

# THE OPEN UNIVERSITY OF TANZANIA



## HUMAN RESOURCES MANAGEMENT (HRM)

### POLICY AND OPERATIONAL PROCEDURES

JULY 2007

*With Amendments Approved During 71<sup>st</sup> Meeting of Council Held on  
28<sup>th</sup> March 2011*

## TABLE OF CONTENTS

TABLE OF CONTENTS .....	ii
STATEMENT BY THE VICE CHANCELLOR.....	v
ACKNOWLEDGEMENTS .....	vi
ABBREVIATIONS .....	vii
PREFACE .....	viii
EXECUTIVE SUMMARY .....	ix
CHAPTER ONE .....	10
INTRODUCTION .....	10
1.1 Definition.....	10
1.2 HRM Policy and Operational Procedures .....	10
1.3 Employment Contracts .....	12
CHAPTER TWO .....	13
HRM POLICIES AND OPERATIONAL PROCEDURES .....	13
2.1 Introduction.....	13
2.2 Planning.....	13
2.2.1 Policy statements.....	13
2.2.2 Operational Procedures .....	14
2.3 Recruitment .....	15
2.3.1 Policy Statements.....	15
2.3.2 Operational Procedures .....	16
2.4 Induction / Orientation.....	17
2.4.1 Policy Statements.....	17
2.4.2 Operational Procedures .....	18
2.5 Deployment .....	18
2.5.1 Policy statements .....	18
2.5.2 Operational Procedures .....	19
2.6 Training and Development.....	20
2.6.1 Benefits of Staff Development.....	20
2.6.2 Policy statements .....	21
2.6.3 Operational Procedures .....	21
2.7 Open Performance Appraisal System (OPRAS).....	22
2.7.1 Policy statements .....	23
2.7.2 Operational Procedures.....	23
2.8 Motivation .....	24
2.8.1 Policy statements .....	24

2.8.2	Operational Procedures .....	24
2.9	Compensation .....	25
2.9.1	Compensation Policy.....	25
2.9.2	Operational Procedures .....	26
2.10	Health and Safety .....	27
2.10.1	Policy statements.....	28
2.10.2	Operational Procedures .....	28
2.11	Labour Relations .....	29
2.11.1	Policy statements.....	29
2.11.2	Operational Procedures .....	30
CHAPTER THREE.....		31
CHARACTERISTICS OF A GOOD PAY PACKAGE FOR OUT STAFF .....		31
3.1	Introduction.....	31
3.2	Justification for a Pay Package Commensurate to a Living Wage.....	32
3.3	A Fair and Adequate Compensation Package.....	32
3.3.1	Level of responsibility .....	32
3.3.2	Comparison with Labor Market Levels .....	33
3.3.3	Individual expertise .....	33
3.3.4	Principle of Internal Equity .....	33
3.3.5	Trade Union Regulations .....	34
3.3.6	Employer's Ability to Pay .....	34
3.3.7	Benefits.....	34
3.3.8	Transport .....	38
3.3.9	Housing.....	38
3.3.10	Accident insurance.....	39
3.3.11	Unemployment insurance .....	39
3.3.12	Voluntary benefits .....	40
3.3.13	Burial scheme .....	40
3.3.14	Meals and refreshments.....	40
3.3.15	Bank loans.....	40
3.3.16	Incentives.....	41
3.3.17	Education for Worker's Children .....	42
3.4	Principles of Good Performance and a Good Pay Package .....	42
3.5	Implementation Strategy.....	43
CHAPTER FOUR.....		44
DISCIPLINE AND DISCIPLINARY PROCEDURES .....		44
4.1	Introduction.....	44
4.2	Discipline .....	45
4.3	Disciplinary Procedures .....	45
4.3.1	Policy Statements.....	45

4.4	Operational Procedures.....	46
CHAPTER FIVE.....		48
IMPLEMENTATION STRATEGY.....		48
5.1	Establishment of a Unit Responsible for Coordination of HRM.....	48
5.2	Guiding Strategy.....	48
5.3	Timeframe for Implementation.....	48
BIBLIOGRAPHY .....		50

## **STATEMENT BY THE VICE CHANCELLOR**

The Open University of Tanzania Human Resources Management Policy and Operational Procedures has been prepared in one Volume in order to simplify and facilitate its implementation. Background information that can be found in the literature has purposely been omitted.

I wish to thank all OUT participatory organs, and especially the OUT Council, for their support and constructive criticism. Preparation of the document was wholly funded from OUT internal sources.

**Prof. T.S.A. Mbwette**  
**Vice Chancellor**

**Dar es Salaam**  
**July 2007**

## **ACKNOWLEDGEMENTS**

On behalf of the University Management, I wish to thank all who have in one way or another made it possible for the HRM Policy and Operational Procedures to be prepared and approved in time.

The contribution of the participatory organs, various staff members of the OUT and the OUT HRM Policy team who spearheaded the preparation of this document is also much appreciated. I wish to thank the sister Universities for availing us their HRM policy documents for our reference. These formed the foundation upon which this Policy and Operational Procedures was formulated.

**Prof. U. Minga**

**Deputy Vice Chancellor (RM)**

**Dar es Salaam**

**July 2007**

## ABBREVIATIONS

OUT	Open University of Tanzania
DVC (ACAD)	- Deputy Vice Chancellor (Academic)
DVC (RM)	- Deputy Vice Chancellor (Resource Management)
HR	- Human Resources
HRM	- Human Resources Management
RSP	- Rolling Strategic Plan
RM	Resource Management
SO	- Standing Orders
TUCTA	- Trade Union Confederation of Tanzania
VC	- Vice Chancellor
OPRAS	- Open Performance Review Appraisal System
ICT	- Information Communication Technology
SACCOS	- Saving and Credit Cooperative Society

## **PREFACE**

This is the first written HRM Policy and operational procedures for the Open University of Tanzania. Up to now OUT has operated using Staff Regulations approved in 1995, Schemes of Service which were prepared in 1995 but reviewed and updated in 2005, Financial Regulations of 1995 and Motor Vehicle Policy of 1995. There was thus no single and encompassing HRM Policy and operational procedures from the time the OUT was established to date.

There was therefore an urgent need to prepare an OUT Policy and Operational Procedure to guide The OUT HRM in its management, expected and acceptable conduct, rights, benefits, responsibilities, welfare privileges and recommendations for proper running of OUT in order to get the best output and hence development of OUT.

### **This document is organized as follows:**

A short Executive Summary attempts to give a skeletal summary of the main contents of the Policy and its Operational Procedures.

Chapter one presents an introduction, outlining the terms used in the Policy.

Chapter two presents the HRM Policies and Operational Procedures.

Chapter three contains the characteristics of a good pay package for O.U.T staff.

Chapter Four contain Disciplining procedures.

Chapter five provides some Implementation strategies.

A comprehensive list of references is included in this report.

This Policy on Human Resources Management (HRM) has to be read together with the OUT Staff Regulations, Schemes of Service, Financial Regulations and Motor Vehicle Policy.



## EXECUTIVE SUMMARY

The HRM Policy and Operational Procedures presented in Chapter One aims at putting in place a system for the management, motivation and retention of the Human Resources (HR) which is the most important resource in institutional development.

For each critical element of the policy, policy statements are made prior to listing the operational procedures for their respective implementation.

The policy guarantees good compensation in return for good work performance. This has been supported by a number of performance based incentives.

In Chapter Two, after introduction of the potential HRM related problems faced by a number of universities, well stated arguments are presented based on a thorough review of the critical factors giving sound reasons for having a pay package that is commensurate to the living wage.

The document presents the main features of a fair and adequate compensation package prior to presentation of the principles guiding the proposed pay package and the implementation strategy.

Chapter Three gives a comprehensive outline of disciplinary procedures for OUT staff. It has been presented in the form of policy statements, grievance procedures and procedures for disciplining staff starting with warnings and culminating with dismissal. The chapter ends by outlining disciplinary cases likely to lead to summary dismissal.

Chapter Four gives the proposed implementation strategy for the HRM policy.

**The policy will be reviewed on a regular basis as and when the need arises.**

# CHAPTER ONE

## 1.0 INTRODUCTION

### 1.1 Definition

Human Resource Management (HRM) Policy and Operational Procedures is all about making sure that personnel policies, activities and practices convey a consistent message. It is about emphasizing the philosophy of employee commitment by the following values:-

- (i) High trust relations.
- (ii) Employee participation in decision making.
- (iii) Focusing on good management culture and management style.

### 1.2 HRM Policy and Operational Procedures

HRM policies consist of broad guidelines that assist HRM practitioners in decision making processes related to the management of various performance aspects of human resource in a work Organization. HRM procedures show how the policies should be implemented in order to attain desired levels of efficiency and effectiveness.

A comprehensive HRM policy and operational procedures in an Organization must embrace the following critical attributes as detailed in the main document in Chapter two.

- (i) Planning
- (ii) Recruitment
- (iii) Induction/Orientation
- (iv) Deployment
- (v) Training and development
- (vi) Performance Appraisal
- (vii) Motivation
- (viii) Compensation
- (ix) Health and safety
- (x) Labour relations

(xi) Disciplining and miscellaneous provisions

The HRM **Planning** Policy guides the forecasting of human resources requirements of an Organisation in order to ensure their qualitative and quantitative availability, retention as well as their effective deployment.

**Recruitment** policies mainly emphasize commitment to recruit staff with desired qualifications, skills, experience and attitudes to match the specific job demands of the Organisation. The policies also give guideline for execution or implementation of activity.

**Induction/Orientation** is important to be conducted to all new staff, promoted or transferred staff, since there is no person in an organization who is so highly qualified that he/she does not need induction when he/she assumes a new job.

**Deployment** is the action of posting or assigning an employee to a department/faculty or section in line with his or her qualifications and experience. Under the OUT deployment policy, the demand, qualifications, and experience shall guide placements in all aspects.

**Training and deployment**, This policy requires employees who have not acquired the highest required qualifications to be trained to acquire them. Development on the other hand takes cognisance of the fact that modern schemes of service require staff to constantly develop themselves in order to remain current and acquire new knowledge, skills and attitudes of performing their jobs better in accordance with changes in their working environment.

**Performance Appraisal**, Normally emphasizes that all staff employed and are in receipt of a monthly salary must be appraised by using appropriate instruments. OUT shall use the Open Performance Appraisal System (OPRAS) in appraising its staff.

**Motivation** policy stresses the need to induce employees to contribute the most and best of their labour power towards the best performance of their work Organization.

**Compensation** policy emphasize the importance of the employer to know his/her responsibility from time to time, to pay adequate salaries, benefits and incentives to the employees, that takes on board changes in the work environment in return for enhanced quality work.

**Health and safety** policy stipulates that it is the responsibility of the employer to provide for a healthful and safe working environment for all employees. Hence the policy has to specify that healthy facilities, safety gear, equipment and training must be in place and that it is the responsibility of the employee to take good care of such gear and equipment so that it can last long.

**The labour relations** policy has to emphasize the importance of the employer to recognize the essence of Trade Unions in the work place and to commit the University management and employees to maintaining the desired system of Organisational justice in the work place.

**The disciplinary** policy should specify categories and levels of misconduct. The policy should also stipulate the desirable behaviour (code of conduct) expected in a professional Organisation like the Open University of Tanzania.

### **1.3 Employment Contracts**

Offer of employment at OUT may not be made, nor may an employee take up duty until all necessary pre-entry procedures and checks have been satisfactorily completed. This includes obtaining documentary evidence of formal recruitment qualifications, past employment, character references, and any necessary security clearance.

All OUT employees shall have a written contract of employment.

The Contract shall be in form of:-

- 1.3.1 Casual labourers
- 1.3.2 Temporary (Normally one week to three months duration)
- 1.3.3 Short term contracts
- 1.3.4 Permanent and pensionable
- 1.3.5 Part Time Academic Staff

## **CHAPTER TWO**

### **HRM POLICIES AND OPERATIONAL PROCEDURES**

#### **2.1 Introduction**

In accordance with the framework for HRM policy presented in Chapter One, the OUT Human Resources Management policies and Operational Procedures for each facet of the framework are presented in the ensuing sections. These Policies and Operational Procedures have also benefited from the review of the relevant National HRM policies that supersede the institutional policies.

#### **2.2 Planning**

HRM planning is a function through which it can be ensured that the correct number of employees of the right kind, in the right place, and at the right time is available to the Organisation for its performance requirements. In the process, a reasonable balance must be struck between the organisation's needs for quality and productive employees and the employee needs for personal job and career satisfaction. In order to ensure that the OUT acquires and maintains the desired numbers and quality of staff for carrying out its business, clear human resource planning policies and operational procedures are necessary. HRM policies have to be up- to – date in terms of labour market information and data as well as on an accurate situational analysis of the economic, social, legal and political environment of the internal and external labour market.

##### **2.2.1 Policy statements**

HRM planning will guide the forecasting of staff or human resources requirements of the Open University of Tanzania. Human resources forecasting shall be performed professionally in order to:

- (a) Ensure establishment and maintenance of an up-to –date and computerised Human Resources data Base that shall form the basis for all Human Resources Management decision making.

- (b) Establish the quality and quantity of manpower required to meet the performance needs of the organisation, which in effect facilitates the recruitment function.
- (c) Carefully forecast the intra-organisational movements of OUT employees like transfers, promotions, demotions as well as job re-categorisations (where applicable).
- (d) Forecast and prepare employees for exit in order to minimise disturbances to retirees and disruption of organisational performance or continuity.
- (e) Ensure preparation and implementation of viable succession plans that guarantee smooth continuity of desirable performance level throughout the life of OUT.
- (f) Ensure efficient planning for in organisational movements that can raise employees morale and performance.
- (g) Carry out regular reviews of remuneration based on a scientific method e.g. Job evaluation.
- (h) Establish and regularly review standard measures of workload for various categories of university staff and use these as a basis for recruitment and compensation.

### **2.2.2 Operational Procedures**

The DVC (RM) shall coordinate the establishment and effective management of the HR data base.

- (a) Procedures shall specify ways of determining inflow and exit of Human Resources in order to maintain an optimal balance of required staff all the time.
- (b) There shall be written into the terms and conditions of service (Staff Regulations) a procedure for effecting transfers, job re-categorisation, promotions and demotions.
- (c) The DVC (RM) shall establish/develop and maintain relevant ratios to ensure that appropriate Human Resource mixes are achieved by the University.
- (d) The DVC (RM) shall co-ordinate the attainment of the appropriate staffing to ensure optimal deployment of senior staff.

- (e) DVC (RM) shall, through appropriate organs prepare Schemes of Service and Staff Regulations to govern terms and conditions of service for academic, administrative and technical staff.
- (f) The DVC (RM) shall draw up a career path that allows inter-ladder mobility.

### **2.3 Recruitment**

Recruitment aims at encouraging those applicants who have the skills and qualifications necessary to meet the organisation's needs to apply for employment:

Recruitment is a two-way process in the sense that just as organisations are searching for potential applicants; applicants are also searching for suitable organisations. This condition should be met for the relationship between the organisation and the applicant to be acceptable.

#### **2.3.1 Policy Statements**

In order to remain competitive, OUT shall have an effective recruitment programme to ensure that suitable and qualified applicants are attracted and retained, both at Head office and Regional centres.

As an equal opportunity employer, OUT shall treat all applicants equally irrespective of their physical or other forms of disability, beliefs, ethnicity or gender. The recruitment policy of OUT also provides guidelines for filling vacant positions from within and outside the organisation. In this context:

- (a) Vacant staff positions where necessary shall in the first instance be advertised internally and filled from its own qualified employees but where circumstances do not allow, recruitment shall be from outside.
- (b) Subject to amendment of the relevant labour legislation, the OUT Council shall have the right to declare recruitment into any post to be contractual or permanent and pensionable.
- (c) Academic members of staff that are appointed to administrative positions will be allowed to pair jobs provided they perform effectively and efficiently

in both categories. The same will apply to exceptionally competent administrative staff members.

- (d) OUT shall be an equal opportunity employer.

Recruitment of Retirees – Retirees shall be recruited on condition that there is still need for their services that their health allows for active service to the University. Preference for recruitment shall be for academic staff with good record of teaching, research, consultancy on administrative performance and output.

Retiree Administrative and technical staff shall be recruited on condition that their performance is exceptionally good and that they have rare skills.

### **2.3.2 Operational Procedures**

Contemporary professional recruitment practice in universities demand clear specification of the mode of advertisement, clear delineation of modalities for application, the candidates short listing, search process, medical examination, interviewing, testing and notification of appointment and the appointing authority. The DVC (RM) shall be responsible for developing and co-ordinating the instruments for the recruitment process. The interview schedule for academic staff will be developed by the DVC (Academic).

The probation period for Academic Staff shall be two years and for Administrative/Technical Staff shall be one year.

- (a) The OUT Council shall evolve and maintain a tradition of advertising all jobs from the VC to the lowest cadre.
- (b) OUT shall facilitate the recruitment of graduates with high scores (GPA 3.8 or equivalent) into the tutorial assistants scheme so as to ensure an in-service training programme capable of sustaining the staff succession program prevails.
- (c) OUT shall establish and specify in form of Staff Regulations appropriate probationary periods for all job positions in order to ensure that staff in possession of the right qualifications, skills, attitude and experience are employed.



- (d) Recruitment and retention of expatriates shall be based on OUT's ability to pay, national laws, and a thorough assessment of the necessity for expatriates in the OUT employment.
- (e) Where any two applicants for a position of academic staff, technical or administrative staff at OUT tie during the course of interviews, a female candidate will be given preference for recruitment over the male candidate for the sake of improving the gender balance amongst staff at OUT.
- (f) Recruitment at OUT shall take place at six levels (6 – tier system) as follows:
  - (i) **The Chancellor** upon the advice of the University Council shall appoint the Vice Chancellor and Deputy Vice chancellors.
  - (ii) **The University Council** shall be responsible for the appointment of Deans and Directors, Heads of Department, all Academic staff, Senior Technical and Administrative Officers with salary scales from PUTS 17 /PGSS 17 and above.
  - (iii) **The HRM Committee** shall be responsible for the recruitment of Middle Level technical and administrative staff with salary scales from POSS 8 / PGSS 7 to PGSS16 and PUTS 12 to PUTS 16.
  - (iv) **The Vice-Chancellor** or his appointee shall be responsible for hiring the technical and administrative support staff with salary scales from POSS 7/ PGSS 6 and below.
  - (v) **DVC (RM)** shall be responsible for hiring temporary staff and casual workers.
  - (vi) **DVC (Academic)** shall be responsible for hiring part time academic staff.

## **2.4 Induction / Orientation**

Induction or orientation for newly recruited staff is there to enable them to know the organization well right at the beginning of their employment.

### **2.4.1 Policy Statements**

Any employee taking up any post at OUT whether by appointment, promotion, re-categorization, secondment or transfer, shall be subject to orientation. The

orientation or induction will assist the employee integrate smoothly into the Organization. Specifically:

- (a) OUT recruited, promoted, re-categorized, seconded or transferred staff shall undergo orientation upon taking up their new positions. Orientation will be based upon appropriate professionally developed instruments.
- (b) An orientation program of OUT staff will be designed to give the new staff members a comprehensive overall picture of the institution.

#### **2.4.2 Operational Procedures**

Orientation or induction shall be conducted during the probationary period which shall be from one to two years for all new recruits.

- (a) Newly recruited staff shall be attached for a specified period of time to Heads of different Sections.
- (b) There shall be a short period of orientation seminar for 1-2 days involving extensive debriefing.
- (c) DVC (RM) and DVC (ACAD) shall prepare basic induction programme with an accompanying set of relevant OUT documents.
- (d) Personal mentors shall be identified for the entire probation period for each new recruit.
- (e) Conditions for confirmation after the specified probationary period are specified in the Staff Regulations.

#### **2.5 Deployment**

The main objective of the deployment function at OUT is to ensure optimum placement and effective use of Human Resources both at the Head Office and at Regional Centres. DVC (RM) shall make sure that Regional Centres are adequately manned to efficiently and effectively carry out not only their academic and administrative responsibilities but also to provide counselling services.

##### **2.5.1 Policy statements**

Staff deployment shall be based on Human Resources plans. This shall ensure that the deployment function is a process of effective implementation of HRM plans as supported by the staff succession plans prepared by the DVC (RM).

- (a) Staff deployment shall be based on the terms and conditions of service and the contracts of employment. This shall avoid sub-optimal staff utilisation, thereby adversely affecting either the organisation or the staff.
- (b) Academic staff who is at the same time appointed to an administrative position will be required to perform effectively and efficiently in both job categories. Similarly Administrative Staff who is appointed to an academic position shall be required to perform effectively and efficiently in both jobs.
- (c) Effective use of all staff shall be ensured at all times using established guidelines on workloads. The DVC RM shall be required to co-ordinate the effective use of all staff.
- (d) OUT retirees if need be shall be deployed to cater for teaching, research and consulting functions of OUT on contract terms of employment.
- (e) Administrative and technical staff retirees shall only be re-engaged to do jobs where replacement is difficult due to their rare skills.

## **2.5.2 Operational Procedures**

Staff Development plans relevant for each Faculty, College, Regional Centre or Institute shall be used to guide staff deployment. These shall be prepared together with the respective succession plans.

- (a) Terms and conditions of service and contracts of employment shall form the basis for staff deployment. Academic staff work load shall be according to their position and shall be distributed between the following duties: Teaching, Research, Consultancy and Administration.
- (b) OUT shall establish a system of performance-based incentives.
- (c) Performance appraisal shall be in line with the distribution of workloads.
- (d) The DVC – RM shall co-ordinate the deployment of retirees in Faculties and Institutes after receiving their requests.

## **2.6 Training and Development**

OUT supports and is committed to the promotion and encouragement of staff development. It interprets staff development, including training, as being any activity which is designed to help staff become more effective at work by improving, advancing and refining their knowledge, skills, attitudes, and experience. It includes attendance of courses, visits, secondments, exchanges, technical skills updating, formal study, mentoring and other types of activities, which meet the performance needs of staff and the demand of the university.

Staff development at OUT shall be guided by established training needs and will be a continuous process/experience, requiring investment by the individual, Departments, Faculty/Institute/College and the University.

### **2.6.1 Benefits of Staff Development**

Staff and the institution can acquire and utilize new techniques and technologies in order to better meet new performance demands.

- (a) Making staff more capable of performing their jobs to the required standards hence the efficient and effective functioning of the University is improved.
- (b) Equipping staff ability to handle changed responsibilities as a result of promotion or transfers.
- (c) Effective staff development brings together both collective and individual benefits, which include enhanced motivation, higher standards of work performance, enhanced standards of teaching, research, services to the community, and administration.
- (d) Leads to development of common approaches to management skills; cross fertilization of ideas; effective management of change; encouragement of team spirit; increased motivation and job satisfaction for the individual. All these are important pre-requisites for the achievement of the university's objectives. Both academic and administrative staff at Head office as well as Regional centres will have equal opportunity for training.

### **2.6.2 Policy statements**

In this regard OUT shall:

- (a) Foster a culture of continuously improving staff knowledge, experience, skills, and attitudes among its staff to meet the changing demands of their jobs. Training and development shall be viewed as worthwhile, necessary and continuous investment for OUT as directed by deployment and new skills requirements.
- (b) Conduct annual training needs assessment for all staff cadres as a basis for the design of clear training programmes.
- (c) DVC (RM) shall co-ordinate the OUT-wide training and development programme for staff in Faculties, Colleges, Institutes and Regional centres.
- (d) DVC (RM) shall prepare a HR development plan in line with the established needs and capacity.
- (e) On the basis of information supplied by Faculties, Institutes and Directorates, the DVC (RM) shall on an annual basis prepare a staff development and succession plan.
- (f) DVC (RM) shall prepare appropriate guidelines for and co-ordinate, the evaluation of training and development programmes carried out by Faculties, Institutes and Regional centres in order to ensure that the performance deficiencies on which the training and development programmes were based are overcome.

### **2.6.3 Operational Procedures**

The DVC (RM) shall be responsible for maintaining and updating the status of staff training and development in collaboration with Deans, Directors and Heads of departments.

- (a) The DVC – RM shall be responsible for the co-ordination of training needs assessment and to ensure that the results of the assessment form a basis of constructing the University training and development programme on an annual basis.

- (b) The DVC – RM shall be responsible for the co-ordination of the preparation of the HR training and development plan and budget for all OUT units.
- (c) The DVC (RM) shall be responsible for assisting College Principals in sourcing of resources for approved staff training and development.
- (d) Permission to pursue studies should be sought from and be granted by the Management at least six months before the staff commences studies. This applies for all types of study programmes.
- (e) Permission to pursue a course of studies will only be granted to staff if it is in line with the OUT Staff Development and Succession Plan.
- (f) Staff commencing studies without official permission from the Management will not be granted study leave and/or permission to undertake examinations.
- (g) Staff acquiring academic qualification(s) that are not consistent with the OUT Staff Development and Succession Plan will not be promoted or recategorized unless a vacant post requiring such qualification exist, and if it is established beyond reasonable doubt that the recategorization will not adversely affect the performance of the unit in which the staff is based. Appointment into the vacant posts will be as stipulated in section 2.3 (Recruitment) of this policy.

## **2.7 Open Performance Appraisal System (OPRAS)**

OUT shall establish an open, flexible and caring Management style so that employees will be motivated, developed and managed in a way that they can and will give their best to support the University Mission.

Open Performance Appraisal System provides an opportunity for the organization to assess the performance of its Human Resources. This exercise generates information on the basis of which important decisions can be taken and it also provides feedback for the enhancement of the performance of employees.

### **2.7.1 Policy statements**

All staff (managerial, administrative, academic and supervisory) employed by the OUT and that are in receipt of a monthly salary shall be appraised with appropriate instruments:

- (a) The instruments to be used for evaluating performance of different staff categories shall be based on the job descriptions, workloads, and Terms and Conditions of Service.
- (b) The appraisal exercise shall be preceded and followed by appraisal seminars with OUT management and staff.
- (c) After the appraisal exercise, the appraisal results shall be discussed in an appraisal interview between the appraised and his/her immediate superior for feedback; (in the presence of trade Union representatives).
- (d) The process of appraisal for all staff categories shall be transparent to both the appraiser and the appraised;
- (e) Staff members shall have the right to raise objections against the manner of appraisal or its outcomes.

### **2.7.2 Operational Procedures**

- (a) All staff including VC, DVCs, Deans and Directors shall be annually appraised by the University Council through appropriate organs and performance appraisal committees.
- (b) The appraisal of performance for academic staff shall be based on the job description, terms and conditions of service and the average work load distribution.
- (c) To ensure objectivity, fairness and consistency, members of the appraisal team must sign their full names on the evaluation form so that coordinators of the appraisal exercise can corroborate inconsistent information and unfair grading. Similarly the appraised shall be given access to the full appraisal report and shall have the right of appeal in case of unfair appraisal.
- (e) The DVC – RM, through relevant committees shall co-ordinate and develop guidelines for handling the decisions emanating from the appraisal exercises carried out in all Colleges, Faculties or Institutes.

## **2.8 Motivation**

Motivation is a policy that stresses the need to induce employees to contribute the most and best of their labour power towards the best performance of their work organisation.

### **2.8.1 Policy statements**

- (a) OUT shall induce all its employees to perform to their most and best through creation of an enabling working environment and an attractive system of compensation
- (b) The OUT Council shall strive to create an enabling environment to enable its employees to optimize performance. The OUT employees shall be expected to in turn reciprocate by excelling in performance.
- (c) OUT shall continuously look for innovative ways of motivating all employees at all levels to improve their performance, and to maintain deliberate efforts of enhancing job satisfaction and quality of work among OUT employees.
- (d) OUT shall encourage preparation and digitization of study materials in order to facilitate e-learning at the University by remunerating staff as provided for in section 3.6 of the Policy and Operational Procedures on Study Materials (2009) and other relevant policies governing preparation of study materials at the University.
- (e) The employees shall in turn be expected to reciprocate by working hard and enabling the University to excel in the pursuit of its Mission i.e. teaching, research, public service and consultancy.

### **2.8.2 Operational Procedures**

The DVC (RM) shall develop procedures for acknowledging and rewarding outstanding performance. The Open University of Tanzania Council shall ensure that the entire university management encourages and promotes innovation as well as maintenance of high morale among all it's staff; such as in house and local expertise, workload formula, incentive package, honoraria, etc.



## **2.9 Compensation**

The compensation policy needs to emphasize the importance of the employer to know his or her responsibility from time to time. To pay adequate salaries, benefits and incentives to the employees that take on board changes in the work environment in return for quality work and following generally established principles governing HRM in a free market economy in return for work well done. It also obligates employers to design and manage adequate pension plans, social security funds and to prepare their employees for their post-employment life. The policy requires that in return for adequate compensation, employees have an obligation to the employer for adequate quantity and quality of work.

### **2.9.1 Compensation Policy**

#### ***Remuneration:***

- (a) Remuneration packages for different staff shall be determined by OUT through Schemes of Service and Financial Regulations as approved by Council and finally by Government. Factors such as level of knowledge, skills possessed, responsibilities, experience, hazards and risks, and working environment are some of the basic elements to be considered.
- (b) OUT, together with other public Universities, shall establish guidelines for periodic revision of pay packages in order to ensure salaries paid are fair and adequate at all times.
- (c) OUT's remuneration policy shall reflect the free labour market levels and the external equity rates prevailing in the external market in order to guarantee payment of living wages and retention of staff.
- (d) OUT shall recognize and reward staff members who work for extended durations by aspiring to work closely with government to improve the staff retirement benefits for permanent and contract staff to be commensurate with the special status of a well established public University.
- (e) OUT shall provide house allowances to the Chief executives (VC, DVCs, Principals, and Deputy Principles) and entitled staff as per

Government Circular. The remaining staff shall be paid rent assistance as part of attraction and retention strategies, following Council's approval.

***Health related compensation policy***

- (f) All OUT employees shall be provided with benefits under the Workman's Compensation Act in the event of a job-related injury or illness or incapacity. Benefits shall include medical expenses, compensation for lost time and permanent disability as applicable and cash payments.
- (g) The Council shall be the authority for compensation for injuries or death of University employee and shall have powers to determine the amount of compensation in accordance with the extent or percentage of incapacitation, based on the advice of the authorized medical doctor and the HRM committee. The compensation for death and/or injuries for employee shall be effected according to the existing Government Legislation.
- (h) Workman's compensation shall be paid for a temporary or complete disability at maximum of two-thirds of employee's average monthly salary, six months, or one year salary as appropriate.

**2.9.2 Operational Procedures**

***Remuneration;***

- (a) The DVC (Resource Management) shall be responsible for compensation and management of remuneration in accordance with the established Government procedures.
- (b) The VC shall lead a human resource management committee in reviewing and comparing OUT pay package with other Universities in the sub-region and other developing countries.
- (c) Open University of Tanzania shall consider and provide its employees with certain tangible benefits in line with OUT's aspirations of providing performance-based incentives (e.g., incentive packages, rent assistance, in-house and local expertise, honorarium, etc.) and good working environment.

***Health related compensation procedures:***

- (d) Where an employee sustains injuries or dies while in the course of his/her duties, the DVC (RM) shall notify the Council and proceed to formulate a committee to enquire and establish the circumstance of the accident.
- (e) Among members of the committee appointed pursuant to the provisions of the above procedure, there shall be a Labour Officer and a Medical Practitioner.
- (f) The remaining procedures for health compensation shall be carried out as laid down in the OUT Staff Regulation.

**2.10 Health and Safety**

Health is the physical, mental and social well being of an individual. Health is therefore an aspect that has to do with the relationship between the body, the mind and the social patterns of the human being in a given context. Safety refers to characteristics of the work environment with respect to the hazards and risk potential at work. The policy has to specify what safety gear, equipment and training must be in place. It is the responsibility of the employee to take good care of such gear and equipment so that it can last.

The Policy shall enable the organization to discover people with stress/strain in order to introduce measures of minimizing its incidence on performance in work places through appropriate counseling.

Health and safety procedures shall be made explicit to all staff to ensure that the workplace and environment is healthful and safe. The system for assuring the continued physical and mental fitness of employees must be explicit, and so should procedures for reducing strain and burnout. The responsibility for coordinating the Health and Safety programme rests with the Department of HRM.

**Health and Safety of Employee (including Medical Privileges)**

### **2.10.1 Policy statements**

OUT shall, at all times, implement and enforce all industrial legislation on health and safety as may be promulgated by the Government and the International Safety Convention. In particular:

- (a) OUT shall undertake to recruit and deploy staff certified to be healthy by a recognized medical practitioner, before they proceed to take up any post in the organization. It may also be required that each staff member undergoes compulsory periodic check-ups to ascertain their continued physical and mental fitness at the recognized centre hospital. OUT shall not discriminate against the physically disabled, provided they fulfil all basic requirements for the job.
- (b) OUT shall treat all cases reported to be HIV/AIDS related cases confidentially and shall endeavour to counsel and guide such staff at all levels.
- (c) OUT shall establish and maintain a working environment that is safe and peaceful, and shall, as far as possible, operate in such a way that it does not jeopardize the health and safety of its staff, clients and neighbours in line with the National Labour Legislation.
- (d) OUT shall endeavour to provide staff welfare services including sufficient recreational facilities and counselling as a means of minimizing stress, strain and other potential mental aberrations. In providing social facilities OUT shall take account of the gender differences and the needs of the physically disabled employees.
- (e) The OUT shall work very closely with institutions dealing directly with HIV/AIDS.

### **2.10.2 Operational Procedures**

- (a) University employees on whatever position as well as their spouses and dependants shall be entitled to free medical services available in Tanzania or abroad based on Government regulations, provided that their illness is not due to their own indiscretion, negligence in accordance to the Employment Legislation or as prescribed under any legislation. The medical services shall be at a Hospital chosen by the University through

- tendering procedures. This will also apply to health insurance cover provided by the employer.
- (b) Employees who have used their own cash on medical expenses and fees as approved by the authority of the Hospital serving the University and endorsed by the OUT, shall be reimbursed the expenses upon presentation of their approved claims.
  - (c) The Human Resource Management Department shall provide counselling services to its employees, prepare and institute procedures on provision of health and safety services, monitoring health of employees and offering health education programmes.
  - (d) OUT shall regularly evaluate effectiveness of the University's health and safety programmes to ensure healthy and safe working environment, explicit health and safety procedures continued physical and mental fitness of all University staff.
  - (e) OUT shall not discriminate staff with HIV/AIDS.

## **2.11 Labour Relations**

Labour relations deal with institutionalized inter-group relations in the work environment between workers, management and the Government. Decisions arrived at between workers and management through their various representative bodies are enforced by either legislation or mutual agreement.

Since workers and management are the primary participants in labour relations, they reach their own agreements, whereby conditions of service, remuneration; protection of workers' safety and health as well as acceptable return on investment is stipulated. Conducive labour relations in particular are based on free trade unionism.

### **2.11.1 Policy statements**

The OUT Council shall maintain a conducive and enabling environment to facilitate freedom of association.

- (a) DVC (RM) shall ensure that the day to day activities pertaining to management of recognized labour unions at OUT do not interfere with or disrupt the performance of normal day to day duties of union leaders and employees in Faculties, Institutes, Colleges or Regional Centres.
- (b) The OUT Council shall be obliged to manage a just, fair, transparent and objective system of organizational justice.
- (c) OUT Council shall commit itself to resolve industrial disputes of mutual interest through recognized and lawful channels including conciliation and arbitration by statutory organs where necessary persons/organs mutually agreed upon by both parties and in line with the guidelines and code of good practice as enshrined under the current Labour Laws.

#### **2.11.2 Operational Procedures**

- (a) The OUT Council shall make clear conditions to be met before industrial action can be taken. These will be in line with the relevant national laws guiding labour union operations and code of good practice.
- (b) Trade Unions shall be allowed to conduct their business upon being granted permission by the DVC (RM). No trade union meetings/activities shall be allowed to disrupt University business. However, trade unions shall enjoy all rights and duties as provided under existing labour laws.
- (c) The DVC (RM) shall prepare guidelines for the maintenance of staff welfare facilities and activities and ensure their effective functioning.
- (d) The DVC (RM) shall prepare guidelines for and coordinate actions in all Faculties, Institutes, colleges and Regional Centres that are pertinent to the maintenance of healthy labour relations in the OUT workforce.

## CHAPTER THREE

### CHARACTERISTICS OF A GOOD PAY PACKAGE FOR OUT STAFF

#### 3.1 Introduction

A University is the highest institution of learning where people's minds are trained for clear thinking, for independent thinking, for analysis and problem solving at the highest level. According to Nyerere (1970), a university is a centre where the most intellectually able people who are not pre-occupied with other administrative and professional activities are engaged to advance the frontiers of knowledge through basic research, sharpen their intellect so that they can be effective social critics, and who also can apply some of the findings in resolving societal problems. There are a number of countries currently enjoying sustainable socio-economic and technological development as a result of investing heavily in education and especially in universities. It is therefore self-evident from the afore-cited definition that the missions of the university can only be attained by settled and curious minds.

Higher education institutions shall recommend to Government good salary packages for its employees to ensure that they are acknowledged for their diligence, thoroughness and respect for professional ethics. In a way, a University can expect its staff to get something in return for their often difficult and challenging work. If a University fails to properly compensate its staff and if it also fails to motivate and retain them, experience with most public or private universities shows that it is likely to face a number of problems including the following:

- *Brain drain*
- *Moonlighters.*
- *Under-compensated.*
- *Under-motivated.*
- *Absconders.*

## **3.2 Justification for a Pay Package Commensurate to a Living Wage**

It is necessary to improve the pay package of University staff who play a crucial role in the production of human capital for all sectors of the economy and for the entire political establishment.

The University Council shall revisit and re-affirm its commitment to the establishment of the University as the highest seat of knowledge, where the most intellectually able people are fully engaged in training and enhancing the capacity of others for clear thinking, independent thinking, pursuit of truth, analysis, advancement and refinement of knowledge and application of knowledge and skills in solving real life societal problems. These attributes will help them contribute positively to national development. Furthermore, one needs to point out clearly that a university is not just another service institution; but rather a basic industry, producing the most valuable and critical input, namely-human capital-for all other sectors. This is the basic starting point in determining an adequate compensation package for universities. Essentially, a fair and adequate compensation package for universities or any other organisation should embrace the salient features outlined in section 3.3 below.

## **3.3 A Fair and Adequate Compensation Package**

The following are factors that guide the setting of different levels of and differences in compensation.

### **3.3.1 Level of responsibility**

It is obvious that there are great differences between the responsibilities associated with various jobs in any organisation. The responsibility of the Vice Chancellor is much greater than that of a Faculty Dean, Director or Head of department. The level of responsibility is normally ascertained through a process of job evaluation that analyses the commensurable factors, classifies and grades jobs, allocates monetary value to the job having made wage and salary surveys in order to adequately and fairly compensate workers for their given



responsibilities. Hence the level of responsibility should be commensurate with level of remuneration.

### **3.3.2 Comparison with Labor Market Levels**

The basic compensation structure of an organisation and the structure of benefits and services must be based on market - related levels of compensation to enable the employer attract and retain the best staff in a competitive market environment. The internal market and the external market determine the amount of various compensation scales and the nature and extent of employee benefits and services.

### **3.3.3 Individual expertise**

The level of compensation and salary scales shall be determined by knowledge, skills, abilities/competency, aptitude and experience. These are factors that have been scientifically proven to be making a difference in the level of employee productivity in various sectors. Those with higher value of these factors need to be better compensated in order to sustain motivation for acquiring and developing given levels of expertise.

### **3.3.4 Principle of Internal Equity**

The relative worth of each job in the organisation shall be fairly evaluated and its compensation wage shall be determined accordingly. The fairness criteria, therefore, demands that the system of paying wages should correspond to rates prevailing in the external market. Otherwise, it will be difficult to retain staff that are under-valued by the organisation.

These factors must be borne in mind in the process of determining appropriate salaries for universities. The compensation system must also bring on board consideration of a judicious combination of benefits.

### **3.3.5 Trade Union Regulations**

OUT shall allow Trade union(s) which has been recognized under the labor laws to bargain for better compensation of their members from time to time.

### **3.3.6 Employer's Ability to Pay**

Together with the need to maintain an attractive pay package mainly for OUT staff, OUT must accept and introduce only those components of the package that are within its ability to pay. OUT shall maintain continuity in paying items of their pay packages once they introduce them.

### **3.3.7 Benefits**

These are parts of the compensation designed to improve the attractiveness of the working environment. Today, every organisation provides its employees with certain tangible benefits, in addition to the basic salary cheque, to provide financial protection against contingency illness, accidents, unemployment and retirement. These benefits can also act as an incentive for staff retention in an organisation. A number of benefits are listed in this policy document that shall be considered for adoption by OUT. However, the University will try to provide for each of them depending on its ability to pay.

#### **(a) *Medical Aid Schemes:***

OUT shall provide assistance to members and their dependants on the medical costs (as indicated in 2.10.2). The costs can include medical, paramedical, nursing, surgical and dental services, the supply of medicines and admission to hospital or a nursing home. Tanzania has introduced the health insurance scheme. Hence, a medical aid scheme for all OUT workers would be an important contribution towards meeting their medical insurance costs.

#### **(b) *Pension Funds:***

OUT shall contribute to the Social Security Funds for its employees. The set rates shall be sufficiently high to enable an employee lead a decent life after retirement.

(c) **Leave.**

There are **nine types** of leave that are commonly utilized on HRM. These are annual leave, sick leave, maternity/paternity leave and public holiday leave. For Universities, however, four other types of leave need to be considered, namely; sabbatical leave, contact leave, study leave and leave without pay and secondment. A brief elaboration of each of these kinds of leave is made in the subsequent section.

(i) **Annual leave** is based on the number of leave days an employee is entitled from the organisation for rest, recuperation and reflection each year. The employee shall be entitled to 28 days of leave with full pay annually as one of the rights of the employee.

The employee can also receive travel assistance with his/her dependants to places of domicile once every two years during the period of leave. Leave, as a right cannot be forfeited.

Where exigencies of service require, the employer may request the employee to postpone, delay, carry forward his/her leave days or compensate him/her accordingly.

(ii) **Sick leave** is granted to protect the employee against loss of income while undergoing medical treatment within specified period of time. Such an employee shall be given a maximum of 6 months leave with full pay. Thereafter, an additional 6 months on half pay shall be provided before one's case is subjected to a Medical Board for review, to ascertain grounds for termination from service if found to be potentially life threatening and thus the employee will not be capable of serving the employer effectively.

(iii) **Maternity leave** shall be provided to expecting mothers who are employees to proceed on a paid leave for 84 days as from the day of delivery. Such leave is meant to maintain the good health of the mother and the newly born baby. OUT shall allow a female employee to feed their child during working hours for a period of 2 hours per day for six months. Alternatively, organisations can have

day care centres within the confines of the organisation, and a mother can use tea and lunch breaks for breast-feeding.

- (iv) **Paternity Leave** shall be provided to any husband who is an employee of the OUT and whose wife has given birth to their child. Such a father shall be allowed to proceed on a four (4) days paid paternity leave with effect from the date of the child's birth.

The OUT shall endeavour to establish a day-care centre at OUT to assist employed working mothers in the institution to overcome the stress and strain of having their young ones tendered for and brought up by non-professional nanny who sometimes do not provide proper up-bringing to the young ones. Well organized and run day-care centres can also contribute significantly to proper physical and mental growth of the child.

- (v) **Public holidays** each country in the world has a few days per year that have been designated as official public holidays when employees are not supposed to work and are allowed to stay at home. Individuals who work on such days are usually entitled to over-time or extra payment.

(vi) **Sabbatical leave**

This is leave normally awarded to academic and senior administrative staff after a period of at least 5 years of continuous service in an academic organisation. The objective of such a leave is to enhance their knowledge and skills for improved performance.

Sabbatical leave shall always be awarded subject to availability of funds unless the individual finds other funding sources. Employees on sabbatical leave are entitled to earn a full time salary while on leave.

OUT shall ensure that employees meet all set objectives for undertaking the sabbatical leave. Where the objectives have not been met, the employee must show cause to the satisfaction of

management as to why the objectives were not met. Where management is dissatisfied with reasons given, disciplinary action may be taken as specified for in the relevant staff regulations.

**(vii) Contact leave**

This is leave given mainly to academicians to enable them visit institutions of their choice once every two years for approved scholarly work such as writing materials for publication, doing experiments using more advanced facilities or developing and refining teaching/learning materials. The leave is usually for the duration of about 35 days and the employer meets freight and subsistence costs using approved rates upon return of the staff member.

**(viii) Study leave**

Universities, especially in developing countries, recruit staff who may have not acquired the necessary qualifications e.g. up to Ph.D. and will be required to complete studies either locally or overseas. Hence, the training costs (locally or abroad) and salaries of staff on study leave are items that ought to be budgeted for and funds allocated annually as part of the staff salaries and benefits. The benefits accruing from such training and development often have a high multiplier and spill over effect on the rest of the system hence the national systems.

**(ix) Leave without pay and secondment**

Leave without pay is granted to individuals who are required to work with the state or other organisations within or outside the country for the general welfare of the nation(s). Individuals may be allowed to exercise their right of voluntary exit and re-engagement without necessity for termination. The OUT will therefore sign contracts between the employer and the employee before the employee proceeds on leave without pay or on secondment. The contract shall explicitly spell out that where the individual does not come back after period of two years of absence and after sufficient notification has been given, she/he should be assumed to have absconded and thus

to have voluntarily and unilaterally exited, unless the contract was renewed.

The said member of staff shall not be paid all outstanding benefits since this will be tantamount to exiting. Termination shall be for cases of proven indiscipline that cannot be resolved otherwise.

The Government may appoint staff to work for the state; in such a case, OUT shall grant the employee leave without pay until the end of Government appointment.

### **3.3.8 Transport**

Transport is a necessity for academicians and administrative staff of OUT. Transport is needed to enable them discharge their duties efficiently and effectively.

The University Management, namely, VC, DVCs, STC, Deans and Directors, shall be entitled to official cars.

The Open University of Tanzania shall assist its employees to buy or get loans to purchase motor vehicles.

Mileage and transport allowances shall be given to eligible staff when using their private transport on official duties. Such allowances shall be computed using an objective criteria approved by the University Council.

### **3.3.9 Housing**

Contemporary practice in a free market economy encourages paying workers an economic rent depending on entitlement to enable them live in a place of their own choice, provided they are punctual to work and can be available at a short notice. The system also encourages staff to build and live in their own houses, thus having permanent places of domicile with their families even after retirement. University staff shall be encouraged and facilitated whenever possible to construct and live in their own houses.

Where staff members decide to stay in institutional quarters, they will be required to pay an economic rent that is retained by the institution and subsequently used for maintenance and expansion of housing units.

Currently the OUT does not own its own residential housing units for allocating to its entitled employees. Until this situation changes, the OUT will not be in a position to provide free housing to its top management and entitled staff. Entitled staff shall be permitted to rent private houses for which rent shall be paid by the OUT or housing allowance paid to such staff in lieu of failure to be provided with housing as dictated by relevant Government Circulars. The amount paid as rent shall not exceed the amount paid as housing allowance. OUT top management shall also be provided with furniture and cutlery. Rent assistance shall be paid to non-eligible OUT staff from internally generated revenue at a rate approved by the Council and guided by the relevant circulars issued from time to time.

OUT employees shall be encouraged and, whenever possible, facilitated to acquire their own houses.

### **3.3.10 Accident insurance**

OUT shall have various group insurance schemes with insurance companies to cover itself against various risks to which it is exposed in the employer/employees relations. Such schemes include Workman's Compensation, Group Personal Accidents, and Cash in transit. Such schemes enable the employer to cover claims that are likely to occur for any disability (temporary partial, temporary total and permanent disability) as a result of accidents in places of work.

### **3.3.11 Unemployment insurance**

This is an insurance scheme whereby employees contribute towards a fund against the risk of loss of earnings arising from unemployment as a result of termination of service, prolonged illness or pregnancy that occur during periods

outside maternity leave entitlement conditions. OUT shall have such employees' schemes and encourage employees to join.

### **3.3.12 Voluntary benefits**

These are benefits that the employer is not required by law to provide for but some choose to do so in order to enhance the efficiency and effectiveness of the employees. Such benefits include car loan scheme, in house and local expertise support scheme and incentive scheme. OUT shall have such benefits.

### **3.3.13 Burial scheme**

Some organisations, including OUT, provide money to cover funeral expenses and transport for their employees, spouses and children for burial at their home. With the rising incidents of deaths, the OUT has to adopt a policy of joining a burial insurance scheme to which both the employee and the employer contribute. The office of the DVC (RM) shall coordinate efforts for OUT to join such a scheme. OUT employees shall make voluntary monthly contributions to a disaster fund. Money from the fund shall be paid to the bereaved.

### **3.3.14 Meals and refreshments**

Meals and refreshments may be provided to employee at a subsidised rate (a price lower than actual value). Such a scheme enables employees to be healthy and actively engage in productive work throughout the day. The employer may also provide refreshments at special occasions for motivational purposes. Both incentive schemes will be implemented at OUT provided funds are available.

### **3.3.15 Bank loans**

- (a) OUT shall not guarantee any employee who seeks Bank Loans. However, OUT will facilitate the process of acquiring a Bank Loan and of servicing the loan in accordance with the agreement entered into between the employee and the respective Bank.



- (b) OUT does not encourage staff to seek OUT loans due to financial constraints. However, OUT has made agreements with a few banks from where staff can borrow money. Before bank loans are approved, the ability of staff to pay the loan should be very clear.
- (c) OUT has established a SACCOS from which staff members of the scheme can borrow money at a reduced interest. OUT will encourage staff to join SACCOS and get loans from it because the interest rate is low.

### **3.3.15 Incentives**

This is a system adopted by dynamic organisations such as OUT to recognise and reward staff in order to improve or sustain good performance. There are **four** types of incentives:

#### **(a) Letters of recommendation**

These shall be presented to really deserving and outstanding academic, administrative or support staff in a public forum e.g. graduation ceremony, sports bonanza etc. These shall be accompanied by a cheque and a certificate of appreciation. Such schemes shall also compel the University to adopt a culture of acknowledging and rewarding outstanding performance. OUT has adopted a system of rewarding outstanding employees during the May day celebrations and at the end of year annual sports bonanza.

#### **(b) Recognition of Outstanding Service**

OUT will, from time to time, recognise exemplary performance in terms of voluntary agreements that will be signed.

Long-term outstanding service shall be recognized for uninterrupted good service period of 10, 15, 20, 25 or more years. Employees in these categories shall be given money or assets (corrugated iron sheets, TV sets, etc.) for long-term service.

Other forms of recognition include the establishment of Professor Emeritus, Chairs and promotions to Honorary Professorships for all those

excelling in teaching, research and consultancy after reaching the apex of the academic ladder i.e. Full Professor.

Outstanding professors who have reached retirement age shall be encouraged to continue to be engaged on contract terms

### **3.3.17 Education for Worker's Children**

Where OUT staff enroll for academic programmes at the University in which they qualify for a 50% of exemption of tuition fees, the proportion of staff with such exemption shall not exceed 5% of the student batch in the respective programme. The eligibility to be included in 5% group will be on the first-come-first-serve basis.

Only one child and one spouse of OUT staff will be eligible for a 50% tuition fee waiver if he/she pursues an academic programme at OUT. To qualify for the tuition waiver, the child shall not exceed 24 years of age at the time of admission into the academic programme.

In case of postgraduate studies, the 50% waiver of tuition fee will be given to a child or spouse that has neither acquired any other postgraduate qualification nor is he/she attending another sponsored postgraduate training.

## **3.4 Principles of Good Performance and a Good Pay Package**

### **Accountability and Responsibility**

OUT expects all its employees to be punctual at work and give a full days work in accordance with the employee's work description.

As a result of the expected good performance at work employees shall expect to be adequately remunerated and hence lead to full accountability in terms of improved performance in teaching, research, consultancy services and administration.

The following measures shall be undertaken by Management once the proposed new OUT pay package is in place:

- (a) Install external audit of every academic and administrative unit. This shall be done once in every five years.
- (b) Put in place a system of peer monitored performance appraisal measured in the context of activities and outcomes as stipulated in the performance contract. The system shall aim at achieving and maintaining a sustainable academic and professional excellence in order to cultivate among its members the culture and ethics of hard work and performance based remuneration.
- (c) Make the best use of the brain power at the university through an objective system of identifying the cream of the talents and to engage them fully in advising the government on all technical matters as well as in consultancies and research assignments so as to assist government address the multitude of political, social and economic problems-and correct inefficiencies inherent in the system.

### **3.5 Implementation Strategy**

Most of the additional resources will be raised internally by implementing recommendations already contained in the University RSP by:

**3.5.1** External auditing of management and subsequent streamlining to ensure that only core departments and staff are retained.

**3.5.2** University management shall as much as possible form running service departments that are not directly related to teaching, research and consultancy such as the Estate, security, cleaning, photocopy, catering services etc.

**3.5.3** Cost cutting measures shall include:

- (a) Use of private vehicles to do approved official work
- (b) Maintain a small fleet of cars for critical services.
- (c) Official vehicles to be used for official duties only.

## CHAPTER FOUR

### DISCIPLINE AND DISCIPLINARY PROCEDURES

#### 4.1 Introduction

The major characteristics of professional and technical staff are that they acquire work knowledge, norms and basic values during training which assists them to organize and regularize their behaviour. It is for these reasons that a lot of activities at universities are guided by self-discipline i.e. being punctual for lectures, working overtime, sometimes over weekends, in order to complete their various academic assignments on time.

A system of maintaining disciplined behaviour is a good strategy. At the OUT the system is based on agreed principles that are unambiguously articulated in Staff Regulations and in the OUT approved Norms and Values and also guided by the Code of Good Practice as provided under labour laws.

The OUT Management has a responsibility of maintaining order, discipline, efficiency and effectiveness of operations by

- Counselling
- warning
- suspending and/or
- terminating

employees who may not behave in the best interest of the employer or of his/her fellow employees. Order is maintained by adding to job descriptions and contracts of service clearly defined procedures for dealing with grievances and undisciplined behaviour. The OUT shall be guided by the Guidelines and Code of Good Practice as provided by the labour laws.

Similarly, organizations, especially their participatory organs and management, ought to treat their employees with fairness, objectivity and dignity while ensuring that disciplined behaviour is maintained.

The OUT shall put in place a coherent policy and operational procedures for enforcing a system of disciplined behaviour within the Institution, a system that

promotes fairness and objectivity while at the same time safeguarding the rights and interests of all concerned parties; the employer and the employees.

## **4.2 Discipline**

Any organization irrespective of its nature, structure or objectives, needs to have rules and a standard code of conduct that its members have to observe if the organization is to function successfully. Where an employee breaches a national law, then the corresponding national disciplinary code takes precedence over the institutional code of conduct. It is important to realise that rules stipulate permissible behaviour for all employees in an organization.

## **4.3 Disciplinary Procedures**

### **4.3.1 Policy Statements**

In order to ensure consistent and fair discipline in the organization and promote disciplinary behaviour among all employees, OUT shall vest disciplinary action and accountability to the appointing authority as follows:

- (a) The University Council shall be the disciplinary authority for top University managers and staff, i.e., VC, DVCs, Deans & Directors, Heads of Departments, Professors, Senior Lecturers and Senior Technical and Administrative Officers (PUTS 17/PGSS 17 and above).
- (b) The OUT HRM Committee shall be the disciplinary authority for, Lecturers and Middle Level technical and administrative staff (PUTS 12-16/PGSS 7-16 and POSS 8-9).
- (c) The Vice-Chancellor or his appointee shall be the disciplinary authority for low level technical and administrative support staff (POSS 7/PGSS 6 and below).
- (d) Temporary employee, casual labourers, and part time staff shall be disciplined by their respective appointing authority in accordance with their respective terms of contract.
- (e) As an employer OUT shall expect self discipline and ethical behaviour from all staff categories in the execution of their duties.

- (f) OUT employees who are registered students at the OUT or are sponsored by the OUT for studies or training at another institution shall be required to observe all examination regulations of the OUT or of the institution they are pursuing the studies or training under OUT sponsorship.
- (g) OUT shall terminate the employment of any OUT employee who will be found guilty of violating examination regulations by the OUT Senate or by the relevant organ at another institution where the employee is studying or training under OUT sponsorship.
- (h) To ensure a consistent and fair system of enforcing discipline in the organisation and to promote disciplined behaviour among all employees, OUT shall vest disciplinary action and accountability to the appropriate appointing authority.
- (i) OUT disciplinary authorities shall institute disciplinary action against defaulting staff in strict compliance with the OUT Charter and Rules and other regulations made hereunder and guided by national labour laws and regulations as well as the terms and conditions of service of OUT.
- (j) OUT shall enforce self discipline and ethical behaviour among all staff categories in the execution of their duties.
- (k) Disciplined behaviour among employees shall be enforced through the grievance and disciplinary procedures explained in the subsequent sections.

### ***Appeal***

Except for employees disciplined by the Council, an OUT employee dissatisfied with the punishment given by a relevant disciplinary authority shall have the right to appeal to the immediately higher disciplinary authority.

## **4.4 Operational Procedures**

- (a) The OUT disciplinary authorities shall institute disciplinary action against defaulting staff in strict compliance with the OUT Charter and Rules made there under. National legislation and regulations on procedures and conduct disciplinary matters affecting employees of

the OUT shall take precedence over the relevant OUT rules and Staff Regulations whenever the latter is inconsistent with the former.

- (b) The DVC (RM), guided by the OUT Charter and relevant labour laws and regulations, rules and Staff Regulations, shall draft the OUT disciplinary code of conduct, the mode of instituting and conducting disciplinary proceedings, the punishments thereof and the rights of appeal.
- (c) DVC (RM) shall use the HRM Committee to resolve all disciplinary cases involving OUT staff.
- (d) OUT shall establish an Integrity Committee whose functions shall be as stipulated by the Government directive that established such Committees.

## **CHAPTER FIVE**

### **IMPLEMENTATION STRATEGY**

#### **5.1 Establishment of a Unit Responsible for Coordination of HRM**

In line with the new Organizational Structure of OUT, within the Office of DVC (RM), a unit responsible for coordinating HRM and Administration is envisaged. A Director for HRM and Administration shall be answerable to the DVC (RM).

#### **5.2 Guiding Strategy**

The main strategy for implementation will include:

- 5.2.1** Educating all OUT Staff about the HRM Policy.
- 5.2.2** Preparation of staff Regulations.
- 5.2.3** Preparation of Schemes of Service for all OUT staff.
- 5.2.4** Deciding on staff benefits.
- 5.2.5** Preparation of generic contracts for all categories of OUT Staff members.
- 5.2.6** Preparation of an intensive induction program on the HRM policy for all key office holders at OUT.
- 5.2.7** Establishment of an HRM database (medium term objective) of OUT as guided by its ICT Policy Plan and Master Plan.

#### **5.3 Timeframe for Implementation**

Within a period of four (4) months of approval by Council of the HRM Policy and Operational Procedures, the OUT Management shall appoint a Director for HRM and Administration, provide an office and all requisite accessories.



**FIGURE 5.1: TIME FRAME FOR OPERATIONALIZATION OF THE HRM POLICY**

S/No.	ACTIVITY	2007		2008					
		S	D	J	M	J	S	O	D
1.	Appointment of Director for HRM		■						
2.	Allocate office premises and equipment		■						
3.	Education program on HRM Policy			■					
4.	Prepare schemes of service and decide on benefits and incentives			■					
5.	Preparation of generic contracts for all staff categories and implementation				■	■	■	■	
6.	Induction program on HRM for top management				■				
7.	Establish an HRM database								■

## **BIBLIOGRAPHY**

Werther W.B. and Davis K. "Personnel Management and Human Resources", Mc Graw-HillBook Co. New Your 1987

Chrudea H.J. and Sherman A.W> "Human Resources Management "South-Western, Cincinatti Publishing Co., Ohio, 1984

Cascio W.F. and AWADE M. "Human Resources Management: An Information Systems Approach Reston Publishing Co. Inc. Reston, Virginia 1981

Gerber. P.D., Niel, P.S. and Van Dyk, P.S.1998. Human Resources Management. Johannesburg: International Thompson Publishing Company

Graham,H.T. and Bennet, R.1995. Human Resources Management. London: Pitman Publishing.

The United Republic of Tanzania 1964 Staff Circulars. Dar es Salaam: Government Printer.

The United Republic of Tanzania 1994. Standing Orders. Dar es Salaam: Government Printer.

Torrington, D., and Hall, L. 1991: Personnel Management: A New Approach. New Your: Prentice Hall International (UK).

Werther, W.B. and Davies, K. 1987.Personnel Management and Human Resources. New York: McGraw Hill Book Co.

African Journal of Educational Management, Vol. 1, March 1986

African Journal of Educational Management, Vol. 2, No. 1 January-October, 1998.

Association for the Development of Education in Africa, Vol. 9, No. 4 September-December, 1997. C. Booklets/Pamphlets.

The United Republic of Tanzania, 1992

“Parastatal Service Regulations” (Second Edition) Dar es Salaam: SCOPO.

The United Republic of Tanzania

“Waraka wa Msajili wa Hazina Na. 1 wa 1992. Dar es Salaam: Government Printer.

The United Republic of Tanzania, Ministry of Science Technology and Higher Education 1999, National Higher Education Policy, Dar es Salaam.

University of Namibia

First Five Year Development Plan 1995-1999. University of Namibia. 1996. Annual Report”.

Papers/Articles

Alinwumiju, J.A. and Owolabi, S.A. (eds) 1991. “Analysis of Demographic Data in Educational Management”, External Studies Programme. EME 103, University of Ibadan

“University Consultancies, Notes of Setting a Policy and Providing a Service”, Commonwealth Higher Education Management Service, London. 1997

“The Role and Functions of University Councils in the Commonwealth”, Commonwealth Higher Education management Services, London.

Scholfield, A. “Developments in Human Resource Management in Commonwealth Universities”, Commonwealth Higher Education Management Service, London.

“Developments in Performance Appraisal in Commonwealth Universities”,

Commonwealth Higher Education Management Service, London.

University of Aberdeen

“Staff Development Policy” September 15, 1995.

University of Namibia

Review of the Conditions for Service.

Sokoine University of Agriculture (SUA)

Report of the Task Force on Optimum Academic Staff levels at SUA – Revised as per recommendation of the 49<sup>th</sup> ASDC of 29/5/95.

University of Zimbabwe

Appointments for Various Cadres at the University of Zimbabwe

Appointment and Promotion Procedures for the Various Categories of Staff.

Employment Grievances Procedures and Code of Conduct.

Terms and Conditions of Service for Various University of Zimbabwe Cadres.

Ministry of Higher Education, Science and Technology (2002); Sub-Master Plan on Higher and Technical Education

Ministry of Higher Education, Science and Technology (2002); Sub-Master Plan on Science and Technology