.1 PAY STRUCTURE

- (i) The College shall adopt a graded pay structure in which each grade shall consist of a range of salary scales with minimum and maximum pay rates or points.
- (ii) To keep abreast with competition and the standard of living, the College shall review its remuneration package at least every three years.

9.2 SALARY SCALES/LEVELS

Salary scales/levels of employees shall be as contained in the College Schemes of Service for Academic Staff, and Administrative and Technical Staff, as amended from time to time.

9.3 PAYMENT OF SALARIES AND STATUTORY DEDUCTIONS

- (i) All payroll and staff remunerations and related matters are directly under the custody of the College Directorate responsible for Human Resources Management and Administration (HRMA).
- (ii) The Director of HRMA shall designate one section of his Directorate to manage all matters related to payroll and staff deductions.
- (iii) Salaries and other related cash benefits shall be designed and paid in Tanzanian shillings.
- (iv) Salaries shall be paid monthly in arrears at the end of each month worked.
- (v) Depending on the availability of funds, the Director of HRMA shall ensure the payroll is prepared early so that payment of salaries and statutory deductions shall normally be paid by the 25th day of each month, or the prior working day if the 25th falls on a weekend or is a public holiday, to enable employees to generally have access to salaries by the last day of the month.
- (vi) The Provost may authorise payment of salaries for the month of December to be made earlier to enable employees to receive payment prior to commencing the holiday season.
- (vii) Casual employees shall be paid based on the agreed terms.
- (viii) The salary of a new employee shall be computed from the date he/she reports for duty as confirmed by the Human Resources Management and Administration Department.
- (ix) Salary slips detailing the amount of pay given and the deductions made shall be given to each employee at or before the time at which payment is made.
- (x) For safety purposes, salaries and other related cash benefits shall be paid through the employees' bank accounts. KCMUCo shall normally bear the costs charged by its banks for effecting the transfers.
- (xi) Any officer assigned by the Director of HRMA to manage the payroll processing shall strive to fulfil this function timely to ensure payments are made in a timely manner.
- (xii) After preparation of the payroll by the designated Human Resource Management Officer, it shall normally be authorised by the Director of HRMA, and the Deputy Provost Administration (DPA), and final approval shall be made by the Provost. Director of HRMA will discuss the payroll with the Bursar for his opinion and whether calculations are correct and there is enough money. The Bursar may give guidance on discrepancies, if any. If the Director of HRMA and Bursar are in agreement with the explanations given to any variances in the payroll, the Bursar will recommend the payroll to DPA with explanatory notes after the two have reconciliated any variances. The DPA will scrutinise the Payroll and if satisfied recommend with explanations, if any to the Provost for approval.

- (xiii) Where an employee experiences delays in receipt of salaries after his name has been included in the payroll by HRMA, the Bursar's Office shall take reasonable measures to assist the employee in tracking the payment, but KCMUCo shall not be responsible for any delays caused by the employee's bank or factors outside its control and responsibility.

9.4 SALARY ADVANCE WHEN PROCEEDING ON LEAVE

An employee proceeding on annual leave may be paid his/her salary in advance on request.

9.5 ENTRY POINT

A newly recruited employee shall enter at the minimum point of the salary scale to which he/she has been appointed. The College Management may, however, consider an enhanced entry point if the candidate has higher qualifications and/or work experience.

9.6 DEDUCTIONS FROM EMPLOYEE'S SALARY

- (i) During preparation of payroll, the HRMA officer responsible for payroll shall make sure salaries and benefits shall be paid after deductions of income tax and other applicable statutory requirements, e.g., contributions to the National Health Insurance Fund (NHIF), National Social Security Fund (NSSF), Workers Compensation Fund (WEF).
- (ii) Liabilities owed by an employee, such as payment of loan, salary advance, reimbursement of damage caused, and non-retirement of imprest shall also be deducted before payment of salaries and benefits. Thus, the HRMA unit shall keep up-to-date records of all employees' deductions, to allow preparation of errors-free payroll.
- (iii) Other deductions shall include, but not limited to:
 - (a) Any amount paid to the employee in error as wages more than the amount of wages due to him/her.
 - (b) Any amount which the employee has requested the employer, in writing, to deduct from his/her wages, e.g., monthly savings for Savings and Credit Co-Operative Society (SACCOS), and any other legal dictions imposed by management and other competent authorities.
- (iv) The above deductions may be made, provided that the total amount of all deductions from the wages of an employee at any one time shall not exceed **two thirds** of such wages. For this reason, the HRMA shall guide employees not to draw loans and exceed the allowable monthly deductions.

9.7 SALARY INCREMENTS

- (i) All employees, except those on temporary terms, shall be eligible for annual increments as prescribed in their salary scales and if they have not reached the maximum of their scales.
- (ii) Employees who are on fixed-term contract shall be considered for annual increment during the renewal of their contracts.
- (iii) Annual increments shall be based on job performance. Normally it shall be paid after a full financial year.
- (iv) The annual incremental dates for the College employees shall be on:
 - (a) 1st January for all employees appointed between 1st January and 30th June.
 - (b) 1st July for all employees appointed between 1st July and 31 December.

9.8 CRITERIA OF SALARY INCREMENT

- (i) The primary criteria for salary increments are job performance and additional qualifications obtained, which are relevant to the post. Annual performance appraisal and review reports for each employee will be completed one month before the expiry of the year to which it relates.

- (ii) When an employee is promoted, his/her date of increment shall change to conform to his/her date of promotion.
- (iii) When increment cannot be paid (with-holding of increments) to an employee for whatever reason, the employee should be informed in writing.

9.9 OVERTIME PAYMENT

- (i) When it is necessary to work outside official working hours, employees shall be paid for the overtime worked when compensation by time off during working hours cannot be made.
- (ii) Prior approval to work overtime shall be sought by the supervisor from the appropriate authority using the form provided in **Appendix 28**.
- (iii) Unless otherwise specified, the overtime rate of payment shall be calculated based on the employee's salary and the hour worked at the following rate:
 - (a) The total number of extra hours worked during week/working days shall be multiplied by one and a half times the basic hourly salary.
 - (b) The total number of hours worked on Saturdays, Sundays and Public holidays shall be multiplied by two times the basic hourly salary.
- (iv) The maximum overtime hours in any four-week cycle shall be 50 hours.
- (v) Employees working on overtime shall be adequately supervised by a responsible officer who is not himself eligible for overtime payment.

9.10 ENGAGEMENT IN WORK NOT RELATED TO COLLEGE EMPLOYMENT

- (i) No Staff may render professional assistance or accept any work related to his employment during working hours without the informing Appointing Authority.
- (ii) Generally, there will be no objection to members of staff holding honorary posts as office bearers of religious bodies, charitable institutions, etc. if those activities do not cause interference in the work of the College.

9.11 ADJUSTMENT TO THE PAY AND/OR FRINGE BENEFITS

Any adjustment to the pay and/or fringe benefits of an employee may be considered on the basis inter alia, of the results of the performance appraisal and/or the outcome of negotiations with recognised collective bargaining representatives.

PART 10.0 - EMPLOYEES ALLOWANCES

10.1 CATEGORIES OF ALLOWANCES

Every employee irrespective of his/her terms of service, in certain circumstances may be paid allowances categorised as follows: -

- (i) Subsistence Allowance
- (ii) Transfer Allowance
- (iii) Disturbance Allowance
- (iv) Entertainment Allowance
- (v) Acting Allowance
- (vi) Outfit Allowance
- (vii) Imprest
- (viii) Overtime Allowance
- (ix) Mileage Allowance
- (x) Responsibility Allowance
- (xi) Uniform Allowance
- (xii) Financial Risk Allowance
- (xiii) Sitting/Participation Allowance
- (xiv) Special Allowance for Medical Staff
- (xv) Transport Allowance
- (xvi) Housing Allowance
- (xvii) Leave Allowance
- (xviii) Hardship Allowance
- (xix) Any other allowances as shall be determined by the Finance and Investment Committee and approved by the College Governing Board from time to time.

10.1.1 Subsistence Allowance

All employees irrespective of their terms of service when travelling overnight on official College business within or outside Tanzania shall be eligible for subsistence allowance, (also known as per diem) as approved by the College Governing Board. The actual rates will differ depending upon the travel destination and the salary scale of the respective employee.

(1) Subsistence Allowance in Tanzania

(i) Journeys on Duty

- (a) An employee who travels on duty shall be able to claim allowances at the daily rates calculated based on cost of living of the various grades of places of visit and the officer's grade per night of absence from the duty station without producing receipts. This shall be apart from the cost of transport provided that the allowance is not paid twice if there is another sponsor or agency.
- (b) The number of days from one's duty station shall be determined by the needs of the assignments as approved by the Supervising Officer and no more payment shall be allowed for whatever reason of overstaying unless it is with express approval of the Authorizing Officer.
- (c) Travelling on duty will include attending short courses, conferences/meetings, seminars, study tours and workshops for the duration of up to 90 days.
- (d) Employees travelling on duty during the daytime and are forced to be away from their duty station during breakfast or lunch, for six hours or more, may claim half per diem allowance at

the rate payable per day or produce appropriate receipts. The immediate supervisor must approve the travel plan before implementation.

- (e) An employee who, whilst traveling on duty away from his/her station, stays at a hotel/hostel where boarding/lodging expenses exceed the rate of subsistence allowance payable, may be reimbursed by the College, on production of receipts, provided that such claims for refund shall not include alcoholic beverages and meals for guests or for entertainment.

(ii) First Appointment

- (a) New employees reporting for duty on first appointment shall be paid subsistence allowance of up to seven (7) days for their upkeep at the new workstation.
- (b) To clarify, an employee on first appointment, his/her spouse and his/her children under 21 (twenty-one) years shall also be paid/refunded bus fare from place of domicile to the duty station.
- (c) Where an employee travels in circumstance in which he/she is eligible to claim subsistence allowance for his children the allowance shall only be payable to his/her children under 21 years of age.

(2) Subsistence Allowance Abroad

- (i) Where an employee travels outside Tanzania on duty he/she shall be entitled to subsistence allowance at the rates approved by the College Governing Board.
- (ii) The employee must retire travel ticket and boarding pass for accounting purposes.
- (iii) The cost of transportation to and from the airport on arrival/departure and the air terminal/hotel shall be paid by the College on production of relevant receipts or other acceptable evidence.
- (iv) On-transit per-diem shall be paid to an employee travelling abroad and spending more than 8 hours on flight at the rate of half per diem approved for foreign travels.
- (v) Retirement of travel ticket and boarding pass shall apply to all employees or sponsored persons paid through the College accounts or sponsored projects accounts.

(3) Subsistence Allowance Rates

Daily subsistence allowance rates shall be based on the prevailing Government per diem rates or as may be revised and approved by the College Governing Board from time to time.

10.1.2 Transfer Allowance

- (i) When an employee is transferred from one duty station to another, he/she will be eligible for payment of transfer allowance.
- (ii) The amount of the transfer allowance shall be based on the same rates as the travel on duty subsistence allowance but with additional allowances for spouse in the amount of the employee's rate of allowances and at half the employee's rate of allowance for each of the four dependent children, who are below 21 years. Payment of transfer allowance shall be limited to seven (7) days. The purpose of the allowance is to help the employee's upkeep at the new workstation before he/she gets permanent accommodation.
- (iii) When an employee is in transit on transfer and is forced to stay in a hotel, because of circumstances beyond his control, he may be paid full per diem rate for himself and spouse and half per diem rate for the dependent children.

10.1.3 Disturbance Allowance

- (i) Where it is necessary for any employee to be transferred not at his/her own request from one duty station to another, he/she shall be paid disturbance allowance at flat rate of 1/25 of the employee's annual basic salary, subject to review by the College's statutory organs from time

to time and the payment shall be made before the actual transfer takes place. When transferred on promotion an employee's annual basic salary shall be taken as being that of the scale, to which the employee has been promoted.

- (ii) Notwithstanding the provisions of sub-Regulation (i) above, where transfer is sought at the employee's own request such an employee shall be entitled to half of the allowance stipulated under sub-Regulation (i) above, provided that the relevant employee has been working in one station continuously for five years or more.

10.1.4 Entertainment Allowance

- (i) Entertainment allowance is an amount of money that an employee is given to pay for the expenses incurred on the hospitality of business customers and suppliers, for example paying for lunch, dinner, drinks, hotels, etc.
- (ii) The Provost is entitled to a monthly entertainment allowance at a rate to be approved by the College Governing Board or as stipulated in his/her letter of appointment.
- (iii) Deputy Provosts, Deans and Directors may claim expenses incurred on entertainment. All other employees whose duties may require entertaining may only entertain after obtaining approval from the appropriate Authority.

10.1.5 Acting Allowance

- (i) When an acting appointment is authorized, the acting allowance payable will be at the rate of the full difference between the basic salary of the Acting Officer and the minimum basic salary of the post in which he/she so acts. The acting post allowance shall be valid if the appointee has acted for at least one month (30 days) continuously.
- (ii) Notwithstanding the foregoing statement, if the position one is acting had a transport entitlement, then the acting employee shall also be entitled to transport during the acting period.
- (iii) The acting period should not exceed six months, at the end of which the College Governing Board shall make decision and notify the concerned officer in writing.
- (iv) A person who is appointed to act a position on probation will be paid the full amount of what the incumbent would be entitled to get.
- (v) If the appointment to act in a position means a person is called upon to shoulder additional responsibilities of the same status as he is currently shouldering, then he should receive an appropriate compensation as shall be determined by the Provost.

10.1.6 Outfit Allowance

Employees required to travel outside Tanzania on duty visit, course, duty conference, duty seminars or on duty tour will be eligible to receive an outfit allowance using Government rates or at the rate determined by the College Governing Board and provided for in circulars or Honoraria and Allowances Policy. Issuing of outfit allowance shall, however, depend on the financial situation of the College. The payment of outfit allowance under these Regulations shall be subject to the following conditions:

- (i) The allowance shall be paid prior to the officer's departure from Tanzania.
- (ii) The allowance shall be paid once every three years provided that the allowance shall not be paid more than once in respect of one course of training even where the duration of course is longer than three years.
- (iii) Employees shall not be required to account for the allowance by producing receipted account of expenditure incurred on the purchase of necessary outfit.

10.1.7 Imprest

When an employee is travelling on official duty or transfer, he may be granted an imprest for meeting such expenses before he/she departs from his/her station. Such imprest must be fully accounted for within fourteen (14) days of his/her arrival at his/her workstation.

10.1.8 Overtime Allowance

- (i) Payment of overtime is a privilege and not a right and shall be made in respect of hours worked more than 50 hours a week.
- (ii) Payment of overtime shall be made only when compensation by time-off/off-day during normal working hours cannot be made. Prior approval of the overtime shall be sought and obtained before such overtime is worked.
- (iii) Employees working overtime shall be adequately supervised by a responsible officer who is not himself eligible for overtime payment.
- (iv) Non-teaching employees who work overtime shall be compensated by giving off-days in lieu of cash allowance. Such compensation shall be at the rate of two (2) hours for everyone (1) hour of overtime from Monday to Sunday and public holidays.
- (v) Earned overtime shall **not** be accumulated for a period of more than one year unless dully authorised.
- (vi) Overtime shall only apply for special assignments or tasks that the College may undertake from time to time.
- (vii) The College shall not consider overtime for normal departmental work or routine duties where it is possible to make alternative arrangements to perform the duties within the normal working hours. Such arrangements may include working in shifts.

10.1.9 Mileage Allowance

- (i) An employee above the salary scale of a Tutorial Assistant may use his personal motor vehicle while on duty and be entitled to mileage refund provided that the journey had the prior approval by the Provost. The amount to be claimed shall be as per the current College mileage rate.
- (ii) No journeys between home and office shall be included for the purpose of claiming mileage allowance.
- (iii) An employee using a motor vehicle for journeys in respect of which this allowance may be claimed should see that such a vehicle is not used when a motor vehicle belonging to the College is available.

10.1.10 Responsibility Allowance

The College may pay a responsibility allowance to categories of staff depending on responsibilities related to their posts at the rate to be determined by the Finance, Planning and Investment Committee and approved by the College Governing Board.

(i) Senior College Officers

- (a) Senior College Officers are required to put in extra hours of work in stressful conditions. These Officers are not eligible for overtime payment and cannot, in many cases, be granted time-off/off-day as this would be detrimental to the functioning of the College, Faculties, Directorates, Departments and Units. In this case, responsibility allowance shall be payable to the specified categories of Senior College Officers to cover expenses related to their responsibility burden and extra administrative, academic and consultation workload. This is usually paid on monthly basis as a percentage of their salary or as specified by the Honoraria and Allowances Policy.

- (b) Senior College Officers include Provost, Deputy Provosts, Deans, Directors, Associate Deans, Deputy Directors, Heads of Departments and Units.
- (c) The rate to be paid to each duty post holder shall be as may be revised and approved by the College Governing Board from time to time.

(ii) Junior and Middle Level Staff

Payment of responsibility allowance may also be considered for Junior and Middle Level Staff in the following scenarios:

- (a) an employee undertaking **part** of the duties and responsibilities of a higher graded role/post for a continuous period.
- (b) an employee taking on **part** of the higher graded job to cover for a vacant post until it is filled on a permanent basis.
- (c) employees taking on additional responsibilities over and above those set out in their job description.
- (d) as an attraction and/or retention incentive.
- (e) Where granted, the responsibility allowance shall be paid on monthly basis as a percentage of their salary or as specified by the Honoraria and Allowances Policy 2022.

10.1.11 Uniforms Allowance

- (i) The employees of the College who by nature of their duties are compelled to wear uniforms or some protective gears shall be issued with free uniforms and/or protective gears or allowances to purchase the same.
- (ii) The allowance shall be paid after every two (2) years (i.e., during the third year), depending on the College's financial position.

10.1.12 Financial Risk Allowance

- (i) When an employee faces certain financial risks relating to his duties (i.e., personal repayment of any cash lost in handling College cash), the employee shall receive additional compensation as determined by the Provost.
- (ii) A financial risk allowance is meant to compensate that individual for the additional personal monetary risk that is undertaken due to the nature of their duties.

10.1.13 Meeting Allowance

- (i) Meeting allowance will be paid to Chairperson, Secretary and members of statutory College Committees and sub-Committees for their participation in the meetings. Membership of the said committees shall include elected, co-opted, or invited members and this shall be as per KCMUCo Honoraria and Allowances Policy 2022.
- (ii) Meeting allowance will be payable per sitting and not per day, at the rate to be determined, from time to time, by the College Governing Board.

10.1.14 Transport Allowance

- (i) The Provost, Deputy Provost for Academic Affairs and the Deputy Provost for Administration shall be provided with transport and driver **OR** mileage/fuel allowance if they have personal cars.
- (ii) Deans, Directors, Heads of Departments and Units shall be provided with transport or mileage allowance when on official duty.
- (iii) All other employees shall receive transport allowance at the rate applicable to their grades as may be approved by the College Governing Board.

10.1.15 Housing Allowance

An employee appointed on a full-time basis, i.e., permanent, and pensionable terms or a fixed-term contract, shall receive a housing allowance. The allowance shall be at the rate of 10% (ten percent) of an employee's basic salary.

10.1.16 Hardship / Risk Allowance

Hardship or Risk Allowance shall be given to employees working in difficult/hazardous conditions and/or whose work will have harmful effect on their health over a period.

10.1.17 Leave Assistance/Allowance

- (i) Every employee shall be granted **once in every two years** leave cycle, (i.e., when he/she takes a third leave after first appointment or last leave cycle), free transport in the form of a cash grant calculated based on the prevailing fare rate by available cheapest public transport for himself//herself, spouse and up to four children under **21** years of age or dependants who are legally dependent upon that employee. No additional incidental expenses shall be paid apart from the actual fare. The free transport shall be granted only to employees travelling on leave within Tanzania.

PART 11.0 - LOANS AND SALARY ADVANCES

11.1 GENERAL PROVISIONS

- (i) Normally the College does not give loans or salary advances. However, in extreme cases loans or salary advances may be given to an employee in cases of proven extreme financial hardships which could not be foreseen, and which have not been caused through his/her own fault or negligence.
- (ii) An eligible employee may request a personal loan or salary advance only in extraordinary emergency or personal circumstances, for example, family emergency, children's school or college fees, bereavement costs or health bills that are not covered by health insurance.
- (iii) The College has the right to deduct an appropriate amount of loan instalment agreed upon when the loan is granted.
- (iv) All applications for loan or salary advance shall be routed through the Head of Department concerned.
- (v) The Bursar will indicate for consideration by the Provost or Deputy Provost for Administration particulars of an outstanding loan or salary advance and forward for approval before taking action.

11.1 SALARY ADVANCES

11.1.1 Terms and Conditions for Granting Salary Advance

In the event a salary advance is approved, the following shall apply:

- (i) The salary advance shall be paid between 10th and 15th of the month.
- (ii) The advance shall be based on 40% (forty percent) of the employee's monthly net salary. The remainder of the monthly salary (the balance) shall be paid at the end the month.
- (iii) The employee may not request or receive more than one salary advance within a six-month period.

11.2 PERSONAL LOANS

There will be two types of employee personal loans, namely, money lent by an employer to the employee and money lent by a third party to an employee through the employer.

11.2.1 Loan from Employer

KCMUCo may provide interest-free personal loans to her employees to deal with emergency financial burdens, depending on the availability of funds. The loans are not intended to compete with the banks or credit unions.

11.2.1.1 Terms and Conditions for Granting Personal Loan

(a) Eligibility

Personal loans shall be offered to permanent employees only, who are not under probation or notice period.

(b) Duration

Personal loans shall be given to employees for a maximum period of one year (12 twelve months) only

(c) Limitations to Personal Loans

- (i) Loan amount shall not exceed an equivalent of employee's three months' gross salary.
- (ii) Up to two loans can be obtained by any employee within a period of twelve months. However, a second loan cannot be approved unless and until the first one is paid in full.

(d) Repayment of Method

The loan shall be repaid in equal instalments over the agreed period, i.e., 12 months or less, through monthly payroll deductions.

(e) Termination of Borrower

In the event of the employee's services being terminated by either party, the balance outstanding on the loan will become immediately due to the College. In such cases the College will have the right to deduct the whole outstanding amount of the loan from the employee's terminal benefits.

11.2.2 Loan from Third Party

The College shall endeavour to promote development and wellbeing of its staff. It shall, therefore, facilitate the acquisition of personal loans from identified commercial banks as per their memoranda of understanding, and Savings and Credit Cooperative Societies.

11.2.2.1 Savings and Credit Cooperative Society (SACCOS)

- (i) The College shall encourage all staff members to join the KCMUCo SACCOS for purpose of developing a saving culture. Staff members joining SACCOS shall be required to remit a portion of their salary to SACCOS monthly. The minimum contribution shall be agreed upon by all SACCOS members.
- (ii) The Head of Human Resource Management and Administration Department shall be responsible for deducting the agreed amount of SACCOS contributions and loan repayments through a checkoff system and remit for as long as the member remains a KCMUCo employee.
- (iii) KCMUCo shall **not** take responsibility for any loans in case an employee leaves service.

PART 12.0 - HOUSING

12.1 GENERAL PROVISIONS

- (i) Employees are responsible for securing their own accommodation/housing; however, housing may be provided, in exceptional circumstances, when it is necessary to facilitate the delivery of programmes and services to KCMUCo.
- (ii) Due to lack or shortage of houses the obligation of the College to provide housing accommodation shall be restricted to the entitled officers only, as provided in section 12.2 below.

12.2 ENTITLED OFFICERS

Employees entitled for housing shall include:

- (i) Entitled Officers serving or recruited under technical aid or tripartite agreement with foreign organizations or sending agencies.
- (ii) Any other officers recruited from overseas, whose offer of appointment necessarily includes entitlement for housing to attract them to service at the College.
- (iii) Principal Officers of the College: The Provost, the Deputy Provost for Academic Affairs and the Deputy Provost for Administration.
- (iv) Teaching staff and other senior officers as the College may deem necessary.
- (v) All staff not provided with accommodation shall be given house allowance as stipulated on Part 10, subsection 10.1.16.

PART 13.0 - TRANSPORT AND TRAVELLING

13.1 ENTITLEMENT TO FREE TRANSPORT

Employees will be entitled to free transport at the expense of the College when travelling within Tanzania:

- (i) On first appointment from the place of residence to the duty station.
- (ii) On official duty
- (iii) On annual leave
- (iv) On medical grounds from the duty station to the town where treatment is available.
- (v) On retirement from the duty station to the place of domicile/permanent residence.
- (vi) To attend seminars, conferences, workshops, or in-service training funded entirely by the College.
- (vii) Representing the College at various activities.
- (viii) On transfer to a new duty station.
- (ix) On termination of permanent appointment.
- (x) On death of an employee (body).

13.2 MODE OF TRAVEL

- (i) Employees shall normally use the mode of travel most economical to the College.
- (ii) An employee may use free economy surface transport when traveling on duty, but when it is economically advantageous to use air travel or under special circumstance, which must be approved, an employee may be allowed by the College to travel on duty by air.
- (iii) When travelling by air, personal luggage must be restricted to the amount carried free in respect of the air ticket. Claims in respect of excess baggage shall not be entertained unless prior approval of the Provost was obtained.

13.3 TRANSPORT FOR EMPLOYEE'S FAMILY

An employee may be granted free transport for himself/herself and the spouse and four children under the age of 21 (twenty-one), if they accompany, precede or follow him/her on:

- (i) First appointment.
- (ii) Annual leave.
- (iii) Transfer.
- (iv) Termination of employment (excluding resignation).

13.4 TRANSPORTATION OF PERSONAL EFFECTS

Travelling on circumstances in which the employee is eligible for free transportation of personal effects will be in the following circumstances:

- (i) Travelling on first appointment.
- (ii) Transfer.
- (iii) Termination of employment (retirement, dismissal, and death. It does not include resignation).

13.5 TRANSPORT FOR MEDICAL TREATMENT

An employee may be granted local transport privileges for medical treatment from the duty station to the town where treatment is available if it has been certified by an authorised medical practitioner. If the employee is seriously ill the College may grant transport to his/her spouse or child if it has been certified by an authorised medical practitioner that the employee requires the presence of his/her spouse or child.

13.6 TRANSPORT FOR WIDOW/WIDOWER AND CHILDREN

In the event of a married employee dying in the country or abroad, his widow/widower and dependent children shall, if they were resident with him, be granted free transport to their home using the most economic transport. They may take luggage (including personal effects of the deceased) on the scale to which the deceased employee would have been entitled on termination of appointment.

13.7 TRANSPORT ON TERMINATION OF APPOINTMENT

If an employee on first appointment (permanent or fixed-term contract terms), voluntarily terminates his/her appointment within six months after taking appointment at KCMUCo, the Provost shall require from him/her to the return **one half** of the cost of passages and expenses paid by the College in respect of himself/herself and his/her family.

13.8 FREE TRANSPORT OF VEHICLES ON TRANSFER

When an employee is transferred from one station to another he may be granted free transport for his vehicle. Such free transport shall normally take the form of free carriage by rail or steamer over any portion of the route covered by such service plus mileage allowance in respect of any portion of the journey not so covered. At the discretion of the Provost, however, an officer may be permitted to travel in his vehicle by road over the whole journey from his old to his new station, in which case full mileage allowance for the whole distance shall be payable.

13.9 AMOUNT OF LUGGAGE ALLOWED

Weights allowed when travelling on first appointment, transfer, termination of employment, dismissal, retirement, and death shall be as follows:

- (i) Up to 3,000kg for the Provost, Deputy Provost for Academic Affairs, Deputy Provost for Administration, Academic Staff from the level of a Lecturer, Administrative and Technical Staff from senior levels.
- (ii) Up to 1,500 kg for all other staff.

13.10 TRANSPORT WHEN ON DUTY AT ANOTHER STATION

- (i) Whenever possible, the Provost shall be availed transport at any place he/she travels to on duty. This can be done by either allowing him/her to travel with College car or hiring a car at the place he/she is visiting.
- (ii) The Deputy Provost for Academic Affairs, Deputy Provost for Administration, Deans and Directors may be allowed to travel with College car or they shall be allowed to hire transport at their visiting station and be refunded on production of valid receipts or certification.
- (iii) Other Officers travelling on duty shall request an imprest for incidental expenses to cover for their transport at their place of visit.

13.11 USE OF COLLEGE TRANSPORT

- (i) Use of College vehicles for work purposes must be authorised by the Deputy Provost for Administration, Provost, or an authorised officer.
- (ii) No employee is permitted to make use of College transport for private purposes without the written permission of the Deputy Provost for Administration, Provost or an authorised officer.
- (iii) Drivers are required to check vehicles before use. Any damage to vehicles should be recorded and reported to the Deputy Provost for Administration, Provost, or an authorised officer without delay.
- (iv) Accidents incurred while using College vehicles should be reported as soon as possible to the Deputy Provost for Administration, Provost, or an authorised officer.
- (v) Members of staff are not permitted to carry unauthorised passengers or animals while using College vehicles for work purposes.

PART 14.0 - LEAVE

14.1 ANNUAL LEAVE

14.1.1 General Conditions

- (i) Every staff shall be entitled to 28 consecutive calendar days as annual paid leave or otherwise as stipulated in staff individual employment contract. The annual leave cycle is in respect of twelve (12) months commencing from the date of the employee's appointment.
- (ii) Every effort will be made to allow employees to proceed on earned leave, as and when they wish. It is the responsibility of the employees to apply for their leave two weeks before going on leave. Each Department/Faculty/Directorate must maintain an annual leave roster; and a copy of the approved leave application form shall be kept in the employee's Personal File.
- (iii) Leave earned during a year shall be taken during the year that is earned. Leave may be taken in piece-meal on special permission by Heads of Departments/Units, Deans, Directors, DPA, DPAA, or Provost. The full leave entitlement may be accumulated on ground of work exigencies over a maximum of two-year period. Unclaimed leave beyond the two-year period shall be forfeited.
- (iv) Teaching staff are advised to take their leave during long vacations or in piece-meal.
- (v) An employee may be granted full leave after completing eight (8) months of continuous service since his/her first appointment.
- (vi) All leave periods shall be inclusive of Saturdays, Sundays, Public Holidays and travelling time.
- (vii) Based on the *Employment and Labour Laws (Miscellaneous Amendments) Act, 2015, PART II: Amendment of Section 31 of the Employment and Labour Relations Act, 2004*, with the consent of the employee, the College may require or permit the employee to work during a period of annual leave on condition that he/she shall not work for a continuous period of two years. The College shall pay the employee one-month salary in lieu of annual leave to which the employee is entitled or was called upon to work.
- (viii) Every employee shall be granted **once in every two years** leave cycle (i.e., during the third year after first appointment or third leave after last leave cycle) leave travel assistance in the form of a cash grant calculated on the basis of the prevailing fare rate by available cheapest public transport for himself/herself, spouse and up to four children under 21 years of age or dependants who are legally dependent upon that employee. The employee must submit a **valid proof of cost** to claim the leave travel allowance. No additional incidental expenses shall be paid apart from the actual fare. The leave travel assistance shall be granted only to employees travelling on leave within Tanzania.
- (ix) An employee whose place of domicile is the same as the duty station shall also be granted leave travel assistance, as stated under subsection ix above, if he/she wishes to travel to another place other than his place of domicile.
- (x) An employee who resigns after less than six month's service since his first appointment shall not be entitled to any leave.
- (xi) Application for annual leave shall be in the prescribed forms in **Appendices 29A** (*English version*) and **29B** (*Swahili Version*).

14.1.2 Extension of Annual Leave

Except in cases of illness or other cases of emergency, applications for extension of leave which must state the ground on which the extension is asked for, will not be considered unless they are submitted in time for the Deputy Provost for Administration, or any Officer acting on his behalf, to convey the decision before the date on which the employee should normally commence the return journey at the end of leave.

14.2 OTHER FORMS OF LEAVE

14.2.1 Maternity Leave

- (i) A female employee shall, upon producing a Medical Officer's certificate certifying that she is expecting to deliver a child, be entitled up to eighty-four (84) days of paid maternity leave; or one hundred (100) days paid maternity leave if the employee gives birth to more than one child at the same time. *(See prescribed Application Form on **Appendix 30**).*
- (ii) An employee may commence maternity leave:
 - (a) At any time from four weeks before the expected date of delivery.
 - (b) On an earlier date if a medical practitioner certified that it is necessary for the employee's health or that of her unborn child.
- (iii) Paid maternity leave shall be granted only once in three years (36 months), the three years' period counting from the date on which the employee completed her last paid maternity leave.
- (iv) Notwithstanding the provisions of subsection i above, an employee is entitled to an additional **84 days** paid maternity leave within the leave cycle (three years' period), if the child dies within a year (twelve months) of birth/delivery.
- (v) Where an employee is **breast feeding** a child, the employer shall allow the employee to feed the child during working hours up to a maximum of two hours per day for a period of six months after the end of maternity leave. *(See prescribed Application Form on **Appendix 32**).*
- (vi) Paid maternity leave shall be granted for a maximum of four (4) terms/maternity leave cycles.
- (vii) Maternity leave shall not carry leave travel assistance unless it coincides with the employee's annual leave with passage.

14.2.2 Paternity Leave

Based on the Employment and Labour Relations Act, 2004, a male employee shall be entitled to three (3) days paid paternity leave if the leave is taken within seven (7) days of the birth of his biological child to enable him take care of the mother and child. The three days are the total number of days irrespective of the number of children that are born within the maternity leave cycle. *(See prescribed Application Form on **Appendix 31**).*

14.2.3 Sick Leave

- (i) Sick leave is a leave of absence granted to an employee because of illness or injury.
- (ii) An employee shall be entitled to sick leave of at least 126 days in any leave cycle.
- (iii) The sick leave shall be calculated as follows:
 - (a) the first 63 days shall be paid full wages.
 - (b) the second 63 days shall be paid half wages.
- (iv) At the end of the second 63 days the employee shall be examined before a Medical Board for recommendation to either extend the leave for another period, of which the Medical Board shall specify its duration, or terminate the employee on medical grounds.
- (v) On recommendation of an approved/registered medical officer, an employee may be allowed sick leave.
- (vi) **Sick Period:** sick period is three years (36 months) from the date of first appointment and a new sick period commencing thereafter or after such leave.
- (vii) An employee shall not be entitled to paid for sick leave if:
 - (a) He/she fails to produce a medical certificate.
 - (b) He/she is entitled to paid sick leave under any law, fund or collective agreement.

14.2.4 Compassionate Leave

- (i) Compassionate leave, under these Regulations, is a type of an emergency leave that employees can take when they have an emergency situation, for example, when an

immediate family member, a close/near relative, or a close friend has life-threatening illness or injury (the Appointing Authority may request a copy of the medical certificate of the ill person) or to deal with serious domestic or family circumstances such as serious damage to home (e.g. fire or flood).

- (ii) A maximum of **five (5) days** compassionate leave shall be granted to an employee on permanent or fixed-term contract terms when he/she has an emergency as specified above.
- (iii) Compassionate leave shall not be deducted from an employee's annual leave. However, if the employee requests more than the entitled/approved days, the extra days shall be deducted from his/her annual leave entitlement.
- (iv) **Additional Compassionate Leave:** If the period of compassionate leave has expired, and the employee still needs to be absent, the individual should consult the Deputy Provost for Administration through his Head of Department. Additional leave may be granted by extension of compassionate leave and deduct the additional days from annual leave entitlement.
- (v) Application for compassionate leave shall be in the prescribed form in **Appendix 33**.

14.2.5 Bereavement Leave

- (i) Bereavement leave, under these Regulations, is an emergency leave that an employee can take when a member of his/her immediate family or close/near relative dies. The purpose of the bereavement leave is to give time to an employee to grieve or mourn and recover from the loss of his/her immediate family member, prepare for and attend a funeral, and/or attend to any other immediate post-death matters.
- (ii) An employee's immediate family, in this case, includes spouse (husband or wife), child (son or daughter), and parent (father or mother).
- (iii) An employee's close/near relative, in this case, includes employee's sibling (brother or sister), grandparent or grandchild; father/mother, brother/sister or grandparent of the employee's spouse.
- (iv) An employee who wishes to take time off due to the death of an immediate family member or close/near relative should notify his or her supervisor as soon as possible.
- (v) The Appointing Authority may require an employee to provide evidence of the death.
- (vi) A maximum of **fourteen (14) days** (inclusive of Sundays, Saturdays and public holidays) bereavement leave shall be granted to an employee on permanent or fixed-term contract terms when his/her immediate family member dies.
- (vii) A maximum of **seven (7) days** (inclusive of Sundays, Saturdays and public holidays) close/near relative dies.
- (viii) **Bereavement leave shall not be deducted from an employee's annual leave.** However, if the employee requests more than the entitled/approved days, the extra days shall be deducted from his/her annual leave entitlement.
- (ix) Application for bereavement leave in respect of the death of a relative **who is not in the employee's immediate family or close/near relative** shall be considered on its merits by the Appointing Authority, and if granted, it shall be a maximum of **three (3) days** and it shall be deducted from his/her accrued personal annual leave.
- (x) Application for bereavement leave shall be in the prescribed form in **Appendix 34**.

14.2.6 Sabbatical Leave

Members of the academic staff on permanent terms may be granted sabbatical leave in accordance with the following regulations:

- (i) Sabbatical leave will be granted to members of staff on permanent and pensionable terms from the grade of Senior Lecturer and above only after completion of four years of continuous service with the College from the date of initial appointment or since the date of return from sabbatical leave or study leave or unpaid leave

- (ii) The College Committee responsible for staff development shall approve all candidates eligible for sabbatical leave.
- (iii) A Faculty/Directorate/Institute which has more than one employee eligible for a sabbatical will determine the order in which such employees can take their sabbaticals. Under no circumstances should teaching be allowed to suffer as a result of these arrangements.
- (iv) Individuals will be required to present satisfactory study work programmes to their Faculty/Directorate/Institute before the committee responsible for staff development can be requested to approve.
- (v) As far as possible, sabbatical shall be taken at a place which is most suitable for candidate.
- (vi) For the purposes of financial arrangements each case will be treated according to the conditions of the programme. For example, where the academic staff member will receive full pay from a donor, that member will be regarded as on leave without pay. Where no donor has made any substantial and adequate arrangements, the member will receive full pay from the College.
- (vii) Where a sabbatical involves substantial financial need for research, the normal channels for applying for research funds will be followed.
- (viii) Sabbatical leave shall be granted at the rate of two months for every completed year of service since appointment or return from sabbatical or study leave of six months and above. Sabbatical leave shall not exceed a period of 12 months in all. Staff members must resume duty at the end of sabbatical leave.
- (ix) Application for sabbatical leave shall set out in detail the activities of the proposed leave, its duration and the financial assistance sought. Application shall be sent to the Provost, through the Deputy Provost for Academic Affairs (DPAA) and the Dean of the Faculty/Director concerned.
- (x) Evidence of the accomplished activities of the sabbatical leave shall be provided at the end of the leave, to the Provost through the DPAA and Dean of the Faculty.
- (xi) Disciplinary action will be initiated for those who do not report back or those who do not submit evidence of accomplished activities on expiry of sabbatical leave.
- (xii) Priority will be given to the sabbatical within the country.

14.2.7 Leave without Pay

- (i) In exceptional circumstances an employee may be allowed unpaid leave for such periods as the Provost may decide. The period on an unpaid leave shall be non-leave earning and shall not count towards retirement benefits.
- (ii) An employee on secondment to public institutions under these terms may also be granted unpaid leave for the period approved.

14.2.8 Special Leave

(a) Sporting Events

Employee of any category selected to represent their region as competitors or recognised team officials at National and International sporting events may, subject to the exigencies of their service, be granted leave necessary to participate in these events. Such leave shall be on full pay and shall not count against normal leave entitlement, but it shall however, carry no entitlement to transport privileges or allowances.

(b) Conferences, Seminars and Other Activities

Officers selected to attend conferences, seminars and other activities sponsored by recognised official organisations may, subject to the exigencies of their service, be granted special leave of absence to enable them to attend the conferences, seminars, etc. Such leave shall be on full pay and shall not count against ordinary leave entitlement but carry no entitlement to transport privileges or allowances.

(c) Leave for Examinations

- (i) Leave of absence without loss of salary may be granted to employees for purpose of sitting for examinations recognised by KCMUCo.
- (ii) The Provost may, at his/her discretion, authorise financial assistance to employees in connection with examinations relevant to one's work, subject to reporting to the College Governing Board.

(d) Study Leave

- (i) An employee may be granted leave of absence to undertake a course of study either within or outside Tanzania.
- (ii) Leave granted shall be of such reasonable duration as would ordinarily enable the employee to complete the course in question and shall normally be granted in extension of a long vacation at intervals of about four or six years. The actual frequency and duration of such leave, may however, be varied at the discretion of the Staff Training and Development Committee or its delegate in individual cases.
- (iii) Application for study leave shall set out in detail the course of study proposed, the duration of leave requested, and the financial assistance sought. Applications shall be sent to the Staff Training and Development Committee or its delegate in consultation with the Deputy Provost for Academic Affairs or Deputy Provost for Administration depending on the nature of work of the requesting employee.
- (iv) When an application is satisfactory on career grounds it shall be normal for leave to be granted and only in exceptional circumstances shall an application be rejected for staffing or financial reasons. The decision of the Staff Training and Development Committee on such application shall be final, unless otherwise instructed by the College Governing Board on grounds of appeal.
- (v) Study leave shall only be granted by Provost based on the needs of the College and in the interest of staff development.
- (vi) The Provost shall have discretion to accept or reject an application for study leave.
- (vii) An employee who proceeds for study leave to pursue a higher qualification and fails to complete on account of his/her own acts of unsatisfactory conduct or general indiscipline shall have his/her services terminated.
- (viii) An employee who is on study leave shall be considered for promotion.
- (ix) All employees granted study leave will be required to resume their duties immediately after completing their studies.
- (x) All employees who proceed on a study leave with pay of six months and above will be bonded to work for the College after training as specified under section 4.5 (Bonding Agreement).

(e) Public Holidays

The College shall observe Public Holidays as announced by the Government.

PART 15.0 - STAFF WELFARE

15.1 STAFF WELFARE SERVICES

KCMUCo shall make available or provide the following staff welfare services to employees as a way of motivation to encourage and push them to discharge their duties to the best:

15.1.1 Medical Services

- (i) Medical services for employees, their spouses and up to four children (below 21 years) will be taken care of under the National Health Insurance Fund (NHIF) to which employees will contribute 3% of their basic monthly salary and KCMUCo will contribute 3% of the basic salary.
- (ii) **Sick sheet:** an employee requiring medical treatment for himself/herself, or his/her family should report his/her illness and obtain a sick sheet from the Human Resource Office and report with the sick sheet to the authorised hospital for treatment. After treatment the employee shall return the sick sheet to the Human Resource Office for record keeping. The sick sheet shall be in the prescribed forms in **Appendices 36A** (for Staff) and **36B** (for Dependant of the Staff).

15.1.2 Travel on Leave

The College shall provide leave travel assistance for an employee, his/her spouse and up to four dependent children as per Part 14.0 of these Regulations.

15.1.3 Funeral Support

- (i) The College shall provide funeral support to meet burial expenses of a deceased employee on permanent/contract terms. The funeral support will include the following:
 - (a) Coffin or Mat and Plank
 - (b) Shroud
 - (c) Wreath
 - (d) Mortuary Expenses
 - (e) Condolences
 - (f) Transport costs of the body to the place/location of burial as determined by the College considering the distance and costs involved.
 - (g) Transport of family and personal effects of the deceased to his place of domicile.
 - (h) Sending a representative to attend burial service.
- (ii) Condolence money shall be determined by the College from time to time.

15.1.4 Death Gratuity

In the event of an unfortunate death of an employee, the College will pay to the deceased employee's estate a death gratuity based on the tenure/duration of service as indicated below:

S/N	Duration of Service	Flat Rate (TZS)
1	Less than one year (up to 11 months)	500,000.00
2	One year (12 months) up to 10 years	1,500,000.00
3	10 years and above	2,000,000.00

The rates will be revised and approved by the College Governing Board as it deems necessary.

PART 16.0 - MISCELLANEOUS REGULATIONS

16.1 OFFICIAL LANGUAGE OF COMMUNICATION

Depending on the situation, the College shall use English and Kiswahili languages in communicating with other institutions/organisations, staff, in meetings, conferences, etc.

16.2 DISCLOSURE OF COLLEGE INFORMATION

- (i) The chief spokesman of KCMUCo is the Provost or an appointee authorised by him/her. Therefore, no employee shall, except on the specific authority of the Provost, communicate with the press, radio or any electronic media, on policy matters concerning the College.
- (ii) When the Provost is away on duty and he/she has delegated his powers, such arrangements shall not invalidate the Provost's right as a chief spokesman of the College wherever he may be as long as he/she is still the official holder of the post.
- (iii) The normal channel of communication within the College shall follow the linear chain of command deliberated by KCMUCo Organisation Chart.

16.3 DISCRIMINATION AND HARASSMENT

- (i) KCMUCo emphasises the dignity and equality to all staff and students and adheres to non-discrimination policy regarding the treatment of individual faculty, staff, and students.
- (ii) The College does not discriminate based on ethnic origin, colour, religion, sex, national origin, age, or disability in employment or in any programme or activity offered or sponsored by the College. In addition, the College does not discriminate on any basis (including, but not limited to, political affiliation) not related to the applicable educational requirements for students or the applicable job requirements for employees.
- (iii) All forms of discrimination and harassment degrade the quality of work and diminish the vision and mission of the College; therefore, they shall not be tolerated.
- (iv) Sexual harassment violates the law and College policy, and can damage personal and professional relationships, cause career or economic disadvantage, expose the College to legal liabilities, a loss of educational funds/grants, and other financial consequences.
- (v) Detailed information regarding discrimination and harassment can be found in the Gender and Sexual Harassment Policy and Procedures.

16.4 WORKMEN'S COMPENSATION

Where an employee has an accident while on duty, resulting in the employee's disablement or death, the employee or the dependants of the employee shall be entitled to the compensation provided under the **Workers' Compensation Act No. 20** of 2008 and its amendments.

16.5 REPORTING ON LOSSES, THEFT, BURGLARY

In the event of mishap (e.g., loss/theft of College property), any employee is supposed to report at once to the Provost or Deputy Provost for Administration or other authorised person who shall cause investigations to be made and decide on what to be done or whether the matter should be reported to the police or not.

16.6 REPORTING ON SERIOUS ILLNESS OR DEATH

- (i) When an employee is seriously sick, his immediate supervisor shall inform the Provost and the employee's next of kin and keep himself informed of the employee's condition.
- (ii) When death occurs to an employee of the College, it shall be reported to the Provost and the next of kin by the quickest possible means. Instructions should be sought from the next of kin and the Provost on how to handle the body of the deceased.

- (iii) When, upon the wishes of the deceased's relatives, it is decided to transport the body, to a place other than where the deceased was working, the College shall ensure that it is represented at the place of burial. In addition, the College will follow up its representation with an official letter of condolence and/or eulogy to the deceased.

16.7 CHANGES IN FAMILY STATUS, CITIZENSHIP OR PERMANENT RESIDENCE

Change of name, marital status, nationality, permanent residence/place of domicile and birth of children shall be reported by employees to the College. The appointing authority may, at its discretion, require the employee concerned to supply proof thereof.

16.8 IDENTITY CARDS

- (i) Every employee shall be issued with an identity card for regular use. The identity card is the property of the College and must be returned to the Deputy Provost for Administration or his delegate at the end of service.
- (ii) Loss of identity card shall be reported by holder to police and Deputy Provost for Administration immediately. A new one shall be issued on production of police report or other evidence.
- (iii) Every employee shall be required to wear his/her identity card during working hours.

16.9 CARE OF OFFICE EQUIPMENT

- (i) Employees entrusted with offices shall make sure that their offices are neat and orderly and that the machines are kept as per specifications.
- (ii) Employees shall make sure that any office properties entrusted to them are kept clean, well maintained, and protected.
- (iii) Damage proved to be caused by negligence, improper or unauthorised use shall be repaired or replaced by the employee concerned.

16.10 SECURITY OF DOCUMENTS AND CONFIDENTIALITY

- (i) Examination records, Staff and Students files and all other KCMUCo documents (electronic or otherwise) are the property of the College and should therefore be handled cautiously and as per College directives.
- (ii) Employees entrusted with the responsibility of handling confidential documents shall ensure that they handle such documents with great care.
- (iii) All confidential documents (electronic or otherwise) or drafts that are no longer required should be immediately disposed of through shredding, burning, or deleting from electronic devices.
- (iv) Employees entrusted with handling confidential information and/or documents shall make sure that unauthorised persons are not allowed access to the documents or information.
- (v) A staff member may not disclose or communicate to any unauthorised person any information relating to the work entrusted to him/her or relating to the work of any other staff member or KCMUCo student. Neither may the information obtained in the course of employment at the College and relating to any staff member, student or College activity be communicated.
- (vi) A staff member may not use information obtained in the course of employment at the College for personal gain or for the benefit of any other person or organisation without written authority to do so.
- (vii) It is a dismissible offence for any staff member to communicate information as defined in section 16.2 above to the Police Force or any other state or private security agency without written authority.
- (viii) Appropriate disciplinary action shall be taken against any employee who intentionally or through act of carelessness, discloses any confidential information to unauthorised persons or without proper authorisation.

16.11 ALCOHOLISM AND DRUGS

Use of alcohol during working hours and use of drugs is strictly prohibited. An employee shall take due care that his work performance is not affected by the influence of alcohol or drugs. When such incident is proved, appropriate disciplinary action shall be taken against him/her.

16.12 WORK STOPPAGES, STRIKES AND PROTEST ACTION

Where an employee is absent from duty because of a work stoppage, strikes, or protest, the “no-work-no-pay” principle will apply. Deductions against the subsequent remuneration of such employee will be affected for periods of absence.

16.13 MEMBERSHIP OF NON-POLITICAL BODIES

- (i) An employee may serve on any council, committee or body that is organized on a non-political basis, provided that:
 - (a) He or she abstains from any discussion or vote in the event of any dispute between KCMUCo and such a council, committee, or body.
 - (b) He or she does not allow his or her involvement in the functions of the council, committee, or body to infringe upon his or her official duties in KCMUCo.
- (ii) KCMUCo can demand that his/her membership of such a council, committee or body be terminated if his/her involvement is prejudicial to his/her status and suitability as an employee of KCMUCo.

16.14 LONG SERVICE AWARDS

- (i) A long service award is a gesture of recognition to an employee for working with KCMUCo for a certain length of time. The College values the contribution made by all employees and considers it important to recognise, reward and celebrate the commitment and contribution of staff who have worked for the College for many years.
- (ii) The aim of the award is to show employees gratitude towards their dedication, in order to make them feel valued and retain them longer.
- (iii) A long-service award will be made to full-time employees, on permanent terms and fixed-term contract, who complete ten (10) years of service and for each additional five (5) years of service thereafter.
- (iv) The award will comprise a gift and a certificate, and it will be presented at an award ceremony, to which colleagues will be invited to attend. Hospitality will also be provided.
- (v) **Exceptions:** Where an employee is subject to a disciplinary procedure at the time that the long-service requirement is met, the award will be deferred until the resolution of the disciplinary matter.

16.15 PRIVATE USE OF RESEARCH FINDINGS AND OTHER MATERIAL

- (i) All KCMUCo research findings, unpublished notes, reports, computer programmes, tape recordings and any other document, paper or technological material compiled or obtained by an employee during his or her service in KCMUCo, or any other information that he/she may possess by reason of his/her official duties, will remain the property of KCMUCo and may not be used for private purposes or, on termination of service, be taken for use in the service of another employer without the permission in writing from KCMUCo.
- (ii) Detailed information regarding research activities can be obtained from the Research and Consultancy Policy.

16.16 AMENDMENTS TO THE STAFF REGULATIONS AND CONDITIONS OF SERVICE

- (i) These Staff Regulations and Conditions of Service are subject to amendments that may be necessary from time to time by the College Management. They are further subject to amendments by circulars and directives that may be issued from time to time by the appropriate authorities.
- (ii) Any amendments to these Regulations shall be subject to approval by the College Governing Board.

16.17 APPROVAL

These Staff Regulations and Conditions of Service, Third Edition, 2022 were approved by the College Governing Board during its meeting held on _____.

APPENDIX 1A: Employment on Permanent and Pensionable Terms (Academic Staff)



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

P. O. Box 2240, MOSHI,
Tanzania.
Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.
Fax: +255-027-2751351.
Web site: <http://www.kcmuco.ac.tz>

CONFIDENTIAL

Date: _____

Ref. No.: _____

Prof./Dr./Rev./Sr./Mr./Mrs./Ms./Miss. _____
P.O. Box _____

EMPLOYMENT ON PERMANENT AND PENSIONABLE TERMS (ACADEMIC STAFF)

Kilimanjaro Christian Medical University College (KCMUCo) has the pleasure of employing you on permanent and pensionable terms as _____ in the **Department of** _____ with effect from _____.

Below are the principal terms and conditions related to this appointment:

- a) Your duties and responsibilities shall be as specified in the attached **Job Description**.
- b) This post falls in the salary scale: **FT-TUSS** _____, i.e. **TZS** _____ to _____ per month. You will enter at **TZS** _____ per month.
- c) In your position, you will be entitled or given the following fringe benefits.
 - (i) Housing Allowance (10% of your basic salary): _____.

Total Gross Salary: _____.

- (ii) National Health Insurance Fund (NHIF) contribution by Employer (3% of your basic salary): **TZS** _____. (**NB:** You shall also be required to contribute 3% of your basic salary – to make a total of **6%** for health insurance).
 - (iii) National Social Security Fund (NSSF) contribution by Employer (10% of your basic salary): **TZS** _____. (**NB:** You shall also be required to contribute 10% of your basic salary – to make a total of **20%** for NSSF).

- d) You will be on **probation** for a period of **one year** and your confirmation to this appointment by the KCMUCo will be subject to your work and conduct being satisfactory through annual Open Performance Review and Appraisal System (OPRAS).
- e) You shall be entitled to 28 calendar days' annual leave each year at such time convenient to the Employer and the Employee.
- f) As an academic staff, you shall abide to the academic/research activities as reflected on time schedule of College Programmes. You agree to devote your time and attention to the requirements of KCMUCo and shall in all respects conform to and comply with Regulations of Tumaini University Makumira and KCMUCo, and shall faithfully and diligently to the best of your skill, knowledge and ability serve and use your utmost endeavours to promote the interests, mission and vision of Tumaini University Makumira and KCMUCo.
- g) You shall follow and comply with the KCMUCo academic and research Regulations, Guidelines, Policies and Procedures; including those related to teaching, assessment of students, curriculum development and management, Faculty Development for Pedagogy and Performance Appraisal and Promotion.
- h) You may resign your appointment by giving not less than **three months'** notice after being confirmed to this appointment or **one month** if you resign during your probation period. Alternatively, you will be required to pay **one month's gross salary** in lieu of notice.
- i) The Employer may terminate your services at any time for unsatisfactory performance by giving you a one-month's notice or by paying you one-month gross salary in lieu of notice.
- j) The Employer may terminate/dismiss you without notice for any gross-misconduct.
- k) On your first engagement as an employee of the KCMUCo, you will have to be medically examined to certify your physical fitness for the job.
- l) Other terms of engagement not covered in this Offer will be as stipulated in the Tanzania Labour Laws and College's Staff Regulations and Conditions of Service, Schemes of Service, College Governing Board's Directives and any other applicable instruments and documents in force, which shall be read together with this Offer.

You will be required to acknowledge this appointment by signing the appended Acceptance of Appointment Form.

Yours Sincerely,

Provost

APPENDIX 1B: Employment on Permanent and Pensionable Terms (Admin & Tech Staff)



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

P. O. Box 2240, MOSHI,
Tanzania.
Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.
Fax: +255-027-2751351.
Web site: <http://www.kcmuco.ac.tz>

CONFIDENTIAL

Date: _____

Ref. No.: _____

Mr./Mrs./Ms./Miss. _____

P.O. Box _____

EMPLOYMENT ON PERMANENT AND PENSIONABLE TERMS (ADMINISTRATIVE AND TECHNICAL STAFF)

Kilimanjaro Christian Medical University College (KCMUCo) has the pleasure of employing you on permanent and pensionable terms as _____ in the **Department of** _____ with effect from _____.

Below are the principal terms and conditions related to this appointment:

- a) Your duties and responsibilities shall be as specified in the attached **Job Description**.
- b) This post falls in the salary scale: **TUSS** _____, i.e. **TZS** _____ to _____ per month. You will enter at **TZS** _____ per month.
- c) In your position, you will be entitled or given the following fringe benefits.
 - (i) Housing Allowance (10% of your basic salary): _____.

Total Gross Salary: _____.

(ii) National Health Insurance Fund (NHIF) contribution by Employer (3% of your basic salary): **TZS** _____. **(NB: You shall also be required to contribute 3% of your basic salary – to make a total of 6% for health insurance).**

(iii) National Social Security Fund (NSSF) contribution by Employer (10% of your basic salary): **TZS** _____. **(NB: You shall also be required to contribute 10% of your basic salary – to make a total of 20% for NSSF).**

- d) You will be on **probation** for a period of **one year** and your confirmation to this appointment by the KCMUCo will be subject to your work and conduct being satisfactory through annual Open Performance Review and Appraisal System (OPRAS).
- e) You shall be entitled to 28 calendar days' annual leave each year at such time convenient to the Employer and the Employee.
- f) You agree to devote your time and attention to the requirements of KCMUCo and shall in all respects conform to and comply with Regulations of the College, and shall faithfully and diligently to the best of your skill, knowledge and ability serve and use your utmost endeavours to promote the interests, mission and vision of KCMUCo.
- g) You may resign your appointment by giving not less than **three months'** notice after being confirmed to this appointment or **one month** if you resign during your probation period. Alternatively, you will be required to pay **one month's gross salary** in lieu of notice.
- h) The Employer may terminate your services at any time for unsatisfactory performance by giving you a one-month notice or by paying you one-month gross salary in lieu of notice.
- i) The Employer may terminate/dismiss you without notice for any gross-misconduct.
- j) On your first engagement as an employee of the KCMUCo, you will have to be medically examined to certify your physical fitness for the job.
- k) Other terms of engagement not covered in this Offer will be as stipulated in the Tanzania Labour Laws and College's Staff Regulations and Conditions of Service, Schemes of Service, College Governing Board's Directives and any other applicable instruments and documents in force, which shall be read together with this Employment letter.

You will be required to acknowledge this appointment by signing the appended Acceptance of Employment Form.

Yours Sincerely,

Provost

Appendix 2A: Acceptance of Employment on Permanent and Pensionable Terms



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

P. O. Box 2240, MOSHI,
Tanzania.
Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.
Fax: +255-027-2751351.
Web site: <http://www.kcmuco.ac.tz>

ACCEPTANCE OF EMPLOYMENT ON PERMANENT AND PENSIONABLE TERMS

I,

_____ of P. O. Box _____, accept
the employment as _____ according
to the terms and conditions stipulated in the Letter of Employment, Ref. No.
_____, dated _____

Signature of Employee: _____

Date: _____

Appendix 2B: Acceptance of Employment on Temporary Terms



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE

(A Constituent College of Tumaini University Makumira)

P. O. Box 2240, MOSHI,

Tanzania.

Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.

Fax: +255-027-2751351.

Web site: <http://www.kcmuco.ac.tz>

ACCEPTANCE OF EMPLOYMENT ON TEMPORARY TERMS

I,

_____ of P. O. Box _____, accept
the employment as

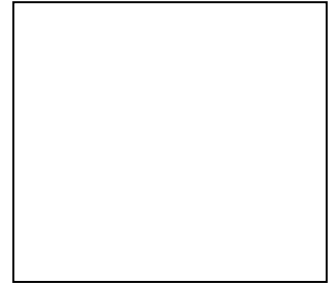
_____ according
to the terms and conditions stipulated in the Letter of Employment on
Temporary Terms, Ref. No.

_____, dated _____

Signature of Employee: _____

Date: _____

Appendix 3: Personal Record Form



(Photograph-Picha)

KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

PERSONAL RECORD FORM (Fomu ya Maelezo Binafsi)

PF. No: TUMA/KCMUCo/_____/PF._____/ KCMUCo ID No: _____

A: PERSONAL INFORMATION (Taarifa Binafsi):

1. Full Name (*Jina Kamili*): _____
2. Date of Birth (*Tarehe ya Kuzaliwa*): _____
3. Place of Birth (*Mahali Ulipozaliwa*):
 - (a) District (*Wilaya*): _____
 - (b) Region (*Mkoa*): _____
4. Nationality (*Uraia*): _____
 - (a) By Birth (*kwa Kuzaliwa*): _____
 - (b) By Registration (*wa Kuandikishwa*): _____If by Registration: Number _____ Date: _____
5. Address of Place of Domicile (*Anuani ya Nyumbani kwenu - Makazi Asilia*):

6. Current Residence (*Mahali Unapoishi kwa sasa*): _____
7. Current Address (*Anuani Unayotumia kwa sasa*): _____
8. Mobile Phone No(s). _____
9. E-mail Address (*Anuani ya barua pepe*): _____
10. Marital Status (*Taarifa za Ndoa*):
 - (a) Married (*Umeoa/Umeolewa*): _____
 - (b) Single (*Sijaoa/Sijaolewa*): _____
 - (c) Divorced/Separated (*Umeachana/Umetengana*): _____
 - (d) Name of Spouse (*Jina Mume/Mke*): _____
 - (i) His/Her Postal Address (*Anuani yake*): _____
 - (ii) His/Her Email Address (*Anuani ya barua pepe*): _____
 - (iii) Mobile Phone No. (*Namba ya Simu*): _____

(e) Children (*Watoto*):

S/N	Name of Child (<i>Jina la Mtoto</i>)	Date of Birth (<i>Tarehe ya Kuzaliwa</i>)
1		
2		
3		
4		

B: EMPLOYMENT INFORMATION (Taarifa za Kiutumishi):

1. Current Designation/Post (*Cheo*): _____
2. Salary Scale (*Ngazi ya Mshahara*): TUSS _____; Monthly Salary (*Mshahara kwa Mwezi*): TShs: _____
3. Date of Employment (*Tarehe ya Kuajiriwa*): _____
4. Date of Confirmation (*Tarehe ya Kuthibitishwa Kazini*): _____

5. Terms of Employment (*Masharti ya Ajira*):
- (a) Permanent and Pensionable (*Kudumu na Malipo ya Uzeeni*): _____
 - (b) Fixed-Term Contract (*Mkataba*): _____
 - (c) Part-time (*Saa Maalum*): _____
 - (d) Temporary (*Muda*): _____
6. Faculty/Department/Unit (*Kitivo/Idara/Kitengo*): _____
7. Date of Retirement (*Tarehe ya Kustaafu*):
- (a) Voluntary – 55/60 years (*Kwa Hiari – Miaka 55/60*): _____
 - (b) Compulsory – 60/65 years (*Kwa Lazima – Miaka 60/65*): _____

C: EDUCATION/QUALIFICATIONS (*Elimu/Sifa*):

1. Primary Education:

- (a) Standard reached (*Darasa uliohitimu*): _____
- (b) Name of School (*Jina la Shule*): _____
- (c) Year of completion (*Mwaka uliohitimu*): _____

2. Ordinary Level Secondary Education:

- (a) Level reached (*Darasa uliohitimu*): _____
- (b) Name of School (*Jina la Shule*): _____
- (c) Year of completion (*Mwaka uliohitimu*): _____

3. Advanced Level Secondary Education:

- (a) Level reached (*Darasa uliohitimu*): _____
- (b) Name of School (*Jina la Shule*): _____
- (c) Year of completion (*Mwaka uliohitimu*): _____

4. Diploma/Advanced Diploma/First Degree:

- (a) Course/Training attended (*Kozi/Mafunzo uliyosomea*): _____
- (b) Name of the College/University (*Jina la Chuo*): _____
- (c) Year of completion/graduation (*Mwaka uliohitimu*): _____

5. Master's Degree:

- (a) Course/Training attended (*Kozi/Mafunzo uliyosomea*): _____
- (b) Name of the College/University (*Jina la Chuo*): _____
- (c) Year of completion/graduation (*Mwaka uliohitimu*): _____

6. Doctor of Philosophy Degree (PhD):

- (a) Course/Training attended (*Kozi/Mafunzo uliyosomea*): _____
- (b) Name of the College/University (*Jina la Chuo*): _____
- (c) Year of completion/graduation (*Mwaka uliohitimu*): _____

7. Professional/Private Examinations (*Mitihani ya Taaluma*): e.g.: CPA, ACCA CSSP, Proficiency Examination for Training/Administrative/Establishment Officers, NABE, Correspondence course, etc.

- (a) _____
- (b) _____
- (c) _____

8. Short Courses/Seminars/Workshops Attended:

Name of Course/Seminar/Workshop	Venue/Place	From (Date/Year)	To (Date/Year)

9. Mention any other skills you have (*Taja ujuzi mwingine wowote ulionao*): e.g. Computer programmes, sign language, etc.

- (a) _____
(b) _____
(c) _____

10. Spoken and Written Languages (*Lugha unazoweza kuongea/kuandika*):

- a) _____
b) _____
c) _____
d) _____

D: PREVIOUS EMPLOYMENT (*Kazi Ulizowahi Kufanya*):

Name of Organisation/Employer	Post/Designation	From (Date/Year)	To (Date/Year)

E: CLOSE RELATIVES (*Jamaa wa karibu*):

(Mention Names of two Relatives who can be contacted if there is an emergency/*Taja Majina ya Ndugu wawili ambao watapewa taarifa endapo kutatokea dharura*):

1. (a) Full Name (*Jina Kamili*): _____
(b) Relationship (*Uhusiano*): _____
(c) His/Her Postal Address (*Anuani yake*): _____
(d) His/Her Email Address (*Anuani ya barua pepe*): _____
(e) Mobile Phone No. (*Namba ya Simu*): _____
2. (a) Full Name (*Jina Kamili*): _____
(b) Relationship (*Uhusiano*): _____
(c) His/Her Postal Address (*Anuani yake*): _____
(d) His/Her Email Address (*Anuani ya barua pepe*): _____
(e) Mobile Phone No. (*Namba ya Simu*): _____

F: EMPLOYEE'S SIGNATURE: _____

DATE: _____

Appendix 4A: Fixed-Term Employment Contract for Academic Staff



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

P. O. Box 2240, MOSHI,
Tanzania.
Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.
Fax: +255-027-2751351.
Web site: <http://www.kcmuco.ac.tz>

FIXED-TERM EMPLOYMENT CONTRACT FOR ACADEMIC STAFF

AN AGREEMENT is made on the ____ day of _____ in the year of our Lord _____.

BETWEEN

KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE P.O. BOX 2240, MOSHI, TANZANIA
(here-in-under called the "EMPLOYER" of the one part)

AND

PROF/DR/MR/MRS/MS/MISS _____ of P.O. BOX _____,
(here-in-after called the "EMPLOYEE" of the other part).

WHEREBY IT IS MUTUALLY AGREED as follows:

(1) The Employer hereby appoints **Prof/Dr/Mr/Mrs/Ms/Miss** _____ to be its Employee, and the Employee hereby agrees to serve the Employer as _____ on **CONTRACT BASIS**. The Employee shall perform in respect there-of all duties required to be performed by him/her as specified in the attached Job Description.

(2) The engagement shall commence from _____ and extend for a period of _____ up to _____, subject to determination as here-in-after provided or extended by mutual agreement in writing.

(3) The Employee shall perform his/her services at the Employer's working station (i.e. KCMUCo) or elsewhere at the discretion of the Employer. The working hours of the Employee at his/her place of service shall be from **8:00am** to **4:00pm** on the days of the week from **Monday** to **Friday**. The Employer may need the Employee to work more hours on the event of increased workload.

(4) During his/her engagement, the Employer shall pay the Employee a consideration for services rendered as follows:

a) A basic salary of **TShs.** _____, under salary scale FT-TUSS _____, payable on the last day of each month, subject to statutory deductions including Government levy.

b) By way of further remuneration, benefits/allowances for:

(i) Housing Allowance (10% of your basic salary): **TShs.** _____.

(ii) Medical services for the Employee, his/her spouse and up to four children (below 18 years) will be taken care of under the **National Health Insurance Fund** to which he/she will contribute 3% of his/her basic monthly salary and the Employer will contribute 3% of his/her basic salary.

(5) The Employer further undertakes to pay to the Employee **25%** of the total emoluments earned during his/her engagement by KCMUCo as a **gratuity** on the expiration or termination of this contract. No gratuity shall be paid if the Employee terminates the contract on his/her own wishes/reasons or if the contract is terminated by the Employer on disciplinary grounds.

(6) The Employee hereby authorises the Employer to make deductions from his/her salary or any other monies which may be due from the Employee to the Employer and/or which may from time to time be deductible under any statutes, rules, regulations for the time being having force of Law in the United Republic of Tanzania.

(7) The Employee shall be entitled to 28 calendar days' annual leave each year at such time convenient to the Employer and the Employee.

(8) As an academic staff member, the Employee shall abide to the academic/research activities as reflected on time schedule of College Programmes. He/she agrees to devote his/her time and attention to the requirements of KCMUCo and shall in all respects conform to and comply with Regulations of Tumaini University Makumira and KCMUCo and shall faithfully and diligently to the best of his/her skill, knowledge and ability serve and use his/her utmost endeavours to promote the interests, mission and vision of Tumaini University Makumira and KCMUCo.

(9) The Employee shall follow and comply with the KCMUCo academic and research Regulations, Guidelines, Policies and Procedures; including those related to teaching, assessment of students, curriculum development and management, Faculty Development for Pedagogy and Performance Appraisal and Promotion.

(10) If the Employee wishes to continue working with KCMUCo, he/she shall notify the Provost, in writing, not later than **three months** before the normal expiry of his/her contract, whether he/she wishes to be re-engaged for a further period of service.

(11) This Agreement may be terminated by either party giving to the other party three (3) months' notice in writing to that effect or in lieu of notice thereof one (1) month's salary and may be terminated by the Employer in the event of the Employee being guilty of any act or conduct calculated to or which shall in fact cause any damage or discredit to the Employer or neglecting or becoming incapacitated for a longer period than four (4) months from properly discharging his/her duties or committing a breach of any of the stipulations on his/her part herein contained.

(12) All other terms of engagement not covered in this agreement will be as stipulated in the Tanzania Labour Laws and Employer's Staff Regulations and Conditions of Service, Schemes of Service, College Governing Board's Directives and any other applicable instruments and documents in force which shall be read together with this Agreement.

(13) In case of any dispute or difference arising between the parties here-to as to the construction of this Agreement or the rights, duties or obligations of either party here-under or any matter arising out of or concerning the same or the employee engagement here-under, the parties shall try to resolve the dispute or difference amicably, and in case of failure of the amicable settlement, the dispute shall be resolved in accordance with the Tanzanian Labour Laws and regulations currently in force.

IN WITNESS WHEREOF this Agreement has been dully executed by or on behalf of the parties here-to-on the day and year first above-written.

SIGNED and DELIVERED by the said **Prof/Dr/Mr/Mrs/Ms/Miss.** _____

Employee's Signature: _____

Date: _____

Before me: (DPAA, Dean, Director or Head of Department)

Name: _____

Signature: _____

Postal

Address:

Designation: _____

SIGNED and DELIVERED by the **Provost** for and on behalf of KCMU-College

Employer's Signature: _____

Date: _____

Before me: (DPA, Legal Officer or Head-HRMA)

Name: _____

Signature: _____

Postal

Address:

Designation: _____

Appendix 4B: Fixed-Term Employment Contract for Admin & Tech Staff



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

P. O. Box 2240, MOSHI,

Tanzania.

Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.

Fax: +255-027-2751351.

Web site: <http://www.kcmuco.ac.tz>

FIXED-TERM EMPLOYMENT CONTRACT FOR ADMINISTRATIVE AND TECHNICAL STAFF

AN AGREEMENT is made on the ____ day of _____ in the year of our Lord _____.

BETWEEN

KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE P.O. BOX 2240, MOSHI, TANZANIA
(here-in-under called the "EMPLOYER" of the one part)

AND

PROF/DR/MR/MRS/MS/MISS _____ of P.O. BOX _____,
(here-in-after called the "EMPLOYEE" of the other part).

WHEREBY IT IS MUTUALLY AGREED as follows:

(10) The Employer hereby appoints **Prof/Dr/Mr/Mrs/Ms/Miss** _____ to be its Employee, and the Employee hereby agrees to serve the Employer as _____ on **CONTRACT BASIS**. The Employee shall perform in respect thereof all duties required to be performed by him/her as specified in the attached Job Description.

(11) The engagement shall commence from _____ and extend for a period of _____ up to _____, subject to determination as here-in-after provided or extended by mutual agreement in writing.

(12) The Employee shall perform his/her services at the Employer's working station (i.e. KCMUCo) or elsewhere at the discretion of the Employer. The working hours of the Employee at his/her place of service shall be from **8:00am** to **4:00pm** on the days of the week from **Monday** to **Friday**. The Employer may need the Employee to work more hours on the event of increased workload.

(13) During his/her engagement, the Employer shall pay the Employee a consideration for services rendered as follows:

a) A basic salary of **TShs.** _____ (TUSS _____) payable on the last day of each month, subject to statutory deductions including Government levy.

b) By way of further remuneration, benefits/allowances for:

(iii) Housing Allowance (10% of your basic salary): **TShs.** _____.

(iv) Medical services for the Employee, his/her spouse and up to four children (below 18 years) will be taken care of under the **National Health Insurance Fund** to which he/she will contribute 3% of his/her basic monthly salary and the Employer will contribute 3% of his/her basic salary.

(14) The Employer further undertakes to pay to the Employee **25%** of the total emoluments earned during his/her engagement by KCMUCo as a **gratuity** on the expiration or termination of this contract. No gratuity shall be paid if the Employee terminates the contract on his/her own wishes/reasons or if the contract is terminated by the Employer on disciplinary grounds.

(15) The Employee hereby authorises the Employer to make deductions from his/her salary or any other monies which may be due from the Employee to the Employer and/or which may from time to time be deductible under any statutes, rules, regulations for the time being having force of Law in the United Republic of Tanzania.

(16) The Employee shall be entitled to 28 calendar days' annual leave each year at such time convenient to the Employer and the Employee.

(17) The Employee shall at all times during the Continuance of this Agreement, devote his/her time and attention to the requirements of Employer and shall in all respects conform to and comply with National Laws and Regulations of KCMUCo and shall faithfully and diligently to the best of his/her skill, knowledge and ability serve and use his/her utmost endeavours to promote the interests of the Employer.

(18) If the Employee wishes to continue working with KCMUCo, he/she shall notify the Provost, in writing, not later than **three months** before the normal expiry of his/her contract, whether he/she wishes to be re-engaged for a further period of service.

(10) This Agreement may be terminated by either party giving to the other party three (3) months' notice in writing to that effect or in lieu of notice thereof one (1) month's salary and may be terminated by the Employer in the event of the Employee being guilty of any act or conduct calculated to or which shall in fact cause any damage or discredit to the Employer or neglecting or becoming incapacitated for a longer period than four (4) months from properly discharging his/her duties or committing a breach of any of the stipulations on his/her part herein contained.

(11) All other terms of engagement not covered in this agreement will be as stipulated in the Tanzania Labour Laws and Employer's Staff Regulations and Conditions of Service, Schemes of Service, College Governing Board's Directives and any other applicable instruments and documents in force which shall be read together with this Agreement.

(12) In case of any dispute or difference arising between the parties here-to as to the construction of this Agreement or the rights, duties or obligations of either party here-under or any matter arising out of or concerning the same or the employee engagement here-under, the parties shall try to resolve the dispute or difference amicably, and in case of failure of the amicable settlement, the dispute shall be resolved in accordance with the Tanzanian Labour Laws and regulations currently in force.

IN WITNESS WHEREOF this Agreement has been dully executed by or on behalf of the parties here-to-on the day and year first above-written.

SIGNED and DELIVERED by the said **Prof/Dr/Mr/Mrs/Ms/Miss.** _____

Employee's Signature: _____

Date: _____

Before me: (DPAA, Dean, Director or Head of Department)

Name: _____

Signature: _____

Postal Address: _____

Designation: _____

SIGNED and DELIVERED by the **Provost** for and on behalf of KCMU-College

Employer's Signature: _____

Date: _____

Before me: (DPA, Legal Officer or Head-HRMA)

Name: _____

Signature: _____

Postal Address: _____

Designation: _____

Appendix 5: Full-Time Equivalent Teaching Agreement



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE *(A Constituent College of Tumaini University Makumira)*

P. O. Box 2240, MOSHI,
Tanzania.

Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.

Fax: +255-027-2751351.

Web site: <http://www.kcmuco.ac.tz>

FULL-TIME EQUIVALENT TEACHING AGREEMENT

AN AGREEMENT is made on the ____ day of _____ in the year of our Lord _____

BETWEEN

KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE of P.O. Box 2240, Moshi (here-in-after called the "Employer") of the one part,

AND

PROF./DR./MR./MRS./MS. _____ of P.O. Box _____, _____ (here-in-after called the "Employee" of the other part).

WHEREBY IT IS MUTUALLY AGREED as follows:

1. Kilimanjaro Christian Medical University College (KCMUCo) hereby engages **Prof./Dr./Mr./Mrs./Ms.** _____ to be Academic Staff of KCMUCo as **Assistant Lecturer / Lecturer / Senior Lecturer / Associate Professor / Professor** in _____, on **FULL-TIME EQUIVALENT TEACHING BASIS**, and perform in respect there-of all duties to be performed by the said Academic Staff as specified in the attached Job Description.

2. This full-time equivalent teaching agreement shall be for a period of **TWO YEARS** commencing from _____ to _____. The agreement shall be extended / renewed by mutual agreement in writing.

3. Since the Academic Staff has other responsibilities at the Kilimanjaro Christian Medical Centre (KCMC) related to his/her employment with the Government/Good Samaritan Foundation (here-in-after called "GSF") or collaborating institutions of GSF, within the working hours, the Academic Staff shall be allowed to discharge the responsibilities related to his/her employment with the Government/GSF, while at the same time teaching College students.

4. During engagement of the Academic Staff, KCMUCo will make **monthly** payment of **full-time equivalent** teaching to the Academic Staff for the service, as spelled out on the Job Description, amounting to **TShs.** _____ per month, under salary scale **FTE-TUSS** _____.

5. The Academic Staff hereby authorises KCMUCo to make statutory deductions based on the Tanzania Government rates.

6. The Academic Staff shall abide to the academic/research activities as reflected on time schedule of College Programmes. The Staff agrees to devote his/her time and attention to the requirements of KCMUCo and shall in all respects conform to and comply with Regulations of Tumaini University Makumira and KCMUCo and shall faithfully and diligently to the best of his/her skill, knowledge and ability serve and use his/her utmost endeavours to promote the interests, mission, and vision of Tumaini University Makumira and KCMUCo.

7. The Academic Staff further, shall follow and comply with the KCMUCo academic and research Regulations, Guidelines, Policies and Procedures; including those related to teaching, assessment of students, curriculum development and management, Faculty Development for Pedagogy and Performance Appraisal and Promotion.

8. If the Academic Staff wishes to continue working with KCMUCo, he/she shall notify the Provost, in writing, not later than **three months** before the normal expiry of his/her full-time equivalent teaching agreement, whether he/she wishes to be re-engaged for a further period of service.

9. In case of any dispute or difference arising between the parties here-to as to the construction of this Agreement or the rights, duties or obligations of either party here-under or any matter arising out of or concerning the same or the employee engagement here-under, the parties shall try to resolve the dispute or difference amicably, and in case of failure of the amicable settlement, the dispute shall be resolved in accordance with the Tanzanian Labour Laws and regulations currently in force.

IN WITNESS WHEREOF this Agreement has been dully executed by or on behalf of the parties here-to-on the day and year first above-written.

SIGNED and DELIVERED by the said **Prof. /Dr. /Mr./Mrs./Ms.** _____

Employee's Signature: _____ Date: _____

Before me: (DPAA, Dean, Director or Head of Department)

Name: _____

Signature: _____

Postal Address: _____

Designation: _____

SIGNED and DELIVERED by the **Provost** for and on behalf of KCMU-College

Employer's Signature: _____ Date: _____

Before me: (DPA, Legal Officer or Head-HRMA)

Name: _____

Signature: _____

Postal Address: _____

Designation: _____

Appendix 6: Part-Time Teaching Agreement



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

P. O. Box 2240, MOSHI,
Tanzania.

Telephone +255-027-2753616.

Fax: +255-027-2751351.

Email: info@kmuco.ac.tz

Web site: <http://www.kmuco.ac.tz>

PART-TIME TEACHING AGREEMENT

AN AGREEMENT is made on the _____ day of _____ in the year of our Lord _____

BETWEEN

KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE of P.O. Box 2240, Moshi (here-in-after called the "Employer") of the one part,

AND

Prof./Dr./Rev./Mr./Mrs/Miss. _____ of P.O. Box _____,
_____ (here-in-after called the "Employee" of the other part).

WHEREBY IT IS MUTUALLY AGREED as follows:

1. Kilimanjaro Christian Medical University College (KCMUCo) hereby engages **Prof./Dr./Mr./Mrs./Ms.** _____ to be Academic Staff of KCMUCo as **Assistant Lecturer / Lecturer / Senior Lecturer / Associate Professor / Professor** in _____, on **PART-TIME TEACHING BASIS** and perform in respect there-of all duties to be performed by the said Academic Staff as specified in the attached Job Description.
2. This part-time teaching agreement shall be for a period of **TWO YEARS** commencing from _____ to _____. The agreement shall be extended / renewed by mutual agreement in writing.
3. Since the Academic Staff has other responsibilities at the Kilimanjaro Christian Medical Centre (KCMC) related to his/her employment with the Government/Good Samaritan Foundation (here-in-after called "GSF") or collaborating institutions of GSF, within the working hours, the Academic Staff shall be allowed to discharge the responsibilities related to his/her employment with the Government/GSF, while at the same time teaching College students.
4. During engagement of the Academic Staff, KCMUCo will make payment of the actual **contact-hours** of the scheduled instruction given to students to the Academic Staff for his/her service, amounting to **TShs** _____ per hour.

5. The Academic Staff hereby authorises KCMUCo to make statutory deductions based on the Tanzania Government rates.

6. The Academic Staff shall abide to the academic/research activities as reflected on time schedule of College Programmes. The Staff agrees to devote his/her time and attention to the requirements of KCMUCo and shall in all respects conform to and comply with Regulations of Tumaini University Makumira and KCMUCo and shall faithfully and diligently to the best of his/her skill, knowledge and ability serve and use his/her utmost endeavours to promote the interests, mission and vision of Tumaini University Makumira and KCMUCo.

7. The Academic Staff further, shall follow and comply with the KCMUCo academic and research Regulations, Guidelines, Policies and Procedures; including those related to teaching, assessment of students, curriculum development and management, Faculty Development for Pedagogy and Performance Appraisal and Promotion.

8. If the Academic Staff wishes to continue working with KCMUCo, he/she shall notify the Provost, in writing, not later than **three months** before the normal expiry of his/her part-time teaching agreement, whether he/she wishes to be re-engaged for a further period of service.

9. In case of any dispute or difference arising between the parties here-to as to the construction of this Agreement or the rights, duties or obligations of either party here-under or any matter arising out of or concerning the same or the employee engagement here-under, the parties shall try to resolve the dispute or difference amicably, and in case of failure of the amicable settlement, the dispute shall be resolved in accordance with the Tanzanian Labour Laws and regulations currently in force.

IN WITNESS WHEREOF this Agreement has been dully executed by or on behalf of the parties here-to-on the day and year first above-written.

SIGNED and DELIVERED by the said **Prof./Dr./Mr./Mrs./Ms.** _____

Employee's Signature: _____

Date: _____

Before me: (DPAA, Dean, Director or Head of Department)

Name: _____

Signature: _____

Postal Address: _____

Designation: _____

SIGNED and DELIVERED by the **Provost** for and on behalf of KCMU-College

Employer's Signature: _____

Date: _____

Before me: (DPA, Legal Officer or Head-HRMA)

Name: _____

Signature: _____

Postal Address: _____

Designation: _____

Appendix 7: Employment on Temporary Terms



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

P. O. Box 2240, MOSHI,
Tanzania.

Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.

Fax: +255-027-2751351.

Web site: <http://www.kcmuco.ac.tz>

Ref. No.: _____

Date: _____

Mr/Mrs/Ms./Miss. _____

P. O. Box _____

EMPLOYMENT ON TEMPORARY TERMS

Kilimanjaro Christian Medical University College (KCMUCo) has the pleasure of employing you as _____, for a period of ____ months with effect from _____ to _____, on the following principal terms and conditions:

1. The salary attached to your post will be at the rate of TZS _____ per month in the scale: T USS _____.

2. The duties and responsibilities of the Employee shall include:

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

3. Both parties agree that the above list of duties and responsibilities are not exhaustive and may be changed, modified, or increased at the discretion of the Employer.

4. The Employee understands that the temporary status does not entitle him/her to any special consideration for permanent or full-time employment.

5. The Employee shall not disclose confidential information on the College's data bases to any unauthorised individual and will not export any such information from the College's Offices unless authorised to do so by him/her immediate supervisor or other competent College Authority.

6. Either party may terminate the employment at any time by giving a notice of seven days in writing, if the notice is given in the first month of employment; or 28 days after the first month of employment or by paying an amount equal to one month's gross salary in lieu of notice.

7. Your employment is subject to termination without notice in the event of insubordination, misconduct or inefficiency on your part.

8. Other terms and conditions of service shall be as stipulated in the KCMUCo Staff Regulations and Conditions of Service.

9. If you accept this employment, please sign the attached Acceptance of Employment on Temporary Terms Form.

Yours Sincerely,

For: PROVOST

Appendix 8: Volunteer Service Agreement



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

P. O. Box 2240, MOSHI,

Tanzania.

Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.

Fax: +255-027-2751351.

Web site: <http://www.kcmuco.ac.tz>

VOLUNTEER SERVICE AGREEMENT

This Volunteer Service Agreement is made on the ___ day of _____ in the year of our Lord _____

BETWEEN

KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE OF P.O. BOX 2240, MOSHI, TANZANIA

AND

PROF/DR/REV/MR/MRS/MS/MISS _____ OF P.O. BOX _____, _____

WHEREBY IT IS MUTUALLY AGREED as follows:

Prof/Dr./Rev/Mr./Mrs./Ms. _____ intends to offer voluntary services to the Kilimanjaro Christian Medical University College (KCMUCo) and the latter intends to accept the voluntary services.

The two parties have agreed on the following:

1. Prof/Dr./Rev/Mr./Mrs./Ms. _____ shall offer KCMUCo voluntary services in the capacity of _____ [TITLE]. Said services shall include, but may not be limited to, the following:

2. It is mutually and expressly understood that volunteer services shall be donated, and that the volunteer is not entitled to nor expects any present or future salary, wages, or other benefits for these voluntary services.

3. The Volunteer agrees to follow the supervision and direction of any personnel, employee to whom the Volunteer has been assigned to perform services, and to participate in any training required by KCMUCo to perform the voluntary services.

4. The Volunteer agrees that he/she will not be considered to be an employee of KCMUCo, for any purposes other than tort (*civil wrongdoing*) claims and injury compensation, while performing the above-described voluntary services.

5. The Volunteer further understands that if he/she is responsible for injuries to third parties or damages to their property while acting outside the scope of assigned volunteer duties, he/she may be held personally liable for any monetary damages a court may award to the injured party.

6. Duration of the agreement: from _____ to _____ (dates).

7. I, _____, I agree to the above terms and I understand that my volunteer assignment will be a period of _____ days/months, from _____ and end on _____; and that I will spend approximately six to eight (6 - 8) hours per day, **Monday to Friday**, providing volunteer services. I also understand that my volunteer assignment may be terminated at any time by either party to this agreement. Furthermore, I agree:

- To perform my volunteering role to the best of my ability;
- That, I will not disclose confidential information on the College's data bases to any unauthorised individual and will not export any such information from the College's Offices unless authorised to do so by my immediate supervisor or other competent College authority;
- To help College fulfil its objectives;
- To follow the College's procedures and standards;
- To maintain the confidential information of the College and of its members.

NB: This agreement is binding in honour only and is not intended to be a legally binding contract between us and may be cancelled at any time at the discretion of either party. Neither of us intends any employment relationship to be created either now or at any time in the future.

Signature of Volunteer		Date:
Name and Signature of Respective Head of Dept/Unit		Date:
Name and Signature on behalf of KCMUCo		Date:

Official Stamp:

Appendix 9: Visiting Academic Staff Agreement



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE

(A Constituent College of Tumaini University Makumira)

P. O. Box 2240, MOSHI,

Tanzania.

Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.

Fax: +255-027-2751351.

Web site: <http://www.kcmuco.ac.tz>

VISITING ACADEMIC STAFF AGREEMENT

AN AGREEMENT is made on the ___ day of _____ in the year of our Lord _____

BETWEEN

KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE (KCMUCo) OF P.O. BOX 2240,
MOSHI, TANZANIA

AND

PROF/DR/MR/MRS/MS _____ OF P.O. BOX _____, _____

WHEREBY IT IS MUTUALLY AGREED as follows:

PART I

- (19) The Kilimanjaro Christian Medical University College (KCMUCo) appoints **Prof/Dr/Mr/Mrs/Ms** as a **Visiting Academic Staff** in the capacity of **Professor/Senior Lecturer** in _____.
- (20) The Visiting Academic Staff is willing and able to provide to KCMUCo the services of **Professor/Senior Lecturer** in _____.
- (21) The engagement of the Visiting Professor shall be for a period of **one year / two years**, from _____ to _____.

PART II

- (1) **Prof/Dr/Mr/Mrs/Ms** _____ will teach courses, as specified in the attached Job Description, in the KCMUCo's Faculty of _____, Department of Clinical _____ as a visiting academic staff member under the direction of the Deputy Provost for Academic Affairs, the Dean of Faculty of _____ and Head of Department of _____.

- (2) It is mutually agreed that **Prof/Dr/Mr/Mrs/Ms** _____ does not need to be physically present at KCMUCo for more than **three months** per year.
- (3) **Remuneration/compensation:** It is mutually and expressly agreed that **Prof/Dr/Mr/Mrs/Ms** _____ shall provide his teaching services **free of charge**, i.e., without payment of salary/wages. KCMUCo shall cover local expenses (local transportation, accommodation, meals). Receipts will be submitted for reimbursement.
- (4) During the term of this agreement, **Prof/Dr/Mr/Mrs/Ms** _____ will always remain a visiting Academic Staff of KCMUCo. For no purposes will **Prof/Dr/Mr/Mrs/Ms** _____ be considered a full-time employee of KCMUCo.

PART III

- (1) This agreement may be terminated at any time by either party upon 30/90 days' written notice to the other. Any such termination will be without prejudice to any obligations or liabilities of either party already accrued prior to such termination.
- (2) This agreement constitutes the entire agreement between the parties with respect to the subject matter and no other agreements, either oral or written, will be effective to vary the terms hereof. No amendment to this agreement will be valid or binding unless reduced to writing and signed by the parties.
- (3) Neither party may assign its interest under this agreement without the written consent of the other party. This agreement will be governed by, and interpreted in accordance with, the laws of the United Republic of Tanzania.

IN WITNESS WHEREOF this Agreement has been dully executed by or on behalf of the parties here-to-on the day and year first above-written.

SIGNED and DELIVERED by the said **Prof/Dr/Mr/Mrs/Ms** _____

Signature: _____

Date: _____

Before me: (Dean, Faculty of Medicine)

Name: _____

Signature: _____

Postal Address: _____

Position: _____

SIGNED and DELIVERED by the **Provost / Deputy Provost** for and on behalf of KCMUCo

Signature: _____

Date: _____

Before me: (College Legal Officer or Deputy Provost Academic Affairs)

Name: _____

Signature: _____

Postal Address: _____

Position: _____

Appendix 10: Internship Agreement



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE (A Constituent College of Tumaini University Makumira)

P. O. Box 2240, MOSHI,

Tanzania.

Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.

Fax: +255-027-2751351.

Web site: <http://www.kcmuco.ac.tz>

Date: _____

Ref. No.: _____

Mr./Mrs./Ms./Miss. _____

P.O. Box _____

INTERNSHIP AGREEMENT

I am pleased to offer you an **internship** at Kilimanjaro Christian Medical University College, under the following terms and conditions:

1. Your internship will begin on ____ and will end on _____.
2. This internship is educational in nature and there is no guarantee or expectation that the internship will result in employment with KCMUCo.
3. The internship is for the Intern's benefit to receive practical training and mentoring, and to provide valuable experience for future job selection, application and performance in his/her field of specialisation.
4. The Intern will receive direct and close supervision by an appropriate supervisor/mentor.
5. The Intern will demonstrate honesty, punctuality, courtesy, cooperative attitude, proper health and grooming habits, appropriate dress, and a willingness to learn.
6. Intern will obey the policies, rules, and regulations of KCMUCo and comply with the College's business practices and procedures.
7. Intern will furnish his/her supervisor/mentor with all necessary information pertaining to this unpaid internship, including related assignments and reports.
8. Under no circumstances will the Intern leave the internship without first conferring with his/her supervisor/mentor.
9. The Intern does not replace or displace any employee of KCMUCo.

10. During your internship, you may come across confidential business information. By accepting this internship offer, you acknowledge that you must adhere to the College's confidentiality policy. In addition, upon conclusion of your internship, you must return all company-owned property, equipment, and documents, including electronic mail or other information.
11. KCMUCo is not liable for injury sustained or health conditions that may arise for the Intern during the internship.
12. Transportation to and from KCMUCo is the responsibility of the Intern.
13. This offer is binding in honor only and is **not** intended to be a legally binding contract between us and may be cancelled at any time, by either party, for any reason not prohibited by law.
14. Neither of us intends any employment relationship to be created either now or at any time in the future.
15. You will report to the Head of Department /Unit of _____, who will assign you a supervisor/mentor.

*By signing below, you acknowledge that you have consented to participate in this **unpaid** internship based on the above terms and conditions.*

Signature of Intern		Date:
Name and Signature of Respective Head of Dept/Unit		Date:
Name and Signature on behalf of KCMUCo		Date:

Official Stamp:

Appendix 11: Field Attachment / Practical Training Agreement



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE *(A Constituent College of Tumaini University Makumira)*

P. O. Box 2240, MOSHI,

Tanzania.

Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.

Fax: +255-027-2751351.

Web site: <http://www.kcmuco.ac.tz>

FIELD ATTACHMENT / PRACTICAL TRAINING AGREEMENT

PART A: STUDENT'S INFORMATION

1. Name of Student: _____
2. Programme of Study: _____
3. Year of Study (1st, 2nd, 3rd, 4th): _____
4. Mobile Phone No.: _____
5. E-mail Address: _____

PART B: STUDENT'S TRAINING INSTITUTION'S INFORMATION

1. Name of Training Institution: _____
2. Postal Address: _____
3. Telephone: _____
4. E-mail Address: _____
5. Name of Contact Officer or Co-ordinator: _____
6. His/her Telephone: _____
7. His/her E-mail Address: _____

PART C: AGREEMENT BETWEEN THE STUDENT AND KCMUCo

IT IS MUTUALLY AGREED that:

1. The objective of this Field Attachment/Practical Training is to give the student guided opportunities to get acquainted with the essential practical tasks required in his/her professional study and also to give possibilities to apply the acquired skills and knowledge in working life. It also deepens the student's expertise, trains the tasks in the field, supports, and completes the study in his/her degree programme.
2. The Field Attachment/Practical Training shall be for a period of _____ weeks / months from _____ to _____ (dates). The student will be placed / working in the Department of _____.
3. KCMUCo agrees, through the respective Head of Department/Unit, to provide the student with necessary tasks throughout the duration of the Field Attachment/Practical Training.
4. The student agrees to:
 - a) use every effort to achieve the objective of the Field Attachment/Practical Training as stated under section 1.

- b) make a proper contribution to the work of KCMUCo throughout the duration of the Field Attachment/Practical Training.
5. The agreement is terminated when the practical training period is finished.
 6. Any disputes in the interpretation
 7. of the agreement should be negotiated by the parties of the agreement.
 8. For the avoidance of doubt, this Field Attachment/Practical Training Agreement is not a contract of employment between the Student and KCMUCo.
 9. **This agreement is binding in honour only and is not intended to be a legally binding contract between us and may be cancelled at any time at the discretion of either party. Neither of us intends any employment relationship to be created either now or at any time in the future.**

I, _____, I agree to the above terms. Furthermore, I agree:

- To perform my Field Attachment/Practical Training tasks to the best of my ability;
- That, I will not disclose any type of information on the College's data bases to any unauthorised individual and will not export any such information from the College's Offices unless authorised to do so by the Head of Department or other competent College authority;
- To follow the College's procedures and standards;
- To maintain the confidential information of the College and of its members.

Student's Signature		Date:
Name and Signature of Respective Head of Dept/Unit		Date:
Name and Signature on behalf of KCMU-College		Date:

Official Stamp:

Appendix 12A: Teaching Assistantship Application Form



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE (A Constituent College of Tumaini University Makumira)

TEACHING ASSISTANTSHIP APPLICATION FORM

(NB: Teaching Assistantship is a paid appointment that will be awarded annually to a qualified graduate student that requires part-time teaching. Teaching Assistantships are intended as awards to students who have demonstrated high academic performance and teaching ability).

Eligibility:

- i. **Master's student** who has attained a GPA of **3.5** / Average of **B+** or above at undergraduate level.
- ii. **PhD student** who has acquired Bachelor degree with a GPA of **3.5** / Average of **B+** or above and a Masters' degree with a GPA of **4.0** / Average of **B+** or above.
- iii. Must be a registered and active KCMUCo student.
- iv. Appointment shall be based on the recommendation of the student's Head of Department and/or Programme Coordinator.
- v. Approval of the appointment shall depend on the availability of funds.
- vi. If the student is approved to be engaged as a Teaching Assistant, he/she shall sign a *Teaching Assistantship Agreement*.

PART A: PERSONAL PARTICULARS (TO BE FILLED BY APPLICANT)

1. Name of Graduate Student: _____
2. Registration Number: _____
3. Programme of Study: _____
4. Year of Study (*First, Second, Third, Fourth*): _____
5. Mobile Phone No.: _____
6. E-mail Address: _____
7. Academic Qualifications:

Name of Qualifications	GPA / Average Grade	College/University	Date/Year Obtained

8. Teaching Expertise (Indicate general areas and undergraduate/postgraduate years you feel competent to teach): _____

9. List courses you have taken which are relevant to your Teaching Assistantship preferences:

10. Other Skills and Experience (list specific skills/experience that should be considered):

Applicant's Signature: _____

Date: _____

PART B: TO BE FILLED BY THE HEAD OF DEPARTMENT OR PROGRAMME COORDINATOR

To the Head of Department or Programme Coordinator: Please indicate your willingness to allow the student to work in your Department as a Teaching Assistant in the indicated subject(s) shown above.

I recommend / **do not** recommend him/her to be employed as a Teaching Assistant because of the following reasons:

Name: _____ Signature: _____ Date: _____

PART C: TO BE FILLED BY THE APPLICANT'S ACADEMIC SUPERVISOR

To the Supervisor: In signing below you indicate your willingness to allow the student to be employed as a Teaching Assistant in the indicated subject(s).

I recommend / **do not** recommend him/her to be employed as a Teaching Assistant because of the following reasons:

Name: _____ Signature: _____ Date: _____

PART D: TO BE FILLED BY THE DIRECTOR OF POSTGRADUATE STUDIES

I recommend / **do not** recommend him/her to be employed as a Teaching Assistant because of the following reasons:

Name: _____ Signature: _____ Date: _____

PART E: TO BE FILLED BY THE FACULTY DEAN / DIRECTOR

I authorise / **do not** authorise him/her to be employed as a Teaching Assistant because of the following reasons:

Name: _____ Signature: _____ Date: _____

PART F: TO BE FILLED BY THE DEPUTY PROVOST FOR ACADEMIC AFFAIRS

I approve / **do not** approve him/her to be employed as a Teaching Assistant because of the following reasons:

Name: _____ Signature: _____ Date: _____

Appendix 12B: Teaching Assistantship Agreement



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE

(A Constituent College of Tumaini University Makumira)

P. O. Box 2240, MOSHI,

Tanzania.

Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.

Fax: +255-027-2751351.

Web site: <http://www.kcmuco.ac.tz>

TEACHING ASSISTANTSHIP AGREEMENT

AN AGREEMENT is made on the ____ day of _____ in the year of our Lord _____

BETWEEN

KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE of P.O. Box 2240, Moshi (here-in-after called the "Employer") of the one part,

AND

Dr/Mr/Mrs/Ms/Miss _____ of P.O. Box _____,
_____ (here-in-after called the "Teaching Assistant" of the other part).

WHEREBY IT IS MUTUALLY AGREED as follows:

Kilimanjaro Christian Medical University College (KCMUCo) hereby appoints **Dr/Mr/Mrs/Ms/Miss** _____ as **Teaching Assistant** in the Department of _____ on the following terms and conditions:

Terms of Appointment and Tenure

Part-time appointment for a period of one academic year, from 1st October _____ to 30th September _____.

Main Responsibility

To provide assistance to KCMUCo's academic staff members in carrying out teaching assignments/activities that require the advanced skills of graduate students.

Specific Tasks

- i. Teaching undergraduate courses under supervision of faculty member.
- ii. Helping faculty members in grading papers and/or evaluating performance of undergraduate students
- iii. Assisting in tutorials, seminars, studios, workshops and practical sessions.
- iv. Leading group discussions for undergraduate courses.
- v. Preparing materials for laboratories or classroom presentations.
- vi. Instructing and supervising undergraduate level laboratories or tutorial sections.

- vii. Collecting and/or processing research data for faculty members.

Teaching Load

This appointment is for ____ (hours) of work per week. *(NB: The teaching load shall not exceed five (5) and six (6) hours per week for a Master’s student and PhD student, respectively.*

Remuneration

You shall be compensated/remunerated based on the **actual contact-hours** worked, based on the College’s prevailing rates.

The Teaching Assistant hereby authorises KCMUCo to make statutory deductions based on the Tanzania Government rates.

Other Terms and Conditions

The Teaching Assistant shall abide to the teaching and learning activities as assigned by the respective faculty member or head of department.

The Teaching Assistant agrees to devote his/her time and attention to the requirements of KCMUCo and shall in all respects conform to and comply with College’s Regulations.

The agreement is terminated when the teaching assistantship period is finished, or it may be cancelled at any time at the discretion of either party.

Any disputes in the interpretation of this Agreement should be negotiated by the parties of the agreement.

For the avoidance of doubt, this Teaching Assistantship Agreement is not a contract of employment between the Teaching Assistant and KCMUCo, and neither of us intends any employment relationship to be created either now or at any time in the future.

IN WITNESS WHEREOF this Agreement has been dully executed by or on behalf of the parties here-to-on the day and year first above-written.

SIGNED and DELIVERED by the said **Dr/Mr/Mrs/Ms/Miss** _____

Teaching Assistant’s Signature: _____ Date: _____

Before me: (Head of Department)

Name: _____
Academic Rank: _____
Department: _____
Signature: _____
Date: _____

SIGNED and DELIVERED by the **Provost / Deputy Provost** for and on behalf of KCMUCo

Employer’s Signature: _____ Date: _____

Before me: (Dean or Director)

Name: _____
Academic Rank: _____
Faculty / Directorate: _____
Signature: _____
Date: _____

Appendix 13A: Interviewer's Assessment and Rating Form for Academic Positions



Kilimanjaro Christian Medical University College				
(A Constituent College Tumaini University Makumira)				
STAFF RECRUITMENT INTERVIEW GUIDELINES/ATTRIBUTES				
INTERVIEWER'S ASSESSMENT AND RATING FORM FOR ACADEMIC POSITIONS				
<p>Key for rating: 85-100% = A (Excellent / Exceptional); 70-84% = B+ (Very Good / Above Average); 60-69% = B (Good / Average); 50-59% = C (Below Average / Satisfactory); 1-49% = D (Poor / Unsatisfactory).</p>				
PART 1: ACADEMIC PRESENTATION				
S/N	NAME OF APPLICANT	POST APPLIED	RATING	
AREAS OF ASSESSMENT			Maximum Points	Actual Points
1	The presentation was concise and informative (originality, creativity, theoretical, methodological, uniqueness of ideas, etc.).		5	
2	(a) The presentation contained practical examples and useful techniques that applied to current work.		15	
	(b) Organization (logical presentation of ideas).			
	(c) Objectives/goals are clearly stated.			
	(d) Thoughts and ideas flow in a logical manner.			
3	(a) Knowledge of Material (familiarity with subject matter).		15	
	(b) Exhibits knowledge of subject matter and any related issues.			
	(c) Able to answers questions with confidence and wisely.			
4	(a) Presentation (Oral presentation and delivery).		10	
	(b) Exhibits good body posture.			
	(c) Maintains good eye contact with audience.			
	(d) Good diction; good articulation.			
	(e) Neatness (neatness of charts and graphs), neat slides, free of marks and smudges.			
	(f) Visual materials are easy to read.			
	(g) The presenter maintained my interest during the entire presentation.			
5	Overall quality of presentation		5	
SUB-TOTAL			50	

Additional Comments:

PART 2: OTHER IMPORTANT ATTRIBUTES			RATING	
S/ N	AREAS OF ASSESSMENT		Maximum Points	Actual Points
1	PROFESSIONAL CAREER	Consider knowledge, skills, working experience, number and type of papers published; experience in seminars/workshops; attitude, ethical practice, etc.	20	
2	COMMUNICATION ABILITY	Consider verbal / oral communication (coherence, diction, verbal articulation, and persuasion).	10	
3	LEADERSHIP	Consider leadership traits displayed and ability to inspire confidence and motivate people in his/her profession.	5	
4	PERSONALITY	Consider mental alertness, first impression, mannerism, and behaviour.	5	
5	CROSS CUTTING ISSUES	Consider Developmental / Social / Cultural issues, e.g., Sustainable Development Goals	5	
6	ADAPTABILITY AND SOCIAL OUTLOOK AND INTERACTION	Consider maturity of views, flexibility in outlook. Social life outside workplace, i.e., extracurricular activities, e.g., hobbies, engagement in community activities.	5	
7	FINAL ISSUES	(a) What sort of salary are you looking for? (b) Do you have any questions for us? (c) If we hire you when would you be ready to start working with us?	NIL	
		SUB-TOTAL	50	
		GRAND TOTAL		
8	Overall Impression and Recommendation	Summary of your perceptions of the candidate's strengths and/or weaknesses: _____ _____ _____ _____		
9	Recommendations for proceeding with the candidate	Recommended for employment / appointment (YES / NO): _____		
Salary Expectations: _____				
Date Candidate Available to Begin Work: _____				
Interviewer's Name: _____				
Interviewer's Signature: _____				
INTERVIEW PANEL'S COMMENTS AND RECOMMENDATIONS:				

INTERVIEW PANELISTS' SIGNATURES:				

DATE OF INTERVIEW: _____				

Appendix 13B: Interviewer's Assessment and Rating Form for Senior Admin & Tech Positions



Kilimanjaro Christian Medical University College					
(A Constituent College Tumaini University Makumira)					
STAFF RECRUITMENT INTERVIEW GUIDELINES/ATTRIBUTES					
INTERVIEWER'S ASSESSMENT AND RATING FORM FOR SENIOR ADMINISTRATIVE AND TECHNICAL POSITIONS					
(Holders of the following Educational Qualifications: Bachelor Degree and Postgraduate qualifications)					
Key for rating: 85-100% = A (Excellent / Exceptional); 70-84% = B+ (Very Good / Above Average); 60-69% = B (Good / Average); 50-59% = C (Below Average / Satisfactory); 1-49% = D (Poor / Unsatisfactory).					
NAME OF APPLICANT:	_____				
POST APPLIED:	_____				
S/N	AREAS OF ASSESSMENT			RATING	
			Maximum Points	Actual Points	
1	Educational Background	Does the candidate have the appropriate educational qualifications or training for this position?	2		
2	Knowledge of KCMUCo	Did the candidate show evidence of having researched the information about KCMUCo prior to the interview?	3		
3	Professional Questions	Responses to relevant professional questions for the job applied.	30		
4	Professional Career	Consider professional / technical knowledge and skills that are necessary to the position applied and past work experience.	20		
5	Communication Ability	Did the candidate demonstrate effective communication skills during the interview? Consider verbal / oral communication (coherence, diction, verbal articulation and persuasion).	10		
6	Leadership	Consider leadership traits displayed and ability to inspire confidence and motivate people in his/her profession.	5		
7	Customer Service Skills	Did the candidate demonstrate, through his or her answers, the knowledge and skills to create a positive customer experience and interaction necessary for this position?	10		

S/N	AREAS OF ASSESSMENT		RATING	
			Maximum Points	Actual Points
8	Personality	Consider mental alertness, first impression, mannerism and behaviour.	10	
9	Cross Cutting Issues	Consider current developmental, social and cultural issues (globally and/or in Tanzania), e.g., health, environment, food, gender equality, education, climate change, etc.	5	
10	Adaptability, Social Outlook and Interaction	Consider maturity of views, flexibility in outlook. Social life outside work place, i.e., extracurricular activities, e.g. hobbies, engagement in community activities.	5	
11	Final Issues	(a) What sort of salary are you looking for? (b) Do you have any questions for us? (c) If we hire you when would you be ready to start working with us?	NIL	
		TOTAL	100	
12	Overall Impression and Recommendation	Summary of your perceptions of the candidate's strengths and/or weaknesses: _____ _____ _____ _____ _____ _____		
13	Recommendations for proceeding with the candidate	Recommended for employment / appointment (YES / NO): _____		
	Salary Expectations: _____			
	Date Candidate Available to Begin Work: _____			
	Interviewer's Name: _____			
	Interviewer's Signature: _____			
	INTERVIEW PANEL'S COMMENTS AND RECOMMENDATIONS:			

Appendix 13C: Interviewer's Assessment and Rating Form for Junior and Middle Level Administrative and Technical Positions



Kilimanjaro Christian Medical University College
(A Constituent College Tumaini University Makumira)

STAFF RECRUITMENT INTERVIEW GUIDELINES/ATTRIBUTES

INTERVIEWER'S ASSESSMENT AND RATING FORM FOR JUNIOR AND MIDDLE LEVEL ADMINISTRATIVE AND TECHNICAL POSITIONS

(Holders of the following Educational Qualifications: Form IV, Form IV, Basic Technician Certificate (NTA Level 4), Technician Certificate (NTA Level 5), and Ordinary Diploma (NTA Level 6)

Key for rating: 85-100% = A (Excellent / Exceptional); 70-84% = B+ (Very Good / Above Average); 60-69% = B (Good / Average); 50-59% = C (Below Average / Satisfactory); 1-49% = D (Poor / Unsatisfactory).

NAME OF APPLICANT				
POST APPLIED				

S/N	AREAS OF ASSESSMENT	RATING	
		Maximum Points	Actual Points
1	Educational Background Does the candidate have the appropriate educational qualifications or training for this position?	5	
2	Knowledge of KCMUCo Did the candidate show evidence of having information about KCMUCo prior to the interview?	5	
3	Professional questions Response to relevant professional questions for the job applied	40	
4	Prior Work Experience Has the candidate acquired similar technical knowledge and skills through past work experiences?	25	
5	Communication Skills Did the candidate demonstrate effective communication skills during the interview?	10	
6	Customer Service Did the candidate demonstrate, through his or her answers, a high level of customer service skills or abilities?	10	
7	Adaptability and Social Outlook and Interaction Consider maturity of views, flexibility in outlook, social life outside workplace, i.e., extracurricular activities, e.g. hobbies, engagement in community activities.	5	
8	Final Issues (a) What sort of salary are you looking for? (b) Do you have any questions for us? (c) If we hire you when would you be ready to start working with us?	NIL	
	TOTAL	100	

9	Overall Impression and Recommendation	Summary of your perceptions of the candidate's strengths/weaknesses: _____ _____ _____ _____ _____ _____		
10	Recommendations for proceeding with the candidate	Recommended for employment / appointment (YES / NO): _____		

Salary Expectations: _____

Date Candidate Available to Begin Work: _____

Interviewer's Name: _____

Interviewer's Signature: _____

INTERVIEW PANEL'S COMMENTS AND RECOMMENDATIONS:

INTERVIEW PANELISTS' SIGNATURES:

DATE OF INTERVIEW:

Appendix 13D: Interviewer's Assessment and Rating Form for Managerial Posts



Kilimanjaro Christian Medical University College (A Constituent College Tumbaini University Makumira)

STAFF RECRUITMENT INTERVIEW GUIDELINES/ATTRIBUTES

INTERVIEWER'S ASSESSMENT AND RATING FORM FOR MANAGERIAL POSTS

(e.g., Deans, Directors, Bursar and Other Senior Positions to be specified by College Management)

Key for rating: 85-100% = A (Excellent / Exceptional); 70-84% = B+ (Very Good / Above Average); 60-69% = B (Good / Average); 50-59% = C (Below Average / Satisfactory); 1-49% = D (Poor / Unsatisfactory).

CANDIDATE'S NAME: _____

POSITION APPLIED: _____

S/N	AREAS OF ASSESSMENT		RATING	
			Maximum Points	Actual Points
1	Experience and Background	Consider level of experience in a managerial role; formal education and certifications.	5	
2	Planning Ability	Consider candidate's ability to plan and strategize for the institution	15	
3	Control and Monitoring Ability	Candidate's ability to take charge of, to impose and dispose, and to keep oneself informed	15	
4	Analytical and Decision Making Skills	Ability to make timely, informed decisions that are to the best interest of the organization	10	
5	Leadership Skills and Management Competencies	Demonstrated abilities and accomplishments as a leader. Ability to build trust, provide feedback and develop skills of direct reports (subordinates).	10	
6	Coordination	Candidate's ability to systematically link and synchronize programmed and other institution's activities for mutual enrichment, economy and efficiency.	10	
7	Teamwork	Candidate's ability to elicit and sustain cooperation	5	
8	Delegation	Candidate's ability to entrust powers, work and responsibilities to others	5	
9	Evaluation	Candidate's ability to evaluate others	5	
10	Accountability	How accountable is the candidate both in terms of academics and financial accountability	5	

11	Communication Skills	Ability to effectively communicate points in a manner consistent with the needs of this position.	5	
12	Culture Fit	Ability to promote and foster an environment that is supportive of individuals from diverse backgrounds	5	
13	Commitment to Diversity	Impression of how this person would blend/foster KCMUCo's identity.	5	
TOTAL POINTS			100	
14	Overall Impression and Recommendation	Summary of your perceptions of the candidate's strengths and/or weaknesses: _____ _____ _____ _____ _____		
15	Recommendations for proceeding with the candidate	Recommended for employment / appointment (YES / NO): _____		

Salary Expectations: _____
Date Candidate Available to Begin Work: _____
Interviewer's Name: _____
Interviewer's Signature: _____

INTERVIEW PANEL'S COMMENTS AND RECOMMENDATIONS:

INTERVIEW PANELISTS' SIGNATURES:

DATE OF INTERVIEW: _____

Appendix 13E: Job Interview Rating Categories and Definitions



Kilimanjaro Christian Medical University College (A Constituent College Tumaini University Makumira)

STAFF RECRUITMENT INTERVIEW GUIDELINES/ATTRIBUTES

JOB INTERVIEW RATING CATEGORIES AND DEFINITIONS

S/N	Rating Category	Definition
1	85-100% = A (Excellent / Exceptional)	Evidence that the applicant has performed similar functions very well or has met even higher performance standards for similar functions. Demonstrated a record of performance exceeding the level required by the job.
2	70-84% = B+ (Very Good / Above Average)	Evidence that the applicant has successfully performed the function in the past and has a demonstrated record of performance that meets the level required by the job.
3	60-69% = B (Good / Average)	Evidence that the applicant has successfully performed the function or related activities in the past and expresses the willingness to do so.
4	50-59% = C (Below Average / Satisfactory)	There is no evidence in the applicant's past to suggest ability to perform the function. However, the applicant states that he/she is willing and able to do so.
5	1-49% = D (Poor / Unsatisfactory)	Evidence that the applicant has been unsuccessful with similar functions in the past or applicant states an unwillingness or inability to perform the function.

NOTE: Interviewers are requested to use their best judgment in assessing and rating the job applicant's responses to the interview questions; they should also remember to use good listening and note taking skills as the interview progresses.

Appendix 14: Recommendation for Employment



**KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)**

P. O. Box 2240, MOSHI,
Tanzania.

Telephone +255-027-2753616.

Fax: +255-027-2751351.

Email: info@kcmuco.ac.tz

Web site: <http://www.kcmuco.ac.tz>

CONFIDENTIAL

Date: _____

Ref. No.: _____

Prof/Dr./Rev./Sr./Mr./Mrs./Ms./Miss. _____

P.O. Box _____

Dear Prof/Dr./Mr./Mrs/Ms. _____

RE: RECOMMENDATION FOR EMPLOYMENT

You are kindly requested to write your recommendation for Prof/Dr./Mr./Mrs/Ms. _____ for the position of _____ at our University College.

PART I: GENERAL

1. The relationship between you and Prof/Dr./Mr./Mrs/Ms. _____;
i.e., how do you know him/her?

2. How many years / months have you known Prof/Dr./Mr./Mrs/Ms.

3. Duration of employment: How long did he/she work at your Organisation/Company:
_____ (years / months): from: _____ to _____

3. Position held and summary of his duties: _____

4. Reason(s) of employment termination:

PART II: QUALITIES, CHARACTERISTICS, AND CAPABILITIES

Please use the following rating/scoring grades/points to assess his/her qualities, characteristics, and capabilities in terms of his/her abilities to perform/executed the tasks of the above-mentioned position.

Key for the grades/points:

A or 5.0 = Excellent; B+ or 4.0 = Very Good; B or 3.0 = Good; C or 2.0 = Satisfactory; D or 1.0 = Poor

		Points	5.0	4.0	3.0	2.0	1.0
		Grades	A	B+	B	C	D
S/N	Qualities, Characteristics, and Capabilities						
1	Possesses job knowledge that is demonstrated thorough understanding of how to perform his/her duties						
2	Adherence to professional ethics						
3	Reliability (dependable, trustworthy)						
4	Punctuality / meeting deadlines						
5	Ability work under pressure						
6	Ability to work well with others						
7	Ability to accept criticism						
8	Customer service and human relations skills						
9	Management and administration skills						
10	Planning and time management skills						
11	Critical thinking and analysis skills						
12	Innovation skills (introduction of something new, a new idea, method, etc.)						
13	Self-disciplined (focusing one's attention on work, not wasting employer's time and money)						
14	Overall work performance						

General comment / statement:

Name of the Referee:

Title/Post:

Email address:

Phone number:

Signature: _____

Date: _____

Appendix 15: Request for Medical Examination Form



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)
P. O. Box 2240, MOSHI, Tanzania

PART A: REQUEST FOR MEDICAL EXAMINATION

To: Medical Officer In-charge
KCMC Hospital
P. O. Box 3010
Moshi.

From: Office of Deputy Provost for Administration
KCMUCo

Re: Prof./Dr./Rev./Sr./Mr./Mrs./Ms./Miss.

Please examine the above named as to his/her fitness for appointment/re-engagement as _____ on Temporary/Fixed-term Contract/ Permanent and Pensionable Terms.

Name: _____ Designation: _____

Signature: _____ Date: _____

KCMUCo Official Stamp:

PART B: MEDICAL CERTIFICATE

(To be completed by a Medical Officer)

I have examined the above named and consider that he/she is physically / is not physically fit for appointment/re-engagement as above.

Additional Comments, if any: _____

Name: _____ Designation: _____

Signature: _____ Date: _____

KCMC Official Stamp:

Appendix 16A: Confirmation in Employment



**KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)**

P. O. Box 2240, MOSHI,
Tanzania.
Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.
Fax: +255-027-2751351.
Web site: <http://www.kcmuco.ac.tz>

CONFIDENTIAL

Date: _____

Ref. No.: _____

Prof./Dr./Rev./Sr./Mr./Mrs./Ms./Miss.

P.O. Box _____

RE: CONFIRMATION IN EMPLOYMENT

I am glad to inform you that during its meeting held on _____, the Human Resources and Students Affairs Committee (HRSAC) of the College Governing Board approved confirmation of your employment as _____ effective _____.

I congratulate you for the good performance that has convinced the Committee to confirm your employment.

I wish you all the best and God's blessing for the whole time of working with KCMUCo.

For: Provost

Appendix 16B: Extension of Probation Period



**KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)**

P. O. Box 2240, Moshi,
Tanzania.
Email: info@kcmuco.ac.tz

Telephone +255-027-2753616
Fax: +255-027-2751351
Web site: <http://www.kcmuco.ac.tz>

CONFIDENTIAL

Date: _____

Ref. No.: _____

Prof./Dr./Rev./Sr./Mr./Mrs./Ms./Miss.

P.O. Box _____

RE: EXTENSION OF PROBATION PERIOD

Refer to the above-mentioned subject.

During its meeting held on _____, the KCMUCo **Administrative and Technical Staff Performance Evaluation Committee** assessed your work performance for the period _____ to _____, and your overall point/grade was '2' / 'C'. The Committee rated you at **2 points / C grade** due to / for the following reason(s)
_____.

It was noted that your work was not consistent and required revision and close supervision. Since your performance is below the expected level, the Committee decided that your probation period should be extended for **six months**, from _____ to _____ so as to enable you redress your work performance for more efficiency. The Committee will re-assess your performance after expiry of the six months upon which your confirmation will be determined.

Yours,

For: Provost

Appendix 17A: Performance Review and Appraisal Form for Academic Staff



**KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumbani University Makumira)**

P. O. Box 2240, Moshi,
Tanzania.
Email: info@kcmuco.ac.tz

Telephone +255-027-2753616
Fax: +255-027-2751351
Web site: <http://www.kcmuco.ac.tz>

**ANNUAL OPEN PERFORMANCE REVIEW AND APPRAISAL (OPRAS) FORM FOR
ACADEMIC STAFF**

PERIOD: From: 1st July _____ To: 30th June _____ (Academic/Financial Year)

PART I: TO BE FILLED BY EMPLOYEE

1.0 PERSONAL PARTICULARS AND EMPLOYMENT RECORD

1.1 Personal Particulars/Information:

1.1.1 Name in full: _____

1.1.2 Gender: Male: _____ Female: _____

1.1.3 Date of Birth: _____

1.1.4 Nationality: _____

1.1.5 Educational/Academic Qualifications:

Qualifications	Name of Training Institution	Date/Year Obtained

2.0 Employment / Appointment Record:

2.1 Name of Faculty/Directorate/Institute: _____

2.2 Name of Department/Unit: _____

2.3 Duty/Leadership Post (e.g., Head of Department, Dean, Director, etc.):

2.3 Present Substantive Post/Designation: (e.g., *Tutorial Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Associate Professor or Professor, Trainee Librarian, Assistant Librarian, Librarian, etc.*):

2.4 Salary Scale of Present Substantive Post/Designation: **TUSS:** _____

2.5 Date of Present Substantive Post/Designation: _____

2.6 Date of First Appointment: _____

2.7 Date of Confirmation: _____

2.8 Terms of Employment: (*Contract, Permanent, Full-time Equivalent or Part-time/Contact-hour*): _____

2.8 Period Served under Present Supervisor/Head of Department (*No. of Months*): _____

2.9 Name of your Current Supervisor: _____

Employee's Signature: _____ **Date:** _____

PART II: TO BE FILLED BY THE EMPLOYEE/APPRAISEE IN CONSULTATION WITH THE SUPERVISOR

1.0 PERFORMANCE AGREEMENT

1.1 Agreed Objectives as a per Duty Post (DPAA / DPA / Dean / Director / Head of Department/Unit, where applicable)

S/N	Individual Agreed Objectives	Agreed Performance Targets	Agreed Performance Criteria/Mean of Verification	Agreed Resources
1				
2				
3				

Note: Add more rows to accommodate all your agreed objectives.

1.2 Agreed Teaching and Assessment Objectives

S/N	Individual Agreed Objectives	Agreed Performance Targets	Agreed Performance Criteria/Mean of Verification	Agreed Resources
1				
2				
3				

Note: Add more rows to accommodate all your agreed objectives

1.3 Agreed Research and Consultancy Objectives

1.3.1 Research and Consultancy Objectives

S/N	Individual Agreed Research Grant/Project and Consultancy Objectives	Agreed Performance Targets	Agreed Performance Criteria/Means of Verification	Agreed Resources
1				
2				
3				

Note: Add more rows to accommodate all your agreed objectives.

1.3.2 Agreed Publication Objectives

S/N	Individual Agreed publication objectives*	Agreed Performance Targets**	Agreed Performance Criteria/Means of Verification	Agreed Resources
1				
2				
3				

*Please specify the following: Publication type (journal paper, case report, book, thesis, research report, consultancy report etc.), and the status as whether to be published, accepted, or just submitted manuscript, etc.

**Please indicate here the target number of publications

1.4 Agreed Non-Research/Consultancy/Clinical /Public /Community/Service Objectives

S/N	Individual Agreed Objectives	Agreed Performance Targets	Agreed Performance Criteria/Means of Verification	Agreed Resources
1				
2				
3				

Note: Add more rows to accommodate all your objectives. Indicate the type of consultancy or service provided and the amount of funds served if any.

Name of Employee/Appraisee: _____ Signature: _____

Date: _____

Name of Supervisor: _____ Signature: _____ Date: _____

2.0 MID-YEAR REVIEW (DECEMBER _____)

2.1 (a) Agreed Objectives as a per Duty Post (DPAA / DPA / Dean / Director / Head of Department/Unit, as applicable) - (as per section 1.0)

S/N	Agreed Objectives (as per section 1.0)	Progress Towards Target	Factors Affecting Performance
1			
2			

3			

Note: Add more rows to accommodate all your agreed objectives

2.1 (b) Revised Objectives as a per Duty Post (if any)

S/N	Agreed Revised Objective(s)	Agreed Performance Targets	Agreed Performance Criteria	Agreed Resources
1				
2				
3				

Note: Add more rows to accommodate all your objectives

2.2 (a) Agreed Teaching and Assessment Objectives (as per section 1.0)

S/N	Agreed Objectives	Progress Towards Target	Factors Affecting Performance
1			
2			
3			

Note: Add more rows to accommodate all your agreed objectives

2.2 (b) Revised Teaching and Assessment Objectives (if any)

S/N	Agreed Revised Objective(s)	Agreed Performance Targets	Agreed Performance Criteria	Agreed Resources
1				
2				
3				

Note: Add more rows to accommodate all your objectives

2.3 (a) Agreed Research and Consultancy Objectives (as per section 1.0)

S/N	Agreed Research Grant/Project and Consultancy Objectives	Progress Towards Target	Factors Affecting Performance
1			
2			
3			

Note: Add more rows to accommodate all your agreed objectives

2.3 (b) Revised Research and Consultancy Objectives (if any)

S/N	Agreed Revised Objective(s)	Agreed Performance Targets	Agreed Performance Criteria	Agreed Resources
1				
2				
3				

Note: Add more rows to accommodate all your objectives

2.4 (a) Agreed Publication Objectives (as per section 1.3.2)

S/N	Agreed Publication Objectives	Progress Towards Target	Factors Affecting Performance
1			
2			
3			

Note: Add more rows to accommodate all your agreed objectives

2.4 (b) Revised Publication Objectives (if any)

S/N	Agreed Revised Objectives*	Agreed Performance Targets**	Agreed Performance Criteria/ Means of Verification	Agreed Resources
1				
2				
3				

*Please specify the following: Publication type (journal paper, case report, book, thesis, research report, consultancy report etc.), and the status as whether to be published, accepted or just submitted manuscript, etc.

**Please indicate here the target number of publications.

2.5 (a) Agreed Non-Research/Consultancy/Clinical/Pharmacy/Public /Community/Service Objectives (as per section 1.4)

S/N	Agreed Objectives	Progress Towards Target	Factors Affecting Performance
1			
2			
3			

Note: Add more rows to accommodate all your agreed objectives

2.5 (b) Revised Non-Research/Consultancy/Clinical/Pharmacy/Public /Community/Service Objectives (if any)

S/N	Agreed Revised Objective(s)	Agreed Performance Targets	Agreed Performance Criteria	Agreed Resources
1				
2				
3				

Note: Add more rows to accommodate all your objectives. Indicate the type of consultancy or service provided and the amount of funds served if any.

Name of Employee/Appraiser: _____ Signature: _____

Date: _____

Name of Supervisor: _____ Signature: _____ Date: _____

PART III: TO BE FILLED BY THE EMPLOYEE/APPRAISEE AND THE SUPERVISOR

1.0 ANNUAL PERFORMANCE REVIEW AND APPRAISAL (JUNE _____)

1.1 GUIDELINES ON RATING POINTS

Points	Descriptions of Rating Points	Remarks
5	<p>Excellent / Exceptional Consistently exceeded performance requirements – Performance at this level is considered extraordinary. This rating is characterised not only by achieving exceptional results</p>	<p>– Recommended for staff with real extraordinary / exceptional performance. – Staff rated this grade should also get a commendation letter plus monetary reward. – An increment will be granted unless his/her salary is already at the top entry point of respective salary</p>

	<p>in terms of quality, quantity and timeliness, but consistently going beyond those normally expected for the position.</p> <ul style="list-style-type: none"> – Accomplishments are unique, exceptional, and far beyond what is required. 	<p>scale.</p> <ul style="list-style-type: none"> – Staff to be promoted if he/she meets promotion criteria.
4	<p>Very Good / Commendable Frequently exceeded performance requirements</p> <ul style="list-style-type: none"> – Performance at this level is considered outstanding. This rating is characterised not only by achieving excellent results in terms of quality, quantity, and timeliness, but frequently going beyond those normally expected for the position. – Accomplishments are above expected level or essential job requirements. – Demonstrated a comprehensive understanding and consistent performance of job responsibilities. 	<ul style="list-style-type: none"> – Recommended for staff with real outstanding performance. – Staff rated this grade should get a commendation letter. – An increment will be granted unless his/her salary is already at the top entry point of respective salary scale. – Staff to be promoted if he/she meets promotion criteria as per Schemes of Service.
3	<p>Good Fully met the expected performance requirements</p> <ul style="list-style-type: none"> – This rating describes performance that fully met requirements in terms of the quality, quantity and timeliness of results achieved and represents the fully acceptable level of performance for the position. – Demonstrated a full understanding of the job duties. 	<ul style="list-style-type: none"> – An increment will be granted unless his/her salary is already at the top entry point of respective salary scale. – Staff to be promoted if he/she meets promotion criteria as per Schemes of Service.
2	<p>Average / Satisfactory Partially met performance requirements</p> <ul style="list-style-type: none"> – This rating describes performance that partially met requirements. Quality and timeliness of work reflect shortcomings, or the quantity produced falls short of the established measures of performance. Some results are inadequate after consideration of any relevant circumstances beyond the staff member's control. Certain assignments are only accomplished with a level of help or supervision that is disproportionate to that which would reasonably be expected from an individual in this role and at this level. – Performance meets most essential job requirements; however, work is not consistent and requires revision and some degree of supervision. 	<ul style="list-style-type: none"> – Staff rated this grade at the end of their probation period: the probation shall be extended to six months. – For confirmed staff: An increment may be granted unless his/her salary is already at the top entry point of respective salary scale. – Withhold promotion if he/she meets promotion criteria as per Schemes of Service.
1	<p>Poor / Unsatisfactory Did not meet performance requirements</p> <ul style="list-style-type: none"> – This rating describes performance that did not meet requirements. Quality and timeliness of work reflect serious shortcomings, or the quantity produced falls well short of the established measures of performance. Results are inadequate after consideration of any relevant circumstances beyond the staff member's control. Failure to complete assignments properly or meet deadlines have a negative impact on the ability of the 	<ul style="list-style-type: none"> – Staff rated this grade at the end of their probation period: The Performance Review and Appraisal Committee may decide to terminate employment or give the staff a second chance by extending probation period to another twelve months (one year), and withhold annual increment. – For confirmed staff: withhold increment or promotion if he/she meets promotion criteria as per Schemes of Service or terminate employment.

	<p>work unit to achieve its goals. – Does not meet performance expectation, substandard performance, i.e., performance does not meet the minimum requirements of the job and requires frequent revision and a high degree of supervision and direction.</p> <p>Improved Performance Required - Performance of responsibilities in significant job areas failed to meet required levels for the position in the past year. Performance plan for the next year will be required.</p>	
N/A	Not Applicable or Not Assessed	New staff on probation, staff who are either on a long-term training, leave without pay or sabbatical leave.

1.2 REVIEW AND APPRAISAL OF AGREED OBJECTIVES

1.2 (a) Agreed Objectives as a per Duty Post (DPAA / DPA / Dean / Director / Head of Department/Unit, where applicable)

S/N	Agreed Objective(s)	Progress made	Rated Mark		
			Appraisee	Supervisor	Agreed Mark
1					
2					
3					
Overall Performance Mark (for this section):					

1.2 (b) Agreed Teaching and Assessment Objectives

S/N	Agreed Objective(s)	Progress made	Rated Mark		
			Appraisee	Supervisor	Agreed Mark
1					
2					
3					
Overall Performance Mark (for this section):					

1.2 (c) Agreed Research and Consultancy Objectives

S/N	Agreed Objective(s)	Progress made	Rated Mark		
			Appraisee	Supervisor	Agreed Mark
1					
2					
3					
Overall Performance Mark (for this section):					

1.2 (d) Agreed Publication Objectives

S/N	Agreed Objective(s)	Progress made	Rated Mark		
			Appraisee	Supervisor	Agreed Mark

				Mark
1				
2				
3				
Overall Performance Mark (for this section):				

1.2 (e) Agreed Non-Research/Consultancy/Clinical/Pharmacy/Public /Community/Service Objectives

S/N	Agreed Objective(s)	Progress made	Rated Mark		
			Appraiser	Supervisor	Agreed Mark
1					
2					
3					
Overall Performance Mark (for this section):					

Name of Employee/Appraiser: _____ Signature: _____

Date: _____

Name of Supervisor: _____ Signature: _____

Date: _____

1.3 ATTRIBUTES OF GOOD PERFORMANCE

S/N	MAIN FACTORS	QUALITY ATTRIBUTE	RATED MARK		
			Appraiser	Supervisor	Agreed Mark
1.3.1	WORKING RELATIONSHIPS	Ability to work in team [<i>Actively participates in team-based teaching (clinical, laboratory, seminars and other forms of teaching and assessment) and multi-disciplinary research</i>] Ability to get on with other staff [<i>Participation in graduation ceremony and other social events at the College</i>] Ability to gain respect from others [<i>Tidiness, respecting others, being role model in professional ethics</i>]			
1.3.2	COMMUNICATION AND LISTENING	Ability to express in writing [<i>Submission of scholarly works for publication or as reports including committee reports and teaching notes</i>] Ability to express orally [<i>Evidence of oral presentation of reports to a forum, public lectures, etc., during the assessment period</i>] Ability to listen and comprehend Ability to train and develop subordinates			
1.3.3	MANAGEMENT LEADERSHIP AND MENTORSHIP	Ability to plan and organize [<i>Organization of committee meetings, teaching schedules, symposia etc., during the assessment period</i>] Ability to lead, motivate and resolve conflicts Ability to initiate and innovate [<i>Evidence of innovative ideas or approach used to achieve agreed departmental action plans</i>]			
1.3.4	PERFORMANCE IN TERMS OF QUALITY	Ability to deliver accurate and high-quality output timely [<i>Timely performance of roles including marking and submission of results of student's exams; timely processing of results; timely uploading of results to SARIS, mentoring of students</i>] Ability for resilience and persistence			
1.3.5	PERFORMANCE IN	Ability to meet (<i>job</i>) demand			

S/N	MAIN FACTORS	QUALITY ATTRIBUTE	RATED MARK		
	TERMS OF QUANTITY	Ability to handle extra work (<i>Evidence of participation in committees, community activities; professional association duties; board memberships and other extra curricula/professional duties accomplished during the assessment period</i>)			
1.3.6	RESPONSIBILITY AND JUDGEMENT	Ability to accept and fulfil responsibility Ability to make right decisions (<i>Evidence of lack of punitive procedures or warnings against performance in teaching, research and consultancy roles from your seniors or other authorities during the assessment period</i>).			
1.3.7	CUSTOMER FOCUS	Ability to respond well to customers (<i>Lack of justifiable complaints against ongoing support or services rendered to students or clients as a supervisor, mentor, teacher, or service provider during the assessment period</i>)			
1.3.8	LOYALTY	Ability to demonstrate followership skills Ability to provide ongoing support to supervisor(s) Ability to comply with lawful instructions of supervisor(s)			
1.3.9	INTEGRITY	Ability to devote working time exclusively to work related duties (<i>e.g., Teaching, participation in departmental meetings, availability for consultation</i>) Ability to provide quality services without need for any inducements (<i>initiating, soliciting, receiving, or accepting bribes or any other form of corruption</i>) Ability to apply knowledge and abilities to benefit the College and not for personal gains Ability and willingness to practice zero tolerance against corrupt procurement practices and any other unethical conduct Willingness to promote good ethical practices both within and outside the College and continually guide other employees to be accountable for their behaviour at any time Ability and willingness to avoid all situations that may result in actual or perceived conflict of interest and ensure that all issues of conflict of interest are disclosed and resolved in an efficient and transparent manner Ability and willingness to promote transparency and efficient at all levels within the College and contribution to implementation of internal control systems to ensure good governance and institutionalize the values of ethics, integrity, accountability and transparency within the College Willingness to ensure fair competitive practices are an integral part of the way we conduct our business including transparency in all business transactions and good corporate governance Ability and willingness to refrain from engaging in business with parties who have demonstrated unethical practices of any kind Willingness to support the development of an audit and certification program against corruption and participate in the implementation of tools and measures created in order to ensure transparency, efficiency and ethical business practices Willingness to support the nationwide campaign against corruption, which promotes fair market conditions, transparency with all College transactions and good governance			
Overall Performance Mark (for this section):					

1.3.10 Additional Comments about the Employee's general behaviour, attitude and role model: (*e.g., hardworking, reliable, cooperative, committed, dedicated, devoted, exemplary, role model, self-disciplined, uncommitted, undependable, untrustworthy, etc.*):

1.3.11 Employee's Weaknesses

1.3.11.1 Any special weaknesses which interfere with work?	YES	NO

If "Yes", elaborate: _____

1.3.11.2 Have these weaknesses been communicated to the Employee?	YES	NO
If "Yes", how was this effected?	Verbally	Written warning

1.3.11.3 Any other comments on Employee's Weaknesses

Name of Employee: _____ **Signature:** _____ **Date:** _____

Name of Supervisor: _____ **Signature:** _____ **Date:** _____

1.4 OVERALL PERFORMANCE (AVERAGE OF SECTIONS 1.2 & 1.3)

Overall Average Performance of the Agreed Mark	
---	--

COMMENTS BY STAFF (if any): _____

Name of Employee: _____ **Signature:** _____ **Date:** _____

COMMENTS BY OBSERVER (if any): _____

Name of Observer: _____ **Signature:** _____ **Date:** _____

COMMENTS BY SUPERVISOR (if any): _____

Name of Supervisor: _____ **Signature:** _____ **Date:** _____

4.0 EMPLOYEE REWARDS/DEVELOPMENTAL MEASURES/SANCTIONS

The Supervisor will recommend the most appropriate reward, developmental measures or sanctions against the Employee in accordance to the level of agreed performance targets.

4.1 Recommended for Promotion: Yes No N/A

He/she is recommended for promotion to the level of _____

4.2 Recommended for Confirmation: Yes No N/A

He/she is recommended for Confirmation in Employment with effect from _____

4.3 Recommended for Annual Increment:

Yes

No

N/A

He/she is recommended for Annual Increment with effect from _____

4.4 Recommended for Further/Additional Training:

Yes

No

N/A

(If recommended for further / additional training, give specification, i.e. type and name of training, duration of training - short/long course, seminar or evening class):

4.5 Reasons for not recommending for either promotion, confirmation, annual increment, or further training:

4.6 Other recommendations on reward and/or developmental measures:

4.7 Sanctions against the Employee, if any: _____

Name of Supervisor: _____ Signature: _____ Date: _____

PART IV: COMMENTS AND RECOMMENDATIONS OF THE ACADEMIC STAFF PERFORMANCE REVIEW AND APPRAISAL COMMITTEE

NB: The recommendations that will be given below shall be submitted to the College Academic Committee (CAC) for comments and further instructions or recommendations.

Please state whether the assessment done by the Employee's Supervisor is: *fair / unfair assessment, the Employee is over-rated / under-rated, etc.*

Employee Rewards/Developmental Measures/Sanctions

Recommended for Promotion:

Yes

No

N/A

Recommended for Confirmation:

Yes

No

N/A

Recommended for Annual Increment:

Yes

No

N/A

Recommended for Further/Additional Training:

Yes

No

N/A

Type and Name of Training: _____

Other Recommendations or Comments on reward and/or developmental measures: if any:

Sanctions against the Employee, if any: _____

Names and Signatures of the Academic Staff Performance Review and Appraisal Committee Members:

S/N	Name	Signature
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		

Date of the Meeting: _____

PART V: COMMENTS BY THE PROVOST (Senior Lecturer and above)

1.0 COMMENTS / DECISION

He/she is approved for promotion to the level of _____

Name of the of the Provost: _____

Signature of the Provost: _____

Date: _____

Appendix 17B: Performance Review and Appraisal Form for Administrative and Technical Staff



**KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)**

P. O. Box 2240, Moshi,
Tanzania.
Email: info@kcmuco.ac.tz

Telephone +255-027-2753616
Fax: +255-027-2751351
Web site: <http://www.kcmuco.ac.tz>

**ANNUAL OPEN PERFORMANCE REVIEW AND APPRAISAL (OPRAS) FORM FOR
ADMINISTRATIVE AND TECHNICAL STAFF**

PERIOD: From: 1st July _____ To: 30th June _____ (Financial Year)

PART I: TO BE FILLED BY EMPLOYEE

1.0 PERSONAL PARTICULARS AND EMPLOYMENT RECORD

1.1 Personal Particulars/Information:

- 1.1.1 Name in full: _____
1.1.2 Gender: Male: _____ Female: _____
1.1.3 Date of Birth: _____ 1.1.4 Nationality: _____
1.1.5 Educational/Academic/Professional Qualifications:

Qualifications	Name of Training Institution	Date/Year Obtained

2.0 Employment Record:

2.1 Current Department/Unit: _____

2.2 Duty Post (e.g., Bursar, Head of Department of Unit, Director, etc.): _____

2.3 Present Substantive Post/Designation: _____

2.4 Salary Scale of Present Substantive Post/Designation: **TUSS:** _____

2.5 Date of Present Substantive Post/Designation: _____

2.6 Date of First Appointment: _____

2.7 Date of Confirmation: _____

2.8 Terms of Employment: (Contract / Permanent): _____

2.8 Period Served under Present Supervisor/Head of Department (No. of Months): _____

PART II: TO BE FILLED BY THE EMPLOYEE IN CONSULTATION WITH THE SUPERVISOR

1.0 PERFORMANCE AGREEMENT

S/N	Agreed Objectives	Agreed Performance Targets	Agreed Performance Criteria	Agreed Resources

2.0 MID-YEAR REVIEW (DECEMBER _____)

S/N	Agreed Objectives (As per Section 1)	Progress Towards Target	Factors Affecting Performance

3.0 REVISED OBJECTIVES (if any)

S/N	Agreed Revised Objective(s)	Agreed Performance Targets	Agreed Performance Criteria	Agreed Resources

Name of Employee: _____ Signature: _____ Date: _____

Name of Supervisor: _____ Signature: _____ Date: _____

PART III: TO BE FILLED BY THE EMPLOYEE AND THE SUPERVISOR

1.0 ANNUAL PERFORMANCE REVIEW AND APPRAISAL (JUNE _____)

1.1 Rating Points / Grades:

Point s	Descriptions of Rating Points / Grades	Remarks
5	<p>Excellent / Exceptional Consistently exceeded performance requirements</p> <p>– Performance at this level is considered extraordinary. This rating is characterised not only by achieving exceptional results in terms of quality, quantity, and timeliness, but consistently going beyond those normally expected for the position.</p> <p>– Accomplishments are unique, exceptional, and far beyond what is required.</p>	<p>– Recommended for staff with real extraordinary / exceptional performance</p> <p>– Staff rated this grade should also get a commendation letter plus monetary reward.</p> <p>– An increment will be granted unless his/her salary is already at the top entry point of respective salary scale.</p> <p>– Staff to be promoted if he/she meets promotion criteria.</p>
4	<p>Very Good / Commendable Frequently exceeded performance requirements</p> <p>– Performance at this level is considered outstanding. This rating is characterised not only by achieving excellent results in terms of quality, quantity and timeliness, but frequently going beyond those normally expected for the position.</p> <p>– Accomplishments are above expected level or essential job requirements.</p> <p>– Demonstrated a comprehensive understanding and consistent performance of job responsibilities.</p>	<p>– Recommended for staff with real outstanding performance</p> <p>– Staff rated this grade should get a commendation letter.</p> <p>– An increment will be granted unless his/her salary is already at the top entry point of respective salary scale.</p> <p>– Staff to be promoted if he/she meets promotion criteria as per Schemes of Service.</p>
3	<p>Good Fully met the expected performance requirements</p> <p>– This rating describes performance that fully met requirements in terms of the quality, quantity and timeliness of results achieved and represents the fully acceptable level of performance for the position.</p> <p>– Demonstrated a full understanding of the job duties.</p>	<p>– An increment will be granted unless his/her salary is already at the top entry point of respective salary scale.</p> <p>– Staff to be promoted if he/she meets promotion criteria as per Schemes of Service.</p>
2	<p>Average / Satisfactory Partially met performance requirements</p> <p>– This rating describes performance that partially met requirements. Quality and timeliness of work reflect shortcomings, or the quantity produced falls short of the established measures of performance. Some results are inadequate after consideration of any relevant circumstances beyond the staff member's control. Certain assignments are only accomplished with a level of help or supervision that is disproportionate to that which would reasonably be expected from an individual in this role and at this level.</p> <p>– Performance meets most essential job requirements; however, work is not consistent and requires revision and some degree of supervision.</p>	<p>– Staff rated this grade at the end of their probation period: the probation shall be extended to six months.</p> <p>– For confirmed staff: An increment may be granted unless his/her salary is already at the top entry point of respective salary scale.</p> <p>– Withhold promotion if he/she meets promotion criteria as per Schemes of Service.</p>
1	<p>Poor / Unsatisfactory Did not meet performance requirements</p> <p>– This rating describes performance that did not</p>	<p>– Staff rated this grade at the end of their probation period: The Performance Review and Appraisal</p>

	<p>meet requirements. Quality and timeliness of work reflect serious shortcomings, or the quantity produced falls well short of the established measures of performance. Results are inadequate after consideration of any relevant circumstances beyond the staff member's control. Failure to complete assignments properly or meet deadlines have a negative impact on the ability of the work unit to achieve its goals.</p> <p>– Does not meet performance expectation, substandard performance, i.e., performance does not meet the minimum requirements of the job and requires frequent revision and a high degree of supervision and direction.</p> <p>Improved Performance Required - Performance of responsibilities in significant job areas failed to meet required levels for the position in the past year. Performance plan for the next year will be required.</p>	<p>Committee may decide to terminate employment or give the staff a second chance by extending probation period to another twelve months (one year), and withhold annual increment.</p> <p>– For confirmed staff: withhold increment / promotion if he/she meets promotion criteria as per Schemes of Service or terminate employment.</p>
N/A	Not Applicable or Not Assessed	New staff on probation, staff who are either on a long-term training, leave without pay or sabbatical leave.

1.2 Agreed Objectives

S/N	Agreed Objective(s)	Progress made	Rated Mark		
			Employee	Supervisor	Agreed Mark
Overall Performance Mark (for this section): <i>This should reflect the overall performance and achievement of agreed objectives.</i>					

2.0 ATTRIBUTES OF GOOD PERFORMANCE

S/N	MAIN FACTORS	QUALITY ATTRIBUTE	RATED MARK		
			Employee	Supervisor	Agreed Mark
2.1	WORKING RELATIONSHIPS	Ability to work in team			
		Ability to get on with other staff			
		Ability to gain respect from others			
		Ability to express in writing			

2.2	COMMUNICATION AND LISTENING	Ability to express orally			
		Ability to listen and comprehend			
		Ability to train and develop subordinates			
2.3	MANAGEMENT AND LEADERSHIP	Ability to plan and organize			
		Ability to lead, motivate and resolve conflicts			
		Ability to initiate and innovate			
2.4	PERFORMANCE IN TERMS OF QUALITY	Ability to deliver accurate and high-quality output timely			
		Ability for resilience and persistence			
2.5	PERFORMANCE IN TERMS OF QUANTITY	Ability to meet demand			
		Ability to handle extra work			
2.6	RESPONSIBILITY AND JUDGEMENT	Ability to accept and fulfil responsibility			
		Ability to make right decisions			
2.7	CUSTOMER FOCUS	Ability to respond well to the customer			
2.8	LOYALTY	Ability to demonstrate follower ship skills			
		Ability to provide ongoing support to supervisor(s)			
		Ability to comply with lawful instructions of supervisors			
2.9	INTEGRITY	Ability to devote working time exclusively to work related duties			
		Ability to provide quality services without need for any inducements			
		Ability to apply knowledge abilities to benefit Government and not for personal gains			
Overall Performance (for this section)					

2.10 Additional Comments about the Employee's general behaviour, attitude and role model: (e.g., *hardworking, reliable, cooperative, committed, dedicated, devoted, exemplary, role model, self-disciplined, uncommitted, undependable, untrustworthy, etc.*):

2.11 Employee's Weaknesses

2.11.1 Any special weaknesses which interfere with work?	YES	NO

If "Yes", elaborate:

2.11.2 Have these weaknesses been communicated to the Employee?	YES	NO
If "Yes", how was this effected?	Verbally	Written warning

2.11.3 Any other comments on Employee's Weaknesses

3.0 OVERALL PERFORMANCE (AVERAGE OF SECTIONS 1.0 & 2.0)

Overall Average Performance of the Agreed Mark	
--	--

COMMENTS BY STAFF (if any): _____

Name of Employee: _____ Signature: _____ Date: _____

COMMENTS BY OBSERVER (if any):

Name of Observer: _____ Signature: _____ Date: _____

COMMENTS BY SUPERVISOR (if any):

Name of Supervisor: _____ Signature: _____

Date: _____

4.0 EMPLOYEE REWARDS/DEVELOPMENTAL MEASURES/SANCTIONS

The Supervisor will recommend the most appropriate reward, developmental measures or sanctions against the Employee in accordance to the level of agreed performance targets.

4.1 Recommended for Promotion: Yes No N/A

He/she is recommended for promotion to the level of: _____

4.2 Recommended for Confirmation: Yes No N/A

He/she is recommended for Confirmation in Employment with effect from:

4.3 Recommended for Annual Increment:

Yes

No

N/A

He/she is recommended for Annual Increment with effect from:

4.4 Recommended for Further/Additional Training:

Yes

No

N/A

(If recommended for further / additional training, give specification, i.e. type and name of training, duration of training - short/long course, seminar or evening class):

4.5 Reasons for not recommending for either promotion, confirmation, annual increment, or further training:

4.6 Other recommendations on reward and/or developmental measures:

4.7 Sanctions against the Employee, if any:

Name of Supervisor: _____ Signature: _____

Date: _____

PART IV: COMMENTS AND RECOMMENDATIONS OF THE ADMINISTRATIVE AND TECHNICAL STAFF PERFORMANCE REVIEW AND APPRAISAL COMMITTEE

NB: The recommendations that will be given below shall be submitted to the Human Resources and Students Affairs Committee (HRSAC) for approval.

Please state whether the assessment done by the Employee's Supervisor is: fair / unfair assessment, the Employee is over-rated / under-rated, etc.

Employee Rewards/Developmental Measures/Sanctions

Recommended for Promotion:

Yes No N/A

Recommended for Confirmation:

Yes No N/A

Recommended for Annual Increment:

Yes No N/A

Recommended for Further/Additional Training:

Yes No N/A

Type and Name of Training: _____

Other Recommendations or Comments on reward and/or developmental measures: if any:

Sanctions against the Employee, if any:

Names and Signatures of the Committee Members:

S/N	Name	Signature
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		

Date of the Meeting: _____

Appendix 17C: Fomu ya Wazi ya Mapitio na Upimaji Utendaji Kazi (OPRAS) wa Mwaka



**KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)**

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Telephone +255-027-
Fax: +255-027-2751351
Web site:

FOMU YA WAZI YA MAPITIO NA UPIMAJI UTENDAJI KAZI (OPRAS) WA MWAKA

(Wasaidizi wa Ofisi na Madereva)

Kutoka 1 Julai _____ Hadi 30 Juni _____ (Mwaka wa Fedha)

SEHEMU I: MAELEZO BINAFSI YA MTUMISHI (Ijazwe na Mtumishi):

1.0 Taarifa Binafsi:

1.1 Jina Kamili: _____

1.2 Jinsia: Mume: _____ Mke: _____

1.3 Tarehe ya Kuzaliwa: _____

1.4 Uraia: _____

1.5 Elimu/Sifa:

1.5.1 Elimu ya Msingi:

Darasa uliohitimu: _____

Jina la Shule: _____

Mwaka uliohitimu: _____

1.5.2 Elimu ya Sekondari:

Kidato ulichohitimu: _____

Jina la Shule: _____

Mwaka uliohitimu: _____

1.5.3 Elimu ya Chuo:

Taja mafunzo na/au semina ulizowahi kuhudhuria au ujuzi mwingine wowote ulionao:

2.0 Taarifa za Ajira:

2.1 Idara/Kitengo Unakofanya Kazi kwa Sasa: _____
2.2 Cheo cha Madaraka (*Kiongozi/Msimamizi wa Kitengo au Sehemu, mf. Kiongozi wa Madereva*):

2.3 Cheo cha Muundo: (*mf. Dereva Daraja la II / Msaidizi wa Ofisi Daraja la II*):

2.4 Ngazi ya Mshahara: **TUSS:** _____

2.5 Tarehe ya Cheo cha Muundo au tarehe ya uliyopandishwa Cheo mara ya mwisho:

2.6 Tarehe ya Kuajiriwa:

2.7 Tarehe ya Kuthibitishwa Kazini:

2.8 Masharti ya Kazi: (Kudumu / Mkataba): _____

2.9 Muda uliofanya kazi chini ya Kiongozi/Msimamizi wako wa sasa (miezi/miaka):

SEHEMU YA II: MAKUBALIANO YA UTENDAJI KAZI

Ijazwe na mtumishi anayepimwa kwa makubaliano na Msimamizi wa Kazi

Na.	Malengo Yaliyokubalika	Malengo ya Utendaji Yaliyokubalika	Vigezo vya Utendaji Vilivyokubalika	Mahitaji ya Rasilimali Zilizokubalika
1				
2				
3				

Jina la Mtumishi Anayepimwa: _____ Saini: _____
Tarehe : _____

Jina la Msimamizi wa Kazi: _____ Saini: _____
Tarehe : _____

SEHEMU YA III: MAPITIO YA NUSU MWAKA (DESEMBA _____)

Ijazwe na mtumishi anayepimwa kwa makubaliano na Msimamizi wa Kazi

Na.	Malengo Yaliyokubalika (kama Sehemu ya 2)	Maendeleo ya Utekelezaji Kufikia Lengo	Sababu yenye Kuathiri Utekelezaji
1			
2			
3			

SEHEMU YA IV: KUREKEBISHA MALENGO (pale inapohusika)

Ijazwe na mtumishi anayepimwa kwa makubaliano na Msimamizi wa Kazi

Na.	Marekebicho ya Malengo Yaliyokubalika	Malengo ya Utendaji Yaliyokubalika	Vigezo vya Utendaji Vilivyokubalika	Mahitaji ya Rasilimali Zilizokubalika
1				
2				
3				

Jina la Mtumishi Anayepimwa: _____ Saini: _____ Tarehe : _____

Jina la Msimamizi wa Kazi: _____ Saini: _____ Tarehe : _____

SEHEMU YA V: UPIMAJI WA UTENDAJI KAZI WA MWAKA (JUNI _____)
Ijazwe na mtumishi anayepimwa kwa makubaliano na Msimamizi wa Kazi

ALAMA:

Pointi	Alama	Maelezo
5	A	Vizuri Mno / Bora Sana Utekelezaji wa malengo yote na ya ziada kwa ufanisi wa hali juu
4	B+	Vizuri Sana Utekelezaji wa malengo yote kwa ufanisi
3	B	Vizuri Utekelezaji ni mzuri kwa malengo yote.
2	C	Wastani / Inaridhisha Utekelezaji ni wa wastani kwa malengo yote.
1	D	Haidhirishi Utekelezaji usioridhisha ambao ni chini ya wastani bila sababu za kutosha
	HH	Haiusiki au Haikuangaliwa

UPIMAJI WA UTENDAJI KAZI

Na.	Malengo Yaliyokubalika	Maendeleo ya Utekelezaji wa Malengo Yaliyofikiwa	Alama Iliyotolewa		
			Mtumishi	Msimamizi	Alama Zilizoafikiwa
1					
2					
3					
Jumuisho la Kiwango cha Alama za Utendaji: Jumuisho hili lionyeshe mafanikio ya malengo ya utekelezaji yaliyokubalika sehemu V.					

SEHEMU YA VI: SIFA ZA UTENDAJI BORA

Ijazwe na mtumishi anayepimwa na Msimamizi wa Kazi

Na.	Vigezo Muhimu	Ubora wa Sifa	Alama iliyotolewa		
			Mtumishi	Msimamizi	Alama Zilizoafikiwa
1	MAHUSIANO KAZINI	Uwenzu wa kufanya kazi na wenzi			
		Uwezo wa kushirikiana na wenzi			
		Uwezo wa kustahiliwa na wenzi			

2	MAWASILIANO NA USIKIVU	Uwezo wa kujieleza kimaandishi			
		Uwezo wa kujieleza kwa kunena			
		Uwezo wa usikivu na ufahamu			
		Uwezo wa kufunza na kuendeleza			
3	UONGOZI NA USIMAMIZI	Uwezo wa kupanga na kusimamia			
		Uwezo wa kuongoza, kuhamasisha na kutatua migongano			
		Uwezo wa ubunifu na uanzishaji			
4	UBORA WA UTENDAJI	Uwezo wa kutoa matokeo sahihi kwa wakati			
		Uwezo wa kuhimili utekelezaji na kuendelea kwa muda mrefu.			
5	UTENDAJI UNAOZINGATIA WINGI WA MATOKEO	Uwezo wa kufikia malengo			
		Uwezo wa kumudu majukumu ya ziada			
6	UWAJIBIKAJI NA UTOAJI WA MAAMUZI	Uwezo wa uwajibikaji katika kutekeleza majukumu			
		Uwezo wa kufanya maamuzi sahihi kwa wakati muafaka			
7	KUTHAMINI WATEJA	Uwezo wa kuhudumia wateja			
8	UAMINIFU	Uwezo wa kuonyesha stadi za uongozi			
		Uwezo wa kumsaidia Kiongozi kutekeleza majukumu yake			
		Uwezo wa kupokea na kutekeleza maelekezo			
9	UADILIFU	Uwezo wa kutekeleza majukumu kikamilifu kwa muda uliopangwa			
		Hutoa huduma bora bila vishawishi			
		Uwezo wa kutumia taaluma kwa manufaa ya umma			
Jumuisho la Kiwango cha Alama za Utendaji Sehemu ya VI.					

10. Maelezo/maoni mengine kuhusu tabia na mtazamo wa Mtumishi (*mfano, ni mchapa kazi, anajituma, mwaminifu, mwadilifu, ana ushikiriano na watumishi wenzake, wa kutegemewa, mfano wa kuigwa, mvivu, mtegaji, mwaribifu wa vitendea kazi, mlalamishi, mdokozi, n.k.*):

11. Orodhesha/taja upungufu wa mtumishi ambao huchangia/husababisha ufanisi wake wa kazi kuwa hafifu:

Je, Mtumishi amefahamishwa upungufu wake? Ndiyo

Hapana

H/H

Kama 'Ndiyo', ni kwa njia/namna gani?

Kwa maandishi

Ndiyo

Hapana

H/H

Kwa mdomo

Ndiyo

Hapana

H/H

Maoni mengine kuhusu upungufu wa Mtumishi uliotajwa hapo juu (kama yapo):

SEHEMU YA VII: UTENDAJI WA JUMLA (WASTANI WA SEHEMU YA V NA VI)

Wastani wa Utendaji Wa Jumla wa Alama Zilizoafikiwa

MAONI YA MTUMISHI (kama yapo):

Jina la Mtumishi: _____ Saini: _____ Tarehe: _____

MAONI YA MSIKILIZAJI (kama yapo):

Jina la Msikilizaji: _____ Saini: _____ Tarehe: _____

MAONI YA MSIMAMIZI (kama yapo): _____

Jina la Msimamizi: _____ Saini: _____ Tarehe: _____

SEHEMU YA VIII: TUZO/HATUA ZA KUBORESHA UTENDAJI/HATUA ZA KINIDHAMU

Msimamizi wa kazi atapendekeza aina ya tuzo au hatua za kuboresha utendaji wa mtumishi ama hatua za kinidhamu kulingana na kiwango cha utekelezaji wa malengo yaliyokubalika.

Inapendekezwa Apandishwe Cheo:

Ndiyo

Hapana

H/H

Inapendekezwa Apandishwe Cheo kuwa _____

Inapendekezwa Athibitishwe Kazini:

Ndiyo

Hapana

H/H

Inapendekezwa Athibitishwe Kazini Kuanzia Tarehe _____

Inapendekezwa Apewe Nyongeza ya Mshahara:

Ndiyo

Hapana

H/H

Inapendekezwa Apewe Nyongeza ya Mshahara Kuanzia Tarehe _____

Inapendekezwa Ahudhurie Mafunzo: Ndiyo Hapana H/H

Kama inapendekezwa ahudhurie mafunzo, eleza ni mafunzo ya aina /kiwango /muda gani:

Sababu za kutopendekeza kupandishwa cheo, kuthibitishwa kazini, kupewa nyongeza ya mshahara, au kuhudhuria mafunzo:

Jina la Msimamizi: _____ **Saini:** _____ **Tarehe:** _____

SEHEMU YA IX: MAONI NA MAPENDEKEZO YA KAMATI YA MAPITIO NA UPIMAJI UTENDAJI KAZI

Mapendekezo yatakayotolewa hapa chini yatawasilishwa kwenye Kamati ya Rasilimali Watu na Wanafunzi (*Human Resources and Students Affairs Committee - HRSAC*) kwa ajili ya kupitishwa / kutolewa uamuzi.

Maoni kuhusu tathmini na upimaji utendaji kazi uliofanywa na Msimamizi wa Kazi wa Mtumishi

Tuzo/Hatua za Kuboresha Utendaji/Hatua za Kinidhamu

Inapendekezwa Apandishwe Cheo: Ndiyo Hapana H/H

Inapendekezwa Athibitishwe Kazini: Ndiyo Hapana H/H

Inapendekezwa Apewe Nyongeza ya Mshahara: Ndiyo Hapana H/H

Inapendekezwa Ahudhurie Mafunzo: Ndiyo Hapana H/H

Kama inapendekezwa ahudhurie mafunzo, eleza ni mafunzo ya aina /kiwango /muda gani:

Sababu za kutopendekeza kupandishwa cheo, kuthibitishwa kazini, kupewa nyongeza ya mshahara, au mafunzo: _____

Mapendekezo au maoni mengine kuhusu Tuzo na Hatua za Kuboresha Utendaji (kama yapo):

Hatua za Kinidhamu (kama zipo):

Majina na Saini za Wajumbe wa Kamati

Na.	Jina	Saini
1		
2		
3		
4		
5		
6		

Tarehe ya Kikao: _____

Appendix 17D: Staff Performance Appraisal (OPRAS) Rating Points and Grades



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE (A Constituent College of Tumaini University Makumira)

STAFF PERFORMANCE APPRAISAL (OPRAS) RATING POINTS AND GRADES

Points	Grades and Percentages	Descriptions of Rating Points / Grades	Remarks
5	A (85-100%)	<p>Excellent / Exceptional Consistently exceeded performance requirements</p> <p>– Performance at this level is considered extraordinary. This rating is characterised not only by achieving exceptional results in terms of quality, quantity and timeliness, but consistently going beyond those normally expected for the position.</p> <p>– Accomplishments are unique, exceptional, and far beyond what is required.</p>	<p>– Recommended for staff with real extraordinary / exceptional performance</p> <p>– Staff rated this grade should also get a commendation letter plus monetary reward.</p> <p>– An increment will be granted unless his/her salary is already at the top entry point of respective salary scale.</p> <p>– Staff to be promoted if he/she meets promotion criteria.</p>
4	B+ (70-84%)	<p>Very Good / Commendable Frequently exceeded performance requirements</p> <p>– Performance at this level is considered outstanding. This rating is characterised not only by achieving excellent results in terms of quality, quantity and timeliness, but frequently going beyond those normally expected for the position.</p> <p>– Accomplishments are above expected level or essential job requirements.</p> <p>– Demonstrated a comprehensive understanding and consistent performance of job responsibilities.</p>	<p>– Recommended for staff with real outstanding performance</p> <p>– Staff rated this grade should get a commendation letter.</p> <p>– An increment will be granted unless his/her salary is already at the top entry point of respective salary scale.</p> <p>– Staff to be promoted if he/she meets promotion criteria as per Schemes of Service.</p>
3	B (60-69%)	<p>Good Fully met the expected performance requirements</p> <p>– This rating describes performance that fully met requirements in terms of the quality, quantity and timeliness of results achieved and represents the fully acceptable level of performance for the position.</p> <p>– Demonstrated a full understanding of the job duties.</p>	<p>– An increment will be granted unless his/her salary is already at the top entry point of respective salary scale.</p> <p>– Staff to be promoted if he/she meets promotion criteria as per Schemes of Service.</p>
2	C (50-59%)	<p>Average / Satisfactory Partially met performance requirements</p>	<p>– Staff rated this grade at the end of their probation period:</p>

		<p>– This rating describes performance that partially met requirements. Quality and timeliness of work reflect shortcomings, or the quantity produced falls short of the established measures of performance. Some results are inadequate after consideration of any relevant circumstances beyond the staff member's control. Certain assignments are only accomplished with a level of help or supervision that is disproportionate to that which would reasonably be expected from an individual in this role and at this level.</p> <p>– Performance meets most essential job requirements; however, work is not consistent and requires revision and some degree of supervision.</p>	<p>the probation shall be extended to six months.</p> <p>– For confirmed staff: An increment may be granted unless his/her salary is already at the top entry point of respective salary scale.</p> <p>– Withhold promotion if he/she meets promotion criteria as per Schemes of Service.</p>
1	D (1-49%)	<p>Poor / Unsatisfactory Did not meet performance requirements</p> <p>– This rating describes performance that did not meet requirements. Quality and timeliness of work reflect serious shortcomings, or the quantity produced falls well short of the established measures of performance. Results are inadequate after consideration of any relevant circumstances beyond the staff member's control. Failure to complete assignments properly or meet deadlines have a negative impact on the ability of the work unit to achieve its goals.</p> <p>– Does not meet performance expectation, substandard performance, i.e., performance does not meet the minimum requirements of the job and requires frequent revision and a high degree of supervision and direction.</p> <p>Improved Performance Required - Performance of responsibilities in significant job areas failed to meet required levels for the position in the past year. Performance plan for the next year will be required.</p>	<p>– Staff rated this grade at the end of their probation period: The Performance Review and Appraisal Committee may decide to terminate employment or give the staff a second chance by extending probation period to another twelve months (one year), and withhold annual increment.</p> <p>– For confirmed staff: withhold increment / promotion if he/she meets promotion criteria as per Schemes of Service or terminate employment.</p>
	N/A	Not Applicable or Not Assessed	New staff on probation, staff who are either on a long-term training, leave without pay or sabbatical leave.

Appendix: 18: Appreciation Letter for Good Performance



**KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)**

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Fax: +255-027-2751351.
Web site: <http://www.kcmuco.ac.tz>

Date: _____

Ref. No.: _____

Prof./Dr./Rev./Sr./Mr./Mrs./Ms./Miss. _____

P.O. Box _____

Re: Appreciation for Your Work Performance During the Year _____

During the **Annual Staff Performance Review and Appraisal** session for the Year _____, your work performance was noted to be **extraordinary / commendable** and you were rated '_____' performer.

On behalf of the KCMUCo Management and Governing Board, I would like to congratulate you for the excellent performance. I would also like to urge you to continue working hard and motivate other workers to emulate you. KCMUCo can certainly not give you the reward you deserve, but to thank and request you to keep up that spirit.

I look forward to your continued similar performance in future.

Provost

Appendix 19A: Letter of Promotion



**KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)**

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Telephone +255-027-2753616.
Fax: +255-027-2751351.
Web site: <http://www.kcmuco.ac.tz>

CONFIDENTIAL

Date: _____

Ref. No.: _____

Prof./Dr./Rev./Sr./Mr./Mrs./Ms./Miss. _____

P.O. Box _____

RE: PROMOTION

I am glad to inform you that during its ___ Meeting held on _____, the Human Resources and Students Affairs Committee (HRSAC) agreed to **promote** you on **merit** (based on your good performance and conduct) / **promote** you based on your new qualifications of _____ to the post of _____ with effect from _____ on the following terms and conditions:

- i. This post falls in the salary scale **TUSS** ___ i.e., **TShs.** _____ to _____ per month. You will enter at **TShs.** _____ per month.
- ii. Your duties and responsibilities shall be as specified in the attached **Job Description**.
- iii. Other terms and conditions of your employment will remain as they are.

Please confirm, in writing, that you have accepted the new post based on the above-mentioned terms and conditions.

Your salary will be adjusted after you letter of confirmation accepting the new post.

Wishing you all best in fulfilling the responsibilities of your new post.

Provost

Appendix 19B: Letter of Recategorization



**KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)**

P. O. Box 2240, MOSHI,
Tanzania.
Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.
Fax: +255-027-2751351.
Web site: <http://www.kcmuco.ac.tz>

CONFIDENTIAL

Date: _____

Ref. No.: _____

Prof/Dr./Rev./Sr./Mr./Mrs./Ms./Miss. _____

P.O. Box _____

RE: RECATEGORISATION

I am glad to inform you that during its ___ Meeting held on ____, the Human Resources and Students Affairs Committee (HRSAC) agreed to **recategorize** you based on your new qualifications of _____ to the post of _____ with effect from _____ on the following terms and conditions:

- i. This post falls in the salary scale **TUSS** ___ i.e., **TShs.** _____ to _____ per month. You will enter at **TShs.** _____ per month.
- ii. Your duties and responsibilities shall be as specified in the attached **Job Description**.
- iii. Other terms and conditions of your employment will remain as they are.

Please confirm, in writing, that you have accepted the new post based on the above-mentioned terms and conditions.

Your salary will be adjusted after you letter of confirmation accepting the new post.

Wishing you all best in fulfilling the responsibilities of your new post.

Provost

Appendix 20A: Bonding Agreement for Academic Staff Attending Training



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

BONDING AGREEMENT FOR ACADEMIC STAFF ATTENDING POSTGRADUATE TRAINING

This Bonding Agreement is made on the ____ day of _____ in the year of our Lord _____.

BETWEEN

KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE (KCMUCo) of P. O. Box 2240, Moshi, (hereinafter called the “**EMPLOYER**”), expression which shall include and extend to his encumbrances, its successors and assignees of one part

AND

DR./MR./MRS./MS./MISS _____ of P. O. Box _____, _____, (hereinafter called the “**EMPLOYEE**”), expression which shall include and extend to his encumbrances, its successors and assignees of the other part

WHEREAS the Employee is in the employment of KCMUCo as a _____, and

WHEREAS the Employee has been selected to pursue Master’s / PhD / Post-Doctoral programme in _____ (hereinafter called the (“**Course**”), for period of _____ **years** (from ____ to ____), at _____ (hereinafter called the “**Training Institution**”), on **full-time / part-time / open distance learning** basis.

IT IS HEREBY AGREED THAT:

(1) The training costs will be borne on a cost-sharing basis; whereby the Employer shall pay for the following:

- (a) _____
- (b) _____
- (c) _____
- (d) _____

(2) The Employer shall continue paying the Employee full monthly salary for paying for all other expenses related to the training.

(3) The Employee shall pursue and complete the course in accordance with the directions contained herein and in accordance with any other such directions as may be given by the Training Institution.

- (4) The Employee shall pursue his/her course diligently and upon completion of the course shall immediately leave the Training Institution and return and work for the Employer for a period of **not less than five (5) years**.
- (5) The Employee further commits himself/herself that, if upon completion of the course finds another employment and therefore decides to serve another employer, other than the employer exhibited by this **Bonding Agreement**, he shall be required to pay back the amount spent by the Employer, if any, without any obstruction.
- (6) The Employee further agrees that, in any event which contravenes **clause two (2)** above and willfully fail to remedy the situation, the Employer shall recourse to court for appropriate legal remedies.
- (7) The Employee shall attend and compete the course timely, return, and work for the Employer, and the Guarantors are willing to guarantee the due performance of this Bond Agreement by the Employee.
- (8) The Employee shall pursue the course and diligently continue with training until the completion of the course unless he/she is prevented from doing so by sickness not self-induced by his conduct.
- (9) The Employee shall complete the course in accordance with the rules and regulations of the Training Institution. The Employer/sponsor shall not pay any additional costs for failure to accomplish the course within time as required by the Training Institution.
- (10) The Employee shall abide by not only with Employer's rules and regulations but also with all directives as may be given to him by the Employer. Such directives shall be updated from time to time and the same shall be executed and form part to this **Bonding Agreement**.
- (11) The Employee shall sit for and pass any prescribed examination or group of examinations within the time fixed by the authorities of the Training Institution or by the Employer unless he is prevented from so doing by sickness proved by a certificate from a medical practitioner or by other circumstances beyond his control. Short of that, the Employee shall bear all the costs for repeating the examinations or a year.
- (12) The Employee shall study aggressively and obtain a **GPA of 4.0** and above or an **average of B+** and above. Short of that the Employee shall not continue to be academic staff, but shall be re-categorised to another cadre if he/she so desires.
- (13) Upon successful completion of the course with a **GPA of 4.0 or above**, the Employee shall enter into such employment as shall be directed by the Employer and shall without prejudice of the foregoing paragraphs remain in service for his Employer for a period of not less than **five (5) years**.
- (14) The Employee shall submit academic progress reports at the end of each semester. The Employer shall also have the right to claim for the progress report from the Training Institution.
- (15) If the Employee contravenes or fails to comply with any of the provisions of this **Bonding Agreement**, the Employee and the Guarantor(s) shall be jointly and severally liable to repay the Employer expenses incurred, if any, in connection with the Employee's attending the course and legal remedies for breach of Agreement as shall be determined by court of competent jurisdiction.
- (16) If the Employee resigns, **requests for leave without pay** or is dismissed from his employment or has his appointment terminated, on grounds other than medical, within five (5) year of his assumption or resumption of his employment following completion of his course, jointly or severally there-of, the Employee and the Guarantor(s) shall be liable to repay all expenses incurred by the Employer, if any, and legal remedies for breach of this Agreement shall be determined by court of competent jurisdiction.

(17) All other terms and conditions not covered in this Agreement shall be as stipulated in the Employer's Staff Regulations and Conditions of Service, Human Resource Training and Development Policy, College Governing Board's Directives and any other applicable instruments and documents in force, which shall be read together with this Agreement.

(18) This Bond Agreement, if it is signed by the Employee at any time after commencing the course, it shall be interpreted and have effect in all respects as if signed by him at the period of commencing the course.

IN WITNESS WHEREOF the parties here-to have duly executed these in the manner and the day and year here-in-after mentioned.

SIGNED and DELIVERED by the said **Dr/Mr/Mrs/Ms/Miss.** _____

Employee's Signature: _____

Date: _____

COUNTERSIGNED BY FIRST GUARANTOR:

Name: _____

Signature: _____

Postal Address: _____

Position: _____

COUNTERSIGNED BY SECOND GUARANTOR:

Name: _____

Signature: _____

Postal Address: _____

Position: _____

SIGNED and DELIVERED by the **Provost / Deputy Provost** for and on behalf of KCMUCo

Employer's Signature: _____

Date: _____

Official Stamp:

COUNTERSIGNED BY (DPA, Legal Officer or Head-HRMA)

Name: _____

Signature: _____

Postal Address: _____

Position: _____

APPENDIX 20B: Bond Agreement for Administrative and Technical Staff Attending Training



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

P. O. Box 2240, MOSHI,
Tanzania.
Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.
Fax: +255-027-2751351.
Web site: <http://www.kcmuco.ac.tz>

BONDING AGREEMENT FOR ADMINISTRATIVE AND TECHNICAL STAFF ATTENDING TRAINING

This Bonding Agreement is made on the ____ day of _____ in the year of our Lord _____.

BETWEEN

KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE (KCMUCo) of P. O. Box 2240, Moshi, (hereinafter called the **“EMPLOYER”**), expression which shall include and extend to his encumbrances, its successors and assignees of one part

AND

DR./MR./MRS./MS./MISS _____ of P. O. Box _____, _____, (hereinafter called the **“EMPLOYEE”**), expression which shall include and extend to his encumbrances, its successors and assignees of the other part

WHEREAS the Employee is in the employment of KCMUCo as a _____, and

WHEREAS the Employee has been selected to pursue Certificate / Diploma / Bachelor / Postgraduate Diploma / Master / PhD programme in _____ (hereinafter called the **“Course”**), for period of _____ years (from ___ to ___), at _____ (hereinafter called the **“Training Institution”**), on **full-time / part-time / open distance learning** basis.

IT IS HEREBY AGREED THAT:

(19) The training costs will be borne on a cost-sharing basis; whereby the Employer shall pay for the following:

- (a) _____
- (b) _____
- (c) _____
- (d) _____

- (20) The Employer shall continue paying the Employee full monthly salary for paying for all other expenses related to the training.
- (21) The Employee shall pursue and complete the course in accordance with the directions contained herein and in accordance with any other such directions as may be given by the Training Institution.
- (22) The Employee shall pursue his/her course diligently and upon completion of the course shall immediately leave the Training Institution and return and work for the Employer for a period of **not less than five (5) years** (for Bachelor, Master and PhD courses) and **three years** (for Certificate, Ordinary Diploma and Postgraduate Diploma courses).
- (23) The Employee further commits himself/herself that, if upon completion of the course finds another employment and therefore decides to serve another employer, other than the employer exhibited by this **Bonding Agreement**, he/she shall be required to pay back the amount spent by the Employer, if any, without any obstruction.
- (24) The Employee further agrees that, in any event which contravenes **clause two (2)** above and willfully fail to remedy the situation, the Employer shall recourse to court for appropriate legal remedies.
- (25) The Employee shall attend and complete the course timely, return, and work for the Employer, and the Guarantors are willing to guarantee the due performance of this Bond Agreement by the Employee.
- (26) The Employee shall pursue the course and diligently continue with training until the completion of the course unless he is prevented from doing so by sickness not self-induced by his conduct.
- (27) The Employee shall complete the course in accordance with the rules and regulations of the Training Institution. The Employer shall not pay any additional costs for failure to accomplish the course within time as required by the Training Institution.
- (28) The Employee shall abide by not only with Employer's rules and regulations but also with all directives as may be given to him by the Employer. Such directives shall be updated from time to time and the same shall be executed and form part to this **Bonding Agreement**.
- (29) The Employee shall sit for and pass any prescribed examination or group of examinations within the time fixed by the authorities of the Training Institution or by the Employer unless he/she is prevented from so doing by sickness proved by a certificate from a medical practitioner or by other circumstances beyond his/her control. Short of that, the Employee shall bear all the costs for repeating the examinations or a year.
- (30) The Employee shall submit academic progress reports at the end of each semester. The Employer shall also have the right to claim for the progress report from the Training Institution.
- (31) If the Employee contravenes or fails to comply with any of the provisions of this **Bonding Agreement**, the Employee and the Guarantor(s) shall be jointly and severally liable to repay the Employer expenses incurred, if any, in connection with the Employee's attending the course and legal remedies for breach of the Agreement as shall be determined by court of competent jurisdiction.
- (32) If the Employee resigns, requests for leave without pay or is dismissed from his/her employment or has his/her appointment terminated, on grounds other than medical, within five (5) year of his/her assumption or resumption of his/her employment following completion of his/her course, jointly or severally there-of, the Employee and the Guarantor(s) shall be liable to repay all expenses incurred by the Employer, if any, and legal remedies for breach of this Agreement shall be determined by court of competent jurisdiction.

(33) All other terms and conditions not covered in this Agreement shall be as stipulated in the Employer's Staff Regulations and Conditions of Service, Human Resource Training and Development Policy, College Governing Board's Directives and any other applicable instruments and documents in force, which shall be read together with this Agreement.

(34) This Bonding Agreement, if it is signed by the Employee at any time after commencing the course, it shall be interpreted and have effect in all respects as if signed by him/her at the period of commencing the course.

IN WITNESS WHEREOF the parties here-to have duly executed these in the manner and the day and year here-in-after mentioned.

SIGNED and DELIVERED by the said **Dr/Mr/Mrs/Ms/Miss.** _____

Employee's Signature: _____

Date: _____

COUNTERSIGNED BY FIRST GUARANTOR:

Name: _____

Signature: _____

Postal Address: _____

Position: _____

COUNTERSIGNED BY SECOND GUARANTOR:

Name: _____

Signature: _____

Postal Address: _____

Position: _____

SIGNED and DELIVERED by the **Provost / Deputy Provost** for and on behalf of KCMUCo

Employer's Signature: _____

Date: _____

Official Stamp:

COUNTERSIGNED BY (DPA, Legal Officer or Head-HRMA)

Name: _____

Signature: _____

Postal Address: _____

Position: _____

Appendix 21A: Permission to be out of Work on Personal Reasons



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

PF. No. _____ Identity Card No. _____

REQUEST FOR PERMISSION TO BE OUT OF WORKING STATION ON PERSONAL REASONS

- NB:**
- (i) The number of days requested should **not exceed THREE working days**.
 - (ii) The request for permission should be made **THREE DAYS** before the anticipated date of permission.
 - (iii) The number of days requested shall be deducted from entitled Annual Leave.**

SECTION A: TO BE FILLED BY APPLICANT

1. Full Name: _____
2. Designation/Post: _____
3. Department/Unit: _____
4. Number of days requested: _____ Date (s): From _____ to _____
5. Reasons for requesting the permission:

Signature of the Applicant: _____ Date: _____

SECTION B: TO BE COMPLETED BY DEAN/DIRECTOR/HEAD OF DEPARTMENT/UNIT

I recommend/**do not** recommend the request for permission.

Reason(s):

Name: _____ Signature: _____ Date: _____

SECTION C: TO BE COMPLETED BY ADMINISTRATIVE AND HUMAN RESOURCES OFFICER (HR Dept)

1. The date(s) he/she was last given permission on personal reasons was from _____ to _____

2. He/She is supposed to report back to work on (date): _____

3. Any Other Comments:

Name: _____ Signature: _____ Date: _____

SECTION D: TO BE COMPLETED BY THE APPROVING AUTHORITY

I approve/**do not** approve the request for permission.

Reason(s):

Signature: _____
(Head, HRMA/DPA)

Date: _____

Appendix 21B: Maombi ya Ruhusa kwa Shughuli Binafsi



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

Na. ya Jalada: _____ Na. ya Kitambulisho: _____

FOMU YA MAOMBI YA RUHUSA YA KUTOKA NJE YA KITUO CHA KAZI KWA SHUGHULI BINAFSI

- Kumbuka:** (i) Idadi ya siku zinazoombwa zisizidi/zisiwe zaidi ya **siku tatu za kazi**.
(ii) Maombi yawasilishwe siku **TATU** kabla ya tarehe ya kuondoka ili kupata uamuzi kwa muda unaofaa.
(iii) Siku hizo zitakatwa kwenye Likizo ya Mwaka.

SEHEMU A: IJAZWE NA MUOMBAJI

Jina Kamili: _____

Idara/Sehemu: _____

Kazi ninayofanya/Cheo: _____

Ninaomba ruhusa ya siku: _____ kuanzia tarehe _____ mpaka tarehe _____

Madhumuni ya ruhusa: _____

Saini ya Mwombaji: _____ Tarehe: _____

SEHEMU B: IJAZWE NA MKUU WA KITIVO/KURUGENZI/IDARA/KITENGO

Nimekubali/**Sikubali** maelezo yaliyotolewa hapo juu kwa sababu zifuatazo: _____

Jina: _____ Saini: _____ Tarehe: _____

SEHEMU C: IJAZWE NA AFISA UTAWALA NA UTUMISHI (Idara ya Rasilimaliwatu)

1. Mara ya mwisho alipewa ruhusa kwa shughuli binafsi kuanzia tarehe _____ hadi _____

2. Anatakiwa kuripoti kazini tarehe: _____

5. Maoni Mengineyo (kama yapo): _____

Jina: _____ Saini: _____ Tarehe: _____

SEHEMU D: IJAZWE NA ANAYERUHUSU MTUMISHI APEWE RUHUSA

Nimekubali / **Sikubali** Mtumishi huyu apewe ruhusa kwa sababu zifuatazo:

Saini: _____
(**Head, HRMA / DPA/ PROVOST**)

Tarehe: _____

Appendix 22A: Permission on Official Duty



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

PF. No. _____ Identity Card No. _____

REQUEST FOR PERMISSION TO BE OUT OF WORKING STATION ON OFFICIAL DUTY

(NB: The request for permission should be made at least THREE DAYS before the anticipated date of permission)

SECTION A: TO BE FILLED BY APPLICANT

1. Full Name: _____
2. Designation/Post: _____
3. Department/Unit: _____
4. Number of days requested: _____ Date (s): From _____ to _____
5. Reasons for requesting the permission:

Signature of the Applicant: _____ Date: _____

SECTION B: TO BE COMPLETED BY DEAN/DIRECTOR/HEAD OF DEPARTMENT/UNIT

I recommend/**do not** recommend the request for permission.

Reason(s): _____

Signature: _____ Date: _____

SECTION C: TO BE COMPLETED BY THE APPROVING AUTHORITY

I approve/**do not** approve the request for permission:

Reason(s): _____

Signature: _____ Date: _____
(Head, HRMA/DPA/PROVOST)

Appendix 22B: Ruhusa kwa Shughuli za Kikazi



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE (A Constituent College of Tumaini University Makumira)

Na. ya Jalada: _____ Na. ya Kitambulisho: _____

MAOMBI YA RUHUSA YA KUTOKA NJE YA KITUO KWA SHUGHULI ZA KIKAZI

(**Kumbuka:** Maombi haya yawasilishwe siku **TATU** kabla ya tarehe ya kuondoka ili kupata uamuzi kwa muda uanofaa)

SEHEMU A: IJAZWE NA MUOMBAJI

1. Mimi (Jina) _____
 2. Kazi ninayofanya/Cheo: _____
 3. Ninaomba ruhusa ya siku: _____ kuanzia tarehe _____ mpaka tarehe _____
 4. Ninasafiri kikazi kwenda _____
 5. Madhumuni ya safari: _____
- _____
- _____
- _____

Saini ya Mwombaji: _____ Tarehe: _____

SEHEMU B: IJAZWE NA MKUU WA KITIVO/KURUGENZI/IDARA/KITENGO

Nimekubali/**Sikubali** maelezo yaliyotolewa hapo juu kwa sababu zifuatazo:

Jina: _____ Saini: _____ Tarehe: _____

SEHEMU C: IJAZWE NA ANAYERUHUSU MTUMISHI APEWE RUHUSA

Nimekubali / **Sikubali** Mtumishi huyu apewe ruhusa kwa sababu zifuatazo:

Saini: _____ Tarehe: _____
Mkuu wa Idara ya Rasilimali Watu/Naibu Mkuu wa Chuo Utawala/Mkuu wa Chuo

APPENDIX 23: Staff Exit Clearance and Release Form



**KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)**

STAFF EXIT CLEARANCE AND RELEASE FORM

SECTION A: CLEARANCE INSTRUCTIONS

An Employee Clearance Form is required for every separating/leaving employee to ensure the return of all College properties such as keys, records, and equipment; settlement of any outstanding duties and financial obligations (e.g., travel and salary advances must be cleared); access to College systems has been cancelled.

Employees must visit the respective departments/units/offices to obtain appropriate signatures prior to the leaving the College. Employees who are separating from employment or retiring must complete the separation/exit clearance process by the last day of employment.

SECTION B: PERSONAL INFORMATION

Kindly complete this form and ensure verification from the individual Department/Unit Heads or their Representatives. Then submit the completed form to the Department of Human Resources Management and Administration (HRMA).

1. Employee's Name: _____
2. Designation/Post: _____
3. Department/Unit: _____
4. Last Working Day/date: _____
5. Type of Separation (*Please Tick*):
 - a. Termination _____
 - b. Resignation _____
 - c. Retirement _____
 - d. Other _____ (*Please specify*): _____

SECTION C: EXIT CLEARANCE CHECKLIST

The list below includes items that are generally required in the clearance process; however, it is not exhaustive. Please tick in each box to indicate clearance where applicable or not applicable.

(i) Please return/handover College property to the respective Head of Department / Unit

S/N	Item	Yes	No	Date Returned / Done	Name & Signature of Head of Department / Unit		Remarks / Comments, (if any) <i>(e.g., received in good order or not)</i>
					Name	Signature	
1	Desktop Computer (Desk/Laptop) (Model						

	_____)						
2	Laptop Computer (Model _____)						
3	Printer (Model _____)						
4	Photocopy machine (Model _____)						
5	Fax machine (Model _____)						
6	LCD Projector						
7	External Drive, iPad						
8	Cell Phone						
9	Return office keys to Estates Management Office						
10	Return Cupboard Key (s) to your Head of Department						
11	Desk / Drawers Key (s) to your Head of Department						
12	Return borrowed books to Library						
13	Pay outstanding fees for late returned books						
14	Finance and Accounts Office: Travel advances; Payroll advances/overpayments have been cleared						
15	Return Identity Card, National Health Insurance Fund Card (s) to HR Office						
16	College Operational Tools (i.e., Approved College Policies, Charters, Schemes of Service, Staff Regulations and Conditions of Service, etc.)						
17	Access to College ICT systems has been cancelled						

I certify that to the best of my knowledge; all appropriate areas have been properly cleared. I understand that KCMUCo reserves the right to request the restitution of or payment of any property or the settlement of any outstanding obligations that might have been excluded from the clearance process. Upon separation, I understand that I have an ongoing responsibility to maintain the confidentiality of any student and/ or employee information to which I may have been privy to during my employment at KCMUCo.

Employee's Signature: _____ **Date:** _____

(ii) To be completed by Head of HRMA Department or HR Office Representative

Comments (if any): _____

Name: _____ **Signature:** _____ **Date:** _____

(ii) To be completed by DPA

Comments (if any): _____

Name: _____ **Signature:** _____ **Date:** _____

Appendix 24: Certificate of Service/Employment



**KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)**

P. O. Box 2240, Moshi,
Tanzania.
Email: info@kcmuco.ac.tz

Telephone +255-027-2753616
Fax: +255-027-2751351
Web site: <http://www.kcmuco.ac.tz>

CERTIFICATE OF SERVICE/EMPLOYMENT

REF. NO.: _____

DATE: _____

This is to certify that Prof./Dr./Rev./Mr./Mrs./Ms./Miss. _____
was in the employment of KCMUCo from _____ to _____ in the
capacity of _____

His/Her efficiency was _____

His/Her general conduct was _____

Cause of Termination of Appointment: _____

Comments: _____

Name: _____

Signature: _____

Provost / Deputy Provost for Administration

N.B: Efficiency and General Conduct are each to be expressed in one of the following terms:

- a) Excellent
- b) Very Good
- c) Good
- d) Average / Satisfactory

APPENDIX 25: Staff Exit Interview Form / Questionnaire



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE (A Constituent College of Tumaini University Makumira)

P. O. Box 2240, MOSHI,
Tanzania.
Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.
Fax: +255-027-2751351.

Web site: <http://www.kcmuco.ac.tz>

CONFIDENTIAL

STAFF EXIT INTERVIEW FORM / QUESTIONNAIRE

(NB: The Exit Interview form/questionnaire is to be used for all employees who are leaving KCMUCo employment with the exception of those who leave under the following circumstances: ill health retirement, normal retirement, redundancy/lay off, dismissal).

Dear Staff,

Thank you for taking the time to participate in the KCMUCo exit interview. As a separating employee, you are a valuable source of information regarding various working conditions experienced during your period of employment.

This information is requested to help the Directorate of Human Resources Management and Administration identify possible reasons why employees decide to leave KCMUCo. We strive to maintain a positive working environment and hope that your suggestions, comments, and observations will help us in continuing to achieve this goal.

We encourage you to be frank and honest in your responses so that we may gain from your experience as a KCMUCo employee. Please know that this information is confidential, and your questionnaire will not become part of your personnel file, and will in no way affect your re-employment possibilities should you be eligible and desire to seek employment again with KCMUCo.

You are kindly requested to fill out this Exit Interview Form / Questionnaire and return it the Head of Human Resources Management and Administration prior to your date of leaving or as soon as possible afterwards.

DPA / Director-HRMA

PART I: PERSONAL PARTICULARS

1. Full Name: _____
2. Current Designation/Post: _____

3. Department: _____
4. Employment Date: _____
5. Retirement / End of Contract / Resignation / Termination Date: _____
6. Date of Leaving: _____
7. Length of Service with the College: _____
8. Length of time in current post: _____

PART II: REASONS FOR LEAVING

Place a *tick symbol* (✓) in the box that best describes the reason(s) or factor(s) that led to your decision to leave KCMUCo. Please tick all that apply. If more than one reason is given, please circle the primary reason.

S/N	REASON(S) FOR LEAVING	PLACE A TICK SYMBOL (✓)
1	Change of career / took another position	
2	Home/family issues	
3	Going for further studies	
4	Relocating	
5	Lack of Recognition	
6	Dissatisfaction with:	
a.	<i>Compensation (salary and fringe benefits)</i>	
b.	<i>Type of work</i>	
c.	<i>Supervisor</i>	
d.	<i>Co-workers</i>	
e.	<i>Working conditions</i>	
f.	<i>Leadership</i>	
8	Work culture	
9	Significant career change /Career Advancement Opportunity / Better Opportunity	
10	Other (please specify)	
11	If you have already accepted a new job, please select the items that you find more attractive about your new position:	
a.	<i>Better compensation</i>	
b.	<i>Better work culture</i>	
c.	<i>Better location</i>	
d.	<i>Leadership</i>	
e.	<i>Better work-life balance</i>	
f.	<i>Different industry</i>	
12	Other (specify)	

PART III: COMMENTS ABOUT THE JOB

1. Was your workload usually

S/N	ITEM	PLACE A TICK SYMBOL (✓)
1	Too heavy	
2	Average/Normal	
3	Too light	

2. How did you feel about the following?

S/N	ITEM	Very Satisfied	Slightly Satisfied	Neutral	Slightly Dissatisfied	Very Dissatisfied

1	Opportunity to use your abilities					
2	Recognition for the work you did					
3	Opportunities for advancement and professional development					
4	Your supervisor's management methods					
5	Opportunity to talk with your supervisor					
6	The information you received on College policies, regulations, guidelines, procedures and practices					
7	Physical working conditions					

3. What did you like most about your job and/or KCMUCo? _____
4. What did you like least about your job and/or KCMUCo? _____
5. Did you encounter any wasteful work practices or policies? If so, please list:

6. Additional comments about your job or KCMUCo: _____

PART IV: COMMENTS ABOUT COMPENSATION

1. How did you feel about your salary and the employee benefits?

S/N	ITEM	Excellent	Good	Fair	Poor	Comments
1	Basic Salary					
2	Medical Insurance					
3	Allowances (e.g., for house, responsibility, transport, communication, fuel, etc.)					
4	Retirement benefits					

2. Are there any other benefits you feel should have been offered?

Yes ____ No ____ If "Yes", what?

3. Any other comments on benefits?

PART V: COMMENTS ABOUT PERFORMANCE REVIEW/EVALUATION

1. How frequently did you get performance feedback?

2. What were your feelings or views about the performance review process?

3. How frequently did you have discussions with your supervisor about your career goals?

PART VI: COMMENTS ABOUT THE SUPERVISOR

S/N	DID YOUR SUPERVISOR DO THE FOLLOWING?	Almos t alway s	Som etim es	Never	Comments
1	Demonstrate fair and equitable treatment				
2	Provide you ample training to do your job				
3	Provide feedback on your job performance				
4	Provide recognition on the job				
5	Develop cooperation and teamwork				
6	Encourage/listen to suggestions				
7	Resolve complaints and problems				
8	Follow policies and practices				

PART VII: COMMENTS ABOUT THE DEPARTMENT

S/N	HOW WOULD YOU RATE THE FOLLOWING IN RELATION TO YOUR JOB?	Exce llent	Goo d	Fai r	Poor	Comments
1	Cooperation within your department					
2	Cooperation with other departments					
3	Communications in your department					
4	Communications between you and your supervisor					
5	Morale in your department					
6	Your job satisfaction					
7	Staff development opportunities					
8	Growth potential					
9	Compensation/Benefits					

PART VIII: COMMENTS ABOUT KCMUCo STAFF

S/ N	In general, how well do you perceive that KCMUCo staff embrace the following workplace behaviours?	Almo st alway s	Freq uentl y	Som etim es	Rarely	Neve r	Comments
1	Customer focus						
2	Support of diversity initiatives						
3	Continuous learning						
4	Creative problem solving						

5	Teamwork						
6	Empowerment						

PART IX: COMMENTS / SUGGESTIONS FOR IMPROVEMENT

1. Please provide suggestion(s) for improvement

2. Is there anything that KCMUCo could have done differently to entice you to stay?

Yes _____ No _____ Please explain _____

3. Would you consider working for KCMUCo again in the future?

Yes, without reservations: _____ Yes, with reservations: _____ No: _____

Please list reason(s):

4. Would you recommend to others to work for KCMUCo?

Yes, without reservations: _____ Yes, with reservations: _____ No: _____

Please list reason(s):

Name _____ Staff's Signature: _____ Date: _____

Thank you for completing the questionnaire!

--	--	--	--	--	--	--

Appendix 27A: Application Form for Annual Leave



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

APPLICATION FORM FOR ANNUAL LEAVE

NB: (i) *The request for annual leave should be made TWO WEEKS before the starting date.*
(ii) *Annual Leave = 28 calendar days (Sundays, Saturdays and public holidays inclusive).*

SECTION A: TO BE FILLED BY APPLICANT

1. Full Name: _____
2. Personal File Number (PF. No.) _____
3. Designation/Post: _____
4. Department/Unit/Section: _____
5. I am applying to go on Annual Leave for _____ days: from _____ to _____
6. During my leave I will travel to _____
7. While I am on leave my contact address and phone number will be:
(i) P.O. Box _____
(ii) Phone No: _____
(iii) Email Address: _____

8. During my leave my **wife / husband** and the following child/children will travel with me:

S/N	NAME(S) OF CHILD/ CHILDREN	DATE OF BIRTH

Signature of the Applicant: _____ Date: _____

SECTION B: TO BE COMPLETED BY DPAA/DEAN/DIRECTOR/HEAD OF DEPARTMENT/UNIT/SECTION

I recommend/do not recommend the request for leave because (you may propose when you think he/she should take his/her leave): _____

Name: _____ Signature: _____ Date: _____

SECTION C: TO BE COMPLETED BY DEPARTMENT OF HUMAN RESOURCES MANAGEMENT AND ADMINISTRATION

1. The Annual Leave applied for is for the period/leave cycle: _____
2. The dates he/she last took his/her Annual Leave was from _____ to _____
3. He/she is entitled / **not** entitled to _____ days of his/her Annual Leave.
4. He/she is supposed to report back to work on (date): _____
5. Any Other Comments: _____

Name: _____ Signature: _____ Date: _____

SECTION D: TO BE COMPLETED BY THE APPROVING AUTHORITY

I approve / do not approve for him/her to go on annual leave because of the following reasons: _____

Signature: _____

Date: _____

Head, HRMA/DPA/PROVOST

Appendix 27B: Fomu ya Maombi ya Likizo ya Mwaka



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE (A Constituent College of Tumaini University Makumira)

FOMU YA MAOMBI YA LIKIZO YA MWAKA

Fomu hii itajazwa na Mtumishi mwenyewe anayeomba likizo **WIKI MBILI** kabla ya tarehe ya kuanza likizo.

A: SEHEMU HII IJAZWE NA MWOMBAJI

1. Jina Kamili: _____
2. Na. ya Jalada: _____
3. Kazi ninayofanya/Cheo: _____
4. Idara/Sehemu: _____
5. Ninaombal likizo ya siku _____ kuanzia tarehe _____ hadi tarehe _____
6. Ninataka kwenda _____ wakati wa likizo yangu.
7. Nikiwa likizoni anuani yangu itakuwa:
(i) S.L.P: _____
(ii) Namba ya Simu: _____
8. **Mke/Mume** wangu na watoto walioorodheshwa hapa chini watasafiri na mimi wakati wa likizo

Na.	JINA LA MTOTO	TAREHE YA KUZALIWA

Saini ya Mwombaji: _____ Tarehe: _____

B: SEHEMU HII IJAZWE NA MKUU WA KITIVO/KURUGENZI/IDARA/KITENGO/SEHEMU

Nimekubali / Sikubali Mtumishi huyu aende likizo kwa sababu zifuatazo (Unaweza kupendekeza Mtumishi achukue lini likizo yake): _____

Jina: _____ Saini: _____ Tarehe: _____

C: SEHEMU HII IJAZWE NA AFISA UTAWALA NA UTUMISHI (Ofisi ya Rasilimaliwatu)

1. Likizo inayoombwa ni ya kipindi cha mwaka (*leave cycle*): _____
2. Tarehe alizochukuwa likizo ya mwaka mara ya mwisho ni kuanzia tarehe _____ hadi _____
3. Hivyo anastahili/hatastahili siku _____ za likizo yake ya mwaka/uzazi/paternity .
4. Anatakiwa kuripoti kazini tarehe: _____
5. Maoni Mengineyo (kama yapo): _____

Jina: _____ Saini: _____ Tarehe: _____

D: SEHEMU HII IJAZWE NA MAMLAKA INAYOHUSIKA

Nimekubali / Sikubali Mtumishi huyu aende likizo kwa sababu zifuatazo:

Saini: _____ Tarehe: _____

Mkuu wa Idara ya Rasilimali Watu/Naibu Mkuu wa Chuo Utawala/Mkuu wa Chuo

Appendix 28A: Application Form for Maternity Leave



**KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)**

PF. NO. _____ Identity No. _____

APPLICATION FORM FOR MATERNITY LEAVE

NB: Maternity Leave = 84 calendar days; it is granted once in three years (i.e., 36 months)

SECTION A: TO BE FILLED BY APPLICANT

1. Full Name: _____
2. Designation/Post: _____
3. Department/Unit/section: _____
4. I am applying to go on Maternity Leave for _____ days: from _____ to _____
5. While I am on I Maternity Leave my contact address and phone number will be:
 - (i) P.O. Box _____
 - (ii) Phone No: _____
 - (iii) Email Address: _____

Signature of the Applicant: _____ Date: _____

SECTION B: TO BE COMPLETED BY DPAA/DEAN/DIRECTOR/HEAD OF DEPARTMENT/UNIT/SECTION

I recommend/**do not** recommend the request for maternity leave.

Reasons: _____

Name: _____ Signature: _____ Date: _____

SECTION C: TO BE COMPLETED BY DEPARTMENT OF HUMAN RESOURCES MANAGEMENT AND ADMINISTRATION

1. The Maternity Leave applied for is for the period/cycle: _____
2. The dates she last took her Maternity Leave was from _____ to _____
3. She is entitled / **not** entitled to _____ days of her Maternity Leave.
4. She is supposed to report back to work on (date): _____
5. Any Other Comments: _____

Name: _____ Signature: _____ Date: _____

SECTION D: TO BE COMPLETED BY THE APPROVING AUTHORITY:

I approve / **do not** approve for her to go on maternity leave because of the following reasons _____

Signature: _____ Date: _____
Head, HRMA/DPA/PROVOST

APPENDIX 28B: Application Form for Paternity Leave



**KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)**

PF. NO. _____ Identity No. _____

APPLICATION FORM FOR PATERNITY LEAVE

NB: Paternity Leave = 3 (three) calendar days; it is taken within seven (7) days of the birth of the child, and it is granted once in three years (i.e., 36 months)

SECTION A: TO BE FILLED BY APPLICANT

1. Full Name: _____
2. Designation/Post: _____
3. Department/Unit/section: _____
4. I am applying to go on Paternity Leave for _____ days: from _____ to _____

Signature of the Applicant: _____ Date: _____

SECTION B: TO BE COMPLETED BY DEAN/DIRECTOR/HEAD OF DEPARTMENT/UNIT/SECTION

I recommend/**do not** recommend the request for Paternity leave.

Reason: _____

Name: _____ Signature: _____ Date: _____

SECTION C: TO BE COMPLETED BY ADMINISTRATIVE AND HUMAN RESOURCES OFFICER (HR Section)

1. The Paternity Leave applied for is for the period/cycle: _____
2. The dates he last took his Paternity Leave was from _____ to _____
3. He is entitled / **not entitled** to _____ days of his Paternity Leave.
4. He is supposed to report back to work on (date): _____
5. Any Other Comments: _____

Name: _____ Signature: _____ Date: _____

SECTION D: TO BE COMPLETED BY THE APPROVING AUTHORITY

I approve / **do not approve** for him to go on paternity leave because of the following reason(s): _____

Signature: _____ Date: _____
Head, HRMA/DPA/PROVOST

Appendix 28C: Application Form for Breast Feeding Time Off



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

APPLICATION FORM FOR BREAST FEEDING TIME OFF

NB: Breastfeeding time is granted for two hours every day for a maximum of six months after the end of maternity leave and it shall be granted once in three years (i.e., 36 months)

SECTION A: TO BE FILLED BY APPLICANT

1. Full Name: _____
2. Personal File Number (PF. No.) _____
3. Designation/Post: _____
4. Department/Unit/section: _____
5. I am applying for breast feeding time off from _____ pm to _____ pm.
6. Dates (*six months*): from _____ to _____

Signature of the Applicant: _____ Date: _____

SECTION B: TO BE COMPLETED BY DPAA/DEAN/DIRECTOR/HEAD OF DEPARTMENT/UNIT/SECTION

I recommend/**do not** recommend the request for breast feeding time off.

Reason: _____

Name: _____ Signature: _____ Date: _____

SECTION C: TO BE COMPLETED BY DEPARTMENT OF HUMAN RESOURCES MANAGEMENT AND ADMINISTRATION

1. The breast-feeding time off applied for is for the period/cycle: _____
2. The dates she last took her breast-feeding time off was from _____ to _____
3. She is entitled / **not entitled** to breast feeding time off. **Reason, if not entitled:** _____

3. The breast-feeding time off will end on (date): _____
4. Any Other Comments: _____

Name: _____ Signature: _____ Date: _____

SECTION D: TO BE COMPLETED BY THE APPROVING AUTHORITY:

I approve / **do not** approve the request for breast feeding time off.

Reason: _____

Signature: _____ Date: _____
Head, HRMA/DPA/PROVOST

Appendix 29: Compassionate Leave Request Form



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE (A Constituent College of Tumaini University Makumira)

COMPASSIONATE LEAVE REQUEST FORM

NB: Compassionate leave is an emergency leave that employee can take when they have an emergency situation, for example, when an immediate family member, a close/near relative, or a close friend has life-threatening illness or injury or to deal with serious domestic or family circumstances such as serious damage to home (e.g. fire or flood). **Number of days to be requested:** A maximum of **five (5) days** (inclusive of Sundays, Saturdays, and public holidays).

SECTION A: TO BE FILLED BY APPLICANT

1. Full Name: _____
2. Designation/Post: _____
3. Department/Unit: _____
4. I am requesting _____ days of compassionate leave from _____ to _____
5. Reasons for requesting the compassionate leave: _____

Signature of the Applicant: _____ Date: _____

SECTION B: TO BE COMPLETED BY DPAA/DEAN/DIRECTOR/HEAD OF DEPARTMENT/UNIT

I recommend/**do not** recommend the request for Compassionate Leave.

Reason(s): _____

Name: _____ Signature: _____ Date: _____

SECTION C: TO BE COMPLETED BY DEPARTMENT OF HUMAN RESOURCES MANAGEMENT AND ADMINISTRATION

1. The dates he/she last took Compassionate Leave was from _____ to _____
2. He/She is supposed to report back to work on (date): _____
3. Any Other Comments: _____

Name: _____ Signature: _____ Date: _____

SECTION D: TO BE COMPLETED BY THE APPROVING AUTHORITY

I approve/**do not** approve the request for Compassionate Leave.

Reason(s): _____

Signature: _____ Date: _____
(Head, HRMA/DPA/PROVOST)

Appendix 30: Bereavement Leave Request Form



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE (A Constituent College of Tumaini University Makumira)

BEREAVEMENT LEAVE REQUEST FORM

NB: Bereavement leave is an **emergency leave** that an employee can take when a member of his/her immediate family or close/near relative dies. **Number of days to be requested:** A maximum of **fourteen (14) days** (inclusive of Sundays, Saturdays and public holidays) for the death of spouse, child, father or mother. A maximum of **seven (7) days** (inclusive of Sundays, Saturdays and public holidays) for the death of employee's brother, sister, grandparent or grandchild or father/mother, brother/sister or grandparent of the employee's spouse.

SECTION A: TO BE FILLED BY APPLICANT

1. Full Name: _____
2. Designation/Post: _____
3. Department/Unit: _____
4. I am requesting _____ days of bereavement leave from _____ to _____
 - (a) Name of Deceased: _____
 - (b) Relationship to Employee: _____
 - (c) Date of Death: _____ (d) Date of Funeral: _____
 - (e) Place of Funeral Service: _____

Signature of the Applicant: _____ Date: _____

SECTION B: TO BE COMPLETED BY DPAA/DEAN/DIRECTOR/HEAD OF DEPARTMENT/UNIT

I recommend/**do not** recommend the request for Bereavement Leave.

Reason(s): _____

Name: _____ Signature: _____ Date: _____

SECTION C: TO BE COMPLETED BY DEPARTMENT OF HUMAN RESOURCES MANAGEMENT AND ADMINISTRATION

1. The dates he/she last took Bereavement Leave was from _____ to _____
2. He/She is supposed to report back to work on (date): _____
3. Any Other Comments: _____

Name: _____ Signature: _____ Date: _____

SECTION D: TO BE COMPLETED BY THE APPROVING AUTHORITY

I approve/**do not** approve the request for Bereavement Leave.

Reason(s): _____

Signature: _____ Date: _____

(Head, HRMA/DPA/PROVOST)

Appendix: 31A: Staff Sick Sheet



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE

(A Constituent College of Tumaini University Makumira)

P. O. Box 2240, MOSHI, Tanzania

STAFF SICK SHEET

PART A: TO BE FILLED IN BY SENIOR/PRINCIPAL HRO OR HEAD-HRMA OR DPA

To: Medical Officer In-charge
KCMC Hospital
P. O. Box 3010
Moshi.

From: Office of Deputy Provost for Administration
KCMUCo

Re: Prof./Dr./Rev./Sr./Mr./Mrs./Ms./Miss. _____

The above-named, who is an employee of KCMUCo is sent to you for treatment. You are kindly requested to attend him/her and fill in Parts B and C below.

Signature: _____ Date: _____

Senior/Principal HRO, Head-HRMA or DPA

KCMUCo Official Stamp:

PART B: TO BE FILLED IN BY MEDICAL OFFICER

To: Deputy Provost for Administration – KCMUCo

1. I hereby certify that Prof./Dr./Rev./Sr./Mr./Mrs./Ms./Miss. _____, with Hospital Registration No. _____ has been treated and he/she is: *(please tick)*

(i) **able** to perform his/her duties. _____

(ii) **unable** to perform his/her duties. _____

(iii) **admitted** to hospital: _____

(iv) He/she has to attend to _____ Department/Clinic for further treatment. _____

(v) He/she is granted excuse duty as indicated under **Part C** below. _____

Full Name of Doctor: _____

Signature of Doctor: _____ Date: _____

KCMC Official Stamp:

APPENDIX 31B: Dependant's Sick Sheet



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)
P. O. Box 2240, MOSHI, Tanzania

DEPENDANT'S SICK SHEET

PART A: TO BE FILLED IN BY SENIOR/PRINCIPAL HRO OR HEAD-HRMA OR DPA

To: Medical Officer In-charge
KCMC Hospital
P. O. Box 3010
Moshi.

From: Office of Deputy Provost for Administration
KCMUCo

The below named, who is a legal dependant of our Staff Prof./Dr./Rev./Sr./Mr./Mrs./Ms./Miss. _____, is sent to you for treatment. You are kindly requested to attend him/her and fill in **Parts B** and **C** below.

Dependant's Name	Date of Birth	Relationship	Hospital Registration Number

Signature: _____ Date: _____
Senior/Principal HRO, Head-HRMA or DPA

KCMUCo Official Stamp:

PART B: TO BE FILLED IN BY MEDICAL OFFICER

To: Deputy Provost for Administration – KCMUCo

I hereby certify that the above-named dependant has been treated and he/she is: *(please tick)*

(i) Admitted to hospital: _____

(ii) He/she has to attend to _____ Department/Clinic for further treatment.

(iii) His/her parent is granted excuse duty (to take care of the dependant) as indicated under **Part C** below. _____

Full Name of Doctor: _____

Signature of Doctor: _____ Date: _____

KCMC Official Stamp:

Appendix 32: Notice of Compulsory Retirement



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

P. O. Box 2240, MOSHI,
Tanzania.

Email: info@kcmuco.ac.tz

Telephone +255-027-2753616.

Fax: +255-027-2751351.

Web site: <http://www.kcmuco.ac.tz>

Date: _____

Ref. No.: TUMA/KCMUCo/AS/NAS/PF. ____/____

Prof/Dr./Mr./Mrs/Ms _____

_____ (Designation)

_____ (Department)

_____ (Address)

_____ (City/Town)

Dear Prof/Dr./Mr./Mrs/Ms _____

RE: NOTICE OF COMPULSORY RETIREMENT

Based on the College Staff Regulations and Conditions of Service (Revised Edition of _____) the Compulsory Retirement age of **Administrative and Technical Staff** is **60 years** / **Academic Staff** is **65 years**. Our records show that you were born on _____.

The aim of this letter is to notify you that you shall be required to retire when you attain the age of compulsory retirement on _____. We thank you for the outstanding work that you have contributed to the KCMUCo, during your entire tenure.

On behalf of the Management and Staff Members, I wish you a happy and peaceful retired life. May you have a wonderful time with your family.

You are advised to contact **NSSF** Kilimanjaro Regional Office for procedures on claiming your statutory contributions.

With warm regards and best wishes.

Yours truly,

For: Provost

Copy: _____

Appendix 33: List of College Governance Tools

LIST OF OTHER COLLEGE OPERATIONAL TOOLS (Policies, Guidelines and Charters)

1. Schemes of Service for Academic Staff
2. Schemes of Service for Administrative and Technical Staff
3. Staff Training and Development Policy
4. KCMUCo Charter and Rules
5. KCMUCo Board Charter
6. KCMUCo Convocation's Constitution
7. Honoraria and Allowances Policy
8. Human Resource and Students Affairs Committee Charter
9. Finance, Planning, and Investment Committee Charter
10. The Executive Committee Charter
11. Gender and Sexual Harassment Policy and Procedures
12. Research Policy and Guidelines
13. Publication Policy and Guidelines
14. Fraud Management Policy and Procedures
15. Guidelines for Identifying Best Students for Recruitment as Academic Staff Members
16. Collaboration and Partnership Policy and Guidelines
17. Financial Regulations
18. Information and Communication Technology Policy
19. Whistleblowing Policy and Procedures