



Addis Ababa University

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Seek Wisdom, Elevate your Intellect and Serve Humanity



# DIRECTIVE, HUMAN RESOURCE MANAGEMENT

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## Preamble

WHEREAS, the University Autonomy Proclamation No.1294/2023 authorized the Addis Abeba University to lay down a legal framework that enables it attain academic, administrative and institutional autonomy;

WHEREAS, the administrative aspect of the autonomy empowers the University to put in place its own human resource management systems and effective decision-making mechanisms with a view to attracting and retaining competent, skilled, motivated and dependable staff;

WHEREAS, the above mentioned Proclamation grants power to the Board of Governance of the University to issue a directive based on which the University staff are to be employed, administered and dismissed in accordance with national and international standards pertaining to employment relations;

NOW, THEREFORE, the Board of Governance issued this Directive pursuant to Article 13(3) of the Proclamation





# I. General Provisions

## 1. Short Title

This directive may be cited as the ‘Directive of Human Resource Management “of Addis Ababa University.’

## 2. Definitions

In this directive, unless the context requires otherwise:

- 2.1 “**Appointment**” shall mean the employment assignment of a person /staff based on merit without formal recruitment and selection process.
- 2.2 “**Conditions of work**” means the entire relations between workers and employers and shall also include hours of work, salary, leave, payments due to dismissal, workers’ health and safety, compensation to victims of employment injury, dismissal because of redundancy, disciplinary procedure and any other similar matters.
- 2.3 “**Demotion**” shall mean administrative measure by which an employee is assigned from job of higher grade to job of lower grade. It excludes downward job reclassification as the result of job regrading.
- 2.4 “**Disciplinary measure**” means a penalty imposed on a staff for a misbehavior in violation of this directive or other relevant laws.
- 2.5 “**Promotion**” shall mean the advancement of a staff from a lower grade role to a higher-grade role within the University job grading system.
- 2.6 “**Position**” means a set of duties and responsibilities assigned by a competent authority to be performed by a staff.
- 2.7 “**Redeployment**” means assigning a worker to a similar position of an equal grade or to a higher grade or to a lower grade where the employee so agrees.
- 2.8 “**Responsibility Center**” means a decision making Center in the University. ``

**2.9 "Salary"** shall mean the employee's earnings from employment with the University before deduction of income tax, and other deductions, but excluding overtime pay, allowances or other bonus payments for any period.

**2.10 "Staff"** means a person who has an employment relationship with AAU.

**2.11** Definitions formulated under proclamation No 1294/2023 and the senate legislation shall apply to this directive as well.

### 3. Scope of application

3.1 Unless clearly stated otherwise, all provisions in this document shall apply to all staff of the University.

3.2 Those staff hired on a retention basis or as consultant shall be governed by their respective contractual agreements.

### 4. Gender expression

The gender form used in the masculine in this document shall also serve for feminine.

### 5. Authority and Responsibilities within the university

#### 5.1 The University Board

The Board shall have the following responsibilities in relation to HRM:

5.1.1 Approve the Human resource management directives and policies.

5.1.2 Approves Promotion of academic staff to the rank of professorship.

5.1.3 Approves appropriate salary scale, allowances, and benefits for the staff.

5.1.4 Approves service extension of staff who attained retirement age by law.

5.1.5 Approves organizational structure and staffing plan of the University.

5.1.6 Shall also have additional responsibilities that may be specified by relevant laws.

## 5.2. The University president

The President of Addis Ababa University shall have Human Resource Management responsibilities as specified under proclamation No. 1294/2023 and AAU autonomy Regulation number 537/2023 including the following specific responsibilities.

5.2.1 Devises strategies for efficient and right sized human capital.

5.2.2 Ensuring that the system and structure developed is functioning well.

5.2.3 Approves employment of full professors and directors or similar positions.

5.2.4 Approves annual human resource recruitment plan.

5.2.5 Approves newly created positions.

5.2.6 Approves recommended employment.

5.2.7 Approves any changes in working hours.

5.2.8 Approves staff trainings and development abroad.

5.2.9 Approves employment termination of an employee pertaining disciplinary measures.

5.2.10 Approves more than one year leave without pay.

5.2.11 develops internal rules and procedures for university wide administration.

5.2.12 Ensures that timely, relevant and reliable human resource information is Prepared and disseminated.

5.2.13 Ensures that this directive, related policies, manuals and procedures are complied with by all university organs.

5.2.14 Shall also have additional responsibilities that may be specified by relevant laws.

## 6. Delegation of Authority

6.1 The one acting under delegation shall be responsible for the underperformed acts. The Responsibility lies also with the person giving the delegation.

6.2 Delegation shall be undertaken whenever the need to delegate arises.

6.3 Delegation should always be in writing and copied to all relevant departments.

## II. Purpose, Objective, and Obligations

### 7. Purpose

This directive has been prepared to help AAU attract, retain and effectively utilize its human capital for sustainable competitive advantage. .

### 8. The Objectives of the directives

The objectives of directives are as stated below:

8.1 To make effective use of human resource in the University.

8.2 To use human capital as a source of competitive advantage.

### 9. Obligations of the University

9.1 The University shall provide work to the staff in accordance with the job descriptions.

9.2 The University shall provide the staff with the necessary facilities and equipment to enable him to discharge his duties and responsibilities timely.

9.3 The University shall pay salary and other benefits to the staff following the rules and regulations of the University.

9.4 Create suitable and safe working environment.

### 10. Obligations of the Employee

Without prejudice to obligations stipulated in a contract of employment and job descriptions, every staff shall have the following obligations:

10.1 To render service to the University with a full-time engagement and shall devote his full time, knowledge, skill, and energy.

10.2 To obey instructions given to him by the immediate supervisor.

10.3 To handle with due care all equipment and tools entrusted to him for work.

10.4 To report to work in fit mental and physical conditions and proper and acceptable attire.

10.5 To create and maintain harmonious, cooperative, and positive working relationships with colleagues, immediate managers, and subordinates.

10.6 To adhere to professional standards of AAU and its organs.

## 11. Human resource planning

11.1 The purpose of human resource planning shall be to forecast the staffing requirement of AAU for achieving the strategic objectives of the university; to take actions necessary for availing the required human resource, in type and number; and for developing and properly utilizing the same, and for reviewing the results, from time to time to make improvements thereof.

11.2 Human resource planning is an exercise to be performed every year by managers of all work units at AAU.

11.3 The Human resource planning including strategic and operational plans are parts of the planning process of AAU.

11.4 Detailed staff career development must be planned by each department and consolidated at the University level.

11.5 Department heads shall provide support for each staff for career development.

## III. Recruitment, selection, and placement

### 12. General

12.1 Staff shall be selected, promoted, and retained based on merit and fitness and all necessary care shall be taken to fill vacancies with persons having the requisite integrity, qualifications, experience, and competence.

12.2 Selection and recruitment shall be made without prejudice to ethnic origin, sex, religion or any other ground.

12.3 A vacant post shall be filled through competition by announcing the vacancy internally and/or externally.

12.4 The respective Recruitment Committee at Responsibility center shall select appropriate candidates among applicants based on defined criteria determined for each vacancy.

12.5 Notwithstanding the above provisions, staff may be selected, promoted, and retained based on special agreements or recommendations.

### 13. Classification of jobs

13.1 The jobs in Addis Ababa University are categorized into Academic staff, Administrative staff, Technical assistant and Health care professionals.

- a) Academic Staff
- b) Research staff
- c) Administrative staff
- d) Technical assistant and
- e) Health Professionals.

### 14. Employment of Academic and Research Staff

14.1 When the university plans recruiting academic staff, it shall be done through a clear advertisement with national reach and coverage (newspaper, television, Internet etc.).

14.2 When the university plans to recruit a graduate assistant, assistant lecturer, a lecturer, or associate research fellow the applicant's age may not be more than 30 years during the time of application.

14.3 When the university needs to recruit a lecturer or associate research fellow having experiences in different fields of study, the age of the applicant may not be more than 35 years during the period of application.

14.4 For the university to recruit graduate assistants, the CGPA should be at least 3.25.

14.5 When the university plans to recruit lecturers or associate research fellow from outside, the applicant's CGPA should be at least 3.50 during master's degree and the CGPA of first degree at least 3.25 with thesis result at least very good.

14.6 When the university plans to recruit an Assistant Professor or research fellow and above, the applicant should have PhD degree or its equivalent in his respective field of study.

14.7 Depending on the position, the recruitment and selection criteria shall include:

- a) For Assistant Professor or research fellow and Above:

Prior Academic Performance	20%
Interview	20%
Research and publications	60%

b) For Lecturer or associate research fellow

Prior academic work experience	10%
Prior Academic Performance	30%
Written Examination	40%
Interview	20%

c) For graduate Assistant I, II or Assistant Lecturer:

Written Examination	50%
Interview	50%

14.8 The university works on development of academic and research staff based on the need of each academic unit.

14.9 The staff development plan of each department must be crafted carefully and implemented consistently.

14.10 Academic staff, Research staff and technical assistants' employment shall be on contractual bases and one term the duration shall be determined by the respective contract of employment.

## 15. Procedures for Promotions for fulltime academic staff

15.1 The academic staff concerned or his lawful agent or, the concerned academic officer may initiate application or nomination for promotion of a staff.

15.2 The academic unit concerned shall assess the application and, upon denial, inform the applicant of the same and, upon acceptance, recommend it to the academic commission (AC) thereof within one month of the receipt of the application. If the deadline cannot be adhered to, the relevant academic unit shall make sure that the applicant is informed of the reasons for the delay.

15.3 Upon receipt of the recommended application from the pertinent academic unit, the AC shall process the same within a period of one month, forward the report for those promotions to be handled at the College or below and forward the documents of promotion to be handled at the center to the Office of the Dean or AVP or forward the application back to the academic unit concerned if the application for promotion is denied.

- 15.4 Promotions to the rank of lecturer and below shall be approved by the concerned department or school or center and communicated to the candidate and relevant University bodies within one week from the date of approval, or if, denied communicated to the candidate within the same period.
- 15.5 Promotion to the rank of assistant professor and associate professor shall be approved at college level and communicated to the Office of the AVP within two weeks from the date of approval of the promotion. Such communications to the Office of the AVP and the President shall be accompanied by copies of duly signed minutes, publications and other relevant documents considered in granting promotion to the ranks of assistant and associate professor.
- 15.6 The college shall approve the request and communicate the same to the candidate and the relevant University body or where the request is turned down, return the document to the academic unit concerned, within one month after receipt of such application. Schools under the College of Health Sciences (CHS) shall approve promotion to the rank of assistant professor within the period fixed in this sub-article.
- 15.7 The Office of the AVP shall see to it that an academic audit is carried out once a year with the view to checking and screening the appropriateness of promotions to assistant and associate professorships granted and employment of academic staff by each college.
- 15.8 Non-fulfillment of any major promotion requirements set out in this directive, if revealed through the academic audit, shall lead to revocation of the promotion granted.
- 15.9 The committee in charge of undertaking academic audit shall propose to the AVP possible remedial action when it discovers minor irregularities in promotions and employments it has reviewed.
- 15.10 Promotion requests to the rank of professor are forwarded by the Office of the AVP to the SRAPC, which in turn processes the promotion request within one month, and upon acceptance, recommends the same to the SEC, or returns the document to the academic unit concerned if request is denied.
- 15.11 Promotion requests for the rank of professorship are considered by the SEC during the next meeting following recommendation of the same by the SRAPC for submission to the Senate.



- 15.12 Promotion requests for the rank of professorship that are endorsed by the Senate shall be presented by the President to the Board, for final approval at its next meeting.
- 15.13 Promotion to the rank of professorship shall be communicated by the President to the candidate and relevant University bodies within a period of one week after the approval of the same by the Board.
- 15.14 Denied requests for promotion may be reinitiated anew and processed following the same procedure.
- 15.15 When a chair/ head of the relevant academic unit is a candidate for promotion, the college dean shall designate a senior member of the relevant academic unit to act as chairperson of the Staff Affairs Committee or its equivalent of the academic unit in question for the specific purpose of processing the promotion. The person so designated shall be responsible for:
- a) Convening and chairing all meetings for the purpose.
  - b) Being in custody of and handling all relevant forms, documents and confidential correspondence relating to the case.
  - c) Selecting, in confidential consultation with appropriate senior members of the academic unit, relevant evaluators for the publications submitted; and
  - d) Submitting the final recommendations of the academic unit on the promotion to the college dean.

## 16. Effective Dates of Promotion

Effective dates of promotion shall be as follows.

- 16.1 Promotion to the rank of professor as of the date of approval by the board.
- 16.2 Promotion to the ranks of assistant professor and associate professor as of approval by the academic commission of the College or Council of Research Institute.
- 16.3 Promotion to the rank of a lecturer and below as of the date of approval by the academic unit.

## 17. Criteria for Promotion: Principles Governing Promotions

17.1 The length of service within a given rank, effectiveness in teaching and/or research and publications, participation in the affairs of the University, and public and professional service rendered in various capacities shall be the criteria for staff promotion.

17.2 The components of the requirements that must be met to fulfill each of these criteria and the way these are assessed are set forth in this Article.

17.2.1 Length of Service within a Given Rank

- a) There shall be a minimum number of years an academic staff has to serve within a given rank for promotion to the next higher rank.
- b) For an academic staff who has served in other accredited institutions of higher learning before being appointed in an academic unit, his years of service outside the University shall be considered for the fulfillment of this criterion. However, such an academic staff must serve for at least one year at the University before applying for promotion.
- c) The provision of the sub-article "B" of this Article, shall not apply where the length of service in other institutions of higher learning has been considered and used to determine the rank of an academic staff at the time of employment.
- d) An academic staff with a rank of lecturer and above shall have on average publication (s) that constitutes a minimum of 0.35 publication point per year.
- e) A research staff, in addition to this publication requirement, shall produce, at least, one individual or joint research report annually.
- f) The University may terminate the employment contract of an academic staff who fails to meet this annual publication requirement and/or research report.
- g) An academic staff shall be promoted to the next academic rank within a minimum of 2 and 4 years starting from the effective date of the last promotion for a lecturer and an assistant professor respectively; and 4 years for an associate professor.
- h) An academic staff shall be promoted to a rank of professorship with a service of 4 or more years of effective service as an associate professor.

## 18. Effectiveness in Teaching and/or Research

18.1 Effectiveness in teaching or research of an academic staff shall be measured by the evaluations of the staff member's work by his students, colleagues or professional peers and the department head or director at the end of each semester or academic year.

18.2 The head of the academic unit concerned shall make sure that the teaching of each academic staff assigned to deliver a course/module is evaluated by students upon completion of such course or module.

18.3 The academic staff shall request the concerned head of the academic unit that his teaching is evaluated by students within an appropriate time. The result of such student evaluation shall be communicated to the academic staff timely.

18.4 The dean of the relevant college shall reprimand the head of an academic unit who fails to have student evaluations undertaken. Where no student evaluations required for promotion are found, the relevant academic unit may put the promotion request on hold for two semesters with the view to having the applicant evaluated by students or where the available number of student evaluation is insufficient considering the requirement under this Legislation, the relevant academic unit shall extend the existing evaluation(s) and proceed to process of the promotion request.

18.5 The overall rating weight in teaching effectiveness and research work of an academic staff shall be 45 and 55 percent respectively.

18.6 The contribution of each of the components of the system of evaluation to the overall rating of the teaching effectiveness of an academic staff shall be:

18.6.1 Evaluation by students	25%
18.6.2 Evaluation by colleagues	10%
18.6.3 Evaluation by the head of the academic unit concerned.	10%

18.7 The contribution of each of the components of the system of evaluation of the overall rating of the research effectiveness of an academic staff shall be:

18.7.1 Student supervision.	25%
18.7.2 Involvement in research or conducting actual research.	25%
18.7.3 Efforts to promote research	5%

- 18.8 Appropriate performance criteria for evaluating the teaching effectiveness of an academic staff by students, colleagues and head of an academic unit shall be developed and put in place by the University office concerned. Such office shall also develop and put in place separate criteria for evaluating the research effectiveness of an academic staff.
- 18.9 For fulfillment of the criteria of effectiveness in teaching or research, the weighted average of the evaluation over a given number of years, the academic staff has served after his last promotion shall not be less than 75%. The average of performance appraisal over these years in each category shall not be less than 50%.
- 18.10 The different courses/modules the academic staff has taught since his last promotion shall be indicated with the corresponding students' evaluation on the delivery of these courses/modules. To measuring his teaching or research effectiveness, results of evaluations shall be computed as follows:
- a) For promotion to the ranks of assistant professor, associate professor and professor, evaluation results of the last two years of service must be considered.
  - b) For a staff with the Doctor of Medicine (MD) or Doctor of Veterinary Medicine (DVM) degree, seeking promotion to the rank of assistant professor, evaluation results of the last two years of service are essential.
  - c) An application for promotion submitted before an academic staff leaves for research or sabbatical or study abroad shall be processed provided that all the requirements are fulfilled at the time of application.
  - d) An application for promotion by an academic staff who is in local study leave shall be processed if he fulfills the requirements of the promotion sought even where the application for promotion is submitted after the commencement of the study leave.
  - e) The years of service which an academic staff has rendered to the University before sabbatical, research or study leave shall count towards the effectiveness teaching requirement for promotion to the next rank.

## 19. Requirement on Number, and Quality of Publications

- 19.1 Publication of a book or a textbook or an article in a reputable journal, preparation of teaching material or, in some fields such as music, theatrical arts and the

fine arts, production of realized pieces of work or projects demonstrating professional and creative talent is a mandatory requirement for promotion to the rank of assistant professor, associate professor or professor.

19.2 Publications and production of realized pieces of artistic work or projects considered for promotions shall be the outcome of continuous research focusing on one's area of specialization.

19.3 The publication points to be attached to certain publications are illustrated as follows:

19.3.1 A book based on original research and a textbook shall carry four and two publication points, respectively.

19.3.2 A favorably assessed teaching material that is published in the University system shall carry one publication point.

19.3.3 One article published in a reputable journal shall carry one publication point and

19.3.4 One realized artistic piece of work and recognized professional or artistic piece of work or project shall carry half of a full-fledged.

19.4 Without prejudice to the provisions of this directive related to publications, the Guidelines entitled "The Addis Ababa University Senate RPC Guidelines on the Assessment of Publications for Promotion" shall apply.

19.5 Research papers presented at a scientific, academic or professional conference, seminars and symposia and published in peer-reviewed proceedings of the same may be presented for purposes of fulfilling the publications criteria for promotion. However, such papers shall have to be assessed for their academic merit and contributions to knowledge in the discipline.

19.6 The criteria and procedures for the assessment of such papers shall be issued by the Senate. These papers shall not, however, be considered as full-fledged articles, and the points allocated to them shall be equivalent to half of a full-fledged article.

19.7 Research papers or articles published in peer-reviewed journals whose reputation has not been established or chapters in books may be presented for purposes of fulfilling the publications criteria for promotion. However, such papers or articles and book chapters shall have to be assessed for their academic merit and contributions to knowledge in the particular discipline.

19.8 The points allocated to such papers and articles shall be equivalent to a full-fledged article. Assessed book chapters shall carry one publication point provided they have been published by a reputable publisher whereas those book chapters published by a publisher whose reputation has not been established shall carry half of a full-fledged article. The criteria and procedures for the assessment of such papers and chapters shall be issued by the Senate.

19.9 Publications that appear in reputable journals under titles such as technical notes, short communications, discussions, reviews and case reports may count to the fulfillment of the criteria for promotion. Such publications shall be taken as half of a full-fledged article.

19.10 Each co-author of an article published in a reputable journal or a book or a discreet book chapter or a teaching material shall be given a share as per the following schedule:

	No. of authors	Share of each co-author
a)	2	0.7
b)	3	0.6
c)	4	0.5
d)	5	0.4
e)	6 or more	0.35

The share of publication points to be awarded to each co-author in connection with a joint textbook or conference proceeding or brief for short communications shall be as stipulated in the Senate RPC Guidelines on the Assessment of Publications for Promotion.

19.11 A book or an article or a book chapter or any other publication arising out of the applicant's thesis or dissertation may be used for promotion provided the published work has extended the work started or contained in the thesis or dissertation, which shall be ascertained through assessment, and is published by the staff after his last promotion.

19.12 Where publications or pieces of work of an applicant seeking promotion to the rank of an assistant professor or above is required to be assessed, it shall preferably be reviewed by a person with the equivalent or higher academic rank. However, such assessment may be carried out even by a person with lower academic rank where a person with equivalent or a higher academic rank is not available in the applicant's field of study.

- 19.13 Publications or pieces of artistic work submitted for professorship shall be assessed as a package and guidelines concerning such overall assessment shall clearly and comprehensively state aspects that the assessor's reports should cover.
- 19.14 An application for promotion to the rank of professorship shall clearly indicate the publications that the candidate would like to be assessed for the promotion. The publications shall be reviewed by four assessors favorably.
- 19.15 Where the four assessors are not unanimous in favorably assessing such publications, the candidate should be given two additional chances. Where the publications are assessed not favorably for the third time, the application for promotion shall be rejected.
- 19.16 Predatory journals shall be monitored strictly during the evaluation of publications submitted for promotion. The SRAPC shall prepare a list of predatory journals and, it shall update the list periodically.

## 20. Participation in the Affairs of the University

- 20.1 This requirement may be fulfilled by holding a post of academic administration at academic units or participating in standing or ad-hoc committees and taking assignments when called upon by academic units or University administration.
- 20.2 Participation in activities such as University journal editing, organizing workshops, reviewing and professional development training that enhance one's profession shall also count towards the fulfillment of this criterion.
- 20.3 An academic staff who, for no justifiable reasons, refuses to accept positions of academic administration or committee assignments shall forgo the points for participation in University affairs.
- 20.4 Those who did not have the opportunity to do so or those who, for valid reasons, decline to accept such offers may be evaluated having regard to their shall ingness and participation in other University-wide, academic unit committees, ad-hoc committees, professional development and such other assignments as may be deemed appropriate by the academic unit head.
- 20.5 For this purpose, the points they score in committee works and other professional activities shall be converted into 100%.

20.6 In all cases, an academic staff should at least score half of the points allotted to each of these criteria to qualify for promotion to the next academic rank.

## 21. Participation in Public Service, Professional Activities and Community Engagement

The following may constitute public service and professional activities:

21.1 Participation in local, regional and national committees whenever called upon to do so.

21.2 Taking part in AAU off campus of journal editing, reviewing, and organizing workshops; and professional development.

21.3 Conducting series of press, radio and/or television programs to elucidate to the public some basic problems of health, education, law, science and technology, etc.; and other professional services, paid or unpaid, to the community the contents and quality of which are to be determined by the University department concerned; or

21.4 Producing publications that do not fall in his area of specialization, but having contribution to the public at large.

21.5 Engaging in communally beneficial services that do not fall in his area of specialization but having contribution to the public at large.

## 22. Weighted Values of the Criteria for Academic Promotion.

22.1 Weighted values are assigned to each of the major components of the criteria in the manner provided hereunder.

22.1.1 In the case of promotions to academic ranks below that of an assistant professor, it is sufficient that the candidate meets the minimum in terms of years of service, academic qualification, and publications wherever applicable.

22.1.2 For promotion to the rank of assistant professor, the following weights shall apply:

a) Effectiveness in teaching/research.....	37.5	50.0
b) Publications.....	35.0	45.0
c) Participation in University affairs and/or professional and/or related		25.0



public service 1.....2.5	
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22.1.3 For promotion to the ranks of associate professor and professor the following weights shall apply:

a) Effectiveness in teaching/research.....26.5	35.0
b) Publications.....35.0	45.0
c) Participation in University affairs.....12.5	25.0
d) Public service and professional activities.....7.5	15.0

22.1.4 For the ranks of assistant professor and above, a candidate shall earn a minimum of 75% of the maximum possible total points indicated hereof.

22.1.5 In all cases, a candidate shall, at least, score half of the points allotted to participation in University affairs and professional and/or related public services, and the minimum points allotted to effectiveness in teaching/research and publications to qualify for promotion to the next academic rank.

## 23. Extra-ordinary and Accelerated Promotions or Appointments

23.1 An academic staff with achievements that have been widely acclaimed or who

has won recognition through awards and/or meritorious achievement, citations from recognized professional bodies or institutions, may be recommended for any of the ranks through extraordinary promotion and/or appointment notwithstanding that the candidate does not strictly fulfill some of the criteria for promotion.

23.2 In particular, an academic staff member who demonstrates extraordinary accomplishments in his area of specialization may be recommended for accelerated promotion.

23.3 For the purpose of considering an academic staff who demonstrates extraordinary accomplishments in his area of specialization for accelerated promotion, every one hundred percent point achieved over and above the required points for publication in a given academic rank shall be considered equivalent to a year of effective teaching, provided, however, that a staff member should at least serve half of the number of years of the required term of service for his rank and score the minimum on students' evaluation and 90% weighted average on students', department head's and colleagues' evaluation.

23.4 An academic unit in which the candidate is a member can initiate recommendations for extra-ordinary appointments and/or promotions. Such recommendation should be supported by documents that show the special merits of the candidate,

23.5 Review of the recommendation shall follow the normal process and shall be submitted to the committee of the relevant academic unit or the Senate and/or the Board for approval.

23.6 Such recommendation shall be accompanied by a detailed description of the special merits of the candidate which would justify the academic unit concerned or the Senate and/or the Board taking an extra-ordinary decision on the recommendation for promotion.

## 24. Posthumous promotion

An academic rank may be granted posthumously where an academic staff has passed away while his promotion is being considered, provided that this application fulfill the requirements.

## 25. Promotion Requirements for Academic Staff

### 25.1 Lecturer

- a) A candidate with the qualification of a master's degree or its equivalent; or
- b) A candidate with the qualification of an MD or DVM degree or its equivalent; or
- c) In academic units where graduate programs are not offered:
  - i. a candidate with a qualification of a bachelor's degree, or its equivalent; and
  - ii. a minimum of two years of effective teaching and research as an assistant lecturer and clearly identifiable evidence of academic progress.
  - iii. The following are indicators of academic progress for the purpose of sub-article (c) of this article:
    - ✓ Rigorously and positively evaluated and compiled lecture notes which accommodate new developments in his field of study; or
    - ✓ Authorship or co-authorship of an article in a journal or a realized artistic or professional project.

### 25.2 Assistant Professor

- a) a candidate with the qualification of the degree of Doctor of Philosophy(Ph.D.) or its equivalent; or an MD or DVM with specialty certificate/Master's degree; or
- b) a candidate with the qualification of a Master's Degree or MD or DVM degree or its equivalent; and
- c) a minimum of four years of effective teaching and research as a lecturer; or
- d) in the case of Visual and Performing arts, a candidate with a qualification of a BA or BFA degree or its equivalent and a minimum of four years of effective teaching and research/professional performance as a lecturer; and
- e) at least, two publication points since last promotion; and
- f) active participation in the affairs of the University; or
- g) a candidate with the qualification of a bachelor's degree or its equivalent; and
- h) a minimum of four years of effective teaching and research as a lecturer; and, at least, two publication points since last promotion, which can be fulfilled by submitting one article published in a reputable journal and one teaching material; and, active participation in the affairs of the University.

### **25.3 Associate Professor**

- 25.3.1 Four years of effective teaching and research as an assistant professor; and
- 25.3.2 at least three publication points; and
- 25.3.3 active participation in the affairs of the University; and
- 25.3.4 public service.

### **25.4 Professor**

- 25.4.1 The degree of Doctor of Philosophy(Ph.D.), or its equivalent whose nature shall be determined in guidelines, and;
- 25.4.2 four years of effective teaching and research as an associate professor; and
- 25.4.3 at least, five publication points; and
- 25.4.4 active participation in the affairs of the University; and
- 25.4.5 public service.
- 25.4.6 A candidate for promotion to the rank of professorship shall submit a solo publication that constitutes at least one full publication point or, at least, three research articles in which he is a corresponding author.

25.5 Notwithstanding the preceding provisions of this Article, publications or works not employed for the last promotion may be considered for subsequent promotion provided they do not exceed a quarter of the required number of publication points for the promotion sought.

25.6 Combinations on evaluation of published works may further be worked out taking a book based on original research as being equivalent to four articles, or two textbooks or eight realized and recognized professional or artistic pieces of work.

## 26. Promotion

### Requirements for Academic Staff in Research Institutes

The promotion requirements for academic staff in research institutes shall be similar to those in teaching units in terms of participation in University affairs and public service, but the publication points shall be one-and-a-half (1.5) times as much as those in teaching units for those researchers who have no home base.

## 27. Promotion of Full Time Research Academic Staff

27.1 An academic staff employed at a research institute should, on the time of employment, commit himself to work as either a full-time researcher (100% research) or researcher and teaching academic staff (in which he spends 75% of his time in research and 25% teaching);

27.2 In case the staff chooses to engage in teaching, he should secure a home base in a teaching academic unit relevant to his specialization. The academic unit should issue a letter confirming that the academic staff has got a home-base. This letter should be part of the personal record of the staff.

27.3 The university administration shall assist the staff in facilitating the home base arrangement of the academic staff.

27.4 Promotion of a research staff with teaching duties shall be administered based on the relevant provision of the Senate Legislation.

27.5 The promotion of full-time research staff shall be evaluated as follows:

27.5.1 The general promotion criteria for academic staff prescribed in the senate legislation applies to full time research staff as well.

27.5.2 However, weighted values are assigned to each of the major components of the criteria in the manner provided hereunder:

26.5.2.1. Effectiveness in Research (20 points)

26.5.2.2.Publication (60 points)

26.5.2.3.Participation in AAU affairs (25 points), and

26.5.2.4.Community & Professional Service (15 points)

27.5.3 The following weights shall apply for evaluating promotion:

Item	Activity	Range
a	Effectiveness in Research	15-20
b	Publication	45-60
c	Participation in AAU affairs	12.5-25
d	Professional / community related activities	7.5-15

27.5.4 Effectiveness in research is calculated as follows:

27.5.4.1.1 Colleague evaluation (15)

27.5.4.1.2 Director evaluation (25)

27.5.4.1.3 Involvement in research/actual research (45)

- Identify research questions
- Write proposal
- Conduct research
- Write report
- Produce manuscript and policy brief
- Publish article on reputable journal

27.5.5 **Efforts to promote research (15)**

- Publish in academic journals
  - Attend conferences and seminars
  - Establish research partnerships
  - Participate in public/community outreach and engagement
  - Open access publishing
  - Utilizing social media and digital platforms and share research findings, insights, and opinions to enable rapid dissemination and engage with audiences beyond traditional academic circles.
  - Collaborating with industry and policymakers: ensure his findings are translated into practical applications, policies, and solutions.
  - Applying for research grants: regularly seek funding opportunities from various organizations, foundations, and government agencies.
- Evaluations are expected to be filled by the director and/or colleagues for each academic year. While applying for promotion, the research staff is expected to present evaluation for four years. However, calculations shall be done based on the last two academic years only.

27.5.6 **Publication**

27.5.6.1 Point allocation and admissibility of published articles for the purpose of promotion shall be calculated referring to the relevant articles on publication in the Senate Legislation:

27.5.6.2 Promotion to the rank of a Scientist requires solo publication amounting to two publication points, or as a corresponding author in six articles

**27.5.7 Professional/community services**

27.5.7.1 Participation in local, regional and national committees whenever called upon to do so;

27.5.7.2 Taking part in journal editing, reviewing and organizing workshops; and professional development;

27.5.7.3 Conducting series of press, radio and/or television programs to elucidate to the public some basic problems of health, education, law, science and technology, etc.; and other professional services, paid or unpaid, to the community the contents and quality of which are to be determined by the University department concerned; or

27.5.7.4 Producing publications that do not fall in his area of specialization, but having contribution to the public at large.

**27.5.8 The way participation in university affairs is calculated shall be as follows:**

Item	Activity	Range
a	Academic Administration	60%
b	Work in committees	20%
c	Other special assignments	20%

27.5.9 Apart from the fulfillment of the individual criterion specified in the preceding provisions a candidate, for the ranks of research fellow or above, shall earn a minimum of 80% of the maximum possible total points indicated hereof.

27.5.10 In all cases, a research staff shall, at least, score half of the points allotted to participation in university affairs and professional and/or related public services, and the minimum points allotted to effectiveness in research and publications to qualify for promotion to the next academic rank.

**27.6 Ranks of full time Research Staff**

**27.6.1 Associate Research Fellow**

- Academic qualification:
  - A candidate with the qualification of a Master's Degree or its equivalent; or
  - A candidate with the qualification of an MD or DVM degree or its equivalent;

- At least, four publication points; and
- Active participation in the affairs of the University/public/professional service.

### **27.6.2 Research Fellow**

- Academic qualification:
  - A candidate with the qualification of the degree of Doctor of Philosophy (Ph.D.) or equivalent; or an MD or DVM with specialty certificate/Master’s degree; or
  - A candidate with the qualification of a Master’s Degree or MD or DVM degree or equivalent and a minimum of four years of effective research as Associate Research Fellow and:
- Four years of effective research as associate research fellow; and
- At least eight publication points; and
- Active participation in the affairs of the University; and
- Public service

### **27.6.3 Senior Research Fellow**

- A candidate with the qualification of the degree of Doctor of Philosophy (Ph.D.) or equivalent; or an MD or DVM with specialty certificate/Master’s degree; or
- A candidate with the qualification of a Master’s Degree or MD or DVM degree or equivalent and a minimum of four years of effective research as Associate Research Fellow and:
  - Four years of effective research as a research fellow
  - At least ten publication points; and
  - Active participation in the affairs of the University; and
  - Public service.

### **27.6.4 Scientist**

- A candidate with the qualification of the degree of Doctor of Philosophy (Ph.D.) or equivalent; or an MD or DVM with specialty certificate/Master’s degree; or
- A candidate with the qualification of a Master’s Degree or MD or DVM degree or equivalent and a minimum of four years of effective research as Associate Research Fellow and:
  - Four years of effective research as a senior research fellow,
  - At least 12 publication points; and
  - Active participation in the affairs of the University; and
  - Public service

27.7 All other promotion issues not explicitly stated in this directive shall be governed by the Senate Legislation .

## 28. Clinical Services as a Separate Requirement for Promotion

- 28.1 Clinical consultations given and/or procedures performed while rendering clinical services, since last promotion, by an academic staff at the CHS and CVMA shall be considered for promotion.
- 28.2 For a candidate in an academic unit of the CHS and CVMA, the promotion requirements shall consist of clinical services as described in this article and the guidelines thereto, and teaching and/or research effectiveness, publication, community engagement and/or public service as stipulated in the preceding provisions of this Chapter.
- 28.3 In this regard, guidelines may be issued by the Senate. Such guidelines should take into account particularities across departments, and differences in the nature and types of services rendered within the same department.
- 28.4 Those guidelines shall also indicate the percentage to be attached to clinical services, determine the minimum number of patient consultations that must be given and/or the minimum number of procedures that must be performed by the academic staff concerned to earn publication points indicated hereof.

## 29. Publication Requirements of Academic staff of College of Performing and Visual Arts

29.1 The following publication requirements shall apply to academic staff from the School of Fine Arts and Design:

### 29.1.1 Assistant Professor

- i. At least four creative solo exhibitions or creative body of works, since last promotion, with the artist's written statement, favorably evaluated by internal and external experts in the area; or
- ii. at least four inventions of functional designs, since last promotion, with the inventor's written statements, favorably evaluated by internal and external experts in the area; or
- iii. four joint creative exhibitions or body of works or six joint productions of functional designs, since last promotion, with the inventor's written statements, favorably evaluated by internal and external experts in the area; or



- iv. four creative solo exhibitions or creative body of works since last promotion with the artist's written statements, favorably evaluated by internal and external experts in the area;

**29.1.2 Associate Professor**

- i. Six creative solo exhibitions or creative body of works with written statements done since last promotion, favorably evaluated by internal and external experts in the area; or
- ii. six inventions of functional designs with the inventor's written statements, done since last promotion, favorably evaluated by internal and external experts in the area;

**29.1.3 Professor**

Six original solo exhibitions or body of works or eight inventions of functional designs with the artist's written statement, or a book and two professional projects or two textbooks and two professional projects, one textbook and four professional projects published or done since the last promotion, favorably evaluated by internal and external experts in the area.

**29.2 The following publication requirements shall apply to academic staff from Yared Music School:**

**29.2.1 Assistant Professor**

- 29.2.1.1 At least four creative compositions (written for symphony, solo instrument, chamber orchestra, etc.) or two creative solo concerts with the composer's/performer's written statement, since last promotion, favorably evaluated by internal and external experts in the area; or
- 29.2.1.2 at least six creative group concerts in not more than four performers in a group with the performer's written statements since last promotion, favorably evaluated by internal and external experts in the area; or
- 29.2.1.3 six creative solo concerts or four creative compositions (written for symphony, solo instrument, chamber orchestra, etc.) since last promotion, with the artist's written statements, favorably evaluated by internal and external experts in the area.

**29.2.2 Associate Professor**

29.2.2.1 Eight creative solo concerts or six creative compositions (written for symphony, solo instrument, chamber orchestra etc.) since last promotion, with written statements of the composer/performer, done since last promotion, favorably evaluated by internal and external experts in the area; or

29.2.2.2 eight creative group concerts in a not more than four performers in a group and with the performer's written statements, done since last promotion, favorably evaluated by internal and external experts in the area.

### **29.2.3 Professor**

29.2.3.1 Ten compositions (written for symphony, solo instrument, chamber orchestra etc.) or six creatively played solo concerts, with the artist's written statements, or a book and two professional projects or two textbooks and two professional projects or one textbook and four professional projects, done since last promotion, favorably evaluated by internal and external experts in the area.

## **29.3 The following publication requirements shall apply to academic staff from the School of Theatrical Arts**

### **29.3.1 Assistant Professor**

29.3.1.1 At least four written or translated or adapted full length plays and the playwright's full statement about this work, done since the last promotion, favorably evaluated by internal and external experts in the area; or

29.3.1.2 at least, four full length plays that are directed and publicly staged since the last promotion, favorably assessed by internal and external experts in the area; or

29.3.1.3 acted in at least four public stages or four films or four creative television serial performances in a leading role, done since last promotion, favorably assessed by internal and external experts in the area; or

- 29.3.1.4 six written or translated or adapted creative one act stage or six short film or six television/ radio plays, since last promotion, favorably evaluated by internal and external experts in the area; or
- 29.3.1.5 four written full length plays or directing four full-length plays or written ten one act stage or ten short film or ten television/radio plays, done since last promotion, and which are, favorably evaluated by internal and external experts in the area.

**29.3.2 Associate Professor**

- 29.3.2.1 Six written or translated or adapted full length plays, since last promotion, favorably evaluated by internal and external experts in the area; or
- 29.3.2.2 directed six full length plays with the director's written statements, done since last promotion, favorably evaluated by internal and external experts in the area; or
- 29.3.2.3 acting in six public stages, or six films or six creative television serial performances in a leading role, favorably evaluated of the performance by internal and external experts in the area; or
- 29.3.2.4 iv. Written or translated or adapted twelve one act stage or twelve short film or twelve television/radio plays, favorably evaluated by internal and external experts.
- 29.3.2.5 Written or translated or adapted ten original full length plays with the playwright's written statement(s), or a book and two professional projects or two textbooks and two professional projects, one textbook and four professional projects, done since last promotion, favorably evaluated by internal and external experts in the area; or
- 29.3.2.6 directing ten full length plays with the director's written statement(s), or a book and two professional projects or two textbooks and two professional projects one textbook and four professional projects, done since last promotion, favorably evaluated by internal and external experts in the area; or;
- 29.3.2.7 acting in ten full length plays as a leading actor, since last promotion, or a book and two professional projects or two textbooks

and  
two professional projects, one textbook and four professional projects, since  
last promotion, which are favorably evaluated by internal and external  
experts in the area.

## 30. Criteria for Appointment and Promotion of Professional Librarians, Technical Assistants, Artistic Experts and Museum Staff

30.1 The provisions of this Legislation providing for the appointment and promotion of an academic staff shall apply to the appointment and promotion of professional librarians. Technical assistants, artistic experts, and museum staff provided they engage in teaching and/or research.

30.2 Such professional librarians, technical assistants, artistic experts and museum staff who are ~~on the~~ academic staff shall assume all the duties and responsibilities and enjoy the rights of an academic staff that include teaching and/or research in their areas of specialization.

30.3 Professional Librarian.

30.3.1 Assistant Librarian IV - A candidate with a qualification of a bachelor's degree or its equivalent in Library and/or Information Sciences or related fields.

30.3.2 Assistant Librarian III - Two years of effective experience as an Assistant Librarian IV; or a candidate with the qualification of master's degree or its equivalent in Library and/or Information Sciences or related fields.

30.3.3 Assistant Librarian II - Two years of effective experience as an Assistant Librarian III.

30.3.4 Assistant Librarian I - Four years of effective experience, as an Assistant Librarian II; and at least one publishable bibliography/catalogue favorably assessed; and/or three years of effective experience as an Assistant librarian II; and at least one publication in a reputable journal; or a candidate with qualification of a Degree of Doctor of Philosophy (PhD) or its equivalent in related fields.

30.3.5 Associate Librarian - Four years of effective experience, as an Assistant Librarian I; and, at least, two articles published in a reputable journal(s)

since the last promotion; active participation in the University affairs; and public services.

30.3.6 Librarian - Four years of effective experience, as an Associate Librarian; and four articles published in reputable journals since the last promotion; and active participation in University affairs; and public services.

### **30.4 Technical Assistant**

Criteria for appointment, promotion as well as other employment matters governing librarians, technical assistants, artistic experts and museum staff who are not considered as academic staff shall be governed by the job specifications and career paths to be developed in the university's staffing plan. This staffing plan with career progression shall be part of the University organizational structure.

#### **30.4.1 Technical Assistants career**

28.4.1.1 Technical assistants may be transferred to the academic staff membership provided that they satisfy the requirements as stipulated in Directive No 971/2023 issued by the Ministry of Education.

- i. Technical Assistant is a candidate with the qualification of bachelor's degree in the specific field of study and no(0) experience
- ii. Senior Technical Assistant -Senior Technical assistant is a candidate with the qualification of a bachelor's degree in the specific field of study and worked as a technical assistant for 2 years.
- iii. Chief Technical Assistant I-Is a candidate with the qualification of a master's degree or its equivalent in the specific field of study and worked as a technical assistant for 4 years or as Senior Technical Assistant for 2 years.
- iv. Chief Technical Assistant II-Chief Technical assistant II is a candidate with the qualification of PhD degree in the specific field of study and no(0) experience.

## IV. Procedure of Employment, Promotion and Transfer of non-academic staff

### 31. Purpose

To ensure that optimum level of staffing is maintained through the application of a standard requisition and vacancy filling procedure .

#### 31.1 Procedure for Filling Vacancies

- 31.1.1 Vacancies may be filled through recruitment, promotion, or transfer or recommendation.
- 31.1.2 The Responsibility center shall be responsible for filling the approved positions by consulting the concerned body.
- 31.1.3 Job seekers shall be invited by announcing the vacant post through appropriate media.
- 31.1.4 The announcement shall contain job title, qualifications, educational background, experience, type of employment, place of work, mode of application, the deadline for application, and other necessary information.
- 31.1.5 The requesting work unit shall make initial screening based on educational qualifications, work experience, or any other relevant parameter and contact the qualified candidates for interview, for written/practical exam or both.
- 31.1.6 However, if the need arises to fill the vacant post urgently, the Responsibility center may use shortlist applicants from previously advertised vacancies that can meet the requirement of the position.
- 31.1.7 The successful candidate shall be probationally employed for 90 working days upon submission of a medical certificate, police clearance, and fulfillment of guarantee where the job position requires; and clearance letter from the former employer (if any).

### 32. Vacancy Posting

- 32.1 The content of the vacancy posting must be based on the approved job descriptions.
- 32.2 For external recruitment, the Human Resource Management shall advertise the vacant position through appropriate media of wider circulation.
- 32.3 Applicants should address their formal request for employment to appropriate Human resource management.

### 33. Internal Recruitment

- 33.1 For internal recruitment, job vacancies shall be advertised at the main campus, Addis Ababa University website, and at academic units.
- 33.2 Vacant posts shall be filled with qualified candidates.

An employee may apply if he meets the following eligibility requirements:

- 33.2.1 Has completed his probationary period;
- 33.2.2 Has earned at least an average performance rating;
- 33.2.3 Has no written warning in his file in the last two years.
- 33.2.4 Scored competency test result of at least 50% .

### 34. Screening of External Applicants

- 34.1 All applications for vacancies shall be received by the Human Resource Management.
- 34.2 The Responsibility center shall shortlist applicants by designing objective criteria.
- 34.3 The Responsibility Center shall invite the short-listed candidate/s for next step of the recruitment process.

### 35. Selection Committee

- 35.1 A three person selection committee shall be established at each Responsibility center for the selection of appropriate candidates.
- 35.2 The concerned work unit head shall be the chairperson of the committee; and the human resource manager as member; and another human resource personnel shall serve as a member and secretary.
- 35.3 The final authority to approve employment shall rest upon the vice president. However, the vice president may delegate his authority to lower units.

### 36. Interview Process

- 36.1 The Director for Human Resource Manager shall coordinate the interview process. It shall as well is responsible for developing an interview format.

36.2 For an interview, all selection committee members should be present.

36.3 The selection of a candidate is based on the results (score).

## 37. Background Check

37.1 Once an affirmative decision is made on a particular candidate, whenever appropriate, Background check shall be undertaken.

37.2 Background checks can be verbal or written. References indicated by the candidate may require to answer questions on the candidate's performance and suitability.

## 38. Issuance of Letter of Offer

38.1 Once the candidate proved acceptable, an offer of letter shall be extended thereto.

38.2 The offer letter shall state a specified date within which the offer shall remain open.

38.3 If the candidate doesn't accept the offer within the specified period, the Responsibility center shall have the right to withdraw the offer and submit another offer to the potential candidate.

## 39. Compliance Requirements

Once the candidate has accepted the offer, a medical certificate and police clearance are required before the candidate commences engagement.

## 40. Letter of Employment

40.1 After fulfilling the formalities of employment, the selected candidate shall be issued with a letter of employment notifying him of his probational employment for the specified probationary period.

40.2 The purpose of probation shall be to enable the university determine the suitability and competence of candidate to the post he is anticipated to assume.

40.3 Where the candidate on probation period proved unfit by registering below the average performance result, he shall be terminated without any further procedure.

40.4 Where the candidate on probation is absent from work due to force majeure for a period for less than one month, the performance evaluation shall cover only the period in which he was present at work.



- 40.5 The letter of employment shall specify the name, position, job grade, place of work, date of employment, salary, and employee fringe benefits, if any.
- 40.6 Unless otherwise provided in this directive, a staff on probation period shall the same rights with other staff.
- 40.7 A letter of employment shall be issued if the employee in probation period demonstrates acceptance performance appraisal results.

## 41. Contract of Employment

Any selected employee of the University shall sign a contract of employment that shall contain at least, position title, type of employment and duration, remuneration, date of employment, and place of work.

## 42. Orientation

Upon the arrival of new staff, the Department may give orientations and inductions to the employee.

## 43. Job Descriptions

The University shall provide to standard job descriptions; which indicate job summary, duties, responsibilities, competences etc. of the job; for all newly recruited staff.

## 44. Personnel Records

44.1 The Human Resource Management shall be responsible for maintaining personal records of the staff.

44.2 Other Responsibility centers shall also maintain relevant personal records for each staff.

44.3 Personnel records shall be confidential to be accessed with the authorization of the Human Resource Management and/or Head of the Responsibility Center.

## 45. Other relevant documents

45.1 It is prohibited to keep any document in the personal records of an employee without his knowledge.

45.2 A staff should report any change such as address, phone number, educational status, training, marital status, and others to Human Resource Management or Head of Responsibility Center by attaching relevant documents.

## 46. Promotion

46.1 Procedures which are stipulated for internal staff recruitment indicated above shall apply to the promotion procedure.

46.2 Notwithstanding, the provisions of article 45.1, a candidate must have served for at least one year in his present position prior to competition for promotion.

## 47. Transfer

47.1 Transfer by the University's Initiation.

47.2 A temporary transfer of an employee may be arranged to cover a temporary staff shortage as deemed necessary.

47.3 Whenever necessary, the University may transfer a staff from one position to another or from one place to another within the same job grade and benefits.

47.4 Transfer upon request of the staff.

A staff who wants to be transferred may submit his transfer may submit his request to the Human Resource Management. However, the decision rests with the relevant authority.

## 48. Placement

The University shall establish proper staff placement and redeployment criteria based on their suitability to the post, competence, talent and where practicable the staff's preferences.

# V. Salaries and Employee Fringe Benefits

## 49. Salary scale and employee fringe benefits

49.1 The board of governance of shall design and determine competitive and attractive staff remuneration considering the level of responsibilities, competence, relevant qualifications, living costs and capacity to pay.

49.2 Upon the determination of the board of governance salary scale and employee fringe benefits shall be annexed to this document and such annex shall be an integrated part of this document.

## VI. Human resource policies and code of conduct

### 50. Work Hours

- 50.1 All staff are expected to work 8 hours a day for 39hours per week.
- 50.2 The normal hours of work shall be 8:00: 12 AM to 1: 5:00 PM Monday through Thursday and8:00-11:30 AM to 1: -5:00 PM Friday with a one and half hour.
- 50.3 Changes in these hours shall be made in instances where the project or operational efficiency shall be increased by hours other than those stated above.
- 50.4 Any changes in working hours must be authorized by the President.
- 50.5 All public holidays (in Ethiopia) designated by law shall be observed. However, staff may be required to work on public holidays when special or emergencies demand. In such cases, all non-managerial staff shall be compensated with time-off, or paid overtime.
- 50.6 Working remotely may be permitted for professional staff and no/little interaction with clear deliverables of the staff.
- 50.7 When circumstances dictate and considering the nature of the services, the university management may implement flexible working hour arrangements.

### 51. Employment Injury

- 51.1 To assist in providing a safe and healthy working environment, all staff are expected to obey safety rules and exercise caution in all work activities.
- 51.2 A staff must immediately report any unsafe working conditions to their immediate manager.
- 51.3 A staff who violates safety standards, causes hazardous situations, or fails to report may be subject to disciplinary action, up to and including termination of employment.
- 51.4 In the case of an accident that results in injury, regardless of how insignificant the injury may appear, staff should immediately notify their immediate managers.
- 51.5 The university shall cover medical expense in case of employment injuries.

51.6 Unless the University provides more beneficial insurance scheme, compensation for employment injury shall be governed by the relevant provisions of the civil service proclamation.

## 52. Occupational Disease Exposure Prevention Plan

AAU shall make every feasible effort to provide a safe and clean environment for staff including minimizing the spread of communicable diseases such as TB or influenza in the workplace.

## 53. Affirmative Actions

53.1 It is the policy of AAU and its Responsibility centers to take affirmative actions in the development and implementation of affirmative actions that enable the minority, disability, and other disadvantaged groups to assume responsible positions at all levels.

53.2 However, AAU shall not compromise merit systems for benefiting the above-mentioned members of the community.

53.3 AAU may design staff development programs for assisting the above-mentioned members of the community to build their capacity.

## 54. Equal Employment Opportunity (EEO)

The Addis Ababa University shall be an employer of equal opportunity.

## 55. Human Resource Development

55.1 AAU considers human resource development as its critical task as its survival and growth depends mainly on the competence of its staff.

55.2 Leadership and management of AAU Shall be committed to train, develop and optimally utilize its human resource in a planned manner.

## 56. Human resource planning

The human resource functions of the University shall be worked out based on its short, medium, and long-term plans.

## 57. Performance Appraisal

AAU shall make use of performance appraisal system to measure staff' productivity and efficiency in a view of identifying development needs and administrative measures.

## 58. Employee Code of Conduct

### 58.1 General

No staff shall participate in the selection, award, or administration of a contract if a real or apparent conflict of interest would be involved.

### 58.2 Personal Conduct

AAU expects its staff to maintain a high standard of conduct and work performance to make sure the University maintains its good reputation with its stakeholders.

### 58.3 Dressing Code Policy

As a minimum standard, staff dressing should be presentable and acceptable.

### 58.4 Open Communication Policy

All units of AAU shall employ an open-door policy to discuss any issues of concern by staff.

### 58.5 Private Phone Call Policy

It is required that private phone calls shall be kept to minimum levels during working hours. No staff may conduct telephone calls while at work.

### 58.6 Internet Use

58.6.1 Internet provided by the AAU is meant for duty purposes. However, limited private use of the Internet for social media may be permitted provided that the private use does not interfere with a person's work and does not access inappropriate sites.

56.6.2 It would not violate privacy if management accesses the system to see to it that private use is excessive or inappropriate.

## **58.7 E-mail Policy**

To protect the University and its staff from the adverse effects of the misuse of email, the following instructions are handed down for all users.

58.7.1 No material that is defamatory, in breach of copyright or business confidentiality, or prejudicial to the good standing of the AAU community or to its relationship with staff, clients and any other stakeholders with whom it has a relationship shall be sent.

58.7.2 The email records of other persons are not to be accessed except by management ensuring compliance with this policy.

58.7.3 When using an email, a person must not pretend to be another person or use another person's computer without permission.

58.7.4 Excessive private use, including mass emailing such as "reply to all" that are not part of the person's duties, is not permitted.

58.7.5 Failure to comply with these instructions is a performance improvement fault and may entail disciplinary measures.

## **58.8 Employee Suggestions**

Management encourages all staff to bring forward their suggestions and good ideas about how the University can be made a better place to work, its services improved, and its service to beneficiaries enhanced. For this purpose, suggestion boxes may be placed in appropriate locations.

## **58.9 Off Campus Private Engagement**

No employee shall take employment outside his regular duties with AAU that shall in any way conflict with or impair the performance of his work with the University.

### **58.10 Confidential Information**

Upon accepting employment with AAU, an employee may be asked to sign a Confidentiality Agreement, which generally provides that he may not divulge or use any University confidential information, which he obtained in the course of his employment.

### **58.11 Reemployment**

58.11.1 AAU may reemploy its former staff if there are good reasons to do so.

57.11.2 Former staff whose employment is terminated due to disciplinary actions shall not be reemployed.

57.11.3 Former academic staff who have been detached from teaching/research for more than five years may not be reemployed by the University as academic staff.

57.11.4 Reemployment of former faculty or administrative staff is competitive.

### **58.12 Reinstatement**

Staff reinstatement rules and procedure may be developed by AVP concerned.

### **58.13 Use of Voluntary Staff**

It is the policy of AAU to make use of voluntary staff from local or abroad towards strengthening its core mission by financing their reasonable expenses.

### **58.14 Employee Satisfaction Survey**

It is the policy of AAU to conduct staff satisfaction level at least every three years and take appropriate actions towards improving its human resource management practices.

## VII. Training, Development and Performance Management

### 59. Objectives

59.1 To help clearly and effectively discharge the mission of AAU, staff training and development is essential.

59.2 To realize AAU's strategic objective of becoming a top world-class University, the University believes that creating a highly skilled, professional, customer-oriented and compliant staff through continuous learning and development is mandatory.

59.3 To support the smooth implementation of the above initiatives, the University shall prepare succession plan, Management Development Program, Young Graduate Trainee Program, series of Leadership Development Program, and support for enrollment in education and certification programs as subprograms.

59.4 Staff training and development shall be linked to the Performance Management Systems.

59.5 The University encourages staff training and development and is committed to providing assistance and resources allowing staff to develop and grow.

59.6 The effectiveness of Training must be periodically evaluated by the Human Resource Management.

### 60. Performance Management

#### 60.1 Objective

60.1.1 The objective of the staff performance management shall be to evaluate execution capacities of staff, to identify and discuss work standards and requirements, and assess training and other development needs.

60.1.2 Staff performance evaluation shall be done in order to assess a staff's progress towards achieving predetermined goals.

### 61. Performance Evaluation

61.1 Performance evaluation format for the various positions and tasks shall be developed and annexed to this directive. It shall be an integral part of this directive.

61.2 The University Leadership shall consider the format, the evaluation criteria and qualifications of evaluators.



## VIII. Types of leaves

### 62. Annual Leave

62.1 The purpose of annual shall be to enable a staff get paid rest annually and resume work with renewed strength thereafter.

62.2 A staff shall not be entitled to annual leave before serving for 11 months.

62.3 There shall be no payment in lieu of annual leave; provided however that payment may be made for an unutilized annual leave due to termination of employment.

### 63. Duration of annual leave

63.1 A staff shall be entitled to annual leave of 20 working days for his first year of service.

63.2 A staff having more than a year shall be entitled to additional leave of one working day for every additional year of service; provided however that the duration of annual leave shall not exceed 30 working days.

63.3 For staff transferred from another institution, previous service rendered shall be considered for the application of sub article 2 of this article.

63.4 Notwithstanding the provisions of sub articles of this article, academic staff other than academic officers shall not be entitled to annual leave. Their annual leave shall be the summer recess (i.e., July and August every year).

63.5 However, whenever circumstances warrant, for academic staff to work during summer recess, they shall be duly remunerated.

63.6 An academic staff who is assigned to and serves at an administrative position at the University level or in its any academic unit is entitled to a-one-month leave per service year.

### 64. Granting Annual Leave

64.1 Annual leave shall be granted within the budget year in accordance with the yearly plan prepared and made known by the staff based on due consideration of the interest of the university, and as much as possible the preference of each staff.

64.2 A staff shall be entitled to advance payment of his salary at a time of taking his annual leave.

## 65. Postponement of Annual Leave

65.1 Notwithstanding the provisions of article 63 of this directive, the head of a work unit may authorize the postponement of annual leave for two budget years where the unit due to compelling reasons, is unable to grant a staff his annual leave within the same budget year provided however that the accumulated leave shall be granted to the staff in the third budget year. .

65.2 Notwithstanding the provisions of article 61(3), a staff whose annual leave has been postponed for two years in accordance with sub article 1 of this article may claim payment and the university shall effect payment for the first year of the accumulated annual leave.

65.3 Whenever payment is to be made to a staff in lieu of accumulated annual leave, his daily salary shall be calculated by dividing his monthly gross salary by 30 days.

## 66. Maternity Leave

66.1 A pregnant staff shall be entitled to:

- a. Paid leave for medical examination in accordance with physician's recommendation.
- b. A period of 30 days of prenatal leave preceding the presumed date of her confinement and a period of 90 consecutive days after her confinement.

66.2 If the pregnant staff delivers before the expiry of the prenatal leave, the unutilized prenatal leave shall be granted after confinement.

66.3 If the pregnant staff does not deliver on the presumed date, the days subsequently taken before her confinement shall be replaced by the annual leave, she is entitled to within the budget year or that of the following budget year if no annual leave is left.

66.4 If a staff who encounters a miscarriage of no less than six months of pregnancy prior to her prenatal leave shall be entitled to 60 days post confinement leave if the miscarriage is verified by a medical certificate.

66.5 If a staff on prenatal leave encounters a miscarriage of pregnancy her prenatal leave shall terminate and she shall be entitled to 90 days post confinement leave.

66.6 A staff who encounters miscarriage of three to six months of pregnancy shall be granted 30 days leave if the miscarriage is verified by medical certificate.

## 67. Paternity Leave

A staff shall be entitled to a paternity leave with pay of 10 working days at a time of his partner's delivery. Valid evidence may be demanded.

## 68. Sick Leave

68.1 A staff shall be entitled to sick leave with pay where is he is unable to render service due to sickness.

68.2 The duration of sick leave to be granted to a staff who has completed his probation period shall not exceed eight months a year or 12 months in four years whether counted consecutively or separately starting from the first day of his sickness.

68.3 Sick leave to be granted in accordance with sub article 2 of this article shall be the first six months with full pay; and the remaining two months with half-pay.

68.4 A staff on probation shall be entitled to one month leave with pay.

68.5 Where a staff is absent from duty due to sickness:

- a. He shall as soon as possible notify its unit unless prevented by force majeure.
- b. He shall produce a medical certificate.

68.6 Where a staff completed his probation and who is on annual leave falls sick and admitted to a health facility, his annual leave shall be interrupted and replaced by his annual leave.

68.7 For purposes of this article, medical certificate shall mean a certificate issued by duly licensed private or public health facility or where such certificate is acquired from abroad, it should be verified by an authorized organ.

## 69. Leave for Personal Matters

A staff shall be entitled to leave with pay for personal matters such as wedding, mourning and examinations for three working days where:

- a. He concludes marriage or
- b. His spouse, descendant, ascendant, brother, sister, uncle, aunt, relatives whether by consanguinity or affinity dies.

## 70. Special Leaves

A staff shall be entitled to special leave pay:

- a. Where he summoned by a court or any other competent authority for the time utilized for the same purpose.
- b. For cases involving popular election for the duration of the election.

## 71. Leave without Pay

- 71.1 Where a staff, on justifiable ground, applies a leave without pay, the President may authorize the granting of such a leave not exceeding two years if it does not adversely affect the interest of the university.
- 71.2 Where a staff runs for election, he shall be entitled to a leave without pay during the election campaign and for the duration of the voting.

## 72. Study Leave

- 72.1 Any academic staff who is awarded fellowship through the University or who can provide satisfactory evidence regarding an opportunity for a scholarship in a recognized university leading to a higher degree in his field of specialization and who is not more than forty-five years old may be granted a study leave if it is in line with the staff development scheme worked out by his academic unit.
- 72.2 A study leave that entails the departure of an academic staff abroad may be taken only after such academic staff has served for a minimum of two years following his employment or one year following his reinstatement after a study leave.
- 72.3 The academic staff may, however, be granted study leave abroad without fulfilling such a requirement only if the relevant academic unit supports the departure of the staff member even without fulfilling the one or two years of service the requirement and that the staff agrees to forfeit all the benefits and entitlements including salary arising out of study leave.
- 72.4 There shall be no service requirement for local study leave.
- 72.5 A staff member on study leave shall be paid full salary for the first year and 50 percent of the salary for the remaining years of the study leave.

- 72.6 An academic staff who is on study leave shall keep the University informed of his progress by means of biannual reports starting from the end of the first six months into his leave.
- 72.7 These regular reports shall in all cases be endorsed by the academic advisor or the principal supervisor of the member of staff in the University or College he has joined as a student.
- 72.8 Failure to submit such reports may result in the discontinuation of payment of salary that may be due or other appropriate actions.
- 72.9 An academic staff who, for acceptable reasons, cannot complete his studies within the originally granted period of absence has to formally request the University for an extension of leave.
- 72.10 Such an extension shall be without pay and limited to a maximum period of one year for those pursuing masters' degrees and a maximum of two years for those pursuing a Ph.D. or its equivalent.
- 72.11 An academic staff who is on a study leave has a grace period of one year after completion of study to organize his return to the University and a maximum period of eighteen months, including the one-year grace period, for one who proves to the University that he has been offered academic training opportunities or post-doctoral fellowships.
- 72.12 However, staff on study leave shall seek University approval for any extension of stay beyond the completion of the study, excluding the first one year. This provision shall apply, with the necessary change, to an academic staff on a local study leave after completion of study for the purpose of pursuing a post-doctoral fellowship.
- 72.13 The University reserves the right to claim damages from academic staff who fails to return to their respective duties within the periods of time specified in this Article.
- 72.14 An academic staff who fails to return to the University to resume his work within the periods of time specified in this Article shall lose his standing in the University.
- 72.15 An academic staff may be granted study leave for a second graduate degree in the same field and at the same level only under the following conditions:

- a. the academic unit concerned endorses the justification that the staff member presents for seeking the training, making sure, above all, that the justification is valid on academic grounds; and
- b. does not adversely affect existing staff development plan; and
- c. the staff member agrees to forfeit all the benefits and entitlements while on study leave, including payment of salary.

72.16 A study leave may under no circumstances be granted to an academic staff to pursue a third graduate degree in the same field and at the same level.

### 73. Research Leave

73.1 A full-time academic staff (Assistant Professor and above) who has served in the University for a minimum of three consecutive years may be entitled to a research leave for a maximum period of six months provided he has not taken any other academic leave during the three years preceding the anticipated starting date of the leave sought and provided he intends, in good faith, to continue his association with the University for an indefinite period after his research leave.

73.2 An academic staff requesting research leave under this Article shall present to the head of his academic unit a program of study or research that shall enable him to improve his capacities as a scholar.

73.3 Research leaves provided in this Article shall be granted with full pay and all benefits available for academic staff.

73.4 Application for research leave shall be submitted by the staff to the head of the relevant academic unit six months in advance of the start of the leave.

73.5 The college dean concerned, in consultation with the CAC, shall grant the leave and communicate to the head of the Responsibility center unless it is determined that the teaching needs of the academic unit cannot be met if the leave is granted for the period sought, in which event the leave is to be granted within a period of one year during the following academic year without the need to file an application for this purpose afresh.

73.6 The leave may under no circumstance be postponed for more than one academic year. The time lost because of postponement of research leave upon the request of the head of the concerned academic unit shall be considered in reckoning the staff's future leaves.

73.7 Research leave may be extended without pay for a period not exceeding six months on the condition that:

- a. The academic unit concerned confirms that such extension shall not seriously impede its academic or research programs.
- b. The academic staff concerned produces satisfactory evidence that the leave is necessary to complete the on-going piece of research the output of which is expected to enhance knowledge and improve the teaching and research skills of the individual staff; and
- c. There is adequate funding for research and maintenance during the period for which the leave is sought.

## 74. Sabbatical Leave

74.1 A full-time academic staff holding faculty rank of an assistant professor and above who has served the University continuously for a period of six years and intends in good faith to continue his association with the University for prolonged period is entitled to a sabbatical leave, as of right and with full pay, for a period of one year.

74.2 Sabbatical leaves shall be applied for and granted as follows:

- a. The application for sabbatical leave including its plan shall be submitted to the head of the academic unit one year before the staff anticipates leaving on a sabbatical.
- b. The college dean concerned, in consultation with the CAC, shall grant the leave and forward to the AVP, unless it is determined that the normal function of teaching and research shall be adversely affected by the departure of the staff in question.
- c. Where it is determined that the normal teaching and/or research needs of his academic unit shall be adversely affected if the leave is granted, the sabbatical leave shall be granted for a later semester, at least within a period of one year falling within the next academic year without the need to file an application for this purpose afresh.
- d. The leave may under no circumstance be postponed for more than one academic year.

- e. The time lost because of postponement of sabbatical leave upon the request of the head of the academic unit concerned shall be considered in reckoning the staff's future leaves.
- f. Any beneficiary of a sabbatical leave shall, upon completion of his leave, submit a report on his experiences or accomplishments or professional development acquired to his department.
- g. The University may provide to the beneficiary of sabbatical leave such additional support as deemed necessary provided he has submitted a definite research or professional development plan approved by his AC at the time of taking the leave.
- h. In exceptional cases an academic staff may apply for an unpaid leave of absence for a maximum period of one year contiguous to his sabbatical leave if he can demonstrate to the satisfaction of his academic unit and the University that returning to full-time duty would seriously prejudice the completion of work on which he had spent the full length of his sabbatical leave.
- j. This additional leave of absence can be granted only if the academic unit determines that teaching activities in such unit would not be compromised and the right of other staff for leave would not be jeopardized by the granting of the leave. Such a determination shall be effected when endorsed by the AC concerned.
- k. A service given to another academic institution may be taken into account in considering an academic staff's application for a sabbatical leave pursuant to the provisions of the preceding sub-articles of this Article provided that:
  - i. such staff has rendered at least four continuous years of service to the University.
  - ii. the concerned academic unit independently establishes and documents the facts regarding the length of the service given in the previous institution.



74.3 The provisions of this Article shall apply to an academic staff on local study leave. However, a staff who is on local study leave may be eligible for a sabbatical leave only after serving two years as of the completion of his study.

## 75. Other Leaves

Occasional leaves such as leave to attend seminars, workshops, symposia, short courses, etc. may be granted with full pay for a period not exceeding a total of thirty academic calendar days in one academic year.

## IX. Disciplinary Measures and Grievance Handling

### 76. Disciplinary Measures

#### 76.1 Objective of disciplinary Measures

The objective of disciplinary measure shall be to correct misdeeds of a staff from his mistakes and to rehabilitate him so as enable him to become ethically sound staff or to discharge him for good in cases of serious misdeeds.

#### 76.2 Types and Classification of Disciplinary Penalties

1. Depending on the gravity of the misdeed, any one of the following measures may be imposed on a staff for breach of discipline:

- a) oral warning'
- b) written warning;
- c) fine up to 15 day's salary;
- d) fine up to three month's salary;
- e) down grading for the period of up to two years:
- f) dismissal.

2. The measures specified under sub-article 1(a) to (c) of this Article shall be classified as simple disciplinary measures.

3. The measures specified under sub-article 1(d) – (f) of this article shall be classified as rigorous measures.

4. A staff who has been demoted in accordance with paragraph (e) of sub-article (1) of this Article shall be reinstated, upon the expiry of his period of sanction:

- a) when a similar vacant post is available, without any promotion procedures;

- b) in the absence of a vacant post, he shall be assigned to a similar post without promotion procedures when it becomes available at a later time.
5. After a disciplinary measure has been taken on a staff, such measure shall be referred to and remain as a record:
- a) for two years, where the measure is simple;
  - b) for five years, where the measure is rigorous

### **76.3. Misdeeds Entailing Rigorous Disciplinary Measures**

Rigorous disciplinary measures may be imposed for the following misdeeds:

1. Neglect of duty by being disobedient to lawful orders, negligent or tardy or by intentional non-observance of working procedures and university policies;
2. Deliberate delays of cases or mistreatment of customers;
3. Deliberate obstruction of work or to collaborate with others in committing such misdeed;
4. Unjustifiable repeated absenteeism or non-observance of office hours while being warned of such a problem;
5. Being responsible for brawls or quarrels at work having regard to the gravity of the misdeed; physical violence at the workplace.
6. Accept or solicit bribes;
7. Neglect of duty by being alcoholic or drug abuse;
8. Commit an immoral act at workplace,
9. Commit an act of theft or breach of trust;
10. Commit an act of deceitful or fraudulent act;
11. Inflict damages to the property of the University due to an intentional act or gross negligence;
12. Abuse of Responsibility;
13. Commit sexual harassment or sexual violence at the work place;
14. Commit any breach of disciplinary conduct of equal gravity with the misdeeds specified under this Article.

## **76.4 Taking Disciplinary Measures**

1. In case of misdeeds that entail rigorous disciplinary measures, unless the alleged wrong doer is caught red-handed, the University shall establish a disciplinary committee which shall conduct formal disciplinary investigation and thereby submit recommendations to the President or his delegate.
2. Disciplinary measures may be taken irrespective of any court proceeding or decision.

## **76.5 Suspension from Duty**

1. A staff may be suspended from duty if it is presumed that:
  - a) he may obstruct the investigation by concealing, damaging or destroying evidence related to the alleged misdeed; or
  - b) he may commit additional misdeed on the interest of the University; or
  - c) the alleged misdeed is so grave as to demoralize other staff or negatively affect the public trust towards the University community; or
  - d) the disciplinary misdeed may lead to dismissal.
2. A staff may be suspended from duty and payment of salary in accordance with sub-article (1) of this Article only for a maximum period of two months.
3. The decision for suspension given in accordance with sub-article (2) of this Article shall be communicated to the staff concerned in writing, stating the grounds and duration of his suspension signed by the President or his delegate.
4. Unless a decision of dismissal is rendered against a suspended staff, the salary withheld during the period of suspension shall be paid to him without interest.
5. The suspension of a staff shall not deprive him of other rights and duties that are not affected by the suspension.

6. Notwithstanding the provisions of sub-article (2) of this Article, if the suspension period of a staff expires before his dismissal or reinstatement with payment of salary in accordance with sub-article (4) of this Article, the President or his delegatee may extend the suspension period up to one month. However, salary shall be paid to the staff.

## **76.6 Period of Limitation**

1. Disciplinary measure shall not be taken against a staff who has committed a misdeed entailing simple disciplinary measure unless such investigation is taken within six months, from the time the commission of the misdeed is known.
2. No disciplinary action shall be brought against a staff who has committed a measure entailing rigorous disciplinary measure which entails criminal liability, unless the disciplinary action is brought within the time limit provided for in the Criminal Code for such criminal offense.
- 3) No disciplinary action shall be brought against a staff who has committed a misdeed entailing rigorous disciplinary measure, with no criminal liability, unless the disciplinary action is brought within the time limit provided in the criminal code for petty offenses.
- 5) Any claim by a staff for payment of money shall be barred by limitation unless submitted to the concerned body within six months from the date it becomes due.

## **77. Grievance Handling Procedure**

### **77.1 Grievance**

For the purpose of this sub-section, “grievance” means an alleged violation of right or interest of a staff that could not be resolved through discussion undertaken with the staff’s immediate supervisor or with the concerned officer and should be addressed through a formal review procedure.

### **77.2 Objectives**

Staff grievance handling procedure shall have the following objectives:

1. To provide expeditious remedy for grievances;
2. To rectify mistakes and weaknesses that are causes for grievances;
3. To provide equitable and fair treatment to all staff and thereby promote smooth working relationships.

### **77.3 Establishment**

The University or its Responsibility Centers shall establish a grievance handling committee that conducts grievance inquiry and submits recommendation to the President or his delegate.

### **77.4 Duties of the Grievance Handling Committee**

A grievance handling committee shall have the duty to investigate complaints lodged by a staff and submit recommendations relating to:

1. Interpretation and implementation of this directives and Senate Legislation;
2. Protection of rights and benefits;
3. Occupational safety and health;
4. Placement, transfer, promotion and other related issues;
5. Performance evaluation issues;
6. Undue influence exerted by immediate supervisors;
7. Simple disciplinary measures taken;
8. Other issues related to conditions of work.

## X. Termination of employment relations

### 78. General

A contract of employment shall only be terminated upon initiation by the employer or staff and in accordance with the provisions of the law or by the agreement of the parties.

### 79. Termination of contract of Employment by the Operations of the Law

A contract of employment shall terminate on the following grounds:

1. on the completion of the specific task where the contract of employment is for a specified task; or on the expiry of period where the contract of employment is for specified period;
2. upon the death of the staff;
3. upon the attainment of retirement age of the staff unless retirement is duly extended.
4. when the academic unit ceases operation permanently due to valid reason.
5. when the staff is unable to render service due to partial or total permanent incapacity.

### 80. Termination of Contract of Employment by Agreement

1. The parties may terminate their contract of employment by agreement; provided, however, that waiver by the staff of any of his rights under the law shall have no legal effect.
2. Termination of employment by agreement shall be effective and binding on the staff only where it is made in writing.

### 81. Termination of contract of employment upon the initiation of the parties

#### **81.1 Termination of Contract of Employment by the Employer**

A contract of employment may only be terminated where there are grounds attributed to the staff's conductor with objective circumstances arising from his inability

to do his work or the organizational or operational requirements of the University.

## **81.2 Termination of Contract of Employment without Prior Notice**

1. Unless otherwise determined, a contract of employment shall be terminated without prior notice only on the following grounds:
  - a) deceitful or fraudulent conduct in carrying out his duties having regard to the gravity of the case;
  - b) misappropriation of the property or fund of the employer with intent to procure for himself or to a third person unlawful enrichment;
  - c) performance result of a staff, despite his potential, is persistently below the qualities and quantities stipulated in the contract of employment or determined by the agreement of the parties;
  - d) being responsible for brawls or quarrels at work, having regard to the gravity of the case;
  - e) conviction for an offence where such conviction renders him incompatible for the post which he holds;
  - f) being responsible for causing damage intentionally or through gross negligence to any property of the University or to another property which is directly connected with the work of the University;
  - g) absence from work due to a court sentence passed against the staff for more than 30 days;
2. Where an employer terminates a contract of employment in accordance with this Article, he shall give written statement specifying the reasons for and the date of termination.
3. The right of an employer to terminate contract of employment in accordance with this Article, shall lapse after 30 working days from the date the employer knew the existence of a ground for the termination.
4. A staff may be suspended from duty and salary pending investigation. However, such suspension may not exceed two months. If the investigation does not complete within the specified period, investigation can proceed for one month but the staff shall be paid his salary.



5. If the investigation shows the alleged accusation on the staff is unfounded, the staff shall be entitled to back pay and reinstatement.

### **81.3 Termination of contract of Employment with Prior Notice**

1. The following grounds relating to the loss of capacity of, and situations affecting, the staff shall constitute good cause for terminating a contract of employment with prior notice:
  - a) the staff's manifest loss of capacity to perform the work to which he has been assigned; and his lack of skill to continue his work; or a result of his refusal or inability to make use of an opportunity of training arranged by the University to upgrade his skill or after having been trained, his inability to acquire the necessary skill; or
  - b) the staff is, for reasons of health or disability, permanently unable to carry out his obligations under the contract of employment;
2. The staff's unshallingness to move to a locality where the academic unit relocates;
3. The position of the staff is cancelled for good cause; and he cannot be transferred to another job position or he is not shall to be assigned to lower job position.
4. Any loss of capacity of work referred to in paragraph (a) of sub-article (1) of this Article shall be verified by a periodical job performance evaluation.
5. The following grounds attributable to the organizational or operational requirements of the University shall constitute good causes for the termination of a contract of employment with prior notice:
  - a) any event which entails direct and permanent cessation of the staff's activities in part or in whole resulting in the necessity of a terminating a contract of employment;
  - b) demand fall for the services of the academic unit resulting in the reduction of the volume of the work thereby requiring termination of a contract of employment;
  - c) a decision to alter work methods or introduce new technology with a view to raise productivity resulting in termination of a contract of employment.

### **81.4 Group termination**

- 1) Whenever a termination affects at least 10% of the human resource of the Responsibility center, staff having skills and higher rate of productivity shall be retained in their posts. In case of comparable skill and rate of productivity, the staff to be terminated first shall be in the following order:
  - a) those having the shortest length of service in the University;
  - b) those having fewer dependents;
  - c) those not covered under (a) and (b) of this sub-article;
  - d) those employees with disability;
  - e) those who sustained employment injury while rendering service in the University; and
  - f) Expectant mothers and mothers within four months post-natal.

## **81.5 Termination of Contract of Employment by the Staff**

### **1. Resignation of staff with prior notice**

- a) Without prejudice to the next Article of this Directive or individual contract of employment, any staff who has completed his probation period may, by giving thirty days prior notice to the University, terminate his contract of employment.
- b) However, where the service of the staff is indispensable and could not be replaced easily, his release may be delayed for a period not exceeding ninety working days counted from the date of application for resignation.

### **2. Resignation of without prior notice**

- a) The following shall be good causes for the staff to terminate a contract of employment without prior notice:
  - i. where the employer has committed any act contrary to human dignity and morals or other acts punishable under the Criminal Law against the staff;
  - ii. where the staff has been a victim of sexual harassment or sexual violence by the employer or a managerial employee;
  - iii. in the case of imminent danger threatening the staff's safety or health at work, and where the Responsibility center, having been made aware of such danger,

failed to act within a reasonable period;

- b) Where a staff terminates his contract of employment for reasons referred to under sub-article (1) of this Article, he shall inform the University in writing the reasons for termination and the date on which the termination is to take effect.

## **81.6 Period of Limitation**

A staff's right to terminate his contract of employment in accordance with Article 80.5 of this Directive shall expire after fifteen working days from the date on which the act occurred or ceased to exist.

## **82. Notice to Terminate a Contract of Employment**

### **82.1 Procedure for Giving Notice**

- a) Notice of termination required under the provisions of this Directive shall be made in writing. The notice shall specify the reasons for the termination of the contract and the date on which the termination shall take effect.
- b) Notice of termination by the University shall be delivered to the staff in person. Where it is not possible to find the staff or he refuses to receive the notice, it shall be posted on the noticeboard in the work place of the staff for 10 consecutive days.
- c) Notice of termination by the staff shall be handed over to the University or to its Responsibility center or delivered to Human Resource Management office.

### **82.2 Period of Notice**

- 1) The period of notice to be given by the University shall be as follows:
- a) one month, in the case of a staff who has completed his probation period and has a period of service not exceeding one year;
- b) two months, in the case of a staff who has a period of service above one year and not exceeding nine years;
- c) three months, in the case of a staff who has a period of service of more than nine years;

- 2) Notwithstanding the provisions of sub-article (1) of this Article, the period of notice for a contract of employment for a definite period or piece work shall be as agreed upon by the parties to the contract.
- 3) The period of notice fixed in this Directive shall run from the first working day following the date on which notice is duly served.
- 4) The obligations of the parties arising from the contract of employment shall remain intact during the period of notice.

## 83. Payment of Salaries and other Payments Associated with Termination of Contract of Employment

### 83.1 Period of Payment

Where a contract of employment is terminated, salary and other payments connected with the termination due to the staff shall be paid within seven working days from the date of termination; provided, however, that the time of payment may be extended where the staff delays, because of his own fault, to return property or any sum of money which he received from or is due to the University.

### 83.2 Amount in Dispute

In the event of a dispute as to the amount claimed by the staff, the University shall pay the staff the admitted amount within the time limit specified herein above.

### 83.3 Effects of Delay

Where the University fails to pay the sum due to the staff within the time limit specified above, it may be compelled to pay a penalty payment of up to three months' the staff's salary except where the delay is due to causes beyond the control of the University.

## 84. SEVERANCE PAY AND COMPENSATION

### 84.1 General

1. A staff who has completed his probation period and who is not eligible for pension at the

time of separation shall have the right to receive severance pay from the University where:

- a) his contract of employment is terminated because of permanent cessation of operation of the University due to valid reason;
  - b) he is terminated due to operational or organizational requirements of the University;
  - c) where the staff resigned due to sexual harassment or sexual violence by the employer or a managerial employee; or where such act was committed by a co-staff or any other wrong-doer and the incident was reported to the Responsibility center but the latter failed to take appropriate measure in due time;
  - d) he has terminated his contract of employment because of the University's maltreatment affecting his human dignity or morale or constituting a criminal offence under the Criminal Code;
  - e) he has resigned due to failure of the university to take measures despite being informed of a threat to his safety and health;
  - f) his contract of employment is terminated because of his partial or total disability as certified by medical board;
  - g) where he has given service to the employer for a minimum of five years' service and his contract of employment is terminated because of sickness or death; or
  - h) where his contract of employment is terminated on his own initiative provided that he has no contractual obligation relating to training to render service to the University;
  - i) his contract of employment is terminated on his own initiative because of contracting HIV/AIDS.
2. Where a staff dies before receiving severance pay, it shall be paid to his dependents registered in his file.

## **84.2 Amount of Severance Pay**

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1. Be three months' salary for the first year of service; and
2. In the case of a staff who has served for more than a year, one-third of his monthly salary shall be added for each additional year of service; provided, however, that the

total amount of payment shall not exceed twelve months' salary of the staff.

### **84.3 Compensation for Termination of Contract of Employment without Notice**

A staff who lawfully resigns without notice as stipulated in this Directive shall be entitled, in addition to the severance pay, to a payment of compensation, which shall be three months' salary of the staff concerned. This provision shall apply to a staff who is even eligible for pension payment at the time of termination.

## **85. Consequences of Unlawful Termination of Contract of Employment**

### **85.1 General**

Where the University or the staff fail to comply with the requirements laid down in this Directive or other relevant laws regarding termination of a contract of employment, the termination shall be unlawful.

### **85.2 Compensation to a staff in the case of unlawful termination**

1. Where a contract of employment is terminated by the University contrary to the provisions of this Directive, a dispute settlement forum may order the payment of compensation to the unlawfully terminated staff.
2. The compensation to be paid under sub-article (1) of this Article shall, in addition to the severance pay stated above in this Directive, be:
  - a) in the case of a contract of employment for an indefinite period, six months' salary; and a sum equal to his salary in lieu of appropriate notice period;
  - b) in the case of a contract of employment for a definite period or for piecework, a sum equal to the salary which he would have obtained if the contract of employment has continued up to its date of expiry or completion of the work; provided, however, that such compensation shall not exceed six months' salary. This provision shall apply to a staff who is even eligible for pension payment at the time of termination.

### **85.3 Exceptions**

- 1) However, if non-compliance by the University is associated with the notice requirements specified in the Directive, it shall only result in the payment by the University, the salary in lieu of the notice period.
- 2) Similarly, if a staff required to resign by providing prior notice to the University failed to comply, he shall be liable to pay compensation to the University in an amount of one months' salary.

### **85.4 Extension of retirement**

85.4.1 The retirement age of an academic staff shall be extended for two consecutive sets of terms of five years each, where:

- i. If the Responsibility center reasonably justified, on the bases of actual and projected demand the need to extend the retirement age where by the request be presented and approved by the University Board before 3 months of the retirement age:
- ii. The staff holds PhD degree or an assistant professor or above rank(equivalent rank) remains in good health and has a meritorious continuous service:
- iii. The staff has freely consented to extension of the retirement age.
- iv. Without prejudice to subarticle 85.4.1, academic staff with the rank of full professor shall stay in their job up on the decision of the University Board.

## **XI. Miscellaneous Provisions**

### **86. Retention of Documents**

86.1 Every personnel document should be kept appropriately and be ready for inspection and audit.

86.2 The University may develop standard formats for various tasks which shall be annexed to this directive and shall form an integral part of the same.

86.3 However, whenever discrepancy arises between the provisions of this directive and the annexes, the former shall prevail.

### **87. Amendment of this directive**

When the need arises, this directive may be amended by the board of governance of the University.

### **88. Pending Human Resources Issues**

Human Resources issues initiated prior to the effective date of this directive shall be handled in accordance with the relevant Civil Service legal instruments and Senate Legislation as well as other relevant legal instruments.

### **89. Effective Date**

This directive shall come into force as of its approval by the University Governing Board.