



TREE UGANDA ACADEMY (TUA)



As at September, 2018

FOREWORD

It is an honor for me to put at the service of Tree Uganda Academy, the experience accumulated throughout my academic career and working experience in concept design, project management and leadership. An experience that has allowed me to sense from the outset the wide potential of this Organization to design new initiatives that contribute to the TUA dynamism.

I am certain that together we will give meaning and strengthen the Organisational objectives of TUA to promote collaboration, research, innovation, business, and the general development to accelerate the attainment of the TUA objectives that are geared towards most of the 17 UN Sustainable Development Goals (SDGs) and the Nationally Determined Contributions (NDCs).

For TUA to fulfill its seemingly enormous mission, TUA will need to recruit a strong, qualified, competent and committed staff who will offer unique skills and technical assistance as well as innovations for long term solutions that will increase community resilience and help the entire community to come out better off, because it is definitely antecedent for a totally new world that will redefine supporting Geographies, Economies and communications among other aspects of life.

TUA needs also to further its commitment to long term partnerships to help in delivering its goals. This will create the need to further engage the youth and Women to make the TUA programs inclusive in the participatory process, including the entire spectrum of actors involved in youth and women programmings, such as youth and women led groups (TAGs), student organizations and Clubs (TACs), Donor agencies, Financial Institutions, the Government e.t.c.

The participation of the youth and women takes a supportive environment to nurture women and young people's aspirations and skills for empowerment to ultimately occur. It is partnerships that will ensure that women and young people are engaged in a sustainable and significant manner because they are today's majority agents of social change.

I emphasize that youth and women have immense potential, creativity, energy, determination and a drive for innovation. Therefore they must be sufficiently provided access to technology and financing as enabling factors. In this way, TUA will continue to promote this potential in entrepreneurship and other aspects of life.

It is for the above reasons that I call upon all actors, youth and women led organisations and groups to get involved in every programme design, implementation, and promotion as an equal partner to TUA.

I thank you

IVAN MUSHANA

Executive Director

(Tree Uganda Academy)



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1.0. INTRODUCTION:

Tree Uganda Academy (TUA) was established in 2015 with the objective of promoting a clean, healthy and well protected environment, supporting a sustainable society and economy.

In order to achieve this objective, the Organization employs a workforce whose terms and conditions of services are determined by the provisions of this Human Resources Management Manual. This Manual embodies the terms and conditions of service of TUA and shall apply to all staff of the organization except where they are at variance with the laws of Uganda or as otherwise provided in this Manual.

The board of Directors reserves the right to amend this manual or any part thereof as may be deemed necessary. Any issues arising out of the interpretation or application of this Manual shall be referred to the founding directors whose decision shall be final.

1.1. Our Core Values

- Team Work
- Respect
- Accountability
- Fairness
- Openness &
- Integrity

1.2. Relationship of the Human Resource Policy Manual and Other Documents

The TUA human resource Policy manual shall be applied along with appropriate provisions laid down in the other TUA editions of the following documents and guidelines;

- a) The Constitution of Tree Uganda Academy
- b) The TUA Code of Conduct
- c) The Constitution of The Republic Of Uganda
- d) The Employment Act (Cap219) and The Employment Amendment Act, 2006
- e) The Occupational Safety and Health Act, 2006
- f) The Income Tax Act (Cap 340) and The Income Tax Amendment Act, 2002
- g) National Social Security Fund Act (Cap 222)
- h) TUA finance and Administration Policy

1.3. Scope of the Manual

This Human Resource Management Manual shall detail the human resource policies, procedures and terms and conditions of service that apply to; the entry, stay and exit of staff employed in management and administrative positions or offices of Tree Uganda Academy.

Whereas every effort has been made to ensure that this manual covers all circumstances applicable to TUA, there may be unforeseen circumstances where it might be difficult to predetermine from this manual how the policies and procedure apply. In this event therefore, guidance shall be sought from appropriate staff committee and/or the consultation be made from the Organization lawyer.

2.0. HUMAN RESOURCE MANAGEMENT POLICY

2.1. Purpose of the Manual.

This manual is intended to guide staff regarding their rights and obligations. These guidelines shall be followed by all staff of TUA including the Senior Management Team and part time staff who may be employed by the organization from time to time.

2.2. Human Resource Management Objectives.

The organization shall endeavor to achieve the following objectives;

- a) Appropriate remuneration for all staff for services rendered and support on matters of health and general welfare.
- b) Equal employment opportunities and provide TUA employees with clear guidelines on employment terms and conditions of service, and general information on their rights and responsibilities.
- c) Provision of appropriate training and facilitation as well as ensure effective, transparency and accountability value systems in the Organization.
- d) A fair hearing for all staff and ensure that TUA employees have good working conditions.

This manual is also an attempt to establish a minimum awareness of the provisions of the Uganda Labor Laws, the TUA Constitution, and other policies of the Organization and regulate their application to human resource management within TUA.

2.3. Human Resource Management Strategy.

The Organization shall endeavor to attract, engage and retain high quality staff and optimally use their services.

3.0. RECRUITMENT AND APPOINTMENT

3.1. The Board of Directors

The Board of Directors shall operate as the TUA's appointment and recruitment committee to:-

- (i) Determine the TUA staffing requirements
- (ii) Recruit, select and appoint candidates to serve in TUA Offices.

3.2. Recruitment Policy.

TUA shall not recruit staff, other than support staff who do not possess at least a Diploma or its equivalent in courses relevant to delivering the organization's objectives unless it is the condition by the donor/funder to identify a strong will and potential from a given candidate in which case it shall be upon TUA to ensure that such a candidate, if employed is enrolled for a specific job for which he/she was enrolled. Positions in the Organization shall be filled transparently and on merit using open competition as the basis of selection.

Staff recruitment and appointment shall be guided by the following principles;

- (ii) **Systematic planning:** Recruitment and selection of staff shall be systematic and planned, based on the Organizational human resource requirements.
- (iii) **Transparency:** All vacancies shall be made known at the TUA offices by either Notice on the TUA Notice board or through Announcements on mass media.
- (iv) **Equal opportunity:** There shall be no discrimination in the recruitment and selection of staff.

3.3. Recruitment Procedures.

The nature of TUA services is such that all is dependent of the quality of staff. TUA shall strive to attract and retain the best talent within the Organization's financial capacity.

The recruitment committee shall employ a combination of three or all of the following recruitment methods when filling any vacancy:

- a) **Sourcing from the open market** through adverts through the mass media.
- b) **Recruitment through consultants:** the management BOD may, whenever it deems it fit seek assistance from external consultants in the recruitment of employees.
- c) **Headhunting:** The Founding Directors may undertake selective recruitment without going through the formal process where there is justification. This method will be used judiciously in circumstances where the founding directors deem it fit and appropriate.

d) Recruitment within TUA: As part of staff development, the respective BOD committee may recommend promotions of qualified staff within TUA established to fill a position that has fallen vacant. In such circumstances, the following procedure shall apply:

- i) Any vacant position shall be internally advertised and any suitable/qualified staff or member may apply.
- ii) The staff shall be interviewed in line with the established procedures.
- iii) Where no staff or member is found suitable, then the vacant position shall be externally advertised.

In the case of need to create new positions, justification shall include the following:

- Job description
- Person specifications
- Minimum academic and professional qualifications
- Minimum or maximum age requirements
- Definitions of the roles for the job
- Summary of desired competences and attributes
- Critical outputs expected in position

3.3.1. The job advertisement

The job advertisement shall include the summary of the information in section 3.3 above as well as the following:-

- Summary information about Tree Uganda Academy (TUA)
- Position being advertised
- Reporting relationship
- Application procedure
- Format of applications
- Letter of application/cover letter
- Curriculum vitae with at least two referees, their Names, Addresses and Contacts
- Copies of relevant Academic documents
- Method of delivery of response
- Closing date of advertisement

Following expiry of the period of receiving the applications, the senior officer responsible for managing and coordinating the human resource function shall list and summarize information on all applicants.

The senior officer responsible for managing and coordinating the human resource function shall in conjunction with line manager/supervisor, draw a set of short-listing criteria in line with the job advertisement and the appropriate competence profile as a basis for preparing a shortlist. The respective staff committee shall approve the short-listing criteria.

The selection criteria shall be based on stipulated qualifications, working experience and relevant key competencies for the position. All referees and educational qualifications submitted by the applicants shall be verified before successful candidates are considered for appointment.

3.3.2. The Job Applications.

All candidates shall put their applications in writing based on guidelines set forth in section 3.3 and 3.3.1 above. No staff shall be recruited through a “back door” approach. The founding directors reserve the right to headhunt or advertise in an effort to obtain the best affordable talent in the labour market. In this case, no applications may be necessary.

3.3.3. Selection Tests.

Shortlisted Candidates shall be subjected to relevant interviews and tests as determined by the Management.

3.3.4. Interview Panel

A selected committee of the Management Board shall interview candidates on behalf of the TUA Board of Directors.

In cases where the Management Board committee does not have competent persons to adequately interview the candidates, appropriate technical assistance shall be sought from any other source.

3.3.5. Interview Procedures

All short listed applicants shall be invited for the interview with at least two weeks’ notice, specifying time and place of the interview by a posted or hand delivered letter or by telephone or other electronic methods.

Interviewers shall agree on how to frame questions for selection procedures using rating and scoring sheets.

Following the interview, the panel shall discuss and analyze the scores and submit a report to the Board of Directors.

Following selection of candidate(s) for possible appointment, references shall be sought and other integrity verification procedures undertaken including scrutiny of academic and professional certificates.

A report shall be made to the Board of Directors and it shall include the following information:-

- Brief background on need to recruit;
- Total number of applicants and those short listed;
- Interview criteria
- Panel members

- Scores of candidates interviewed
- Candidates not interviewed (if any)
- Recommendations of candidate(s) to be considered for appointment
- Any other information that would assist the Board of Directors to make an informed decision.
- Seek references and integrity verification for academic and professional certificates.

3.3.6. Project Staff

- a) TUA shall in some instances develop and implement donor funded projects/programs that shall necessitate recruitment of project staff.
- b) The terms and conditions of service for project staff shall be per donor specifications as well as this human resource policy manual for effective coordination and management of project staff.

3.3.7. Promotion

- a) Promotion shall take effect when a staff serving in a lower rank shall be appointed to fill a vacancy in a higher rank.
- b) Whenever vacancies of promotional nature shall arise, first consideration shall be given to existing staff/members taking into account merit, ability, experience and qualifications required.
- c) No staff shall be recommended for promotion when he /she:-
 - i) is on probation
 - ii) has not served a minimum of one (1) year in any office at TUA
 - iii) is absent on long-term training
 - iv) is absent on unpaid leave
 - v) is not a member of TUA
- d) Without prejudice to the above provisions, special consideration may be given to excellent performers.

3.3.8. Physical Fitness and Health

Before appointment and commencement of duty, TUA shall require the appointee to confirm his/her physical fitness and health as secondary enabling factors to resume office work.

Successful candidate shall not be discriminated on the basis of their HIV status or physical impairments that may not necessarily deter them from reasonable work performance.

Upon confirmation of physical fitness and health, the selected candidate shall be issued a letter of appointment stating the terms and conditions of employment. These shall include:-

- i. Job title
- ii. Terms of appointment
- iii. Effective date of appointment
- iv. Salary scale
- v. Benefits attached to the post
- vi. Hours of work
- vii. Reporting relationship
- viii. Leave entitlement

4.0. APPOINTMENT

4.1. Offer of Appointment and Acceptance

The offer of appointment shall be in writing, stating the post offered and outlining terms and conditions of service.

The Chairperson Board of Directors shall sign the letter of appointment.

The offer of appointment shall take effect only when it has been accepted in writing by the appointee and shall remain valid for a period not exceeding fifteen (15) days from the date of the letter of appointment.

Upon acceptance, the appointee shall be required to furnish three (2) recent passport photographs and to fill a personal data form.

The effective date of appointment shall be the first day of reporting on duty and the salary for the first month shall be determined by the working days put in for the month on prorated basis.

On appointment, the staff shall be given a written job description, which shall specify all aspects of job on which staff's competencies shall be assessed prior to confirmation into service.

The appointee shall be required to submit a recommendation letter from his/her LC I chairperson of the place his/her residence and a copy of National ID.

4.2. Staff Appointments.

All staff shall be employed on a permanent basis, subject to successful annual performance appraisals. TUA shall not recruit any person who did not score at least a credit in English and Mathematics at O-Level and at least 2 principal passes at A-Level unless such a person is to be employed in other positions that are not technical. Technical positions in this context shall mean positions that shall require staff to offer any form of technical or advisory services to clients.

4.3. Nature of Appointments

4.3.1. Contract Appointment

TUA shall offer appointments on two years renewable contracts. Such contracts may be renewed depending on the performance of the staff. Staff who may wish their contracts renewed shall let their supervisors know in writing thirty (30) days before the expiry of the contract period.

4.3.2. Employment of Consultants

TUA shall offer appointments on short term contract assignment/projects that have a definite ending period to technical specialists like consultants where particular expertise or technical input not available in TUA is required. Such contracts shall be less than one (1) year. A consultant shall be expected to sign a contract with TUA.

4.3.3. Casual Appointments

Casual appointments may be initiated by the appropriate supervisor for a specific short task when need arises and shall be reviewed by the Accountant and approved by the Executive Director. Wages shall be paid on satisfactory completion of the assigned task.

4.3.4. Volunteer Appointment

TUA may appoint staff on voluntary basis when the need arises. Appointment on volunteer basis may be permitted in special circumstances most especially when the Organization is unable to employ that person on other terms.

4.3.5. Acting Appointments

All acting appointments shall be approved by the Board of Directors where a vacancy exists. Acting appointments shall be in writing and shall not exceed six (6) consecutive months without review during which time, arrangements must be made to fill the post substantively, save for special circumstances approved by the BOD.

4.4. Acceptance.

Appointees shall accept the offer of employment within 7 days from the date of offer by filling and signing the Appointment Acceptance Form.

The appointee shall report for duty not later than 14 days from the date of acceptance.

4.5. Induction.

All staff joining the organization shall be subjected to an induction to familiarize them with the organization operations. All staff including non technical staff shall be required to gain at least the basic understanding of general operations of a Conservation and Agriculture Organization.

4.6. Probation.

On appointment to the Organization, all appointees on permanent terms shall undergo a three months probationary period after which the appointment will be confirmed after a positive performance appraisal.

Fixed terms appointments (e.g. contracts) shall be subject to three (3) months probationary period, while temporary, part-time, casual, consultancy appointments and voluntary work shall be subject to probation. Probationary period shall commence from the first day of reporting on duty. While on probation, staff shall be regarded as being on trial with the view of learning the work and being tested on it. The supervisor shall be responsible for conducting on-the-job and performance counseling during this period. Any differences in the work must be documented in writing and the staff shall be given such assistance that shall allow him/her to correct the faults.

The line manager/supervisor, in agreement with the staff may recommend extension of the period of probation for a period not exceeding three (3) months, for justifiable reasons beyond the control of the staff. For example if the staff falls sick and he/she is unable to meet his/her

obligations. However, where the staff merely fails to master his/her work during the initial probationary period, no extension shall be granted.

Except for purposes of induction and unless the training is a direct requirement for confirmation, no staff on probation may proceed on training.

4.7. Confirmation into Service.

Confirmation into service shall not be automatic. Confirmation shall be subject to satisfactory performance reports from the immediate supervisor.

However, while on probation, there is clear implication and understanding that staff shall be confirmed provided he/she fulfills such obligations as laid down in the terms and conditions of appointment as well as conducting himself/herself in such a way as to leave no doubt in the mind of the supervisor recommending confirmation.

Before the expiry of the probationary period of staff, the supervisor shall, based on open performance appraisals, recommend an appropriate course of action to the senior officer charged with human resource function who will forward it to the Board of Directors.

Staff on probation shall, within one month of completing the probationary period, be notified in writing of his/her confirmation or any other course of action.

In the event of failure of staff to achieve satisfactory performance during the probationary period, the appointing authority shall take any of the following actions with respect to the incumbent, depending on circumstances:

- a) Extend the probationary period to further determine suitability of staff
- b) Provide appropriate training
- c) Terminate employment if the report is diverse

All actions taken by various parties aforementioned shall be reported to the Board of Directors for information or ratification.

4.8. Termination of the Appointment.

At any point during the probationary period, either party may terminate employment after giving fifteen (15) days' notice. The Organization may at any time terminate the appointment of any staff on probation on account of unsatisfactory performance or conduct.

Employment terminated during probationary period shall not attract terminal benefits or any other compensation apart from the staff's due salary.

4.9. Staff/Personal Files.

There shall be maintained one (1) personal file for every staff which shall be under the custody of the Executive Director who is also charged with human resource responsibilities.

The purpose of personal files shall be to maintain a constant record of each staff, which record shall be used for analysis of the staff's competence, progress and training needs.

The files shall include;

- All documents relating to staff's appointments, official reports, certificates of courses attended, comments, observations relating to his/her competence, performance, efficiency, and official conduct and such other documents as will be brought to the staff's attention.
- Names of the immediate family members including next of kin.

4.10. Use of Organization's resources.

Staff will as much as possible exercise due responsibility while using the organization's resources in the course of performing their duties.

The Organization's assets and resources shall be used only to perform the Organization's work. This may include computers, printers, photocopier, stationery, telephone, internet connection; furniture etc. Unauthorized use of the Organization's resources to gain personal benefit may result into a disciplinary action taken against the responsible staff. The Organisations's management shall put an effort in enforcing efficiency and effectiveness in usage of the Organization's resources. However, staff shall be expected to exercise natural judgment in ensuring their acts do not expose the Organization to avoidable costs.

5.0. STAFF DEVELOPMENT

Tree Uganda Academy (TUA) shall encourage and support its staff to enhance their skills, knowledge and attitudes so as to continuously strengthen present and future service.

TUA shall plan, develop and implement human resource training and development programs in accordance with the set guidelines.

All staff shall be expected to undergo Continuous Professional Development (CPD) sessions organized by TUA. The TUA's management may from time to time change the mode of delivering CPD sessions to staff. This may involve having technical presentations at office, attending seminars and workshops organized by professional bodies.

5.1. Institutional Framework for managing Training and Staff Development

The BOD shall be responsible for giving advice on overall staff training and development matters of all TUA staff. The Management shall vet and approve training requests from TUA Departments.

The overall coordinator of the staff training and development function shall be the Executive Director.

Implementation of training and staff development activities shall be the responsibility of the immediate supervisor who has ultimate responsibility for the work performance of the subordinate.

The immediate supervisor in liaison with the subordinate and Head of Department shall identify training and development needs of all the staff supervised and submit them to the Executive Director who shall present them to the BOD for consideration and approval.

5.1.1. Performance Improvement Training

All serving staff shall be provided with opportunities to undergo at least one planned capacity building program for performance improvement biannually, based on systematic identification of needs. Such a program shall aim at improving specific performance gaps of serving staff in relation to their work.

5.1.2. Professional Development Training

All serving staff shall be encouraged to undertake mandatory professional training and development at various stages of their career as and when the need arises. This category of training shall be full or part time and short or long term in nature.

5.1.3. On –the-job-Training

On-the-Job-training effectively takes place on the job and is the foundation upon which other types of training must depend. The immediate supervisor shall be responsible for conducting on-the-job training and performance counseling on an ongoing basis. Any performance gaps shall be noted in the staff's personal file. The immediate supervisor shall ensure that such gaps are addressed through relevant raining and development and continuous encouragement for improved services.

5.2. Methods of Training and Development

These shall include: mentoring, voluntary work, coaching, private studies, delegation, self-development, short and long courses, seminars, conferences, workshops, study tours and task force/project activities.

5.3. Identification of Training Needs

Training Needs shall be identified at the departmental and individual staff levels through:

- a. Discussions at departmental meetings
- b. Discussions at Board/ Committee meetings
- c. Management Planning Sessions
- d. Staff Appraisal Reports
- e. Discussion with job holder
- f. Discussion with immediate supervisor
- g. Review of relevant documentation
- h. Discussions with persons and bodies responsible for the management and coordination of the training function.
- i. Changes in technology that impact on the organization

5.4. Monitoring and Evaluation of Training

The Finance and Administration Officer shall be responsible for the overall monitoring and evaluation of staff training and development interventions in the Organisation.

Heads of Department shall monitor the performance of their departments and immediate supervisors their subordinates' performance throughout the year to identify any performance gaps.

Line Managers/Supervisors shall carryout:

- a) Pre-evaluation
- b) Evaluation during training
- c) Evaluation after training (about 3-6months) to analyze its impact

This shall be done through:

- a) Questionnaires
- b) Interviews with subordinate
- c) Discussion with supervisor
- d) Direct observation

5.5. End-of-Training Reports

All Staff who undertake training shall submit an end-of-training report according to an approved format to the head of Department through their immediate supervisor, on his/her return to work. The report shall highlight the course content, benefits achieved, proposed implementation plan of added exposure and course evaluation.

5.6. Sharing of learning

Staff shall arrange with his/her immediate supervisor to share lessons learnt with colleagues in the department on his/her return to work after a training program of a short duration not exceeding two weeks.

5.7. Funding for Training

Sources of funds for staff training and development shall be part of the normal budgets of the TUA depending on availability of resources. Individual staff that is in position to seek/provide their own funding through scholarships or self-support shall be considered as well.

5.8. Bonding Agreement

In cases where staff is sponsored by TUA for training, such staff will be required to sign a Bond committing them to serve the Organization for such a period as may be determined by the founding directors.

Every staff that is sponsored by the Donor funds to TUA shall be bonded to work for TUA for a minimum of three years after completion of the training. Bonding shall only apply to long term training program of 9 months and above.

6.0. PERFORMANCE EVALUATION

The performance appraisal guidelines have been prepared to guide the Organisation in appraising her staff to ensure that performance is appropriately measured against the set parameters. Its primary objective is to ensure that staff performance is improved at all times for the benefit of both the organization and the individual staff.

The staff performance guide shall also form a key basis for establishing the appropriate level of compensation that is commensurate to performance.

6.1. Performance Reviews.

There shall be periodic performance reviews for the purpose of monitoring staff performance which will form the basis for staff reward, development and other management decisions.

6.2. Annual Performance Review Cycle.

The performance of all staff shall be appraised twice a year at an interval of six (06) months. The Appraisal exercise shall be carried out in the first week following that in which the appraisal cycle ends. This shall therefore be the first week of January and the first week of July to appraise staff performance for the cycles ending 31st Dec and 30th June of every year respectively.

6.3. Mode of Appraisal Exercise.

The exercise shall be performed in form of a peer review by way of a round-table discussion of each of the individual's performance for the cycle ended. Each appraisee shall be given the opportunity to present his argument if they think they have been given a lower score by the Peer Review Team (PRT). This implies that the appraisee shall also be part of the PRT.

6.4. Management of Performance Appraisal Recommendations.

The Organisation shall implement the appraisal recommendations with a view to recognize and reward staff performance, and address their development needs.

7.0. COMPENSATION PACKAGE

7.1. General Policy:

TUA draws largely for its financial support from:

- (i) Membership fees, monthly subscriptions and special contributions
- (ii) Donations from organizations (both local and international) and friends from home and abroad in partnership with her.

TUA shall have the responsibility to ensure faithful and healthy service delivery and prudent administration of material resources in the organization. Tree Uganda Academy shall Endeavour to pay competitive salaries to her staff drawn from financial support received as stipulated in section 7.1 above and according to the organization's Salary Scale approved from time to time by the BOD. The aim is to attract and retain dedicated staff to offer their services for the benefit of our Region and Uganda as a whole.

7.2. Established Salary Scales

Every position within TUA shall be given a "category" which relates to the responsibility and nature of work involved in the position. Any new position shall be given a category approved by management clearly showing how that position fits within the organization structure.

TUA Salary scale shall set minimum and maximum salary to be paid to various categories of staff.

The basic salary will be complemented by allowances payable, set according to the category of the staff. Management will approve the schedule of allowances payable to various levels of staff.

7.3. Salary Payments and Deductions.

Staff remunerations shall be determined by the Founding Directors from time to time and may be revised upwards or downwards depending on circumstances. Remuneration for a member of the Senior Management Team – SMT (e.g. a Director) shall not be raised basing on higher earnings for any period. If any SMT member draws more than their salary from the business, it shall be treated as an accountable advance from him and if not paid back will be offset from his salary. This is an effort to separate personal financial business from that of TUA and to provide for proper planning of expansion.

Salaries will be subjected to any other statutory deductions as required by law.

Repayment of any loans or advances will be deducted after the statutory deductions have been effected.

7.4. Payment Method

All staff will be paid their salary and allowances on an approved payroll at the end of each month. Effort will be made to effect payment by the end of the month.

All salary and allowances will be subject to PAYE as per the legislation.

7.5. Contract Staff

If staff is given a fixed term contract for a period of one year or more they will adhere to the normal structure of salaries and allowances of TUA.

If staff is employed only specifically for a short project which is for a period of less than one year, then their salary can be negotiated separately from the normal salary scales.

If the short term contract is renewed bringing their term of service over one year, then they must revert to the normal salary scales of TUA.

7.6. Overtime Allowance.

Where staff are required to do any work overtime in any month, they shall be entitled to an overtime allowance equivalent to one and half times the hourly salary for every hour spent on the job.

7.7. Facilitation.

The Organisation shall provide transport to employees on official duties outside their normal duty station. Where transport is not provided, any employee using his private vehicle to go for official duties shall be paid mileage at approved rates

8.0. STAFF CONDUCT

8.1. General Policy.

All TUA Staff shall conscientiously and in their conduct uphold and promote the values, practices and policies of the Organisation laid out in the Constitution, code of conduct and Human Resource Policy Manuals. All staff of TUA shall be viewed as a model typifying expected values and behaviors of TUA staff.

8.2. Ensuring dignity and rights of other people

All persons that a staff of TUA shall come into contact with by virtue of his/her employment with the TUA shall be treated equally and handled with courtesy. TUA tolerates zero discrimination or favoritism based on color, sex, tribe, region, political party, religion and or other related/similar grounds.

8.3. Confidentiality and Sharing Information

All staff of TUA shall at all times exercise maximum secrecy/confidentiality throughout their term of service at TUA.

Staff shall be expected to be discreet and tactful about what is said concerning TUA both within the TUA office/premises and outside the Organisation.

TUA employees shall not disclose, furnish or give any information, documents and/or data coming to their knowledge or possession in the course of their employment at TUA to any unauthorized person (s).

All requests for information from other agencies and outsiders shall be referred to the rightful people appointed to handle TUA's communications and public relations.

8.4. Dressing and clean work environment

TUA employees shall wherever on duty appear appropriately and modestly dressed and groomed. All employees shall maintain a high standard of cleanliness around his or her work place.

8.5. Other employments

TUA employees shall not take on other paid employment outside TUA while they remain in the employment of TUA.

9.0. DISCIPLINE

All staff shall be expected to exhibit the highest degree of discipline and courtesy while conducting the Organisation's business. No staff shall be expected to involve themselves in any acts that cast doubt on their integrity.

9.1. Principles underlying Disciplinary Procedures

- a) Consistent and fair treatment for all
- b) Full investigation of any case before disciplinary action can be taken

- c) The right of the staff to be informed of the complaint against him or her
- d) The right of a staff to be heard before any decision is made
- e) The right to appeal against any disciplinary penalty imposed.
- f) Dismissals for a first breach of discipline to be applied to gross misconduct only

9.2. Offences.

Misdemeanors, misconduct and gross misconduct such as: Drunkenness and drunken driving; Smoking; Use of narcotic drugs like marijuana; Stealing; Fighting in and/or outside office; Persistent late coming; Diverting the Organization's funds to personal use without authorization; Using the Organization's stationery including headed paper, stamps, seals and emblems and such items without authorization especially with an intent to gain personal gain; Forgery of documents including academic documents, accountability records; and any other acts that are contrary to the CBO/NGO Professional Code of Conduct shall constitute offences and shall make the staff liable to disciplinary action as specified in section 9.3 of this manual.

9.3. Offences Categorized

9.3.1. Minor offences

Examples of minor offences shall include but are not limited to:

- a) Leaving office during working hours for personal reasons without authorization
- b) Minor personal misunderstanding with other staff
- c) Minor damage to the organization's property.

9.3.2. Major offences.

Examples of major offences shall include but are not limited to:

- a) Abandonment of duty for at least 14 consecutive working days without due explanation, insubordination, insolence.
- b) Use of abusive language to supervisors, those being supervised or other fellow staff.
- c) Persistent failure to satisfactorily perform work.
- d) Repeated refusal to comply with rightful orders as given by supervisors.
- e) Breach of the TUA's policies and procedures
- f) Threat to another staff either by word or deed.
- g) Unauthorized outside employment during office hours.
- h) Unauthorized sharing of information, data and records with outsiders
- i) Minor offences repeatedly committed

9.3.3. Gross offences.

Examples of gross offences shall include but not limited to:

- a) Conviction of a criminal offence (other than for a traffic offence), which has a bearing on a staff's suitability for continued service.
- b) Willfully causing loss or damage of TUA's property.
- c) Exposing the lives of fellow workers to serious risk by willful breach of duty.

- d) Use of violence such as fighting/assault on another person while in office or on duty.
- e) Incapacitation and inability to perform due to influence of alcohol and/or other illegal drugs, theft, fraud, deliberate falsification of records.
- f) Immoral behavior such as sexual harassment, promiscuity and other sexual offences.

9.4. Disciplinary Procedure for staff of TUA.

Where performance of a staff is unsatisfactory, they will be given an opportunity to respond to the allegations.

9.4.1. Disciplinary Actions.

Staff found to have committed offences shall be subject to one of the following disciplinary actions:

- i) Caution
- ii) Written warning
- iii) Suspension
- iv) Loss of salary
- v) Demotion or
- vi) Dismissal

9.4.2. Disciplinary Procedures.

- a) Minor offences will be dealt with informally by the immediate supervisor through counseling (unless they become persistent).
- b) For major offences, the disciplinary procedures as outlined below shall follow.
- c) For all acts of gross misconduct, a staff will immediately be suspended from work for a period not exceeding one month and on half pay, while investigations for the alleged offence are being conducted. If the investigation reveals that gross misconduct has occurred, the staff shall be summarily dismissed.

9.4.3. Oral warning

- a) A staff whose conduct or performance shall not meet acceptable standards shall be given a formal verbal warning by the immediate supervisor.
- b) A written statement of the verbal warning shall be prepared and shall be used in giving the oral warning by reading it to the staff.
- c) The note shall be explicit about the reason for the verbal warning and staff shall be informed that this is the first stage of the disciplinary procedure.
- d) The staff shall be required to append his/her signature on the written statement.
- e) The written note shall be put in the personal file and shall expire after one month, subject to satisfactory conduct and performance.

9.4.4. Written warning

- a) A staff who commits an act of indiscipline that is regarded as major shall be served with a written warning this includes repeated minor cases of indiscipline, where a verbal warning was served but there has been no change in the conduct or performance of duty.
- b) This written warning shall give details of the case, the improvement required and the time scale. It shall warn of the action to be considered if there is no satisfactory improvement and shall also advise of the right of appeal.
- c) The supervisor shall keep a copy of this written warning but it shall be disregarded for disciplinary purposes after two months subject to satisfactory conduct and performance.
- d) If a staff that has been served with three (3) written warnings in the last twelve (12) consecutive months commits the same or another major offence, he/ she may be liable to immediate termination or dismissal from employment.

9.4.5. Suspension on Half Pay

A staff who shall commit a gross offence shall be suspended from work for a period not exceeding one month and on half pay whilst investigations for the alleged offence are being conducted.

9.4.6. Summary Dismissal

- a) Any staff, who commits offences considered to be gross misconduct as per this human resource policy manual shall be summarily dismissed if investigation reveals that gross misconduct has occurred.
- b) Staff who shall be summarily dismissed shall have no right to appeal and shall forfeit all their benefits.

10.0. STAFF COMPLAINTS AND GRIEVANCES

10.1. Handling Staff Complaints and Grievances

10.1.1. Introduction

TUA shall define a grievance as a written request by a staff for the review of a problems or conflict that cannot be satisfactorily resolved through discussions with the immediate supervisor. TUA understands that grievances generally, are triggered by a staff complaining about employment conditions, relationships with other staff, or other causes of dissatisfaction. TUA recognizes that when these complaints are appropriately addressed they improve staff morale, maximize effectiveness and assure a high level of job performance.

10.1.2. Principles underlying Grievance Procedure

The Procedures below are developed with the following principles in mind:

- a) Equity, fairness and the right to be heard for all staff of TUA.
- b) Solutions arrived at ought to be satisfactory to both parties in the Spirit of Biblical reconciliation.

- c) Disputes and/or conflicts are promptly and effectively handled.
- d) Incidents of formal disciplinary action, termination and litigation are reduced.

10.1.3. Stipulations

This policy will apply to all employees of the TUA in administrative and management positions of TUA only exception being where incidents involve gross misconduct and warrant summary dismissal.

10.2. Grievance Procedure

Staff who shall have sufficient reason to believe that he/she has not been fairly treated in any respect shall appeal in writing following the procedure below:-

- a) The staff desiring to raise a grievance shall in the first instance have made an honest attempt to discuss it with his/her immediate supervisor. This shall be mandatory.
- b) Subject to the nature of the grievance, the supervisor may be able to deal with the matter directly. Where this shall not be possible, the supervisor him/herself shall choose to forward the details of the grievance to the next level or to the senior officer charged with the human resource responsibilities. Staff shall be advised to retain a copy of their grievance.
- c) The staff may also on failure to reach an agreement with the supervisor over the grievance forward his/her complaint to the next level or to the senior officer charged with the human resource responsibilities.
- d) The person designated to handle the complaint shall always start by discussing the grievance with the supervisor so as to get his/her views along.
- e) The person designated shall investigate the grievance and reply in writing to the staff within fourteen (14) days.

11.0. STAFF WELFARE, BENEFITS AND ALLOWANCES

11.1. General Policy

Staff welfare facilities, Benefits and Allowances may be paid according to the nature of the environment in which the staff is working.

The Staff welfare facilities, benefits and allowances must be approved by BOD and shall specify methods of calculation for variable allowances. Staff welfare facilities, benefits and allowances may include the following:

11.1.1. Housing Allowances

Tree Uganda Academy (TUA) desirous to provide housing for its entire staff but this shall not be possible all the time due to financial challenges.

All TUA staff shall be required to look for alternative accommodation be it a personal residence or rented house. However, in the due course selected staff may be given a reasonable housing

allowance to this effect at a rate determined by BOD from time to time whenever funds are available.

11.1.2. Electricity and Water

Tree Uganda Academy shall not meet electricity and water bills for its staff unless this is a necessary need and such need shall be approved by the BOD.

11.1.3. Provision of Transport and Travel Allowance

TUA shall endeavor to cater for the transport needs of its staff whilst on official duty.

11.1.4. Responsibility Allowance:

This will be given if staff is asked to perform responsibilities over and above those expected from their position.

11.1.5. Extra Duty allowance:

This will be given if staff is asked to carry out specific extra tasks for a given period of time. This will be paid only when a staff carries out these extra duties for a period exceeding one month.

11.1.6. Safari Day Allowance (SDA):

This will cater for meals and transport for a contract staff that is on an approved official assignment away from the usual place of work for 6 hours or more. The staff shall qualify for payment of transport if he/she is at least ten (10) km away from the usual place of work and has used own means of transport and not an official TUA vehicle. The rates for SDA shall be determined by BOD.

11.1.7. Acting Allowance

This shall be an allowance that TUA shall pay to a member of staff on contract who is appointed by BOD for a specific period to take on tasks and responsibilities of a higher position than his/her own when the substantive holder is away on approved official duty, leave or when the post is vacant. An acting appointment shall range between one and six months. Acting allowance shall only be paid when the position in which the member of staff is appointed to act carries a higher salary than the acting staff's substantive salary. The amount payable as Acting Allowance shall be the difference between the staff's substantive salary and the salary of the position to which he/she is appointed to act. If the member of staff is required to take on only some of the tasks/responsibilities of the office in which he/she is acting, then only part of the acting allowance shall be paid as determined by BOD.

11.2. Salary advance

This may be given subject to availability of funds to a staff in cases where a staff has an extraordinary need and requests for part of his/her current month's salary to be advanced to him/her.

Staff shall be allowed only one request for salary advance in a month.

No salary advances shall be processed after the 20th date of the month.

Staff seeking advance shall submit a written request through the immediate supervisor to certify, then forward to the accounts unit for computation. The accounts unit will then forward the request to BOD for final approval before payment.

11.3. Staff Insurance Policy

TUA may determine relevant insurance policies to cover its staff subject to availability of funds.

11.4. Staff Health and Medical Care

TUA is committed to employing healthy people and keeping them and their immediate families healthy.

There shall be a First Aid Box at the premises which all staff shall have access to dependent on the availability of funds and affordability of the Organisation. However, in circumstances where the First Aid Kit is not available, the staff shall personally incur their medical charges. TUA shall compensate staff whose sickness is attributed to the organizational official duty. Compensation shall be determined by the BOD dependent on the extent/worseness of the matter.

11.5. Death Benefits

If a member of staff dies whilst in service, TUA shall make a contribution towards the funeral costs at rates that shall be determined by BOD (in addition to any other retirement benefits). In case of death of the staff's spouse, child father or mother, or other close relative, TUA shall make a contribution towards the funeral costs at rates that shall be determined by BOD.

12.0. LEAVE

12.1. Annual leave

Staff at all levels shall be entitled to (1) one month's annual leave every calendar year. Weekends and gazetted public holidays shall be excluded.

Staff shall be expected to plan their annual leave with their immediate superior at the beginning of each calendar year and inform the Accountant who shall coordinate a leave roster to be drawn at the beginning of each calendar year.

12.2. Maternity Leave

Maternity leave of sixty (60) working days shall be granted to female staff on full pay. This leave may be applied for by the concerned staff two (2) weeks before the expected date of delivery or with effect from the day of delivery and approved by the line manager in liaison with the Accountant and the Executive Director. Any other days of absence prior to the two weeks shall be regarded as sick leave.

An additional period of absence from duty, if necessary, may be granted to a female staff following the maternity leave provide it is applied for as annual leave or written recommended sick leave from a licensed medical Practitioner or midwife as the case may be.

In case of a miscarriage, a female staff shall be entitled to eight (8) weeks leave after the miscarriage.

12.3. Paternity Leave

A male staff shall, immediately after his spouse (legally married) has delivered their baby or a miscarriage, be granted paid leave from work of four (4) working days.

12.4. Examination Leave

TUA staff on contract pursuing academic/professional courses who intend to sit for examinations shall apply for an examination leave of not more than ten (10) working days in a calendar year.

12.5. Compassionate Leave

In cases of personal difficulty, staff shall apply and be granted leave not exceeding 5 working days. The Executive Director as the case may be may grant at his discretion special leave of absence on compassionate grounds of up to ten (10) working days in a calendar year to a staff faced with personal challenging circumstances that demand being away from work. Such challenging circumstances shall include death, accident or serious illness of a staff's immediate family (e.g. spouse, child, parent, brother, and sister and in-law), preparation of a wedding including the wedding day, and damage or loss of household property among others.

12.6. Sick Leave

Staff that may be unable to report to work due to illness, injury or hospitalization shall be entitled to sick leave on a written recommendation from a licensed medical practitioner and approval from the Executive Director. The recommendation shall certify the staff's inability to work and the duration he/she shall be absent.

The sick staff shall be granted initial sick leave with full pay and all other benefits up to a period of one month.

If the staff continues to be sick, he/she shall be granted additional sick leave of one month with full pay and all other benefits.

During the sick leave the staff's position/office shall be retained. If at the end of the second month the staff continues to be sick, the relevant appointing authority shall seek the opinion of a qualified medical practitioner to determine the staff's fitness for continued service or removal from office on medical grounds as per this Human Resource Policy Manual.

Staff shall inform their immediate supervisor of their absence due to sickness and produce a signed recommendation from a licensed Medical Practitioner within a period of one day.

13.0. TERMINATION OF SERVICE

13.1. Leaving the Service

Staff may leave the service of TUA under different circumstances namely: Resignation, Disciplinary Actions/Dismissal, Redundancy and Termination or upon Death.

13.1.1. Resignation

Staff may terminate their contract with TUA by giving in a one month written notice to the appointing authority.

Such staff shall be paid all their terminal benefits before leaving. They shall also be paid salary up to and including the last day on which they were present on duty.

13.1.2. Termination

It is the policy of Tree Uganda Academy to protect her integrity, reputation and the manner in which she offers her services to fulfill her mission. For this reason, TUA reserves the right to dismiss staff by giving notice, or salary in lieu of notice, or as specified in this manual based on the following grounds.

- a) Inability to perform satisfactorily as required in one's appointment.
- b) Failure to co-operate and uphold the policies and procedures established by TUA.
- c) Insubordination.
- d) Dishonesty.
- e) Behavior considered in appropriate as stipulated in this manual.
- f) Other causes justified by the appointing authority and in compliance with the Uganda labor laws.

The Appointing authority shall give a one (1) months' notice or salary in lieu of notice, to staff whose services are no longer required.

13.1.3. Dismissal

The appointing authority may dismiss staff in accordance with section 13.1.2. of this manual. Dismissal shall be applied where staff commits a very serious breach involving gross misconduct. Before dismissal, a staff may be entitled to a hearing.

The following matters shall amount to gross misconduct and shall lead to summary dismissal without notice or benefits. This is a limited list:

- a) Willfully neglecting to perform one's duties consistently, despite several warnings.
- b) Use of abusive or insulting language.
- c) Theft, repeated fraud or misappropriation of the TUA resources.
- d) Minor offences frequently repeated e.g. lateness, indiscipline, carelessness or absenteeism.
- e) Being found guilty of any offence while in possession of three warning letters.
- f) Disgracing TUA by indulging in inappropriate and indecent conduct e.g. possession/use of narcotic drugs, or immoral behavior.
- g) Any other grounds as stipulated in the labor laws.

13.1.4. Leaving service other than through misconduct

The Board of Directors may retire a staff from service on medical grounds upon the recommendation of a licensed medical Practitioner as stated in this manual.

13.1.5. Redundancy

Where a situation arises, warranting declaration of redundancy, the whole section of staff affected as a result shall be declared redundant and in effect their contracts terminated.

Upon termination from service due to redundancy, the staff affected shall be paid three (3) month's salary in lieu of notice, in addition to any other terminal benefits.

13.1.6. Other Grounds of Termination

Termination due to absconding shall be administered in accordance with the disciplinary policy. Any monies owed to TUA by the staff shall be deducted from his/her terminal benefits.

13.1.7. Termination of a staff on probation

While a staff is on probation, his/her service may be terminated by giving two (2) weeks' notice or two (2) weeks' payment in lieu of notice. Such a staff shall not be entitled to terminal benefits.

13.1.8. Termination due to death

Termination of a staff to death shall be administered in accordance with the policy on death benefits as stipulated in this human resource policy manual.

13.2. Handing over on termination.

Before staff leaving the employment of the organization, they shall be required to hand over all the organization property and assignments in their possession to their immediate supervisors.

13.3. Terminal benefits

Any staff who has resigned or whose services have been terminated shall without prejudice to all the provisions of this policy, be entitled to the following benefits:-

- a) Accrued salary up to the last day of duty.
- b) Cash payment in the lieu of any outstanding entitlements; and
- c) Gratuity accrued up to the last day of duty.

Any monies owed to the TUA from the staff whose services have been terminated shall be deducted from his / her terminal dues. If the terminal dues are not adequate, the staff concerned must make good for the outstanding balance either immediately following termination or over a period of time as mutually agreed between the staff and TUA.

14.0. SAFETY AND SECURITY

All staff are encouraged to be security cautious at all times whether at office or outside office. Staff are advised to alert concerned authorities e.g. police promptly when in situations that jeopardize their security. Such situations may include, identifying suspicious items especially those that are abandoned. All staff should always be cautious not to leave any electric gadgets on when leaving office. Office lights, computers, printers, the Office TV and all electric appliances shall all be switched off when leaving office. The office assistant shall do cleaning works while putting on office gloves.

14.1. Office Hours and Attendance.

The working days for Tree Uganda Academy shall be Monday to Friday of every week. The official working hours for the TUA staff shall be 8:00AM to 5:00PM.

14.1.1. Lunch Break: TUA staff shall be entitled to a one hour lunch break. Lunch break shall run from 1:00PM to 2:00PM. This means the actual working hours shall add up to 40 hours a week.

14.2. Compensation.

Staff who suffer injury in the ordinary course of the organization's business shall qualify for compensation in line with the Workers' compensation Act, 2000.

15.0. MISCELLANEOUS PROVISIONS

15.1. TUA Human Resource General Policy and Guidelines on HIV/AIDS at workplace

15.1.1. The Policy and Objectives

The policy focuses on general issues in regard to managing TUA staff who may be suffering from HIV/AIDS. Tree Uganda Academy shall develop a more comprehensive Human Resource Policy on HIV/AIDS at the workplace as a separate document.

TUA recognizes the prevalence of the HIV/AIDS problem and the efforts of the various national and Global strategies in stemming the problem. TUA regards HIV/AIDS like any other life-threatening and /or chronic illness affecting employment issues. The results may include depression, loneliness, stigma, and denial of rights, poverty, a loss of self-worth or hope and inability to passionately serve as desired.

Tree Uganda Academy's policy towards any staff that may have HIV/AIDS shall be an attitude of empathy/non stigmatization.

Tree Uganda Academy shall establish human resource management systems that shall not create barriers to employment of staff with unknown, negative or positive HIV status.

Implementation of TUA programs and activities shall not create an unsafe working environment in which HIV transmission is more likely.

The objectives of this policy are to:-

- a) Provide hope and support to staff with HIV/AIDS and guide them on how to live positively.
- b) Specify procedures and practices in TUA's recruitment policy.
- c) Provide staff with the essential information on HIV/AIDS, including how it can be avoided or transmitted.
- d) Improve TUA's capacity to develop and communicate advocacy messages for behavioral change focusing on HIV/AIDS.

15.1.2. General Guidelines relating to HIV/AIDS at the workplace

- a) The TUA shall not discriminate any applicant during the recruitment stage because of his/her HIV status. There shall be no compulsory HIV screening of candidates during recruitment or for a staff career development or continuity of employment purposes.
- b) There shall be no grounds for refusal by staff to share the work place with and HIV Positive colleague. Staff shall be expected to maintain normal working relationships with any colleague with HIV/AIDS. Appropriate disciplinary action shall be taken where a staff is discriminated because of his/her HIV/AIDS status.
- c) TUA shall provide an understanding and caring environment for staff who are HIV positive.
- d) Serving staff with HIV/AIDS related illnesses shall be encouraged to work as long as they are medically fit for appropriate work/assignments. Where they are too ill to continue work, alternative arrangements including extended sick leave shall be made in line with the sick leave policy in this HR policy manual.
- e) Staff with HIV/AIDS related illnesses shall be reasonably accommodated such as by giving opportunity for rests/breaks and time off for medical appointments.
- f) Where available, a staff's HIV/AIDS related information shall be kept confidential.

15.2. General Policy and Guidelines on Gender Equality and Equity

TUA shall develop a comprehensive Gender Equality and Equity Policy which shall be published as a separate document. What follows is the TUA general stand on matters of gender equality and equity focusing on management of its human resource.

The objective of developing a Gender Equality and Equity Policy for TUA shall be to:

- Guide the actions of redressing the historical imbalances that have existed in favor of certain groups and oppression of others, through deliberate interventions.
 - Enforce gender quality and equity based programming and its positive impact on men and women affiliated to TUA.
- a) TUA recognizes human beings (both men and women) as created in the image of God who share similar dignity and rights in the eyes of God despite having different biological structures, experiences, needs and expectations.
 - b) TUA is committed to promote and provide equal opportunities and fair treatment to men and women particularly the vulnerable, marginalized and oppressed.
 - c) TUA recognizes that both men and women have been subjected to gender defined roles in the family, workplaces, community and wider society. The roles assigned to women are undervalued and unpaid in comparison to men's roles. It is through these assigned roles that men and women encounter discrimination and the oppression of marginalized groups.
 - d) TUA shall promote the practice of equity bearing in mind that there are some vulnerable groups among its human resource that may not easily access benefits from TUA

programs. These include internally displaced people (IDPs), Orphans, abandoned children and child families, assets-less widows, people in hard to reach areas, unemployed youth and poor, elderly and landless people.

15.3. Tree Uganda Academy Occupational Health and Safety Policy

The occupational health and safety Act 2006, mandates every organization to ensure reasonable health, safety and welfare of its employees, and that no employee should be put at risk as result of one's effort to carry out his/her duties and responsibilities in the employing organization.

As a separate publication, TUA shall develop a policy taking into account the requirement stated in the Act to prevent injury, ill health, damage and loss to its human resources arising from work-related responsibilities whilst serving in TUA.

16.0. LIST OF DEFINITIONS

Appointing Authority	A body or Persons with the right to appoint employees of TUA.
Approved Medical Practitioner	A licensed government medical officer or licensed medical practitioner.
TUA	Tree Uganda Academy
Coaching	A one-to-one performance management or staff development activity in which a senior or more experienced employee teaches and helps a junior or less experienced employee to develop a skill (s) to enable him / her to work better.
Competences	Ones abilities comprising skills, knowledge and attitude
Contract of Service	A written agreement between TUA and staff under which the latter undertakes work for or renders a service to TUS in return for a salary and other benefits.
TUA Counseling	A process in which a supervisor/superior helps a staff to define causes of problems encountered at work that are affecting performance and find his/ her own solutions to improve performance.
Disciplinary Committee	A Committee which handles members and staff disputes and questions.
Effective	Carrying out task/responsibilities in the right way using the right methods or following the laid down procedures and guidelines of TUA.

Efficient	Carrying out the required (right) tasks/responsibilities within the given or set time, using the available resources.
Employee	A staff of TUA recruited for a specific job within its organizational structure.
Employer	In this Case TUA, the organization for whom an employee works under a contract of service.
Gross Offence	Unacceptable behavior committed once that may call for dismissal/summary dismissal of an employee due to its seriousness.
Head Of Department	Coordinator of a department at TUA
Immediate Family	An employee's spouse and or registered biological and legally adopted children below the age of 18 years.
Induction	Orienting a new employee/staff into an office or position
Job Description	This is a document that spells out the tasks/responsibilities and expected outputs for every approved position on the organization structure of TUA.
Major Offences	Unacceptable behavior that may call for the termination of an employee's services if repeatedly committed following several warnings.
Mentoring	A one-to- one process in which a senior or more experienced employee shares his/ her experience and helps a junior or less experienced employee to develop confidence in his/her abilities to work better and take on higher responsibilities.
Minor Offence	Unacceptable behavior that may require advising, correcting or TUA counseling the employee if committed for the first time.
Misconduct	Behavior that is unacceptable in TUA.
Objective	An objective is a specific or important target that shall be met within a specified period. An objective has to be specific, measurable, achievable, realistic and time - bound (SMART).
Output	An output is an immediate result of carrying out a particular task/responsibility within the short term.
Salary	Basic salary paid to a staff excluding allowances and benefits.
Staff	A servicing employee of TUA on probation, permanent, contract or temporally service and voluntary work.
Staff Development	A learning intervention that shall provide opportunity for staff to develop skills, knowledge, attitudes and confidence that shall enable them to take up positions/ roles of higher responsibilities in

	TUA.
Stipend	Money given to ordained ministers to facilitate their up keep
Subordinate	A junior staff supervised by a senior staff
Supervisor/ Superior	A staff with a responsibility of directly overseeing the work performance of a junior staff/ subordinate
Tasks	The main responsibilities and/or duties/tasks a member of staff is expected to carry out as detailed in the job description.
Terminal Benefits	Benefits derived at the end of employment
Training	A learning intervention to improve staff's knowledge, skills and attitude for the better performance in the current position/role.

Kihiihi - Kasese Road P. O. Box 11 Kihiihi, Kanungu – Uganda

Approved by the Board this 7th day of September, 2018

Signed: 

Rev. Peter Nzamuhiki.
Chairman Board.