Policy Category	**Administrative Policies**
Policy Title	**Human Resource Policy**
Policy Number	**ADMN/HRP/0010**
Approving Authority	**Governing Council**
Policy Holder	**UR,AO,ED,HoDs**
Date of Approval	**22nd January,2018**
Review Date	**2023**

1.1 Purpose

This Human Resource Policy establishes a framework for the effective management of human resources at the University of Lilongwe. It aims to create a supportive, productive, and fair working environment that enables staff to excel in their roles while advancing the University's mission of excellence in education, research, and community service.

1.2 Vision and Mission

The University of Lilongwe strives to be a premier institution of higher learning in Malawi and the broader African region. Our human resource practices support our vision by recruiting, developing, and retaining talented individuals who contribute to our academic and research excellence.

1.3 Core Values

The University of Lilongwe's human resource practices are guided by the following core values:

- Excellence

- Integrity

- Respect

- Diversity

- Innovation

- Community Service

- Accountability

1.4 Policy Administration

This policy is administered by the Human Resources Department under the supervision of the Director of Human Resources and the oversight of the Vice-Chancellor.

CHAPTER 2.

Scope and Application

2.1 Covered Individuals

This policy applies to all individuals employed by the University of Lilongwe, including:

- Academic staff
- Administrative and support staff
- Technical staff
- Research staff
- Management and executive staff
- Temporary and contract staff

2.2 Legal Framework

This policy complies with the laws of Malawi, including:

- Employment Act(2011)
- Labor Relations Act(2013)
- Occupational Safety, Health, and Welfare Act(2010)
- Gender Equality Act(2010)
- Disability Act(2011)
- HIV and AIDS (Management and Prevention) Act(2015)

2.3 Policy Hierarchy

This policy works in conjunction with:

- The University Charter
- Strategic Plan
- Academic Regulations
- Financial Regulations
- Specific departmental policies and procedures

CHAPTER 3

Recruitment and Selection

3.0 Introduction

3.1 Equal Opportunity

The University of Lilongwe is an equal opportunity employer. All recruitment and selection processes will be conducted without discrimination based on gender, age, disability, ethnicity, religious belief, or other protected characteristics.

3.2 Manpower Planning

3.2.1 Each faculty and department shall conduct annual manpower planning exercises to identify staffing needs.

3.2.2 All new positions must be approved by the University Management Committee based on demonstrated need and budget availability.

3.3 Job Analysis and Description

3.3.1 All positions must have a current job description outlining:

- Position title

- Reporting relationships

- Key responsibilities

- Required qualifications, skills, and experience

- Performance expectations

3.3.2 Job descriptions shall be reviewed every three years or when significant changes to the role occur.

3.4 Recruitment Process

3.4.1 Internal Recruitment: Qualified internal candidates shall be given priority consideration for vacant positions to promote career development.

3.4.2 External Recruitment: When internal recruitment does not yield suitable candidates, positions will be advertised externally through appropriate channels.

3.4.3 Advertisement: All vacancies shall be advertised for a minimum of two weeks. Academic positions shall be advertised internationally where appropriate.

3.5 Selection Process

3.5.1 Selection Committees:

- For academic positions: Selection committees shall include the relevant Dean, Department Head, and at least one subject matter expert.

- For administrative positions: Selection committees shall include the department head, HR representative, and a member from a related department.

3.5.2 Short-listing: Candidates shall be short-listed based on the essential criteria outlined in the job description.

3.5.3 Assessment Methods: Selection may include interviews, presentations, work samples, and reference checks appropriate to the position.

3.5.4 Decision Making: Selection decisions shall be made by consensus where possible, based on merit and suitability for the role.

3.5.5 Documentation: All selection decisions must be documented and records maintained for a minimum of two years.

3.6 Appointment

3.6.1 All appointments require approval by the appropriate authority:

- Vice-President: For professorial and senior administrative positions

- Deputy Vice-President: For other academic positions

- Registrar: For administrative and support staff positions

3.6.2 Offer letters shall clearly state the terms and conditions of employment, including salary, benefits, and probationary period.

CHAPTER 4

Onboarding and Probation

4.0 Introduction

All employees of the university shall be provided with the opportunity for On-boarding. This space will allow new employees to be introduced to university aspirations,policies,procedures as well as important structures of the university.

4.1 Onboarding

4.1.1 All new employees shall participate in a comprehensive onboarding program including:

- University orientation

- Departmental induction

- Health and safety training

- IT systems training

- Relevant policy and procedural training

4.1.2 The Human Resources Department shall coordinate university-wide orientation programs conducted quarterly.

4.1.3 Department heads are responsible for department-specific induction.

4.2 Probation

4.2.1 All new employees shall serve a probationary period:

- Academic staff: 6 months

- Administrative and support staff: 6 months

- Senior management positions: 6 months

4.2.2 Performance reviews shall be conducted at the midpoint and end of the probationary period.

4.2.3 Probation may be extended by up to 3 months if performance improvement is required.

4.2.4 Confirmation of employment requires written notification from the Human Resources Department following a satisfactory probation review.

SECTION 5

Employment Categories

5.0 Introduction

To align the appointments, the university shall follow the following ranking and grading system:

5.1 Academic Staff

5.1.1 Ranks:

Rank	Grade
Professor	**ACS12**
Associate Professor	**ACS10-AS11**
Senior Lecturer	**ACS8-AS9**
Lecturer	**ACS6-AS7**
Assistant Lecturer	**ACS4-AS5**
Teaching Assistant	**ACS2-AS3**
Instructor	**ACS0-AS1**

Rank and Grade descriptions

Professor(ACS12)

The highest academic rank within the university's structure, reserved for scholars with exceptional research contributions, teaching excellence, and international recognition in their field. Professors will typically have extensive publication records, significant grant funding achievements, and demonstrated leadership in their discipline. They will often lead departments, supervise doctoral students, and represent the university in prestigious academic forums.

Associate Professor (ACS10-ACS11)

This rank is for those who have are established academics with substantial research accomplishments and teaching expertise. AS11 typically represents more senior associate professors with greater achievements, while AS10 represents newer appointees to this rank. Associate Professors are those who have demonstrated significant scholarly impact, maintain active research programs, and often serve in important administrative roles within their departments.

Senior Lecturer (ACS8-ACS9)

Senior lecturers are experienced educator with strong teaching records and growing research profiles. AS9 represents senior members of this rank with more extensive experience or achievements, while AS8 represents more junior appointees. Senior Lecturers will typically have

specialized teaching expertise, contribute to curriculum development, and maintain active scholarly activities.

Lecturer (ACS6-ACS7)

Core teaching faculty who deliver undergraduate and graduate courses. AS7 typically represents more experienced lecturers, while AS6 represents newer appointees. Lecturers are expected to maintain currency in their field, contribute to departmental teaching needs, and develop their research profiles.

Assistant Lecturer (ACS4-ACS5)

Entry-level academic positions for those beginning their teaching careers. AS5 represents more experienced assistant lecturers, while AS4 represents newer appointees. Assistant Lecturers typically deliver undergraduate courses under mentorship, support departmental teaching activities, and develop their teaching and research skills.

Teaching Assistant (ACS2-ACS3)

Graduate students or recent graduates who support teaching activities. AS3 represents TAs with more experience, while AS2 represents newer appointees. Teaching Assistants conduct tutorials, assist with grading, and support faculty in course delivery while often pursuing their own advanced degrees.

Instructor (ACS0-ACS1)

Entry-level teaching positions focused primarily on foundational undergraduate courses. AS1 represents instructors with some experience, while AS0 represents new appointees. Instructors will typically have specialized knowledge in particular subject areas and focus primarily on teaching rather than research.

5.1.2 Types of Appointment:

5.1.2.1 Permanent (Tenure Track)

Permanent tenure track appointments represent the university's commitment to long-term academic careers. At the University of Lilongwe, these positions offer a pathway to job security and academic freedom through a structured progression toward tenure. Permanent Tenure track shall include:

-Initial probationary period (typically 3-5 years) during which faculty are evaluated on teaching, research, and service

-Regular performance reviews with clear criteria for advancement

-Upon successful completion of the probationary period and rigorous evaluation, tenure may be

granted

- Tenured positions provide employment security, allowing academic freedom to pursue scholarly interests

- Full participation in departmental governance, curriculum development, and university committees

- Comprehensive benefits package including retirement plans, health insurance, and educational benefits

- Expected to maintain significant teaching loads, active research programs, and service contributions

Contract (Fixed Term)

Contract appointments at the University of Lilongwe are time-limited positions with specific duration established at hiring. They shall include the following;

- Clearly defined contract period (commonly 1-3 years) with possibility of renewal

- Specific deliverables or performance expectations outlined in the contract

- May be created to fill temporary departmental needs, cover sabbaticals, or address enrollment fluctuations

- Benefits will typically be proportional to contract duration, with full benefits for longer contracts

- Renewal shall be dependent on performance evaluation, continued need, and funding availability

- Shall serve as entry point for academics seeking permanent positions

Adjunct (Part-Time)

Adjunct appointments at the University of Lilongwe engage professionals who divide their time between the university and other professional commitments.

- Part-time teaching responsibilities, typically measured by hours rather than course load

- Often hired for specialized expertise or practical industry experience

- May maintain primary employment elsewhere (industry, government, other academic institutions)

- Limited institutional responsibilities beyond teaching assigned courses

- Pro-rated compensation based on teaching load

- Limited or no access to benefits packages

- Minimal involvement in departmental governance or committee work

- Renewable on term-by-term or yearly basis based on departmental needs

- Valuable for bringing practical expertise and professional connections to academic programs

Visiting (Temporary)

Visiting appointments at the University of Lilongwe facilitate academic exchange and temporary contributions from scholars affiliated with other institutions.

- Clearly defined short-term duration (typically one academic term or year)

- Designed for academics maintaining primary affiliations elsewhere

- Shall be arranged through formal institutional partnerships or exchange programs

- Focus on specific teaching, research, or collaborative projects

- May include specialized seminars, guest lectures, or collaborative research initiatives

- Limited administrative responsibilities

- Temporary office space and access to university resources

- Valuable for bringing diverse perspectives and fostering institutional collaborations

Academic Volunteer

The University of Lilongwe's academic volunteer positions engage individuals who contribute their expertise without financial compensation.

- Unpaid positions focused on specific academic contributions

- Often filled by retired faculty, industry professionals, or community experts

- Limited, clearly defined scope of responsibility

- May involve guest lecturing, mentoring students, or participating in specific projects

- Flexible time commitment based on volunteer availability

- Access to university facilities relevant to their contribution

- No employment benefits but may receive recognition through honorary titles

- Formal agreement outlining contribution expectations and university responsibilities

All appointment types are subject to the University of Lilongwe's academic policies, professional conduct standards, and relevant employment regulations, with specific terms defined in individual appointment letters or contracts.

5.2 Administrative and Support Staff

5.2.1 Categories

Rank	Grade
Senior Management	**ADS8**
Middle Management	**ADS6-ADS7**
Administrative Officers	**ADS4-ADS5**
Administrative Assistants	**ADS2-ADS3**
Support Staff	**ADS0-ADS1**

Senior Management (ADS8)

Senior managers are high-level administrative leaders responsible for major university functions, departments, or divisions. They will typically have significant experience in higher education administration and make strategic decisions affecting university operations.

Middle Management (ADS6-ADS7)

This category includes departmental managers and team leaders responsible for implementing policies and overseeing daily operations. AS7 typically represents more senior middle managers, while AS6 represents those with less experience or responsibility.

Administrative Officers (ADS4-ADS5)

Specialized administrative professionals with expertise in specific university functions. AS5 represents more experienced officers, while AS4 represents newer appointees. These roles typically require specialized knowledge in areas such as finance, human resources, or student services.

Administrative Assistants (ADS2-ADS3)

Support staff who handle administrative tasks and provide operational assistance. AS3 represents more experienced assistants, while AS2 represents newer appointees. They typically manage office operations, handle correspondence, and support administrative functions.

Support Staff (ADS0-ADS1)

Entry-level positions providing essential operational support. AS1 represents more experienced support staff, while AS0 represents new appointees. These positions typically involve clerical work, basic administrative tasks, and general operational support.

5.2.2 Types of Appointment

- Permanent

- Contract (fixed term)

- Temporary

- Casual

5.3 Research Staff

5.3.1 Categories:

Rank	Grade
Senior Research Fellow	**RS6**
Research Fellow	**RS4-RS5**
Research Associate	**RS2-RS3**
Research Assistant	**RS0-RS1**

Senior Research Fellow (RS6)

Leading researchers with established records of significant research contributions. They typically direct major research initiatives, secure substantial grant funding, and have extensive publication records. Senior Research Fellows often lead research teams and represent the university's research excellence.

Research Fellow (RS4-RS5)

Experienced researchers with demonstrated research accomplishments. RS5 represents more senior research fellows, while RS4 represents those with less experience. Research Fellows typically conduct independent research, contribute to grant applications, and publish regularly in scholarly journals.

Research Associate (RS2-RS3)

Mid-level researchers who contribute to research projects and develop their research profiles. RS3 represents more experienced associates, while RS2 represents those with less experience. Research Associates typically conduct research under supervision and contribute to publications and grant activities.

Research Assistant (RS0-RS1)

Entry-level research positions supporting research projects. RS1 represents more experienced assistants, while RS0 represents new appointees. Research Assistants typically collect and analyze data, support laboratory operations, and assist with research activities.

5.3.2 Types of Appointment:

- Project-based (limited to project duration)

- Fixed-term contract

- Joint appointment (with academic duties)

5.4 Technical Staff

5.4.1 Categories:

Rank	**Grade**
Senior Technical Officer	**TS4**
Technical Officer	**TS2-TS3**
Technical Assistant	**TS0-TS1**

Senior Technical Officer (TS4)

Highly experienced technical professionals who oversee complex technical operations or facilities. They typically have extensive knowledge of specialized equipment, systems, or processes and provide technical leadership within their areas.

Technical Officer (TS2-TS3)

Skilled technical professionals who maintain equipment, support technical operations, and provide specialized technical services. TS3 represents more experienced officers, while TS2 represents those with less experience.

Technical Assistant (TS0-TS1)

Entry-level technical support positions. TS1 represents more experienced assistants, while TS0 represents new appointees. Technical Assistants typically provide basic technical support, maintain equipment, and assist with technical operations.

All technical staff appointments are based on relevant technical qualifications and experience specific to the field or equipment they support.

5.4.2 All technical staff appointments shall be made based on relevant technical qualifications and experience.

CHAPTER 6.

Compensation and Benefits

6.0 Introduction

This chapter provides a description of the nature and types of compensations envisaged by the University of Lilongwe.

6.1 Salary Structure

6.1.1 The University maintains a graded salary structure reviewed every two years to ensure competitiveness.

6.1.2 Salary scales for different categories of staff shall be approved by the University Council.

6.1.3 Placement within salary scales shall be determined by qualifications, experience, and performance.

6.2 Salary Administration

6.2.1 Salaries shall be paid monthly by direct bank deposit.

6.2.2 Annual salary increments are subject to satisfactory performance evaluation.

6.2.3 Cost of living adjustments shall be considered annually based on economic indicators and university financial capacity.

6.3 Benefits

6.3.1 Mandatory Benefits:

- Pension (Employee-Employer contributions)

- Public holidays

- Annual leave

6.3.2 University-Provided Benefits:

- Medical insurance for employee

6.4 Allowances

6.4.1 Teaching Allowances:

- Evening teaching

- Weekend teaching

- Distance education

6.4.2 Administrative Allowances:

- Acting allowance

- Responsibility allowance

- Special duty allowance

6.4.3 Professional Allowances:

- Professional membership fees

- Conference attendance

- Research and publication

6.5 Retirement Benefits

6.5.1 All permanent employees shall be enrolled in the University Pension Scheme.

6.5.2 The University shall contribute 15% of basic salary, with employees contributing 5%.

6.5.3 The mandatory retirement age is 65 years.

7. WORKING HOURS AND ATTENDANCE

7.1 Standard Working Hours

7.1.1 Administrative and Support Staff:

- Monday to Friday: EAT 08:00 PM to 4:00 AM

- Lunch break: 12:00 Noon to 1:00 PM

- Total working hours per week: 40 hours

7.1.2 Academic Staff:

- Teaching load as per academic workload policy

- Research and administrative duties as assigned

- Minimum 15 office hours per week during term time

7.1.3 Technical Staff:

- Shift system based on operational requirements

- Total working hours per week: 40 hours

7.2 Flexible Working Arrangements

7.2.1 Flexible working arrangements may be approved where operationally feasible.

7.2.2 Remote working arrangements require formal approval from the department head and HR.

7.3 Attendance Management

7.3.1 All staff must comply with the university's attendance management system.

7.3.2 Unauthorized absences may result in disciplinary action and/or salary deductions.

7.3.3 Persistent lateness shall be addressed through the performance management system.

7.4 Overtime

7.4.1 Overtime must be approved in advance by the department head.

7.4.2 Compensation for approved overtime shall be through time off in lieu or monetary payment at the rates specified in the Employment Act.

7.4.3 Academic and senior management staff are not eligible for overtime payments.

8. LEAVE ENTITLEMENTS

8.1 Annual Leave

8.1.1 Entitlement:

- Academic staff: 21 working days per annum

- Administrative and support staff: 21 working days per annum

- Technical staff: 18 working days per annum

8.1.2 Leave must be scheduled and approved in advance.

8.2 Sick Leave

8.2.1 All staff are entitled to 10 calendar days of paid sick leave per annum.

8.2.2 Sick leave exceeding 2 consecutive days requires a medical certificate.

8.2.3 Extended sick leave beyond the standard entitlement may be granted on half pay or no pay, subject to medical advice.

8.3 Maternity Leave

8.3.1 Female employees are entitled to 90 calendar days of paid maternity leave.

8.3.2 An additional 30 days may be granted in case of complications, subject to medical certification.

8.3.3 Maternity leave does not affect annual leave entitlement.

8.4 Paternity Leave

8.4.1 Male employees are entitled to 10 working days of paid paternity leave within the first month after the birth of their child.

8.5 Compassionate Leave

8.5.1 Up to 10 working days of paid compassionate leave may be granted for bereavement of immediate family members.

8.5.2 Up to 5 working days for other family emergencies, at the discretion of the department head.

8.6 Study Leave

8.6.1 Permanent staff may apply for study leave to pursue relevant qualifications.

8.6.2 Study leave may be granted with full pay, reduced pay, or no pay, depending on the relevance to the university's needs.

8.6.3 Staff granted paid study leave must sign a bond to serve the university for a specified period upon completion of their studies.

8.7 Sabbatical Leave

8.7.1 Academic staff at the rank of Senior Lecturer and above are eligible for sabbatical leave after 6 years of continuous service.

8.7.2 Sabbatical leave shall be for a period of up to 12 months with full pay.

8.7.3 Applications must include a detailed research or professional development plan.

8.8 Unpaid Leave

8.8.1 Staff may apply for unpaid leave for personal reasons.

8.8.2 Approval is at the discretion of management and subject to operational requirements.

8.8.3 Unpaid leave exceeding 6 months shall affect the annual increment and leave entitlement.

CHAPTER 9.

PERFORMANCE MANAGEMENT

9.1 Performance Planning

9.1.1 All staff shall have annual performance plans aligned with departmental and university objectives.

9.1.2 Performance plans shall be agreed upon between the staff member and their supervisor at the beginning of each academic year.

9.2 Performance Monitoring

9.2.1 Regular feedback discussions shall be held throughout the year.

9.2.2 Mid-year reviews shall be conducted to assess progress and adjust goals if necessary.

9.3 Performance Evaluation

9.3.1 Academic Staff Evaluation:

- Teaching effectiveness (student evaluations, peer reviews)
- Research output and quality
- Service to the university and community
- Professional development activities

9.3.2 Administrative and Support Staff Evaluation:

- Achievement of agreed objectives
- Quality of work
- Efficiency and productivity
- Teamwork and collaboration
- Professional development

9.3.3 Annual evaluations shall be conducted at the end of each academic year.

9.4 Performance Improvement

9.4.1 Staff not meeting performance expectations shall be placed on a Performance Improvement Plan (PIP).

9.4.2 PIPs shall clearly outline:

- Areas requiring improvement

- Expected standards

- Support to be provided

- Timeframe for improvement

- Consequences of continued underperformance

9.4.3 Regular review meetings shall be held during the PIP period.

9.5 Recognition and Rewards

9.5.1 Outstanding performance shall be recognized through:

- Merit-based salary increments

- Performance bonuses

- Staff excellence awards

- Expedited promotion consideration

- Professional development opportunities

CHAPTER 10.

PROFESSIONAL DEVELOPMENT

10.1 Staff Development Policy

10.1.1 The University is committed to continuous professional development of all staff.

10.1.2 Each department shall allocate a minimum of 2% of its annual budget to staff development activities.

10.2 Training Needs Analysis

10.2.1 Annual training needs analysis shall be conducted at departmental level.

10.2.2 Individual development needs shall be identified through performance reviews.

10.3 Types of Development Activities

10.3.1 Internal Training:

- Pedagogical training for academic staff
- Management and leadership development
- IT and systems training
- Health and safety training

10.3.2 External Training:

- Conference attendance
- Workshops and seminars
- Short courses
- Professional certification

10.3.3 Academic Qualifications:

- Master's degree programs
- Doctoral programs
- Post-doctoral research

10.4 Funding for Development

10.4.1 The university shall maintain a Staff Development Fund.

10.4.2 Staff may apply for funding for approved professional development activities.

10.4.3 Staff receiving significant funding must commit to a minimum period of service after completion.

10.5 Teaching and Learning Enhancement

10.5.1 The Center for Teaching and Learning Excellence shall provide ongoing support for teaching staff.

10.5.2 All new academic staff must complete the Teaching in Higher Education certificate within their first two years.

CHAPTER 11.

PROMOTION AND CAREER ADVANCEMENT

11.1 Academic Promotion

11.1.1 Criteria for Promotion:

- Research output and impact
- Teaching excellence
- Administrative leadership
- Community engagement
- Professional standing

11.1.2 Promotion Process:

- Annual call for applications
- Submission of portfolio
- Department and Faculty review
- External peer review
- University Appointments and Promotions Committee decision

11.2 Administrative Staff Promotion

11.2.1 Criteria for Promotion:

- Performance excellence
- Acquisition of relevant additional qualifications
- Leadership potential
- Years of service
- Availability of position at higher level

11.2.2 Promotion Process:

- Internal advertisement of positions
- Application and selection process
- Assessment Center for management positions
- Interview with selection panel

11.3 Career Paths

11.3.1 Clear career paths shall be established for all categories of staff.

11.3.2 Career counseling shall be available through the Human Resources Department.

11.4 Succession Planning

11.4.1 Each department shall develop succession plans for key positions.

11.4.2 High-potential staff shall be identified and provided with appropriate development opportunities.

CHAPTER 12.

GRIEVANCE AND DISCIPLINARY PROCEDURES

12.1 Grievance Procedure

12.1.1 Staff with grievances are encouraged to seek resolution through informal discussion with their immediate supervisor.

12.1.2 If the matter is not resolved, a formal grievance may be submitted to the head of department.

12.1.3 Unresolved grievances may be escalated to the Staff Grievance Committee.

12.1.4 The final appeal is to the Vice-President.

12.2 Disciplinary Procedure

12.2.1 Misconduct Categories:

- Minor misconduct
- Serious misconduct
- Gross misconduct

12.2.2 Disciplinary Actions:

- Verbal warning
- Written warning
- Final written warning
- Suspension without pay
- Demotion
- Dismissal

12.2.3 Disciplinary Process:

- Investigation of alleged misconduct
- Notification of charges
- Disciplinary hearing
- Decision and notification
- Right of appeal

12.3 Academic Misconduct

12.3.1 Allegations of academic misconduct shall be referred to the Academic Ethics Committee.

12.3.2 Procedures for handling academic misconduct shall be as outlined in the Academic Integrity Policy.

12.4 Conflict Resolution

12.4.1 Mediation services shall be available through the Human Resources Department.

12.4.2 A panel of trained mediators shall be maintained.

CHAPTER 13.

CODE OF CONDUCT

13.1 Professional Behavior

13.1.1 All staff shall:

- Conduct themselves with professionalism and integrity

- Treat colleagues, students, and the public with respect

- Promote the university's values and reputation

- Comply with university policies and procedures

13.2 Conflict of Interest

13.2.1 Staff must disclose any actual or potential conflicts of interest.

13.2.2 Staff shall not participate in decisions where they have a personal interest.

13.2.3 External work must be declared and approved in accordance with the External Work Policy.

13.3 Confidentiality

13.3.1 Staff must maintain confidentiality of university information.

13.3.2 Student records and personal information must be handled in accordance with data protection regulations.

13.4 Use of University Resources

13.4.1 University resources shall be used for official purposes only.

13.4.2 Limited personal use of IT resources is permitted as per **the IT Acceptable Use Policy.**

13.5 Academic Freedom

13.5.1 The university upholds the principle of academic freedom.

13.5.2 Academic staff have the freedom to pursue research and express opinions in their areas of expertise.

13.5.3 Academic freedom must be exercised with responsibility and respect for others.

CHAPTER 14.

DIVERSITY, EQUITY, AND INCLUSION

14.1 Commitment to Diversity

14.1.1 The University values diversity and promotes an inclusive environment for all staff and students.

14.1.2 Recruitment and employment practices shall support workforce diversity.

14.2 Equal Opportunity

14.2.1 All staff shall have equal opportunities for employment, training, and advancement.

14.2.2 Employment decisions shall be based on merit, qualifications, and job-related criteria.

14.3 Non-Discrimination

14.3.1 Discrimination based on gender, age, disability, ethnicity, religion, or other protected characteristics is prohibited.

14.3.2 Alleged discrimination shall be promptly investigated and addressed.

14.4 Harassment Prevention

14.4.1 Harassment of any kind is prohibited.

14.4.2 Sexual harassment shall be treated as a serious offense.

14.4.3 All staff shall complete harassment prevention training.

14.5 Gender Equity

14.5.1 The University shall promote gender balance in all departments and at all levels.

14.5.2 Gender-responsive practices shall be incorporated into university operations.

14.6 Disability Inclusion

14.6.1 The University shall provide reasonable accommodations for staff with disabilities.

14.6.2 Facilities shall be progressively modified to ensure accessibility.

14.7 Monitoring and Reporting

14.7.1 Regular diversity audits shall be conducted.

14.7.2 Annual reports on diversity and inclusion metrics shall be published.

CHAPTER 15.

OCCUPATIONAL HEALTH AND SAFETY

15.1 Health and Safety Policy

15.1.1 The University is committed to providing a safe and healthy working environment.

15.1.2 The University shall comply with all relevant health and safety legislation.

15.2 Responsibilities

15.2.1 University Management:

- Develop and implement health and safety policies

- Provide adequate resources for health and safety

- Monitor compliance with safety standards

15.2.2 Department Heads:

- Implement health and safety procedures in their departments

- Ensure staff awareness of safety protocols

- Report hazards and incidents

15.2.3 Individual Staff:

- Follow health and safety procedures

- Report hazards and incidents

- Use protective equipment as required

15.3 Risk Assessment

15.3.1 Regular risk assessments shall be conducted in all work areas.

15.3.2 High-risk activities shall have specific safety protocols.

15.4 Emergency Procedures

15.4.1 Emergency evacuation procedures shall be established and regularly practiced.

15.4.2 First aid facilities and trained personnel shall be available in all buildings.

15.5 Health and Wellness

15.5.1 The University shall promote staff health and wellness through:

- Annual health screenings

- Health education programs

- Sports and recreational facilities

- Counseling services

15.6 Infectious Disease Management

15.6.1 Specific protocols shall be implemented for managing infectious disease risks.

15.6.2 These protocols shall be updated in accordance with national health guidelines.

CHAPTER 16.

TERMINATION OF EMPLOYMENT

16.1 Resignation

16.1.1 Staff resignation requires written notice:

- Academic staff: 3 months

- Administrative and support staff: 1 month

- Senior management: 3 months

16.1.2 The University may waive the notice period at its discretion.

16.2 Retirement

16.2.1 The mandatory retirement age is 65 years.

16.2.2 Early retirement may be granted from age 55 with reduced pension benefits.

16.2.3 Post-retirement contracts may be offered for specific projects or expertise.

16.3 End of Contract

16.3.1 Fixed-term contracts terminate automatically at the end of the specified period.

16.3.2 Contract renewal is subject to performance, funding, and operational requirements.

16.4 Redundancy

16.4.1 Redundancy may arise due to:

- Organizational restructuring

- Program discontinuation

- Financial constraints

- Technological changes

16.4.2 Redundancy process shall follow the principles of:

- Consultation

- Fair selection

- Redeployment where possible

- Appropriate notice period

- Severance pay as per employment law

16.5 Dismissal

16.5.1 Dismissal may result from:

- Serious misconduct

- Persistent poor performance despite improvement plans

- Long-term incapacity

- Statutory disqualification

16.5.2 All dismissals shall follow due process as outlined in the disciplinary procedures.

16.6 Exit Process

16.6.1 All departing staff shall:

- Complete a handover process

- Return university property

- Settle outstanding financial matters

- Attend an exit interview

16.6.2 Final payments shall be processed within 30 days of termination.

CHAPTER 17.

POLICY REVIEW

17.1 This policy shall be reviewed every three years or earlier if required by changes in legislation or university structure.

17.2 Proposed amendments shall be submitted to the University Council for approval.

17.3 Interpretation of this policy shall be the responsibility of the Administrative and Human Resources Manager, with final authority resting with the Vice-President.

APPENDICES

Appendix 1

Academic Staff Salary Scale (AS)

Rank	Grade	Base Annual Salary	Salary Range	Experience Steps
Professor	ACS16	1,200,000.00	1,200,000.00-1,500,000.00	3 Steps@50,000.00
Professor	ACS15	1,150,000.00	1,000,000.00-1,050,000.00	
Professor	ACS14	1,100,000.00	950,000.00-1,000,000.00	
Associate Professor	ACS13	1,000,000.00	900,000.00-950,000.00	3 Steps@50,000.00
Associate Professor	ACS12	950	850,000.00-900,000.00	
Associate Professor	ACS11	900	800,000.00-850,000.00	
Senior Lecturer	ACS10	800	750,000.00-800,000.00	3 Steps@50,000.00
Senior Lecturer	ACS9	750	700,000.00-750,000.00	
Senior Lecturer	ACS8	700	700,000.00-700,000.00	
Lecturer	ACS5	600	600,000.00-650,000.00	3 Steps@50,000.00
Lecturer	ACS4	550	550,000.00-600,000.00	
Lecturer	ACS4	500	500,000.00-550,000.00	
Assistant Lecturer	ACS3	400	350,000.00-400,000.00	3 Steps@50,000.00
Assistant Lecturer	ACS2	350	300,000.00-350,000.00	
Assistant Lecturer	ACS1	300	250,000.00-300,000.00	
Teaching Assistant	ACS0	200	250,000.00	1 Steps@

Appointment Type Adjustments for Academic Staff

Permanent (Tenure Track): 100% of base salary

Contract (Fixed Term): 95% of base salary

Adjunct (Part-Time): Pro-rated based on teaching load (typically 25-50% of base salary)

Visiting (Temporary): 90% of base salary

Volunteer: Honorarium/stipend only where applicable

Appendix 2

Administrative and Support Staff Salary Scale (ADM)

Rank	Grade	Base Annual Salary	Salary Range	Experience Steps
Senior Managers	**ADS9**	**800**	**800-850**	**2 Steps@50000**
Senior Manager	**ADS8**	**750**	**750-800**	
Middle Manager	**ADS7**	**650**	**650-700**	**2 Steps@50000**
Middle Manager	**ADS6**	**600**	**600-650**	
Administrative Officers	**ADS5**	**500**	**500-550**	**2 Steps@50,000**
Administrative Officers	**ADS4**	**450**	**450-500**	
Administrative Assistants	**ADS3**	**350**	**350-400**	**2 Steps@50,000**
Administrative Assistants	**ADS2**	**250**	**250-300**	
Support Staff	**ADS1**	**150**	**150-250**	**2 Steps@50000**
Support Staff	**ADS0**	**100**	**100**	

Appointment Type Adjustments for Administrative Staff

Permanent: 50% of base salary

Contract (Fixed Term): 25% of base salary

Temporary: 50% of base salary

Casual: Hourly rate derived from base salary (Annual salary ÷ 2080 hours)

Appendix 3

Research Staff Salary Scale (RS)

Rank	Grade	Base Annual Salary	Salary Range	Experience Steps
Senior Research Fellow	**RS8**	**850**	**850,000-1,000,000**	**2 Steps@**
Senior Research Fellow	**RS8**	**700**	**700,000-800,000**	
Research Fellow	**RS7**	**600**	**600,000-700,000-**	**2 Steps@50000**
Research Fellow	**RS7**	**400**	**400,000-450,000**	**2 Steps@50000**
Research Associate	**RS6**	**350**	**350,000-400,000**	
Research Associate	**RS6**	**350**	**250,000-350,000**	**2 Steps@50000**
Research Assistant	**RS5**	**250**	**200,000-250,000**	
Research Assistant	**RS5**	**200**	**200**	**1 Step@50000**

Appointment Type Adjustments for Research Staff

Project-based: 100% of base salary for project duration

Fixed-term Contract: 95% of base salary

Joint Appointment: Base salary split proportionally between research and academic duties

Appendix 4

Technical Staff Salary Scale (TS)

Rank	Grade	Base Annual Salary	Salary Range	Experience Steps
Senior Technical Officer	TS4	550,000.00	550,000-600,000	1 Step@
Technical Officer	TS3	400,000.00	400,000-500,000	2 Step@
Technical Officer	TS2	300,000.00	300,000-400,000-	
Technical Assistant	TS1	250,000.00	250,000-300,000	2 Steps@
Technical Assistant	TS0	350,000.00	200,000	

Appendix 5.

Additional Compensation Elements

5.1 Qualification Allowances

Doctoral Degree: +15% of base salary

Master's Degree: +10% of base salary

Professional Certification: +5% of base salary (where relevant to position)

5.2 5.3 Responsibility Allowances

Department Chair/Head: +20% of base salary

Program Coordinator: +10% of base salary

Committee Chair: +5% of base salary

5.6 Performance Bonuses

Outstanding Performance: Up to 10% of annual salary

Research Publication Bonus: MK200-MK500,000 per publication in top-tier journals

Grant Acquisition Bonus: 1-3% of grant value secured

5.7 Health and Benefits

Health Insurance: Institutional plan covering 50% of premiums

Retirement Contribution: University contributes 10% of salary

Education Benefits: 50% tuition reduction for employees and immediate family members

Appendix 6.

Annual Increment and Progression Guidelines

6.1 Step Increases

Staff advance one step within their grade annually based on satisfactory performance

6.2. Grade Advancement

Promotion to higher grade requires formal review and approval

6.3. Cost of Living Adjustment

Annual review based on inflation index

6.4. Performance Review Cycle

Annual reviews determine eligibility for step increases and performance bonuses

6.5. Salary Ceiling

Staff at maximum step remain at ceiling until promoted to next grade

7. Part-Time and Adjunct Calculation Formula

7.1 For adjunct and part-time academic appointments

Per Course Rate: (Annual Base Salary ÷ 8) × Course Load Factor

-Standard course load is 8 courses per academic year

-Course Load Factor varies by course level (1.0 for undergraduate, 1.2 for master's, 1.5 for doctoral)

7.2. Overtime and Additional Duty Compensation

7.2.1 Administrative & Support Staff:

Overtime at 1.5× hourly rate

7.2.2 Technical Staff:

Overtime at 1.5× hourly rate

7.2.3 Academic & Research Staff:

Additional duty compensation through course overload payments or research incentives

7.3. Currency and Review Provisions

- All salaries listed in kwacha values

- Annual salary review in line with institutional budget cycle

- Complete salary structure review every three years

- Exchange rate adjustments reviewed quarterly