

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



**SCHEMES OF SERVICE FOR ACADEMIC STAFF**

**THIRD EDITION**

**JULY, 2019**

## TABLE OF CONTENTS

| S/No.        | Description/Type of Scheme of Service                                       | Page No. |
|--------------|---|----------|
|              | Introduction  | 3        |
|              | Rationale for Revising the Schemes of Service                               | 3        |
|              | Qualifications  | 3        |
|              | Scope   |          |
| <b>1.0</b>   | <b>Schemes of Service for Top Executives of the College</b>                 | 4        |
| 1.1          | Provost   | 4        |
| 1.2          | Deputy Provost for Academic Affairs   | 5        |
| 1.3          | Deputy Provost for Administration   | 6        |
| <b>1.4</b>   | <b>Scheme of Service for Deans</b>  | 6        |
| 1.4.1        | Deans of Faculties  | 6        |
| 1.4.2        | Dean of Students  | 8        |
| <b>1.5</b>   | <b>Scheme of Service for Directors of Directorates and Institutes</b>       | 9        |
| <b>1.5.1</b> | <b>Directorates</b>   | 9        |
| 1.5.1.1      | Director of Postgraduate Studies  | 9        |
| 1.5.1.2      | Director of Research and Consultancy  | 10       |
| 1.5.1.3      | Director of Library Services  | 11       |
| 1.5.1.4      | Director of Quality Assurance   | 11       |
| 1.5.1.5      | Director of Continuing Professional Development                             | 12       |
| <b>1.5.2</b> | <b>Institutes</b>   | 13       |
| 1.5.2.1      | Director of Institute of Public Health                                      | 13       |
| 1.5.2.2      | Director of Institute of Allied Health Sciences                             | 14       |
| <b>2.0</b>   | <b>Schemes of Service for Teaching, Research and Library Academic Staff</b> | 15       |
| 2.1          | Teaching Staff  | 15       |
| 2.2          | Research Fellows  | 19       |
| 2.3          | Library Academic Staff (Professional Librarians)                            | 23       |
| 2.4          | Revision  | 27       |
| 2.5          | Date of Adoption  | 27       |



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

**REVISED SCHEMES OF SERVICE FOR ACADEMIC STAFF: 2019**

**Introduction**

Schemes of Service are guidelines, which outline the profile of every post and grade by specifying the qualifications, experience and qualities required of potential employees, and outlines the duties and responsibilities for incumbents to understand the requirements of the job.

A scheme of service is, therefore, a vital document for the effective selection and/or promotion of the most suitably qualified personnel at KCMU College.

**Rationale for Revising the Schemes of Service**

The current edition of KCMU-College Schemes of Service for both Academic and Administrative Staff was approved by the College Governing in July 2015. After four years of its operation it has been realised that there is a need to review the schemes for academic staff in order to accommodate/harmonise with the new guidelines for recruitment and promotion of academic staff that were released in 2018 by the Tanzania Commission for Universities (TCU) – refer to *Handbook for Standards and Guidelines for University Education in Tanzania, January 2018*.

These revised Schemes of Service outline the profile of each academic post by specifying the qualifications/training, experience and qualities (knowledge, skills and abilities) required of prospective employees, and describe the duties and responsibilities for incumbents to understand the requirements of the job.

**Qualifications**

The qualifications requirements prescribed in these Schemes of Service are the minimum qualifications necessary for acquisition of skills and level of competency for good delivery on the job. Generally, the higher the qualification requirement, the more complex the job and higher are the responsibilities.

**Scope**

These Schemes of Service have been designed to cover all cadres of Academic staff, which include Teaching Staff, Research Fellows and academic Librarians who are involved in students' training programmes.

## 1.0 SCHEME OF SERVICE FOR TOP EXECUTIVES

### a) Posts and Salary Scales

| S/N | POST  | SALARY SCALE   |
|-----|---|--|
| 1   | Provost   | TUSS 22  |
| 2   | Deputy Provost for Academic Affairs   | TUSS 21  |
| 3   | Deputy Provost for Administration   | TUSS 21  |
| 4   | Deans:<br>(a) Dean, Faculty of Medicine<br>(b) Dean, Faculty of Rehabilitation Medicine<br>(c) Dean, Faculty of Nursing<br>(d) Dean, Faculty of Pharmacy<br>(e) Dean of Students  | Salary Scale: as per Academic Rank plus responsibility allowance as specified in the approved Honoraria and Allowances Policy. |
| 5   | Directors:<br>(a) Director of Postgraduate Studies<br>(b) Director of Research and Consultancy<br>(c) Director of Library Services<br>(d) Director of Institute of Public Health<br>(e) Director of Quality Assurance<br>(f) Director of Continuing Professional Development<br>(g) Director of Institute of Allied Health Sciences |  |

### b) Method of entry and advancement to the above posts will be as follows:

#### 1.1 SCHEME OF SERVICE FOR PROVOST: TUSS 22

##### Procedure for Appointment and Qualifications

- The Governing Board in consultation with the Chancellor shall appoint a Provost from a list of three professors or associate professors recommended by a Search Committee in a priority order.
- The Provost shall be a person of integrity, senior academic member of staff of a recognised University with academic and administrative experience and capability.

##### Attributes/qualities/skills/abilities:

- Entrepreneurial and innovative skills
- Results-oriented skills
- Leadership skills
- Resource mobilisation skills
- Networking and linkages skills

##### Tenure:

The Provost shall hold office for a term of four years and may be re-appointed for one more term of four years or such period and on such terms and conditions as the Governing Board in consultation with the Vice-Chancellor may determine and prescribe in regulations.

##### Duties:

- He/she shall be the Chief Executive Officer, academic and administrative head responsible to the College Governing Board on the management and administration of the College and to the Tumaini University Makumira Vice-Chancellor in relation to all academic and administrative affairs and/or matters of the University.
- To carry out the mission of the College.
- To articulate the mission of the College effectively on and off campus.
- To provide visionary leadership for the academic and student affairs of the College.
- Be the Chairperson of the College Academic Committee and *ex-officio* member of all College Committees.
- Be responsible for the general security and welfare of students of the College.
- Be the leader of the College delegation to Tumaini University Makumira Committees.
- Be the spokesperson of the College.
- Be signatory of the College bank accounts.
- Responsible to the appointment and promotion of College staff upon recommendation of relevant appointment Committee.

- (xi) To coordinate and strengthen relationship between the College and KCMC Hospital.
- (xii) Conduct other duties as prescribed by the College Charter, the College Governing Board, and the Tumaini University Makumira Senate/Council or as delegated by the Vice- Chancellor.

## **1.2 SCHEME OF SERVICE FOR DEPUTY PROVOST FOR ACADEMIC AFFAIRS: TUSS 21**

### **Procedure for Appointment and Qualifications**

- a) The Deputy Provost for Academic Affairs shall be appointed by the College Governing Board in consultation with the Provost from a list of three names at the level of Professor or Associate Professors, recommended by a Search Committee.
- b) In appointing a Deputy Provost for Academic Affairs the appointing authority shall have regard to the recommendation and the advice of the College Academic Committee.

### **Attributes/qualities/skills/abilities:**

- (i) A candidate with knowledge of academic programmes, academic programme planning, and evaluation techniques.
- (ii) Ability to conduct and prepare program analyses.
- (iii) Ability to communicate effectively.
- (iv) Ability to establish effective working relations with a variety of personnel.
- (v) Interest and ability to lead, supervise and manage academic activities of the College.
- (vi) Strong team building skills and the ability to work effectively and collegially with others.
- (vii) Highly developed skills in written and oral communication, human relations, and creative problem solving.
- (viii) Relevant skills in research and publications.
- (ix) Entrepreneurial and innovative skills.
- (x) Results-oriented skills.
- (xi) Leadership skills.
- (xii) Resource mobilisation skills.
- (xiii) Networking and linkages skills.

### **Tenure:**

The Deputy Provost for Academic Affairs shall hold office for a term of three years and may be re-appointed for one more term of three years or such period and on such terms and conditions as the Governing Board in consultation with the Provost may determine and prescribed in regulations.

### **Duties:**

- (i) Be responsible to, the Chief Advisor of, and assistant to the Provost in respect of all academic matters of the College.
- (ii) Be responsible to the Provost in coordination of activities of Faculties, Directorates/Institutes of the College in the conduct of academic, research and consultancy activities of the College.
- (iii) Guide the Admissions office of the College as it works together with the Faculty Deans, Director of Postgraduate Studies, Heads of the Departments in the process of selecting and recommending admissions of students.
- (iv) Co-ordinate the preparation and keeping of College students' records.
- (v) Advise and assist the Provost and provide leadership to the academic and academic-related units of the College, e.g. Examinations Office and Library services.
- (vi) Among the many responsibilities of the post, the Deputy Provost for Academic Affairs shall:
- (vii) Oversee academic planning, evaluation of academic programmes policies, procedures and guidelines, and curriculum development.
- (viii) Supervise budget preparation for the academic and academic-related programmes, allocating and reallocating funds and resources to and from these programmes.
- (ix) Formulate academic policy proposals for consideration by the College Governing Board and Tumaini University Makumira Senate/Council.
- (x) Provide overall leadership in creating and maintaining academic standards and policies.
- (xi) Exercise seasoned judgment in determining the means, methods and resources necessary to achieve academic goals and objectives.
- (xii) Keeps abreast of trends and changes in higher education.
- (xiii) Works for institutional vision, survival, stability, growth, and excellence.
- (xiv) Serves as catalyst to create a climate conducive to scholarly inquiry in an atmosphere committed to the College's vision and mission.
- (xv) To coordinate and strengthen relationship between the College and KCMC Hospital.

- (xvi) Deputise for Provost during the Provost's absence from the office.
- (xvii) Perform other duties as delegated to him/her by the Provost.

### **1.3 SCHEME OF SERVICE FOR DEPUTY PROVOST ADMINISTRATION: TUSS 21**

#### **Procedure for Appointment and Qualifications**

- a) The Deputy Provost for Administration shall be appointed by the College Governing Board in consultation with the Provost from a list of three names at the level of Professor or Associate Professors, recommended by a Search Committee.
- b) In appointing a Deputy Provost for Administration the appointing authority shall have regard to the recommendation and the advice of the College Academic Committee.

#### **Attributes/qualities/skills/abilities:**

- (i) Entrepreneurial and innovative skills.
- (ii) Results-oriented skills.
- (iii) Leadership skills.
- (iv) Resource mobilisation skills.
- (v) Networking and linkages skills.
- (vi) Written and oral communication skills.
- (vii) Problem solving skills.
- (viii) Ability to establish effective working relations with a variety of personnel.
- (ix) Strong team building skills and the ability to work effectively and collegially with others.

#### **Tenure:**

The Deputy Provost for Administration shall hold office for a term of three years and may be re-appointed for one more term of three years or such period and on such terms and conditions as the Governing Board in consultation with the Provost may determine and prescribed in regulations.

#### **Duties:**

- (i) Be responsible to, the Chief Advisor of, and assistant to the Provost in respect of all administrative matters, including administration of funds, buildings and grounds, assets, planning, and management.
- (ii) Assists the Provost in the general administration, management and leadership of the College.
- (iii) Head of Administration and Finance Division whose functions include: management and administration of human resource matters, finance and assets.
- (iv) Planning, organising, coordinating and directing College administrative functions/activities.
- (v) Acts as disciplinary authority of the College
- (vi) Supervision of the administrative, financial and other activities.
- (vii) Determination of priorities and efficient allocation of resources.
- (viii) Responsible for the operationalization of policies, procedures and systems related to human resources, finance and administration.
- (ix) Responsible for the Implementation of the College strategic plan.
- (x) Exercise the power of execution of contracts and other instruments on behalf of the College as may be directed by the Provost.
- (xi) Solicit resources from different sources for institutional development.
- (xii) To coordinate and strengthen relationship between the College and KCMC Hospital.
- (xiii) Perform other duties as delegated to him/her by the Provost.

### **1.4 SCHEME OF SERVICE FOR DEANS**

#### **1.4.1 Deans of Faculties**

Salary Scale: as per Academic Rank plus responsibility allowance the rate to be determined and reviewed from time to time by the College Governing Board.

#### **Procedure for Appointment and Qualifications**

Deans of Faculties shall be appointed by the College Governing Board from a list of three names, at the level of Senior lecturer and above, recommended by a Search Committee.

#### **Attributes/qualities/skills/abilities:**

- (i) A candidate with knowledge of academic programmes, development and evaluation techniques.
- (ii) Relevant experience in an academic environment with outstanding publications record.

- (iii) Demonstrated teaching and administration in graduate education;
- (iv) Interpersonal and communication skills.
- (v) Entrepreneurial and innovative skills
- (vi) Results-oriented skills
- (vii) Leadership skills
- (viii) Resource mobilisation skills
- (ix) Networking and linkages skills

**Tenure:**

A Dean shall hold office for a period of three years and shall be eligible for re-appointment for a further consecutive period of three years, or such period and on such terms and conditions as the College Governing Board may determine.

**Duties:**

- (i) A Faculty Dean shall be the Head of the Faculty – providing direction to the Faculty in carrying out its functions, and shall be responsible to the Provost through the Deputy Provost for Academic Affairs in respect of:
  - (ii) Control of functioning of the respective Faculty.
  - (iii) Executing all academic and administrative policies, plans and strategies for improving academic excellence in the respective Faculty.
  - (iv) Delivery of undergraduate and postgraduate programs offered by the Faculty.
  - (v) Ensuring staff development plans are in place.
  - (vi) Preparing budget and control votes of respective Faculty.
  - (vii) Ensuring proper control and reporting of funds.
  - (viii) Managing the resources allocated to the Faculty.
  - (ix) Supervising, co-ordinating and overseeing the activities and functions of the respective Faculty.
  - (x) Plan and implement outreach activities.
  - (xi) Constituting the Board of the Faculty.
  - (xii) Chairing meetings of the respective Board of Faculty.
  - (xiii) Advising the Deputy Provost for Academic Affairs on the appointment of Academic Heads of Departments.
  - (xiv) Supervision of Heads of Department.
  - (xv) To coordinate and strengthen relationship between the College and KCMC Hospital.
  - (xvi) Be responsible to the Deputy Provost for Academic Affairs on all matters pertaining to academic administration in the respective Faculty.
- (xvii) Perform other related duties assigned by the Provost or Deputy Provost for Academic Affairs.

The Faculty Dean is also responsible for:

**Teaching:**

- (i) Fostering high quality teaching in the Faculty;
- (ii) Handling a range of students matters that include academic standing, examiners, appeals and misconduct, credit transfer and awards;
- (iii) Developing and implementing an academic plan and performance indicators for the Faculty that to achieve relevant targets;
- (iv) Ensuring quality assurance of the Faculty's programs.

**Research:**

- (i) Fostering high quality research in the Faculty;
- (ii) Fostering high quality research training programs and environment in the Faculty;
- (iii) Developing and implementing a research plan and performance indicators for the Faculty to achieve relevant targets.

**Management:**

*General and strategic management:*

Fostering within the Faculty – excellence, equity and diversity, a healthy and safe environment, implementation of College policies, implementation of College employment agreements, student and staff development, fair and ethical business practices, compliance with the law, and a supportive environment.

*Resource management:*

- (i) advising the Provost / Deputy Provost for Academic Affairs on the resourcing of the Faculty's teaching and research;
- (ii) managing resources allocated to the Faculty in accordance with the College's operational plan;
- (iii) ensuring that the Faculty uses resources allocated to it efficiently and effectively.
- (iv) leading, managing and reviewing the performance of Heads of Department;
- (v) mentoring and developing staff in the Faculty.

**The Faculty Dean is a member of the:**

- (i) Faculty Board as Chairperson
- (ii) College Academic Committee
- (iii) Deans and Directors Committee
- (iv) Academic and Administrative Appointments Committee
- (v) Postgraduate Studies Committee
- (vi) Research and Consultancy Committee

**1.4.2 Dean of Students**

Salary Scale: as per Academic Rank plus responsibility allowance the rate to be determined and reviewed from time to time by the College Governing Board.

**Procedure for Appointment and Qualifications**

The Dean of Students shall be appointed by the College Governing Board from a list of three names, at the level of Senior lecturer and above, recommended by a Search Committee.

**Attributes/qualities/skills/abilities:**

- (i) Good interpersonal skills.
- (ii) Leadership skills
- (iii) Counselling skills
- (iv) Conflict management and mediation skills
- (v) Mentorship and coaching skills
- (vi) Empathy
- (vii) Tolerance
- (viii) Open-minded

**Tenure:**

The Dean of Students shall hold office for a period of three years and shall be eligible for re-appointment for a further consecutive period of three years, which shall not be renewed.

**Duties:**

The Dean of Students shall:

- (i) Be responsible to the Provost through the Deputy Provost for Administration in respect of matters of students' administration, welfare and/or counselling.
- (ii) Be responsible for the administration of the affairs of the students, including establishment of and overseeing the machinery for monitoring, coordinating, regulating, controlling, facilitating, etc., the general conduct of students on the campus or campuses of the College and any other place or places where the affairs of the College in which students are involved may take place, be conducted or extended or where the residence of students is established, provided, organised, overseen, etc., by the College.
- (iii) Be responsible for creating and maintaining a safe, healthy, and supportive environment and culture that synthesizes the intellectual, physical, social, emotional, and spiritual development of our students in a holistic way.
- (iv) Taking charge of the department of Students Welfare and Administration such as accommodation, employment, recreation in liaison with other College relevant officials.
- (v) Provides leadership in and is responsible for the development, implementation and evaluation of policies and regulations pertaining to student life, especially those related to alcohol and drug usage, student conduct and student residences.
- (vi) Coordinating of career counselling services to students.
- (vii) Guiding students on the observance of College Regulations and Students By-laws.
- (viii) Organizing orientation program to new students.
- (ix) Developing appropriate strategies for anticipating, controlling and managing conflicts.



- (x) Helps establish a student culture where diversity is encouraged and where students learn to respect differences, take responsibility for their actions, and exercise leadership.
- (xi) Counselling students on academic, social and health problems.
- (xii) Oversees annual production of Student Handbook and other documents.
- (xiii) Coordinating the management of the students Baraza.
- (xiv) Serves as a member of College's senior management team.
- (xv) To coordinate and strengthen relationship between the College and KCMC Hospital.
- (xvi) Performs any other duties as may be assigned by the Deputy Provost for **Administration** (DPA) and other competent College authority.

## **1.5 SCHEME OF SERVICE FOR DIRECTORS OF DIRECTORATES AND INSTITUTES**

### **1.5.1 DIRECTORATES**

#### **1.5.1.1 Director of Postgraduate Studies**

Salary Scale: as per Academic Rank plus responsibility allowance the rate to be determined and reviewed from time to time by the College Governing Board.

#### **Procedure for Appointment and Qualifications**

A Director of the Directorate of Postgraduate Studies shall be appointed by the College Governing Board on the basis of Search Committee's recommendation of three names in a priority order, at the level of Senior Lecturer and above.

#### **Attributes/qualities/skills/abilities:**

- (i) A candidate with knowledge of academic programmes, development and evaluation techniques.
- (ii) Relevant experience in an academic environment with outstanding publications record.
- (iii) Demonstrated teaching and administration in graduate education;
- (iv) Interpersonal and communication skills.
- (v) Entrepreneurial and innovative skills
- (vi) Results-oriented skills
- (vii) Leadership skills
- (viii) Resource mobilisation skills
- (ix) Networking and linkages skills

#### **Tenure:**

A Director of Postgraduate Studies shall hold office for a period of three years and shall be eligible for re-appointment for a further consecutive period of three years, or such period and on such terms and conditions as the College Governing Board may determine.

#### **Duties:**

- (i) A Director of Postgraduate Studies shall be the Head of the Directorate/Institute of Postgraduate Studies – providing direction to the Directorate/Institute in carrying out its functions, and shall be responsible to the Provost through the Deputy Provost for Academic Affairs in respect of:
- (ii) Co-ordination of education and/or training in all major disciplines of study, or research activities by staff and students of the College.
- (iii) Execute all academic and administrative policies, plans and strategies for improving academic excellence in the Directorate/Institute.
- (iv) Take the lead in the development of relevant programmes of postgraduate study
- (v) Advise on postgraduate admission procedures.
- (vi) Monitoring and managing postgraduate training.
- (vii) Liaise with Quality Assurance Team and support implementation of their recommendations relating to postgraduate education.
- (viii) Ensure staff development plans are in place.
- (ix) Managing resources.
- (x) Supervise, co-ordinate and oversee the activities and functions of the Directorate/Institute.
- (xi) Lead the development of College policy on postgraduate education.
- (xii) Recommend/approve the appointment of internal and external examiners for research degrees.
- (xiii) Plan and implement outreach activities.
- (xiv) Constitute the Board of the Directorate/Institute.

- (xv) Chair meetings of the Postgraduate Studies Committee
- (xvi) Advise the Deputy Provost on the appointment of Academic Heads of Departments.
- (xvii) To coordinate and strengthen relationship between the College and KCMC Hospital.
- (xviii) Be responsible to the Deputy Provost for Academic Affairs on all matters pertaining to academic administration in the Directorate.
- (xix) Perform other related duties assigned by the Provost or Deputy Provost Academics.

### **1.5.1.2 Director of Research and Consultancy**

Salary Scale: as per Academic Rank plus responsibility allowance the rate to be determined and reviewed from time to time by the College Governing Board.

#### **Procedure for Appointment and Qualifications**

A Director of the Directorate of Research and Consultancy shall be appointed by the College Governing Board on the basis of Search Committee's recommendation of three names in a priority order, at the level of Senior Lecturer and above.

#### **Attributes/qualities/skills/abilities:**

- (i) Relevant experience in research and consultancy
- (ii) experience in grants writing and management
- (iii) ability to lead various research projects
- (iv) Entrepreneurial and innovative skills
- (v) Results-oriented skills
- (vi) Leadership skills
- (vii) Resource mobilisation skills
- (viii) Networking and linkages skills

#### **Tenure:**

A Director of Research and Consultancy shall hold office for a period of three years and shall be eligible for re-appointment for a further consecutive period of three years, or such period and on such terms and conditions as the College Governing Board may determine.

#### **Duties:**

- (i) A Director of Research and Consultancy shall be the Head of the Directorate of Research and Consultancy – providing direction to the Directorate in carrying out its functions, and shall be responsible to the Provost through the Deputy Provost for Academic Affairs in respect of:
- (ii) Co-ordination of education and/or training in all major disciplines of study, or research activities by staff and students of the College
- (iii) Execute all academic and administrative policies, plans and strategies for improving academic excellence in the Directorate/Institute.
- (iv) Supervise, co-ordinate and oversee the activities and functions of the Directorate/Institute
- (v) Be responsible for the planning, management and evaluation of the university's research agenda.
- (vi) Provide leadership and vision for all research projects, including development of short- and long-term research plans.
- (vii) Ensure research projects fully adhere to the mission and strategic plan of the College.
- (viii) Execute research protocols so that the investigations generate timely, reliable, and valid data that will yield meaningful contributions to knowledge or technology suitable for publication of original full-length articles in refereed journals.
- (ix) Prepare budget and control votes of the Directorate/Institute.
- (x) Ensure proper control and reporting of funds.
- (xi) Identifies and applies for grants, including directing grant writing.
- (xii) Judiciously manages fiscal resources for research activities.
- (xiii) Initiates and maintains research project collaborations and strong professional relationships with researchers, policymakers and industry.
- (xiv) Leads the dissemination of research knowledge to industry and other stakeholders.
- (xv) Publishes peer-reviewed manuscripts annually.
- (xvi) Mobilise resources and attract research funds/grants.
- (xvii) Plan and implement outreach activities.
- (xviii) Constitute the Board of the Directorate/Institute.
- (xix) Chair meetings of the Research and Consultancy Committee.

- (xx) To coordinate and strengthen relationship between the College and KCMC Hospital.
- (xxi) Perform other related duties assigned by the Provost or Deputy Provost for Academic Affairs.

### **1.5.1.3 Director of Library Services**

Salary Scale: as per Academic Rank plus responsibility allowance the rate to be determined and reviewed from time to time by the College Governing Board.

#### **Procedure for Appointment and Qualifications**

A Director of the Directorate of Library Services shall be appointed by the College Governing Board on the basis of Search Committee's recommendation of three names in a priority order, at the level of Senior Lecturer and above.

#### **Attributes/qualities/skills/abilities:**

- (i) A candidate with knowledge of academic programmes, development and evaluation techniques.
- (ii) Relevant experience in an academic environment with outstanding publications record.
- (iii) Interpersonal and communication skills.
- (iv) Entrepreneurial and innovative skills
- (v) Results-oriented skills
- (vi) Leadership skills
- (vii) Resource mobilisation skills
- (viii) Networking and linkages skills

#### **Tenure:**

A Director of Library Services shall hold office for a period of three years and shall be eligible for re-appointment for a further consecutive period of three years, or such period and on such terms and conditions as the College Governing Board may determine

#### **Duties:**

A Director of Library Services shall:

- (i) Be the Head of the College Library, providing leadership and direction to the Library in carrying out its functions.
- (ii) Be responsible to the Provost through the Deputy Provost Academic Affairs for the management of the College Library.
- (iii) Supervises, maintains, and enhances policies and procedures for the College Library.
- (iv) Oversees professional and support staff involved in library services.
- (v) Selects books and publications for purchase and subscribes to pertinent periodicals as allowed for by the given budget.
- (vi) Plans, organizes, directs, controls, manages and promotes the activities/services of the College Library.
- (vii) Studies and makes plans to develop the services of the library to meet more effectively present and future staff and students' needs.
- (viii) Prepares and presents library budgets.
- (ix) Prepares grant applications and seeks funding for operational and improvement programmes.
- (x) Actively seeks grants, gifts, and other new sources of non-tax funding for the library.
- (xi) Maintains current knowledge of new developments in the library field.
- (xii) Chairs the Library Committee.
- (xiii) Supervises all staff under him/her in the College Library.
- (xiv) Appraises staff performance and evaluation using OPRAS.
- (xv) Chairing Directorate's staff meetings
- (xvi) Perform other related duties assigned by the Provost or Deputy Provost for Academic Affairs.

### **1.5.1.4 Director of Quality Assurance**

Salary Scale: as per Academic Rank plus responsibility allowance the rate to be determined and reviewed from time to time by the College Governing Board.

#### **Procedure for Appointment and Qualifications**

A Director of the Directorate of Quality Assurance shall be appointed by the College Governing Board on the basis of Search Committee's recommendation of three names in a priority order, at the level of Senior Lecturer and above.

**Attributes/qualities/skills/abilities:**

- (i) A candidate with substantial knowledge and experience of regulations relating to academic and all support services and systems.
- (ii) Strong attention to detail and accuracy.
- (iii) An understanding and experience of current developments in quality assurance and enhancement in the sector.
- (iv) Experience of writing substantial reports.
- (v) Excellent organisational and administrative skills.
- (vi) The ability to work well under pressure and find solutions to problems.
- (vii) Monitoring and evaluation of academic programmes.
- (viii) Leadership skills.

**Tenure:**

The Director of Quality Assurance shall hold office for a period of three years and shall be eligible for re-appointment for a further consecutive period of three years, or such period and on such terms and conditions as the College Governing Board may determine

**Duties:**

The Director of Quality Assurance shall be the Head of the Directorate of Quality Assurance – providing direction to the Directorate in carrying out its functions, and shall be responsible to the Provost in respect of:

- (i) Leading the development, implementation and review of the College's quality assurance systems and processes.
- (ii) Overseeing the management and enhancement of the institutional quality and standards framework essential to maintaining the quality of student learning, teaching and reputation of the College.
- (iii) Designing, developing and implementing quality assurance and enhancement policies, strategies and systems.
- (iv) Supporting the development of College policies and procedures and to ensure that they are consistently implemented throughout the College.
- (v) Providing guidance and training on the College's quality assurance systems and procedures.
- (vi) Liaising closely with senior College Officers, academics and administrative staff within the College to assure quality and standards, and foster quality enhancement.
- (vii) Developing guidelines on quality assurance good practices.
- (viii) Ensuring that the College's quality standards conform with best practice nationally and internationally and that they meet the requirements of the Tanzania Universities Act of 2005, and the Tanzania Commission for Universities.
- (ix) Acting as a clear point of reference for specialist knowledge and expertise about quality and standards.
- (x) Chair meetings of the Quality Assurance Directorate.
- (xi) Perform other related duties as assigned by the Provost.

**1.5.1.5 Director of Continuing Professional Development**

Salary Scale: as per Academic Rank plus responsibility allowance at the rate to be determined and reviewed from time to time by the College Governing Board.

**Procedure for Appointment and Qualifications**

A Director of the Directorate of Continuing Professional Development shall be appointed by the College Governing Board on the basis of Search Committee's recommendation of three names in a priority order, at the level of Senior Lecturer and above.

**Attributes/qualities/skills/abilities:**

- (i) Knowledge of trends, issues, and accepted practices relevant to continuing professional development.
- (ii) Strong analytical and problem solving skills.
- (iii) Excellent interpersonal and communication skills.
- (iv) Entrepreneurial and innovative skills
- (v) Results-oriented skills
- (vi) Leadership skills
- (vii) Resource mobilisation skills
- (viii) Networking and linkages skills

**Tenure:**

The Director of Continuing Professional Development shall hold office for a period of three years and shall be eligible for re-appointment for a further consecutive period of three years, or such period and on such terms and conditions as the College Governing Board may determine

**Duties:**

The Director of Continuing Professional Development shall be the Head of the Directorate of Continuing Professional Development – providing direction to the Directorate in carrying out its functions, and shall be responsible to the Provost through the Deputy Provost for Academic Affairs in respect of:

- (i) Responsibility for the administration and daily operations of the Continuing Professional Development Directorate.
- (ii) Providing strategic direction and leadership on the creation and delivery of continuing professional development to all staff groups across the College.
- (iii) Planning, developing, and administering continuing professional development courses that reflects community and industry needs.
- (iv) Overseeing the development of new continuing education and professional development programmes based on market demand.
- (v) Directs the daily operations and supervises staff, including course development, course registration and budgets,
- (vi) Oversees the development, administration and delivery of continuing education programmes/courses.
- (vii) Plans an annual budget that will support courses and programmes offered while generating substantial revenue for the College.
- (viii) Identifies strategic priorities and objectives for continuing professional development.
- (ix) Supports the delivery of the College's Strategic Plan through the provision of structured development programmes, for both academic and administrative staff.
- (x) To create and deliver an integrated and structured suite of professional development activities which responds to College's identified needs.
- (xi) Ensures that appropriate quality curricula are developed (or adopted) and implemented as per guidelines set by College and Government regulatory authorities.
- (xii) Develops and implements policies, procedures and standards for continuing professional development programmes and ensures compliance with College and Government Regulations.
- (xiii) Meets the development needs of the College in the specific areas of teaching, learning, assessment and supervision.
- (xiv) Responds to development needs identified from departments, faculties and individuals to provide appropriate institutional solutions
- (xv) Develops collaborative partnerships with the business community, educational institutions, university departments and government agencies to promote continuing education.
- (xvi) Plan and implement outreach activities.
- (xvii) Perform other related duties assigned by the Provost or Deputy Provost for Academic Affairs.

**1.5.2 INSTITUTES****1.5.2.1 Director of Institute of Public Health**

Salary Scale: as per Academic Rank plus responsibility allowance the rate to be determined and reviewed from time to time by the College Governing Board.

**Procedure for Appointment and Qualifications**

A Director of the Institute of Public Health shall be appointed by the College Governing Board on the basis of Search Committee's recommendation of three names in a priority order, at the level of Senior Lecturer and above.

**Attributes/qualities/skills/abilities:**

- (i) A candidate with knowledge of academic programmes, development and evaluation techniques.
- (ii) Relevant experience in an academic environment with outstanding publications record.
- (iii) Demonstrated teaching and administration in graduate education;
- (iv) Interpersonal and communication skills.
- (v) Entrepreneurial and innovative skills
- (vi) Results-oriented skills
- (vii) Leadership skills

- (viii) Resource mobilisation skills
- (ix) Networking and linkages skills

**Tenure:**

The Director of the Institute of Public Health shall hold office for a period of three years and shall be eligible for re-appointment for a further consecutive period of three years, or such period and on such terms and conditions as the College Governing Board may determine

**Duties:**

The Director of Institute of Public Health shall be the Head of the Institute of Public Health – providing direction to the Institute in carrying out its functions, and shall be responsible to the Provost through the Deputy Provost for Academic Affairs in respect of:

- (i) Executing all academic and administrative policies, plans and strategies for improving academic excellence within the Institute.
- (ii) Planning, organising and supervising IPH activities, including all teaching and learning activities related to public health across KCMU College.
- (iii) Co-ordination, supervision, overseeing and carrying out the following activities and functions of the Institute:
  - a. Education, training and research activities by staff and students undertaking respective disciplines that are under the IPH.
  - b. Ensure staff development plans are in place.
  - c. Prepare budget and control votes of the Directorate/Institute.
  - d. Ensure proper control and reporting of funds.
  - e. Supervise, co-ordinate and oversee the activities and functions of the Directorate/Institute.
  - f. Prepare budget for the Institute.
  - g. Ensure proper control and reporting of funds.
  - h. Chair meetings of the IPH Committee.
  - i. Perform other related duties assigned by the Provost or Deputy Provost for Academic Affairs.

**1.5.2.2 Director of Institute of Allied Health Sciences**

Salary Scale: as per Academic Rank plus responsibility allowance at the rate to be determined and reviewed from time to time by the College Governing Board.

**Procedure for Appointment and Qualifications**

A Director of the Institute of Allied Health Sciences shall be appointed by the College Governing Board on the basis of Search Committee's recommendation of three names in a priority order, at the level of Senior Lecturer and above.

**Attributes/qualities/skills/abilities:**

- (i) A candidate with knowledge of academic programmes, development and evaluation techniques.
- (ii) Relevant experience in an academic environment with outstanding publications record.
- (iii) Interpersonal and communication skills.
- (iv) Entrepreneurial and innovative skills
- (v) Results-oriented skills
- (vi) Leadership skills
- (vii) Resource mobilisation skills
- (viii) Networking and linkages skills

**Tenure:**

The Director of the Institute of Allied Health Sciences shall hold office for a period of three years and shall be eligible for re-appointment for a further consecutive period of three years, or such period and on such terms and conditions as the College Governing Board may determine

**Duties:**

The Director of Institute of Allied Health Sciences shall be the Head of the Institute of Allied Health Sciences – providing direction to the Institute in carrying out its functions, and shall be responsible to the Provost through the Deputy Provost for Academic Affairs in respect of:

- (i) Executing all academic and administrative policies, plans and strategies for improving academic excellence within the Institute.

- (ii) Planning, organising and supervising the Institute’s activities, including all teaching and learning activities related to allied health sciences across the College.
- (iii) Co-ordination, supervision, overseeing and carrying out the following activities and functions of the Institute:
  - a. Education, training and research activities by staff and students undertaking respective disciplines that are under the Institute.
  - b. Ensure staff development plans are in place.
  - c. Prepare budget and control votes of the Institute.
  - d. Ensure proper control and reporting of funds.
  - e. Supervise, co-ordinate and oversee the activities and functions of the Institute.
  - f. Prepare budget for the Institute.
  - g. Ensure proper control and reporting of funds.
  - h. Chair meetings of the Institute.
  - i. Perform other related duties assigned by the Provost or Deputy Provost for Academic Affairs.

**2.0 SCHEMES OF SERVICE FOR TEACHING, RESEARCH AND LIBRARY ACADEMIC STAFF**

**2.1 Scheme of Service for Teaching Staff**

**a) Posts and Salary Scales**

| <b>S/N</b> | <b>POST</b>         | <b>SALARY SCALE</b> |
|------------|---------------------|---------------------|
| 1          | Tutorial Assistant  | TUSS 13 - TUSS 14   |
| 2          | Assistant Lecturer  | TUSS 15 – TUSS 16   |
| 3          | Lecturer            | TUSS 17             |
| 4          | Senior Lecturer     | TUSS 18             |
| 5          | Associate Professor | TUSS 19             |
| 6          | Professor           | TUSS 20             |

**b) Method of entry and advancement to the above posts will be as follows:**

**2.1.1 Tutorial Assistant (Salary Scale: TUSS 13–TUSS 14)**

**2.1.1.1 Direct Entry/First Recruitment:**

**(i) Educational qualifications:**

Possession of Bachelor, Doctor of Medicine or Doctor of Dental Surgery Degree with a GPA of 3.5 (Upper Second).

**(ii) Attributes/qualities/skills/abilities:**

- (a) Proficiency in the language of instruction.
- (b) Ability to communicate information, knowledge and skills to others.
- (c) Computer literacy.
- (d) Good interpersonal skills.
- (e) Ability to work as a part of a team.
- (f) Enthusiasm and self-motivation.
- (g) Ability to exercise initiative and be proactive.
- (h) Motivation for innovation, further learning and continuing professional development.
- (i) Adherence to professional ethics.

**2.1.1.2 Duties and Responsibilities:**

Duties and responsibilities of a Tutorial Assistant shall include:

- (a) This is a training post for which the staff is required to undergo a Master’s Degree training programme.
- (b) Understudying senior members through attending lectures, seminars, tutorials and practical training.
- (c) Assisting in supervision of tutorials, seminars and practical.
- (d) Assisting in research, consultancy and outreach activities.
- (e) Performing any other relevant duties that may be assigned by the senior member of staff.

## **2.1.2 Assistant Lecturer: (Salary Scale: TUSS 15–TUSS 16)**

### **2.1.2.1 Direct Entry/First Recruitment:**

#### **(i) Educational qualifications:**

Possession of a Master's Degree with a GPA of 4.0, and a Bachelor Degree at 3.5 GPA.

#### **(ii) Attributes/qualities/skills:**

- (a) Ability to prepare and deliver own teaching materials.
- (b) Problem solving and innovation skills.
- (c) Ability to recognize students having difficulties, intervene and provide help and support.
- (d) Ability to prepare quality research proposal.
- (e) Adherence to professional ethics.

### **2.1.2.2 In-Service Structure:**

Promotion of Tutorial Assistant who has attained Master's Degree with a B+ performance or GPA of 4.0 and above.

### **2.1.2.3 Duties and Responsibilities:**

Duties and responsibilities of Assistant Lecturer shall include:

- (a) Undergoing training to PhD level.
- (b) Undergoing induction course in pedagogical skill for those who had none before.
- (c) Conducting lectures, seminars, tutorials and practical sessions for undergraduate programmes.
- (d) Assisting senior staff in practical sessions, seminars and tutorials for postgraduate programmes as part of their learning and building capacities in various aspects of teaching, learning, research and public service.
- (e) Preparing case studies.
- (f) Working in co-operation with senior members on specific projects.
- (g) Supervising special projects for undergraduate students.
- (h) Conducting and publishing research results.
- (i) Assist in writing teaching manuals and compendia.
- (j) Attending workshops, conferences and symposia.
- (k) Any relevant duty that may be assigned by the relevant authority.

## **2.1.3 Lecturer: (Salary Scale: TUSS 17)**

### **2.1.3.1 Direct Entry/First Recruitment:**

#### **(i) Educational qualifications:**

Possession of a PhD, Master of Medicine (M.Med) or Master of Dental Surgery (M.Dent).

#### **(ii) Attributes/qualities/skills/abilities:**

Attainment of Assistant Lecturer's attributes and the following:

- (a) Ability to design, set, administer and supervise different assessment items.
- (b) Ability to mark student scripts and course work assessment items and provide feedback.
- (c) Ability to carry out independent research.
- (d) Ability to supervise research and other knowledge and skills development activities.
- (e) Potential to be a good role model and steer students towards dedication to learning, creativity and problem solving.
- (f) Possession of sufficient breadth and depth of specialist knowledge in the relevant discipline and of teaching methods and techniques to work within own area;
- (g) Adherence to professional ethics.
- (h) The PhD qualification should supersede his/her undergraduate and master's GPAs, which is in accordance with international practices.

### **2.1.3.2 In-Service Structure:**

- (a) By promotion from Assistant Lecturer who has obtained a PhD or M.Med/M.Dent for Assistant Lecturers who are also clinicians.



- (b) For Assistant Lecturers on PhD training, promotion to the next rank requires a good progress report on the PhD program and at least 1 point from papers published in recognised peer reviewed journals, at least three years of service as Assistant Lecturer.
- (c) For Assistant Lecturers who are not on PhD training, at least 2 points from papers published in recognised peer reviewed journals, 1 point from teaching and at least three years of service as Assistant Lecturer.

#### **2.1.3.3 Duties and Responsibilities:**

Duties and responsibilities of a Lecturer shall include:

- (a) Conducting lectures, tutorials, seminars and practical for undergraduate and Master's programmes.
- (b) Mentoring junior staff in all relevant matters.
- (c) Participating in curriculum development.
- (d) Participating in developing and managing of various university projects.
- (e) Undertaking research and publishing research results.
- (f) Carrying out community/outreach services.
- (g) Undertaking consultancy.
- (h) Prepare teaching manuals and compendia.
- (i) Supervising undergraduate and postgraduate students' projects.
- (j) Attending/organising workshops, conferences and symposia.
- (k) Any relevant duty that may be assigned by the relevant authority.
- (l) Undergoing induction course in pedagogical skill for those who had none before.

#### **2.1.4 Senior Lecturer: (Salary Scale: TUSS 18)**

##### **2.1.4.1 Direct Entry/First Recruitment:**

###### **(i) Educational qualifications:**

Possession of a PhD; and

- (a) Publications in international Journals which on assessment produce 3 points, and
- (b) Teaching experience of not less than 3 years on attaining PhD.

###### **(ii) Attributes/qualities/skills/abilities:**

Attainment of Lecturer's attributes and:

- (a) Ability to plan and promote the vision of the institution
- (b) Ability to attract funding for different activities of the institution
- (c) Leadership and management ability
- (d) Ability to solve complex institutional problems.
- (e) Adherence to professional ethics

##### **2.1.4.2 In-Service Structure:**

- (a) By promotion of Lecturer with a PhD, a minimum of three years of service since the last promotion, at least 3 points from publications and 2 points from teaching.
- (b) For academic staff who are clinicians, promotion from Lecturer to Senior Lecturer requires possession of a PhD or M.Med/M.Dent, a minimum of three years of service since the last promotion, at least 3 points from publications and 2 points from teaching.
- (c) The staff member to be considered for promotion should also supervise to completion at least 2 postgraduate students.

##### **2.1.4.3 Duties and Responsibilities:**

Duties and responsibilities of a Senior Lecturer shall include those for a Lecturer plus:

- (a) Mentoring junior staff in all relevant matters.
- (b) Designing and developing curricula.
- (c) Managing of institutional projects and activities.
- (d) Writing teaching manuals and compendia and books.
- (e) Developing new courses and programmes.
- (f) Any other duty that may be assigned by the relevant authority.

## **2.1.5 Associate Professor: (Salary Scale: TUSS 19)**

### **2.1.5.1 Direct Entry/First Recruitment:**

#### **(i) Educational qualifications:**

Senior Lecturer's requirements and:

- a) Publications, which on assessment, produce 6 points.
- b) Teaching experience of not less than 3 years on attaining the qualifications at Senior Lecturer level.

#### **(ii) Attributes/qualities/skills/abilities:**

Attainment of Senior Lecturer's attributes and the following:

- (a) Demonstrate ability to mentor and supervise postgraduate research.
- (b) Demonstration of actual experience in the application of course materials to real life situations. c) Ability to apply specialist knowledge and skills to the resolution of problems in the society.
- (c) Ability to remain current in his/her field through active consultation and continuing education.
- (d) Ability to maintain vibrant relationships with academic and professional colleagues through attendance at participation in various activities.
- (e) Adherence to professional ethics

### **2.1.5.2 In-Service Structure:**

Promotion from Senior Lecturer to Associate Professor the candidates should have:

- (a) A minimum of three years of service since last promotion.
- (b) At least 6.0 points from publication since last promotion and 2 points from teaching.
- (c) Promotion papers should be in international journals only.
- (d) An academic staff who is a clinician with M.Med/M.Dent may be considered for promotion from Senior Lecturer to Associate Professor after satisfying requirements stated in (a) to (c) above and after consultations with the Tanzania Commission Universities.
- (e) The staff member to be considered for promotion should also supervise to completion at least 3 postgraduate students.

### **2.1.5.3 Duties and Responsibilities:**

Duties and responsibilities of an Associate Professor shall include those for Senior Lecturer and:

- (a) Providing leadership role to the institution
- (b) Participating in the establishment of research hubs and resource centres
- (c) Any other duty that may be assigned by the relevant authority.
- (f) Mobilise resources and attract research funds/grants.

## **2.1.6 Professor: (Salary Scale: TUSS 20)**

### **2.1.6.1 Direct Entry/First Recruitment:**

#### **(i) Educational qualifications:**

Associate Professor's requirements and:

- (a) Publications which, on assessment, produce 7 points, and
- (b) Teaching, research and public service experience of not less than 3 years.

#### **(ii) Attributes/qualities/skills/abilities:**

Attainment of Associate Professor's attributes and the following:

- (a) Command of authority in a specific field of his profession or discipline.
- (b) Ability to establish academic or professional chairs for the institution.
- (c) Ability to spearhead new knowledge, innovation and processes taking into account the current state of development as well as forecasting of the future trends.
- (d) Adherence to professional ethics

### **2.1.6.2 In-Service Structure:**

For promotion from Associate Professor to Professor Candidates should have:

- (a) A minimum of three years of service since last promotion.
- (b) At least 7.0 points from publications since last promotion and 2 points from teaching.

### 2.1.6.3 Duties and Responsibilities:

Duties and responsibilities of Professor shall include those for Associate Professor and:

- (a) Presenting Professorial Inaugural Lecturers
- (b) Establishing professorial chair in relevant discipline
- (c) Spearheading innovation and forecasting future development of the institution
- (d) Establishing links with other institutions
- (e) Any other duty that may be assigned by the relevant authority
- (f) Mobilise resources and attract research funds/grants.

## 2.2 Scheme of Service for Research Fellows

In addition to teaching staff there will be a cadre of Research Fellow who will be engaged in research activities. The roles and responsibilities of Research Fellows will include, but not limited to, the following:

- (i) To design research projects.
- (ii) To identify areas of research.
- (iii) To conduct research activities.
- (iv) To assist students' supervisors in guiding students in their research projects.
- (v) To design/manage data bank in different areas/disciplines.
- (vi) To assist in training to either undergraduate or postgraduate students when there is a scarcity in his/her area of specialization.
- (vii) Any other related duties assigned by the superior.

### (a) Posts and Salary Scales

| S/N | POST                         | SALARY SCALE      |
|-----|------------------------------|-------------------|
| 1   | Research Fellow Trainee      | TUSS 13 – TUSS 16 |
| 2   | Assistant Research Fellow    | TUSS 15 – TUSS 16 |
| 3   | Research Fellow              | TUSS 17           |
| 4   | Senior Research Fellow       | TUSS 18           |
| 5   | Associate Research Professor | TUSS 19           |
| 6   | Research Professor           | TUSS 20           |

### (b) Method of Entry and Advancement to the above Posts is as Follows:

#### 2.2.1 Research Fellow Trainee: (Salary Scale: TUSS 13–TUSS 14)

##### 2.2.1.1 Direct Entry/First Recruitment:

#### (i) Educational qualifications:

Possession of Bachelor, Doctor of Medicine or Doctor of Dental Surgery Degree with a minimum GPA of 3.5 (Upper Second).

#### (ii) Attributes/qualities/skills/abilities:

- (a) Teaching language proficiency
- (b) Ability to communicate information, knowledge and skills to others
- (c) Research skills
- (d) Ability to analyse and disseminate data
- (e) Problem solving abilities.
- (f) Computer literacy
- (g) Good interpersonal skills
- (h) Ability to work as a part of a team
- (i) Motivation for innovation, further learning and continuing professional development.

##### 2.2.1.2 Duties and Responsibilities:

This is mostly a training grade for new recruits. Duties shall include:

- (a) Understudying senior members;
- (b) Acquiring skills in research and consultancy;

- (c) Assisting in research and consultancy projects,
- (d) Prepare a framework and proposal for his/her MSc/Master of Research studies.

**2.2.2 Assistant Research Fellow: (Salary Scale: TUSS 15–TUSS 16)**

**2.2.2.1 Direct Entry/First Recruitment:**

**(i) Educational qualifications:**

Possession of a Master's Degree with a minimum GPA of 4.0, and a Bachelor Degree at 3.5 GPA.

**(ii) Attributes/qualities/skills/abilities:**

Attainment of Research Fellow Trainee's attributes plus the following:

- (a) Ability to prepare and deliver own teaching materials.
- (b) Problem solving and innovation skills.
- (c) Ability to prepare quality research proposals.
- (d) Critical thinking skills, i.e., being able to evaluate one's work and that of others, making judgments about the value of information and drawing conclusions from data.

**2.2.2.2 In-Service Structure:**

Promotion of Research Fellow Trainee who has obtained a Master's Degree with a B+ performance or GPA of 4.0 and above.

**2.2.2.3 Duties and Responsibilities:**

Duties and responsibilities of Assistant Research Fellow shall include:

- (a) Preparing research proposals and carrying out research.
- (b) Supervising special projects for undergraduate students.
- (c) Teaching undergraduate students, where applicable.
- (d) Understudying senior members including attending lectures and seminars.
- (e) Work in co-operation with senior members on specific projects such as research and consultancy.
- (f) Organizing conferences, workshops and symposia.
- (g) Prepare a frame work and proposal for his/her PhD studies.
- (h) Any relevant duty that may be assigned by the relevant authority.

**2.2.3 Research Fellow: (Salary Scale: TUSS 17)**

**2.2.3.1 Direct Entry/First Recruitment:**

**(i) Educational qualifications:**

Possession of a PhD, Master of Medicine (M.Med) or Master of Dental Surgery (M.Dent).

**(ii) Attributes/qualities/skills/abilities:**

Attainment of Assistant Research Fellow's attributes plus the following:

- (a) Ability to design, set, administer and supervise different assessment items.
- (b) Ability to mark student scripts and course work assessment items and provide feedback.
- (c) Ability to carry out independent research.
- (d) Ability to supervise research and other knowledge and skills development activities.
- (e) The PhD qualification should supersede his/her undergraduate and master's GPAs, which is in accordance with international practices.

**2.2.3.2 In-Service Structure:**

- (a) By promotion of Assistant Research Fellow who has attained a PhD or M.Med/M.Dent for Assistant Research Fellows who are also clinicians.
- (b) For Assistant Research Fellows who are not on PhD training, at least 2 points from papers published in recognised peer reviewed journals, 1 point from teaching and at least three years of service as Assistant Research Fellow.

### **2.2.3.3 Duties and Responsibilities:**

Duties and responsibilities of Research Fellow shall include those for Assistant Research Fellow and:

- (a) Mentoring, guiding and coaching junior staff.
- (b) Identifying research areas.
- (c) Soliciting funds for research.
- (d) Preparing and publishing teaching and research manuals, case studies and compendia where applicable.
- (e) Carry out research lectures, conduct research tutorials, seminars and practical for postgraduate programmes.
- (f) Provide close supervision and guidance to post graduate students.
- (g) Participate in large multi-disciplinary research projects.
- (h) Publish research findings in reputable journals.
- (i) Participate in curriculum development.
- (j) Carry out consultancy and community services.
- (k) Any other relevant duty that may be assigned by the relevant authority.

### **2.2.4 Senior Research Fellow: (Salary Scale: T USS 18)**

#### **2.2.4.1 Direct Entry/First Recruitment:**

##### **(i) Educational qualifications:**

Possession of a PhD; and

- (a) Publications in international Journals which on assessment produce 3 points, and
- (b) Teaching experience of not less than 3 years after attaining PhD.

##### **(ii) Attributes/qualities/skills/abilities:**

Attainment of Research Fellow's attributes and:

- (a) Ability to plan and promote the vision of the institution
- (b) Ability to attract funding for different activities of the institution
- (c) Leadership and management ability

#### **2.2.4.2 In-Service Structure:**

- (a) By Promotion of Research Fellow with a PhD, a minimum of three years since the last promotion, at least 5 points from publications.
- (b) The staff member to be considered for promotion should also supervise to completion at least 2 postgraduate students.

#### **2.2.4.3 Duties and Responsibilities:**

Duties and responsibilities of Senior Research Fellow shall include those for Research Fellow and:

- (a) Supervising undergraduate and postgraduate students including PhD students.
- (b) Organizing research panels, symposia, and workshops.
- (c) Publishing teaching manuals, compendia and textbooks.
- (d) Plan and manage institutional research projects and activities.
- (e) Direct and facilitate Research and MSc curriculum development and implementation.
- (f) Mentor, coach and support development of research and teaching skills among junior members of staff.
- (g) Any other relevant duty that may be assigned by the relevant authority.

### **2.2.5 Associate Research Professor: (Salary Scale: T USS 19)**

#### **2.2.5.1 Direct Entry/First Recruitment:**

##### **(i) Educational qualifications:**

Senior Research Fellow's requirements and:

- (a) Publications, which on assessment, produce 9 points.
- (b) Teaching experience of not less than 3 years on attaining the qualifications at the level of senior research fellow.

**(ii) Attributes/qualities/skills/abilities:**

Attainment of the attributes listed under the post of Senior Research Fellow and the following:

- (a) Demonstrate ability to mentor and supervise postgraduate research.
- (b) Demonstration of actual experience in the application of course material to real life situations.
- (c) Ability to apply specialist knowledge and skills to the resolution of problems in the society.
- (c) Ability to remain current in his/her field through active consulting and continuing education.

**2.2.5.2 In-Service Structure:**

By promotion of Senior Research Fellow who has acquired the following qualities:

- (a) A minimum of three years since last promotion.
- (b) At least 9.0 points from publication since last promotion.
- (c) Promotion papers should be in international peer-reviewed journals only.

**2.2.5.3 Duties and Responsibilities:**

Duties and responsibilities of Associate Research Professor shall include those for Senior Research Fellow and:

- (a) Undertaking large scale research projects.
- (b) Providing leadership role to the Institution.
- (c) Providing personal guidance and advice to clients in the field.
- (d) Participating in the establishment of research hubs and resource centres.
- (e) Disseminating research findings to appropriate stakeholders.
- (f) Supervise Masters and PhD Theses/dissertations.
- (g) Publish books that advance knowledge.
- (h) Develop Research policies and offer technical assistance to College organs.
- (i) Establish collaborations (within and outside the country) with other universities, industries, commercial and public organizations.
- (j) Undertake large consultancy projects.
- (k) Any other related duty that may be assigned by the relevant authority.

**2.2.6 Research Professor: (Salary Scale: T USS 20)**

**2.2.6.1 Direct Entry/First Recruitment:**

**(i) Educational qualifications:**

Associate Research Professor's requirements plus:

- (a) Publications which, on assessment, produce 10 points, and
- (b) Teaching, research and public service experience of not less than 3 years.

**(ii) Attributes/qualities/skills/abilities:**

Attainment of the attributes listed under Associate Research Professor post and the following:

- (a) Command of authority in a specific field of his profession or discipline
- (b) Ability to establish academic or professional chairs for the institution
- (c) Ability to spearhead new knowledge, innovation and processes taking into account the current state of development as well as forecast of the future trends.

**2.2.6.2 In-Service Structure:**

Promotion of Associate Research Professor with the following attributes:

- (a) A minimum of three years since last promotion
- (b) At least 10.0 points from publication since last promotion.

**2.2.6.3 Duties and Responsibilities:**

Duties and responsibilities of Research Professor shall include those for Associate Research Professor and:

- (a) Planning and undertaking large scale research projects.
- (b) Administering and/or coordinating a number of researches.
- (c) Taking a leading role in the development of the institution.
- (d) Monitoring of the dissemination of research findings.
- (e) Undertaking research and publishing research results.

- (f) Presenting Professorial Inaugural Lectures.
- (g) Establishing professorial chair in relevant discipline.
- (h) Advising the public and private sector Organizations
- (i) Any other related duty that may be assigned by the relevant authority.

## 2.3 Scheme of Service for Library Academic Staff (Professional Librarians)

### (a) Posts and Salary Scales

| S/N | POST                        | SALARY SCALE      |
|-----|-----------------------------|-------------------|
| 1   | Trainee Librarian           | TUSS 13 - TUSS 14 |
| 2   | Assistant Librarian         | TUSS 15 - TUSS 16 |
| 3   | Librarian                   | TUSS 17           |
| 4   | Senior Librarian            | TUSS 18           |
| 5   | Associate Library Professor | TUSS 19           |
| 6   | Library Professor           | TUSS 20           |

### (b) Method of Entry and Advancement to the above Posts is as Follows:

#### 2.3.1 Trainee Librarian: (Salary Scale: TUSS 13 – 14)

##### 2.3.1.1 Direct Entry/First Recruitment:

##### (i) Educational qualifications:

Possession of Bachelor Degree, with a GPA of 3.5 (Upper Second), in Library, Archives and Documentation; Library and Information Studies; Library and Information Management; Library and Information Science; Library Science and Information Systems or equivalent qualification from a recognized higher learning institution.

##### (ii) Attributes/qualities/skills/abilities:

- (a) Teaching language proficiency
- (b) Ability to communicate information, knowledge and skills to others.
- (c) Computer literacy.
- (d) Good interpersonal skills.
- (e) Ability to work as a part of a team.
- (f) Motivation for innovation, further learning and continuing professional development.
- (g) Should demonstrate the potential of becoming an academic member of staff.
- (h) Adherence to professional ethics.

##### 2.3.1.2 Duties and Responsibilities of Trainee Librarian

- (a) This is a training grade for new recruits. Duties involved include:
- (b) To assist in providing a high quality library service, including working at service points and undertaking related tasks that support the effective delivery of library services.
- (c) Understudying senior Library members.
- (d) Handling matters pertaining to lending out and receipt of books.
- (e) Cataloguing and classification of books.
- (f) Indexing of periodicals and journals.
- (g) Abstracting service and giving advice to readers.
- (h) Answering general information enquiries, including guidance in using the library catalogue, electronic resources and basic IT use, referring more complex and time consuming enquiries to more senior staff, as appropriate.
- (i) Deliver circulation services including the issue and return of library materials, creating and amending borrower records, re-shelving and tidying collections.
- (j) Check reading and other resource lists against the library catalogue, edit bibliographic and item records, and add and remove items from collections.
- (k) Process new books and other resources and maintain library materials and collections.
- (l) Undertake stock checks, check shelves for missing items, prepare items for removal, binding or relocation and amend records as appropriate.
- (m) Assist with the use and routine maintenance of library equipment and resources, including photocopiers, computers, self-service terminals, audio-visual and other equipment.

- (n) Contribute to the upkeep of a tidy, secure and well maintained library and help to ensure appropriate study environments through the application of library policies.
- (o) Collect usage statistics, assist with surveys, monitor service levels and other quality checks associated with front of house activities.
- (p) Contribute to student induction programmes, guides, tours, displays and other activities associated with promoting the library and its services.
- (q) Assist with student information skills sessions.
- (r) Perform such other duties as may be required by the supervisor or other competent authority

### **2.3.2 Assistant Librarian: (Salary Scale: TUSS 15 – 16)**

#### **2.3.2.1 Direct Entry/First Recruitment:**

##### **(i) Educational qualifications:**

Possession of a Master's Degree with a GPA of 4.0, and a Bachelor Degree at 3.5 GPA.

##### **(ii) Attributes/qualities/skills/abilities:**

- (a) Ability to prepare and deliver own teaching material;
- (b) Problem solving and innovation skill;
- (c) Ability to prepare quality research proposal.
- (d) Adherence to professional ethics

#### **2.3.2.2 In-Service Structure:**

Promotion of Librarian Trainee who has attained Master's Degree with a B+ performance or GPA of 4.0 and above.

#### **2.3.2.3 Duties and Responsibilities of Assistant Librarian**

- (a) To assist in providing a high quality library service, including working at service points and undertaking related tasks that support the effective delivery of library services.
- (b) Answering general information enquiries, including guidance in using the library catalogue, electronic resources and basic IT use.
- (c) Assisting in acquisition of library materials by selecting, ordering, receiving and recording.
- (d) Classifying, cataloguing, and indexing library materials.
- (e) Checking reading and other resource lists against the library catalogue, editing bibliographic and item records, and add and remove items from collections.
- (f) Providing bibliographic reader assistance and research services to library clients.
- (g) Handling matters pertaining to lending out and receipt of books.
- (h) Analysing users' needs to determine what information is appropriate and searching for, acquiring, and providing the information.
- (i) Showing users how to find and evaluate information, e.g. helping users navigate the Internet so they can search for and evaluate information efficiently.
- (j) Supervise library assistants, who enter classification information and descriptions of materials into electronic catalogues.
- (k) Perform such other duties as may be required by the supervisor or other competent authority

### **2.3.3 Librarian: (Salary Scale: TUSS 17)**

#### **2.3.3.1 Direct Entry/First Recruitment:**

##### **(i) Educational qualifications:**

Possession of a PhD.

##### **(ii) Attributes/qualities/skills/abilities:**

Attainment of category 2 attributes and the following:

- (a) Ability to design, set, administer and supervise different assessment items
- (b) Ability to mark student scripts and course work assessment items and provide feedback;
- (c) Ability to carry out independent research
- (d) Ability to supervise research and other knowledge and skills development activities.



- (e) The PhD qualification should supersede his/her undergraduate and master's GPAs, which is in accordance with international practices.
- (f) Adherence to professional ethics

#### **2.3.3.2 In-Service Structure:**

- (a) By promotion of Assistant Librarian who has attained PhD.
- (b) Assistant Librarians on PhD training, promotion to the next rank requires a good progress report on the PhD program and at least 1 point from papers published in recognised peer reviewed journals and at least three years of service as Assistant Librarian.
- (c) Assistant Librarians who are not on PhD training, at least 2 points from papers published in recognised peer reviewed journals, 1 point from teaching and at least three years of service as Assistant Librarian.

#### **2.3.3.3 Duties and Responsibilities of Librarian**

- (a) Automating the Library catalogue and circulation services.
- (b) Abstracting of students and academic staff theses, journals and periodicals.
- (c) Providing reader and reference services and giving appropriate advice.
- (d) Training junior staff.
- (e) Cataloguing and classification of books indexing of periodicals, journals and other reference materials.
- (f) Handling of Automated information systems, i.e. planning and operating computer systems, designing information storage and retrieval systems, and developing procedures for collecting, organizing, interpreting, and classifying information.
- (g) Assisting readers in searching for information in the computer through the CD-ROMs, internet and shelves.
- (h) Perform such other duties as may be required by the supervisor or other competent authority

#### **2.3.4 Senior Librarian: (Salary Scale: T USS 18)**

##### **2.3.4.1 Direct Entry/First Recruitment:**

##### **(i) Educational qualifications:**

Possession of a PhD; and

- (a) Publications in international Journals which on assessment produce 3 points; and
- (b) Teaching experience of not less than 3 years on attaining PhD.

##### **(ii) Attributes/qualities/skills/abilities:**

Attainment of Librarian's attributes and:

- (a) Ability to plan and promote the vision of the institution
- (b) ability to attract funding for different activities of the institution
- (c) Leadership and management ability.
- (d) Adherence to professional ethics

##### **2.3.4.2 In-Service Structure:**

By promotion of Librarian with a PhD, a minimum of three years of service since the last promotion, at least 3 points from publications and 2 points from teaching.

#### **Duties and Responsibilities of Senior Librarian**

- (a) Responsible for the smooth running of the library in the aspects of user services, technical services and administrative services.
- (b) Analyse collections and compile lists of books, periodicals, articles, audio-visual materials, and electronic resources on particular subjects.
- (c) Read book reviews, publishers' announcements, and catalogues in order to keep up with current literature and other available resources.
- (d) Liaise with the Faculty Deans and Directors regarding requirements of books, pamphlets, periodicals and journals.
- (e) Handling of Automated information systems, i.e. planning and operating computer systems, designing information storage and retrieval systems, and developing procedures for collecting, organizing, interpreting, and classifying information.
- (f) Analyse and plan for future information needs
- (g) Select and purchase materials from publishers, wholesalers, and distributors.
- (h) Conducting on job the training of library staff

- (i) Secretary to the Library Committee.
- (j) Advise the Deputy Provost for Academic Affairs on all matters pertaining to library services.
- (k) Perform such other duties as may be required by the supervisor or other competent authority

### **2.3.5 Associate Library Professor: (Salary Scale: TUSS 19)**

#### **2.3.5.1 Direct Entry/First Recruitment:**

##### **(i) Educational qualifications:**

Senior Librarian's requirements and:

- (a) Publications, which on assessment, produce six (6) points.
- (b) Teaching experience of not less than 3 years on attaining the qualifications at Senior Librarian's level.

##### **(ii) Attributes/qualities/skills/abilities:**

Attainment of Senior Librarian's requirements and the following:

- (a) Demonstrate ability to mentor and supervise postgraduate research.
- (b) Demonstration of actual experience in the application of course material to real life situations.
- (c) Ability to apply specialist knowledge and skills to the resolution of problems in the society.
- (d) Ability to remain current in his/her field through active consulting and continuing education.
- (e) Adherence to professional ethics

#### **2.3.5.2 In-Service Structure:**

By promotion of Senior Librarian with the following:

- (a) A minimum of three years since last promotion
- (b) At least 6.0 points from publication since last promotion and 2 points from teaching
- (c) Promotion papers should be in international journals only.

### **2.3.6 Library Professor: (Salary Scale: TUSS 20)**

#### **2.3.6.1 Direct Entry/First Recruitment:**

##### **(i) Educational qualifications:**

Associate Professor's requirements and:

- (a) Publications which, on assessment, produce **seven (7)** points; and
- (b) Teaching, research and public service experience of not less than 3 years.

##### **(ii) Attributes/qualities/skills/abilities:**

Attainment of Associate Professor's attributes and the following:

- (a) Command of authority in a specific field of his profession or discipline
- (b) ability to establish academic or professional chairs for the institution
- (c) Ability to spearhead new knowledge, innovation and processes taking into account the current state of development as well as forecast of the future trends.
- (d) Adherence to professional ethics

#### **2.3.6.2 In-Service Structure:**

By promotion of Associate Library Professor who have:

- (a) A minimum of three years since last promotion
- (b) At least 7.0 points from publications since last promotion and 2 points from teaching.

#### **2.3.6.3 Duties and Responsibilities of Associate Library Professor and Library Professor:**

Associate Library Professor and Library Professor may manage/supervise/assist with all or some of the below listed library functions/activities:

**(a) Manage the planning, administrative and budgetary functions of library and information services.** Specific activities include, but not limited to:

- (i) Establish and implement library and information policies and procedures
- (ii) Develop and manage convenient, accessible library and information services

- (iii) Establish and manage the budget for library and information services, technology and media
- (iv) Develop and manage cost-effective library and information services, technology and media
- (v) Order materials and maintain records for payment of invoices
- (vi) Analyse and evaluate library and information services, technology and media service requirements
- (vii) Prepare reports related to library and information services, technology and media services, resources and activities

**(b) Provide effective access to library collections and resources.** Specific activities include, but not limited to:

- (i) Develop and maintain collections management policies and procedures
- (ii) Perform original cataloguing and classification of print, audio-visual and electronic resources
- (iii) Develop and maintain special indexing systems and files for special collections

**(c) Maintain the organization of library materials.** Specific activities include, but not limited to:

- (i) Ensure an accurate inventory of resources
- (ii) Ensure efficient retrieval by users
- (iii) Search external database programs for the availability of cataloguing copy
- (iv) Maintain inventories, compile statistics and generate reports as required
- (v) Develop and maintain cataloguing procedures
- (vi) Distribute materials for cataloguing
- (vii) Determine the type of cataloguing required
- (viii) Enter cataloguing data into the library's automated system
- (ix) Process resources for placement on shelf
- (x) File cards in shelf list
- (xi) Complete cataloguing records where only partial copy is available
- (xii) Index materials for the pamphlet collection

**(d) Provide library services in response to the information needs of library users.**

- (i) Respond to daily on-site requests for information
- (ii) Train library users to effectively search the Library catalogue, Internet and other electronic resources
- (iii) Provide an interlibrary loan service for both book and audio-visual materials and maintain records
- (iv) Maintain records for the interlibrary loan service
- (v) Maintain circulation files, records and statistics

**(e) Perform other related duties** as may be required by the Director of Library Services or other competent College authority.

## **2.4 Revision**

These Schemes of Service shall be revised and updated from time to time as circumstances may require and in accordance with directives and provisions of the relevant authority.

## **2.5 Date of Adoption**

These Schemes of Service were adopted by the College Governing Board during its 37<sup>th</sup> meeting held on 12<sup>th</sup> July 2019.