UNIVERSITY OF DAR ES SALAAM

HUMAN RESOURCE MANAGEMENT POLICY AND OPERATIONAL PROCEDURES

(REVISED VERSION 2022)

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FOREWORD

High-quality and motivated human resources are critical in any institution wishing to be successful in its mission. Maintaining a high standard of service delivery in all processes and activities is part of the promise the University of Dar es Salaam offers to its clients and stakeholders. For this to be fulfilled satisfactorily, the university needs to have a highly talented and motivated workforce to carry out activities. As a result, the University must have in place a mechanism that will ensure members of staff are effectively and efficiently acquired, deployed, developed and retained to deliver services.

Over the past decade, a series of changes have taken place in the higher learning education sector. These changes include the mushrooming of institutions of higher learning, an increased need to use information and communication technologies as well as the adoption of new or amended government HRM Policies, legislations and other directives in human resources management. These new developments have also rendered most of the existing human resource management instruments somehow obsolete, therefore calling for their review.

The reviewed Human Resource Management Policy and Operational Procedures document is an expression of the management's commitment to progressive human resource management practices that will ensure the availability of talented and highly motivated staff in all units to help the university fulfil its mission. The document provides the university management, at all levels, with a useful set of guidelines and procedures for the maintenance of consistent practices in handling matters related to human resource management at the University. Different activities have been analysed to identify areas of excellence within the human resources management practices and formalized them as policy statements and operating standards for the University.

Our policy and procedures guarantee effective and efficient human resource management practices above and beyond simple compliance with the minimum legal requirements to meet the expectations of both members of staff and other stakeholders. The aim is to provide a conducive environment for members of University of Dar es Salaam (UDSM) staff to perform their duties to the highest level of their abilities in a way that contributes to the University's mission and vision.

Prof. William A. L. Anangisye
Vice Chancellor   Dar es Salaam
University of Dar es Salaam   **August, 2022**

LIST OF ABBREVIATIONS AND ACRONYMS

AIDS   -   Acquired Immune Deficiency Syndrome

CCC-STC   -   Chief Corporate Counsel and Secretary to Council

DHRMA   -   Directorate of Human Resources Management and Administration

DSS   -   Directorate of Social Services

DVC   -   Deputy Vice Chancellor

GSO   -   Government Security Office

HCMIS   -   Human Capital Management Information Systems

HIV   -   Human Immunodeficiency Virus

HR   -   Human Resource

HRM   -   Human Resource Management

ICT   -   Information and Communication Technology

ISW   -   Institute of Social Work

OSHA   -   Occupational Safety and Health Authority

PWDs   -   Persons with Disabilities

TPSC   -   Tanzania Public Service College

ToR   -   Terms of Reference

UDSM   -   University of Dar es Salaam

VC   -   Vice Chancellor

DEFINITION OF TERMS

The terms that have been used in the HRM Policy and Operational Procedures are defined as follows:

"Academic Staff" means an individual who is either wholly or partially engaged to perform teaching, research, library duties and other academically related duties, and in particular, staff of the University of Dar es Salaam who hold the positions of Professor, Associate Professor, Senior Lecturer/Senior Librarian, Lecturer/Librarian, Assistant Lecturer/Assistant Librarian, Tutorial Assistant/Assistant Librarian Trainee;

"Administrative Staff and Technical Staff" means all officers of the university employed on permanent or fixed term contracts who are not members of academic staff.

"Appointment" includes:
- (i)   Appointment on permanent terms;
- (ii)   Appointment on contract terms;
- (iii)   Appointment on temporary terms;
- (iv)   Appointment on part-time basis;
- (v)   Acting appointment;
- (vi)   Appointment on promotion.

"Appointing authority" means the Council and its delegates;

"Approved Establishment" means the establishment of posts at UDSM for which there is a provision in the approved budget for their establishment;

"Chief Executive Officer" means the Vice Chancellor of the University of Dar es Salaam;

"Criminal Offence" means an offence chargeable in the Criminal Court as defined under the Criminal Procedures Act, 1985;

"Dependant" means a legally recognized member of the family of the University employee who is wholly or partially dependent upon the earnings of a University staff;

"Disciplinary Authority" means any person or authority vested with powers under part V of the Public Service Regulations of 2003 and UDSM Charter of 2007 to take disciplinary measures against any public servant and includes any person to whom those powers have been delegated;

"Disciplinary Offence" means any act or omission or misconduct or failure to take reasonable care or failure to meet set targets or to discharge duties reasonably or satisfactorily by or on the part of a public servant which warrants disciplinary proceedings under the Public Service Regulations 2003 and UDSM HRM Policy being taken against that public servant, and includes:

(i)   Contravention of any of the requirements of the UDSM Staff Regulations, 2013, UDSM Staff Code of Conduct, 2010, UDSM Customer Service Charter, 2021, Code of Ethics and Conduct for the Public Service and the Professional Codes of Ethics and Conduct for various services, and in case of a Public Servant who is a leader, the Public Leadership Code of Ethics Act, 1995;

(ii)   Any of the offences specified in the First Schedule to the Public Service Regulations.

"Employee" means a person holding or acting in a public service office in the University of Dar es Salaam;

"Employer" means University of Dar es Salaam or any person or participatory organ of the University in whom/which powers for entering a contract with an employee have been vested;

"Policy" means the general statement of an institutional goal or guideline;

"Contract term" means a fixed-term contract of employment of a staff terminable upon the expiry of the contract period unless extended at the option of the Employer;

"Management" means the University of Dar es Salaam officers who have been charged with managerial functions of the University under their appointments or positions;

"Permanent and pensionable terms" means a long-term contract of employment of a staff terminable upon retirement in accordance with the laws of the United Republic of Tanzania;

"Procedures" means the specific steps for reaching an institutional goal or guideline;

"Public Servant" means a person holding or acting in the public service office;

"Public Service" means the system or organization entrusted with the responsibility for overseeing the provision or directly providing the general public with what they need from their government or any other institution on behalf of the government as permissible by relevant laws. This includes the service in the civil service; the teachers' service; the local government service; the health service; the immigration

and the fire and rescue service, the executive agencies and the public or national institutions service and the operational service;

"Sabbatical Leave" means a leave that allows a staff member to break from the regular academic activities so that the staff member can search for new ideas or undertake research;

"Secondment" means a temporary transfer to another employer or to another position within or outside public service having a different terminal benefits scheme;

"Tenure of office" means a specific length of the period of holding office;

"Transfer" means posting of the UDSM staff from one station to another or from UDSM to another organization;

"UDSM HRM Policy" means formalized official guidelines concerning how HRM matters should be carried out at the UDSM;

"United Republic" means the United Republic of Tanzania.

"Units" means an identified entity within the UDSM organizational structure for management purposes and shall also include a College, School, Institute, Directorate and Department;

"University Council" means the Council of the University established by the UDSM Charter and its Regulations 2007;

"Utumishi" means President's Office - Public Service Management and Good Governance.

CHAPTER ONE

HISTORICAL BACKGROUND AND JUSTIFICATION

1.0   Introduction
The University's Human Resource Management Policy and Operational Procedures are an expression of the University of Dar es Salaam's commitment to best human resource management practices and a framework within which human resource activities can be coordinated and implemented. While the human resource management policies consist of broad guidelines that assist the University management in decision making on matters related to people management human resource management procedures show how policies should be implemented to achieve the desired levels of efficiency and effectiveness. This introductory part encompasses the University of Dar es Salaam's historical background, the rationale for the University of Dar es Salaam Human Resource Management Policy and Operational Procedures and an outline of the issues covered in this policy document.

1.1   Historical Background

The University of Dar es Salaam (UDSM) is the oldest university and is among the largest universities in Tanzania. According to UDSM Facts and Figures 2019/2020 it has an enrolment of 38,649 students with 20,836 male students and 17,813 female students. Its staffing levels stand at 2,601 in total, with 1,483 being academic staff and 1,118 administrative staff. Its reputation as a high-quality higher learning institution dates far back to 1970 when it was constituted as an independent national university following the dissolution of the University of East Africa. UDSM was established for three main purposes, namely: (i) transmitting knowledge as a basis of action, from one generation to another; (ii) acting as a centre for advancing frontiers of knowledge through scientific research; and (iii) meeting the high-level human resource needs of the Tanzanian society.

From the early 1990s onwards, UDSM has been undergoing major reforms, as can be seen in various legal and institutional instruments such as the Institutional Transformation Programme of 1994, the HRM Policy and Operational Procedures of 2004, the Universities Act of 2005, the restructuring of the UDSM units in 2009, 2016 and 2017, the UDSM Vision 2061, UDSM Staff Regulations of 2013 and the UDSM Strategic Plan (2020/2021 – 2024/2025).

The revised UDSM Staff Regulations, 2013 and the HRM Policy and Operational Procedures, 2004 were supposed to provide guidelines for directing the HRM function. However, these HRM instruments have not been adequate in guiding all matters of human resource management for certain reasons. For instance, in recent years, the University has witnessed a shift of part of its autonomy in managing human resources to the Central Government. This requires the University to review how it handles its human resource function with its major attributes like planning, recruitment, induction, effective deployment, and motivation to mention but a few.

1.2 Justification for UDSM Human Resource Management Policies and Operational Procedures

As delineated in its Vision 2061, the UDSM aspires to become a leading Centre of intellectual wealth spearheading the quest for sustainable and inclusive development. The vision is expected to be achieved through inspired and motivated staff members and leaders hence the need to manage employees strategically including creating a conducive and enabling environment for employees to put maximum effort into their jobs.

The university needs to continue recruiting the best talents from the labour market and raise the performance bar for staff to enhance their productivity. It has to maintain meritorious staff promotion, recruitment and development and create a conducive and facilitative environment for female staff and persons with disabilities (PWDs). Therefore, UDSM must have effective guidelines in place to ensure that human resources functions are carried out fairly and consistently while observing the underlying legal and policy framework.

The main reasons why UDSM needs human resource policy and procedures include the following:

(i)   *Policy changes in handling HR matters* – the Central Government through Utumishi has in recent years instituted new laws and directives that set some boundaries for UDSM in handling HR issues. This has reduced the autonomy of the Council as the employer in matters such as recruitment, promotion, transfers and retirement. The University must adapt to these changing circumstances without compromising the quality of service.

(ii)   *Alignment with university vision and corporate goals* – the primary aim of developing the policy and procedures is to integrate the management of university human resources with the UDSM Vision 2061 together with its long-term goals.

(iii) *Equity and fairness* – there is a need to ensure fairness in internal employment practices, such as recruitment, promotion and retention of members of staff, without regard to race, ethnicity, sex, gender identity, age and disability.

(iv) *Sustaining a competitive edge* – Competing with other institutions of higher learning and other organizations, in general, is difficult if the UDSM does not have high-quality staff. Members of staff are therefore the UDSM's most valuable resource. The policy and procedures ensure that UDSM is dedicated to acquiring the highest quality employees with high potential who can help the university compete at national, regional and international levels.

(v) *Human resource compliance* - Like all other organizations, UDSM is bound by the national laws and regulations governing employment practices. This policy and procedures are developed to ensure that the UDSM complies with applicable laws and regulations. The UDSM must abide by, for example, laws concerning minimum wage and overtime pay, working hours, equal employment opportunity and right-to-work status.

(vi) *UDSM human resource management philosophy* – this policy and its procedures set out to promote and communicate UDSM values, principles and ideals about human resource management that needs to be understood and internalized by members of UDSM staff and the general public.

(vii) *Prompt decision making* – the policy and procedures call for efficient utilization of time management to prevent wastage of time by indicating what is expected of decision-makers at various levels thus enabling them to make decisions without delay.

(viii) *Maintenance of good employer-employee relationship* – the policy and procedures aim at ensuring a good relationship between the management and members of staff, thereby eliminating favouritism and discrimination while ensuring uniform and consistent treatment of all members of staff throughout the University.

(ix) *Good public image* – the policy and procedures will not only maintain good internal relations but will also create a good corporate image for the larger community.

(x) *Improved service delivery to clients* – The policy and procedures will create a conducive environment by ensuring secure and healthy working conditions for staff to perform their duties diligently to deliver quality services.

(xi) *Improved Staff Welfare* – The policy and procedures create a mechanism for optimal management of staff welfare while ensuring that staff are obliged to maintain responsibility and accountability.

1.3 The Vision, Mission and Values of the UDSM

To be a world-class university UDSM needs to have a concentration of talented and motivated academic and administrative staff. In this regard, UDSM needs to continue to maintain a well-managed workforce to effectively meet its core mandate. This Policy and operational procedures provide a guiding framework to facilitate the systematic management of human resources at UDSM to advance economic, social and technological development. The Policy is informed by the principles of good corporate governance that are anchored on the University's mission and its core values.

1.3.1 UDSM Vision

The Human Resource Management Policy and Operational Procedures are intended to help UDSM achieve its Vision which aims to enable the institution "To be a leading Centre of Intellectual Wealth spearheading the quest for sustainable and inclusive development".

1.3.2 UDSM Mission

The Human Resource Management Policy and Operational Procedures are developed to enable UDSM to pursue its corporate mission which seeks "to advance the economic, social and technological development of Tanzania and beyond through excellent teaching and learning, research and knowledge exchange".

1.3.3 Guiding Theme

The formulation of this Human Resource Management Policy and Operational Procedures is underpinned by the HRM guiding theme "*High quality and progressive human resource is critical in any institutional development*" as opined in the UDSM Vision 2061.

1.3.4 UDSM Core Values

Towards achieving the above-stated Vision and fulfilling the above-stated Mission, the UDSM subscribes to the following Values:

(i) *Academic excellence* - the pursuit of academic excellence in teaching, research and knowledge exchange.

(ii) *Academic integrity* - academic outputs are produced in line with international standards of quality and academic integrity.

(iii) *Academic freedom* - upholding the spirit of free and critical thought and enquiry by tolerating a diversity of beliefs and understanding.

(iv) *Internationalisation* - participating in the regional and global world of scholarship.

(v) *Social responsibility* - responsiveness to priority issues and the problems facing people in the national and international context.

(vi) *Commitment to development* - promoting the University's role in the development of the nation and its people.

(vii) *Holistic student development* - creating a holistic teaching, learning and living environment which is student-centred for academic and personal growth.

(viii) *Equity and social justice* - ensuring equal opportunities and non-discrimination based on personal, ethnic, religious, class, gender or other social characteristics.

1.4 Structure of the HRM Policy Document

This document on HRM Policy and Operational Procedures contains five chapters. Chapter One provides background information about the coming into being of the UDSM and the need to review the 2004 UDSM HRM Policy and Operational Procedures. Chapter Two presents the HRM issues, policy statements and operational procedures. Chapter Three provides general terms and conditions of service for various staff categories. Chapter Four dwells on the legal and institutional framework for the implementation of this policy and procedures. Chapter Five comprises the implementation, monitoring, evaluation and revision of the policy and operational procedures.

The HRM Policy and procedures are based on the comprehensive HRM functions. The specific Human Resource policy issues and operational procedures for each function are presented in the ensuing sections:

(i)   Human Resource Planning

(ii)   Recruitment and selection

(iii)   Induction and Orientation

(iv)   Staff Training and Development

(v)   Staff Performance Management and Appraisal

(vi)   Staff Motivation and Retention

(vii)   Staff Remuneration

(viii) Health and Safety

(ix)   Employee and labour Relations

(x)   Communication

(xi)   Discipline procedure

(xii)   Grievance Procedure

1.5   Related Policies

In support of general Human Resource Management Policy and Operational Procedures, there exist other support policies for an effective/efficient, transparent and fair human resources management. Therefore, this document should be read in conjunction with other relevant policy documents including:

(i)   University of Dar es Salaam Policy on Disability and Special Educational Needs, 2022;

(ii)   University of Dar es Salaam Customer Service Charter, 2021;

(iii)   University of Dar es Salaam Staff Development Policy, 2010;

(iv)   University of Dar es Salaam Health Services Policy, 2017;

(v)   University of Dar es Salaam Sports and Games Policy, 2017;

(vi)   University of Dar es Salaam HIV/AIDS and non-communicable diseases policy, 2020;

(vii)   University of Dar es Salaam Gender Policy, 2021;

(viii)   University of Dar es Salaam Communication policy, 2019;

(ix)   University of Dar es Salaam Anti-Sexual Harassment Policy, 2018; and

(x)   Other policies as appropriate.

CHAPTER TWO

HUMAN RESOURCE MANAGEMENT POLICY AND OPERATIONAL PROCEDURES

2.0   Issues, Policy Statements and Procedures
The UDSM HRM Policy and Operational Procedures cover HR issues, policy statements and procedures in the following areas:

(i)   Human Resource Planning

(ii)   Recruitment

(iii)   Induction and Orientation

(iv)   Staff Training and Development

(v)   Staff Performance Management and Appraisal

(vi)   Staff Motivation and Retention

(vii)   Staff Remuneration

(viii) Health and Safety

(ix)   Labour Relations

(x)   Communication

(xi)   Discipline

(xii)   Grievance Procedure

2.1   Human Resource Planning
Human Resource Planning is a process which aims at ensuring that the correct number of employees, of the right kind, in the right place, and at the right time is available to the organization for its successful performance. To ensure that the UDSM acquires and maintains the desired numbers and quality of staff for carrying out its mission, a clear human resource planning policy and operational procedures are necessary. The planning of UDSM Human Resources needs to be guided by UDSM's Vision and Mission.

2.1.1 Issues

(i)   There is a need to develop an independent UDSM Human Resource Management Information System to complement the centralized Government Human Capital Management Information System (HCMIS);

(ii)   The University has not been conducting job analysis for effective deployment of staff;

(iii)   Currently, there are no viable succession plans that guarantee smooth continuity of desirable performance levels throughout the life of UDSM;

(iv)   Inter and intra-organization transfers of staff cause staffing imbalance and make succession plans difficult to implement;

(v)   Staff complaints about inadequate motivation packages, which may lead to low work morale and underperformance;

(vi)   The UDSM is striving to employ at least three per cent of its workforce as persons with disabilities in line with the Persons with Disabilities Act, 2010; and

(vii) Employees in some units or areas of specialisation are overloaded with work.

2.1.2 Policy Statements

UDSM shall ensure:

(i)   Equal opportunity is promoted in employment and hence shall strive to ensure that there is consistency in recruitment and selection procedures among units and cadres;

(ii)   Establishment and maintenance of independent up-to-date and computerized UDSM Human Resource Management Information System that shall complement the public service HCMIS and form the basis for human resources management decision-making;

(iii) Job analysis and evaluation are conducted regularly to determine employment needs and ensure appropriate deployment for UDSM and its staff;

(iv)   Preparation and implementation of viable succession plans that guarantee smooth continuity of desirable performance levels throughout the life span of UDSM;

(v)   Availability of funds to support part-time and short-term employment as a temporary measure to ensure staffing stability while seeking for recruitment permit from the Government;

(vi)   Members of staff transferred to other organizations are replaced timely;

(vii) Career development programmes for all cadres are enhanced at UDSM to promote motivation, job satisfaction and quality of work; and

(viii) Persons with disabilities are given priority in employment, training and development.

2.1.3 Procedures

The DHRMA, with approval of the relevant Deputy Vice Chancellor, shall coordinate the establishment of a Human Resource System that will facilitate:

(i)   Consistency in recruitment and selection by following procedures provided in UDSM Staff Regulations and Public Service Regulations shall be reviewed from time to time;

(ii)   Development of a computerized HCMIS that will be accessible by UDSM Management including a portal that will be used by UDSM staff to upload information where necessary;

(iii)   Job assessment and analysis to be conducted periodically in a participatory manner by involving relevant stakeholders;

(iv)   Establishment and regular review of standard measures of workload for various categories of UDSM academic staff in line with TCU guidelines and regulations as shall be reviewed from time to time;

(v)   Establishment of procedures that shall specify ways of determining inflow and exit of human resources to maintain an optimal balance of required staff at all times;

(vi)   Development and maintenance of relevant ratios and/or indicators to ensure that appropriate Human Resources mixes are achieved by the University;

(vii)   Requisition of replacements as soon as inter transfers are effected and recruitment and staff deployment in accordance with the UDSM succession plans;

(viii) Effective implementation of the UDSM Policy on Disability and Special Educational Needs, 2022; and

(ix)   Development of succession plans by all departments and major sections which shall be amalgamated into University Succession Plans.

2.2   Recruitment and selection

Recruitment aims at encouraging applicants who have the skills, qualifications, experiences and attitudes necessary to meet specific job demands to apply for employment. Recruitment is a two-way process, in which an organization searches for qualified candidates and applicants search for suitable organizations. UDSM will need to have an effective recruitment programme to ensure that suitable and qualified applicants are attracted and recruited in various job categories.

2.2.1 Issues

(i)   Ineffectiveness and inefficiency of the recruitment and selection process including delays in implementing employment permits, inviting candidates for interview and providing feedback after the interview;

(ii)   Inability among some academic staff members to deliver effectively in job pairing;

(iii)   The recruitment and selection process in the current era has some challenges given that there is mushrooming of academic institutions with varying quality levels;

(iv) Qualified and experienced human resources are inadequate in certain cadres of the University; and

(v) Lack of mechanisms for retaining the best graduates who meet the UDSM`s desired standards for recruitment in academic positions.

2.2.2 Policy statements

UDSM shall ensure that:

(i) A recruitment portal is developed to facilitate the recruitment and selection process;

(ii) Recruitment and selection are based on merit as provided by the specific Scheme of Service;

(iii) All jobs are advertised and guided by the provisions of the relevant University policies and guidelines and National Acts and Regulations;

(iv) Members of academic staff are appointed to administrative posts only where they are likely to perform effectively and efficiently in both posts;

(v) Notwithstanding (iv), the appointment of academic staff in purely administrative positions shall be minimized;

(vi) The age of voluntary and compulsory retirement from service for a permanent appointment as approved by the Government is implemented and may request changes as circumstances change;

(vii) Under special circumstances a retiree can be recommended for further engagement on contract terms for academic work beyond the age of 65 depending on UDSM's needs, the retiree's performance, health and willingness to serve; and Government approval;

(viii) Recruitment and retention of expatriates shall be according to the operating National Laws, and the necessity for expatriates in the UDSM employment and internationalization and improved ranking purposes. In this regard, an expatriate will be an expert in a specialized field in which either UDSM failed to recruit from the local market or there are no experts with relevant skills in the local market or he/she is bringing special contribution;

(ix) Recruitment at the University shall follow the principle of gender equality as provided for in the UDSM Gender Policy, 2021 and relevant National Laws;

(x) As much as possible persons with disabilities with minimum qualifications for the advertised vacancies are given priority for employment;

(xi) Deployment of postgraduate students (Teaching Assistants) to address the shortage of staff in respective units based;

(xii) All members of the University staff are vetted by the relevant authority on the first appointment and appointment by promotion;

(xiii) Under special circumstances, senior academic staff who attain the age of compulsory retirement may be retained to continue with service with the approval of the Government or to work on a part-time basis where the Government does not grant the special employment permit;

(xiv) Guidelines and procedures provided by the Government for recruitment of both substantive and duty posts are observed; and

(xv) A system for retention of the best graduates to fill vacancies in academic positions is developed through consultation or engagement with the Government.

2.2.3 Procedures

After liaising with the appropriate unit, the office of the DHRMA in consultation with the DVC (Planning, Finance and Administration) shall:

(i) Ensure that all units at UDSM proactively maintain an approved establishment which shall be the basis for any recruitment;

(ii) Ensure that members of staff are appointed to duty posts according to UDSM's policy provisions and Government directives including the UDSM Charter, 2007 and Public Service Circular No. C/AC.45/257/01/C/14 of 26th October 2006 as amended from time to time;

(iii) Recruit and select administrative and technical staff in collaboration with Public Service Recruitment Secretariat according to Public Service Act No. 8 of 2002 as amended from time to time;

(iv) The recruitment and selection of academic staff shall involve:

(a) Receiving all applications through the approved platforms which will provide instant feedback on successful or unsuccessful applications;

(b) Short-listing candidates based on the specific Scheme of Service with preference given to candidates coming from recognized and reputable institutions based on international ranking systems and any other additional criteria set by UDSM to distinguish the candidate from different institutions including National Secondary Education Examination results;

(c) Appointing members of recruitment and selection panel(s) which will comprise members from specific areas of specialization who are senior to the advertised position;

(d) Inviting all the shortlisted candidates for interview at least seven days (7) before the date of interview;

(e) The selection procedure will involve oral presentation and questions and answers sessions; where necessary, a written examination shall be used for screening purposes;

(f) The selection decision shall be made by considering a combination of different performance criteria including consistency in academic growth, performance during the interview, observable qualitative aspects, recognition and reputation of the institution(s) where the candidate studied based on international ranking systems. For positions that do not need experience such as Tutorial Assistants more weight shall be given to performance at degree level; and

(g) Notify candidates of the outcome of the interview process through the UDSM recruitment portal or website or notice boards.

(v) Where any two applicants for a job position tie (same score) during selection, a female candidate will be given preference for recruitment over the male candidate as affirmative action for improving gender balance in the workforce;

(vi) Recommend for confirmation of employees' appointments on satisfactory completion of their probationary period extension or termination if the probation has not been satisfactory;

(vii) Upon attaining the age of compulsory retirement and where there is such need, a member of staff may apply for a part-time contract with the recommendation from the user department;

(viii) Under special circumstances user departments may build strong cases for Government approval to retain Senior Lecturers, Professors and Medical Specialists who have attained the compulsory age of retirement;

(ix) Submit to Utumishi for vetting names of qualified members of staff (not below the position of Senior Officer) to be appointed to duty posts;

(x) Devise a system for retention of best students for academic staff recruitment and negotiate with the Government for approval;

(xi) Engage postgraduate students in teaching according to the UDSM Guidelines for Engagement of Postgraduate Students as Teaching Assistants, 2016; and

(xii) Effective implementation of the UDSM Policy on Disability and Special Educational Needs, 2022 on recruitment.

2.3 Induction and Orientation

A new employee taking up any position at UDSM has to undergo induction and orientation to enable him/her to integrate into the University system and acquire knowledge, basic concepts and legislation on public service and work management. Existing employees may be oriented when they are promoted or transferred to other units.

2.3.1 *Issues*

(i) Currently, induction and orientation for staff taking up new positions is not well streamlined which impacts job performance among new members of staff; and

(ii) Induction and orientation were not conducted according to Public Service requirements.

2.3.2 *Policy Statement*

The UDSM shall strive to ensure that a person appointed to a substantive post, appointed to a duty post, transferred or seconded to UDSM undergo orientation or induction as the case may be.

2.3.3 *Procedures*

In carrying out induction and orientation, the procedures to be coordinated by the DHRMA shall include:

(i) Providing basic information package (basic orientation) on the University including, Schemes of Service, University Code of Conduct, UDSM Customer Service Charter, the Terms and Conditions of Service, and any other documents relevant to the staff's new working environment;

(ii) Supporting every department and section to conduct area-specific induction and orientation of its new staff;

(iii) Liaising with Tanzania Public Service College (TPSC) to run the general induction and orientation programme as provided by Government Circulars;

(iv) Liaising with the Government Security Office (GSO) for vetting of newly recruited staff as part of induction and orientation programme;

(v) Ensuring that a new administrative/technical staff member serves under a probation period of one calendar year as provided for in Public Service Regulations as amended from time to time excluding academic members because they are confirmed after attaining a Masters's degree:

   (a) Upon completion of the probation period, the Principal/Dean/Director shall submit a written report to DVC (Planning, Finance and Administration) on the performance of the concerned staff recommending his/her confirmation or advising the

extension of the probation period or recommending termination for unsatisfactory performance three months before the expiry of probation period;

(b) Upon successful completion of the probation period, a staff member shall be entitled to a letter of confirmation of appointment; and

(c) The member of staff who shall not perform successfully during the probation period shall have his/her probation period extended or the appointment terminated.

(vi) Ensuring that units identify and assign responsibilities to officers who will take charge of mentoring and coaching new employees before confirmation; and

(vii) Arrangement of group induction and orientation programmes as well as on-the-job induction and orientation by units to minimize resources that may be limited.

2.4 Staff Training and Development

Staff training is designed to enhance and refine the knowledge, skills, attitudes, competencies and experiences of employees to become more effective at work. Staff development, on the other hand, aims at preparing an individual for higher and more challenging jobs focusing on an employee's career development. Staff training and development involve attendance of courses, visits, exchange, technical skills updating, formal study, mentoring, internship and other types of activities that meet the improved performance needs of staff and the demand of the University. UDSM is committed to promoting and encouraging staff training and development in line with UDSM Staff Development Policy, 2010 as amended from time to time and other relevant Public Service Regulations.

2.4.1 Issues

(i) Lack of University centralized training and development plan;

(ii) Poor dissemination of information on training and development opportunities;

(iii) Insufficient government funding through a scholarship for staff training and development;

(iv) Non-adherence among some staff to staff development policies includes the inability to complete programmes timely, pursuing programmes not related to their areas of specialization; and

(v) Low level of individual initiative on the part of members of staff to look for scholarships (project proposal on training component).

2.4.2 Policy statements

In this context, UDSM shall ensure that:

(i) Culture is fostered for members of staff to continuously improve their knowledge, experience, skills, and attitudes to meet the changing demands of their jobs in line with their Scheme of Services and Staff Development Policy;

(ii) Training and development programmes are constantly evaluated to ensure that the performance deficiencies on which the training and development programmes were based have been overcome;

(iii) Funds are solicited from various local and external sources to ensure the sustainability of training and development;

(iv) The training needs of the university/department/section and individual members of staff are assessed and recognized for incorporation into the university's centralized staff training and development plan which will be updated annually;

(v) Ensure that all staff members are informed about the training and development programmes;

(vi) The UDSM Staff Development Policy is reviewed and updated;

(vii) Approval for an individual to attend training shall be handled in accordance with the provision of the relevant Scheme of Service, UDSM Staff Development Policy and UDSM Staff Regulations; and

(viii) University and government regulations on staff training and development are effectively enforced.

2.4.3 Procedures

The DHRMA shall:

(i) In liaison with the head of units, encourage staff members to improve and sharpen their knowledge and skills;

(ii) Ensure that heads of department/section/unit assign a senior member of staff to mentor new members of staff;

(iii) Plan and coordinate training programmes on issues of benefit to the University, unit and employee performance;

(iv) Conduct annual training needs assessment for all cadres as a basis for the design and annual updating of and implementation of training and development programmes;

(v) Develop criteria for selection of trainees, trainers and mode of conducting training;

(vi) Prepare and periodically update a comprehensive policy of staff training and development;

(vii) Prepare budget estimates and administer funds set aside for long-term staff training and development and guide units on preparing budgets and administering funds for short-term training;

(viii) Information regarding funding or scholarship opportunities is disseminated timely and fast-tracked with priority being given to communicating electronically including the use of intranet; and

(ix) Effectively implement the UDSM Staff Development Policy, 2010.

2.5 Performance Management

Staff performance management and appraisal provide an opportunity for the University to support and assess the performance of its human resource. The output from this exercise is the information on staff performance and ability, from which important HRM decisions can be taken. It is also expected to provide feedback to the staff for purposes of enhancement of the performance. UDSM needs to have fair and effective Performance Appraisal System.

2.5.1 Issues

(i) Lack of knowledge on the use of performance appraisal system among staff and heads of units;

(ii) The tendency for some supervisors to award unrealistic scores to their subordinates which do not match with actual performance;

(iii) The tendency for some members of staff to absent themselves using Excused from Duties forms issued unprocedural;

(iv) Limited knowledge of job description among staff;

(v) Lack of appropriate mechanisms for selection and recognition of best performers at the workplace; and

(vi) Insufficient ICT equipment and internet access for enabling work environment (office space, working tools).

2.5.2 Policy statements

UDSM shall:

(i) Maintain and ensure the effective use of the Performance Appraisal System;

(ii) Ensure that instruments for evaluating the performance of different staff categories are updated regularly;

(iii) Plan for training and dissemination of guidelines and procedures on the Performance Appraisal system;

(iv) Ensure that both substantive and administrative duties are appraised separately; and

(v) Ensure the existence of an effective system for the selection and recognition of the best job performers.

2.5.3 Procedures
DHRMA shall:

(i) Coordinate the annual staff performance appraisal exercises to ensure that every member of staff in different categories is evaluated according to Performance Appraisal Guidelines;

(ii) Update instruments for evaluating the performance of different staff categories based on clear job descriptions and Terms and Conditions of Service;

(iii) Create awareness among staff on the use of Performance Appraisal Guidelines;

(iv) Conduct appraisal seminars for UDSM Management (appraiser) and the staff (appraisee);

(v) Incorporate relevant elements of UDSM Guidelines for Evaluation of Academic Staff Performance into the Performance Appraisal system to accommodate academic staff evaluation needs;

(vi) Liaise with relevant units to ensure that members of staff are provided with required working facilities and tools;

(vii) Ensure that for leadership and administrative duties:

(a) The VC is appraised by the Chairperson of the Council;

(b) DVCs, Principals of Constituent Colleges and Chief Corporate Counsel & Secretary to Council (CCC-STC) are appraised by the VC;

(c) Campus College Principals, Deans of Schools, Directors of Institutes, Directors of administrative units and Heads of major Departments are appraised by relevant DVC (DVC – Academic, DVC – Planning, Finance and Administration and DVC - Research); Heads of departments are appraised by Principals, Deans and Directors;

(d) All other staff members in Colleges, Schools and Institutes are appraised by their immediate supervisors;

(viii) Apply other means of identifying best workers (360 degrees techniques) including peer performance review, customer (students) review and critical incidents methods provided candidates have achieved highest score in Performance Appraisal; and

(ix) Effectively enforce the UDSM Customer Service Charter 2021.

2.6   Staff Motivation and Retention

UDSM shall induce all its members of staff to realize their maximum potential to improve performance through the creation of a conducive working environment and an attractive performance-based incentive scheme. Motivation to employees creates and stimulates commitment and interest in their work. It is therefore key to achieving UDSM's vision and mission.

2.6.1 Issues

(i)   The University does not have guidelines for rewarding outstanding performance;

(ii)   Existence of un-coordinated and scattered incentive packages/schemes and lack of awareness of their existence among some employees;

(iii)   Absence of clear guidelines on how to compensate staff for heavy workload; and

(iv)   UDSM retirement prize needs to be reviewed to incorporate members of staff who are deceased or who have retired on medical grounds or voluntarily after they have served for more than ten (10) years.

2.6.2 Policy statements

UDSM shall:

(i)   Establish and maintain a conducive working environment to motivate all employees to perform their duties at their best;

(ii)   Ensure that there are mechanisms in place for rewarding outstanding performance in various areas including excellence in academic activities and administrative services, long service and dealing with poor performance;

(iii)   Ensure optimal allocation of workload among the staff to enhance efficiency and quality;

(iv)   Strive to promote staff welfare as per the existing legislation and regulations; and

(v)   Ensure members of staff are well informed of available entitlements and incentives relevant to their deployment.

2.6.3 Procedures

In connection with the above policy statements, the DHRMA shall oversee the implementation of the following procedures:

(i)   Develop clear guidelines on rewarding outstanding performance in various areas including innovation, teaching, public service and administrative/support services;

(ii)   Enforce disciplinary action for poor performance and misconduct according to existing rules, and regulations such as UDSM Staff Regulations, UDSM Staff Code of Conduct, Performance Appraisal Guidelines, UDSM Guidelines for Academic Staff Performance Review and Public Service Regulations as amended from time to time;

(iii)   Develop and implement a comprehensive incentive scheme that will recognize excellence in its core mandate;

(iv)   Continue effecting the Long Service Retirement Prize to members of staff leaving University service after having served for ten (10) years or more at the time of exit in accordance with the UDSM Long Service Retirement Prize and review as the need arises;

(v)   Related to (iv) above, members of staff leaving the University by resignation or termination are not entitled to Long Service Retirement Prize;

(vi)   Follow up with the Government for timely disbursement of funds to cover staff welfare issues including salary arrears and housing allowance;

(vii)   Continue to cover the training cost of its members of staff and waive tuition fees for their families enrolled at UDSM as provided in the UDSM Tuition Fee Waiver Guideline; and

(viii)   Inform UDSM staff on the first appointment, appointed to duty post, transferred, re-categorized, and promoted on their entitlements.

2.7 Staff Remuneration

To become a leading centre of intellectual wealth, UDSM needs to have employees who perform their jobs to the fullest of their abilities. For this to be attained, UDSM must ensure that its members of staff are well compensated.

2.7.1 Issues

(i)   Remuneration packages for the UDSM staff are neither adequate nor competitive;

(ii)   Delay in effecting remuneration entitlement on the first appointment, upon promotion, re-categorization and transfer; and

(iii)   Government accumulated debts for various statutory payments including housing allowance, salary arrears and other benefits are long overdue for payment.

2.7.2 Policy statements
Taking cognizance of the value of remuneration in return for work well done, UDSM shall:

(i)   Continuously work closely with the Government towards the improvement of staff remuneration (salaries, benefits and allowances);

(ii)   Strive to promote staff welfare as per the existing Rules, Regulations and Circulars;

(iii) Ensure that academic staff who are engaged part-time are adequately compensated for their workload;

(iv)   Search alternative sources of revenue to improve staff remuneration; and

(v)   Proactively link and engage with the Government to ensure that remunerations are timely effected.

2.7.3 Procedures
In line with the above policy statements, the DHRMA shall coordinate the implementation of the following procedures:

(i)   Conducting job evaluation relative to living costs, advising and providing inputs to the Government Wage Board on the improvement of remuneration packages for the UDSM staff;

(ii)   Complying consistently with existing Rules, Regulations and Circulars; and

(iii) Preparation of complete and up-to-date data about staff members on the first appointment, promotion, transfer, re-categorization and communication timely with relevant Government Departments such as Utumishi and Treasury for timely payment of salaries and other entitlement.

2.8 Health and Safety
Occupational health and safety are integral components of UDSM towards achieving its vision and mission. UDSM shall maintain and sustain a working environment that is safe without risks to the health of employees for them to deliver to the best of their skills and capacities. This does not only enable the University to achieve its mission but also complies with industrial legislation and policies on occupational health and safety as may be promulgated by the Government and the International Labour Organization Conventions.

2.8.1 Issues

(i) Insufficient knowledge and implementation of occupational health and safety issues among employees;

(ii) An insufficiently safe work environment that is free from hazards and risks to human beings (absence of security signs, fire protection systems in some UDSM buildings and working tools and safety gears);

(iii) Unfavourable infrastructure, working tools and aids for members of staff with disabilities;

(iv) HIV/AIDS and non-communicable diseases continue to be a major global public health issue which also affects UDSM staff; and

(v) Recreational services are done on an ad hoc basis.

2.8.2 Policy statements

UDSM shall:

(i) Ensure awareness is created on occupational health and safety among employees;

(ii) Create a hygienic environment that will ensure safety, peace and the absence of hazards and risks to the health and wellbeing of staff, clients and neighbouring communities;

(iii) Improve infrastructure, working tools and aids for members of staff with disabilities;

(iv) Endeavour to provide staff welfare services including sufficient recreational facilities and counselling as a means of minimizing stress, strain and other potential mental aberrations; and

(v) Create awareness of HIV/AIDS and non-communicable disease risk factors among staff.

2.8.3 Procedures

DHRMA shall, prepare and institute procedures on health and safety including:

(i) In liaison with the Directorate of Social Services (DSS) arranging for staff training on occupational health and safety regulations and policies including inviting people from OSHA, Fire and Rescue Force, University Health Centre and any other relevant authority;

(ii) Effectively oversee the realization of cleanliness and hygiene conditions;

(iii) In collaboration with DSS, institute procedures on health and safety including but not limited to:

    (a) Regular monitoring of the health of employees;

    (b) Special safety training programmes and safety information;

(c) Provision of proper first-aid facilities for injuries and illness at the workplace;

(d) Provision of counselling services to employees with social, economic, psychological, physical, mental or professional problems;

(e) Elimination of unsafe actions and practices by members of staff to encourage compliance with safety regulations; and

(f) Provision of protective gears and safety equipment and maintenance of the same as required by relevant national legislations.

(iv) Development of a system of regularly evaluating the effectiveness of health and safety measures which are in place including deployment of inspectors or requesting OSHA to conduct inspections for identification of hazards and their risks;

(v) Provision of staff welfare services including sufficient recreational facilities and counselling as a means of minimizing stress, strain and other potential mental aberrations;

(vi) Effective implementation of the University of Dar es Salaam Sports and Games Policy, 2017;

(vii) Effective implementation of University of Dar es Salaam Health Services Policy 2017;

(viii) Effective implementation of University of Dar es Salaam HIV/AIDS and non-communicable diseases policy 2020;

(ix) Development of conducive infrastructure to enable persons with disabilities to access services from different offices; and

(x) Take action against staff who:

(a) Are irresponsible to care for their health and safety and the health and safety of other people who may be affected by their actions;

(b) Do not observe the health and safety rules and procedures laid down by the University;

(c) Do not report to the administration any unsafe or unhealthy situation coming to their attention; and

(d) Do not protect public property.

2.9   Labour Relations

For UDSM to effectively realize its mission and remain a reputable institution at the national, regional and international levels, workers and Management have to reach a mutual agreement concerning the terms and conditions of service, the obligation of each party and the mode of representation through free trade unionism. UDSM needs to create a conducive and enabling environment to facilitate institutionalized intergroup relations in the work environment between workers, management and Government where applicable. This will enable freedom of association and the existence of good labour relations in the workplace.

2.9.1 Issues

(i)   Limited awareness of responsibilities among trade union leaders; and

(ii)   Inadequate formal and informal meetings at different levels.

2.9.2 Policy statements

UDSM shall ensure:

(i)   Trade union leaders and members are aware of their roles and responsibilities;

(ii)   There is a conducive environment for the Management at different levels to interact with members of staff formally and informally;

(iii)   A conducive environment is available for freedom of association and the existence of good labour relations;

(iv)   Observance and management of a fair, transparent and objective system of organizational justice as guided by relevant internal policies, practices and labour legislation;

(v)   Industrial disputes are resolved through recognized and lawful channels including mediation and arbitration by statutory organs where necessary; and

(vi)   Activities of leaders of recognized labour unions and staff associations at UDSM do not interfere with or disrupt the performance of normal day-to-day duties of the said leaders as employees of the University.

2.9.3 Procedures

DHRMA shall:

(i)   Encourage trade union leaders and members to familiarize themselves with the operational instruments of their unions;

(ii)   Provide leaders of trade unions and staff associations with information about existing University and national labour-related policies, laws and regulations and update them on any changes that may occur/arise;

(iii)   In collaboration with DSS, create avenues for university staff socialization such as various celebrations, sports and games;

(iv)   Ensure formal meetings between heads of unit and staff at all levels;

(v)   Encourage heads of the unit to organize staff social activities or gatherings; and

(vi)   Effective implementation of the University of Dar es Salaam Sports and Games Policy, 2017.

2.10 Communication

Communication is an integral part of university activities as staff or their representatives and Management continuously exchange information with each other and the outside world. The University is committed to observing the principles of respect for difference and cultural diversity, transparency, equity and fairness with all stakeholders. UDSM communication policy provides guidelines for the timely, effective and appropriate flow of information within UDSM and between the University and external stakeholders. The aim is to assist staff in fulfilling the educational, research and community outreach goals of the University.

2.10.1 Issues

(i)   Over-dependency on traditional (paper) means of communication;

(ii)   Inadequate use of ICT in enhancing communication among staff;

(iii)   Delay in responding to some cases of staff matters;

(iv)   Leakage of official information; and

(v)   Improper communication within and outside the UDSM (non-observance of proper channels of communication, improper handling of advertisement, misuse of social media).

2.10.2 Policy statements

The UDSM shall ensure:

(i)   Transformation of its means of communication to modern standards to keep pace with technological advancements;

(ii)   Timely and comprehensive feedback to staff queries and issues;

(iii)   Secrecy and confidentiality of official information;

(iv)   Proper communication channels within and outside the University; and

(v)   Headed papers are used when communicating on behalf of the University of units and that staff do not use institutional-headed papers in communicating private matters.

2.10.3 Procedures

DHRMA in collaboration with the Head of Communication Unit shall:

(i)   Increase the use of electronic means of communication including but not limited to the university website, intranet, internet, portal and media;

(ii)   Ensure the use of an institutional official email address for sharing and communicating official information mandatory to all staff;

(iii)   Ensure that UDSM staff shall not communicate with the media on issues related to work or official policy without due permission from authorized personnel in accordance with applicable rules, regulations or laid down procedures in the UDSM Communication Policy;

(iv)   Ensure disciplinary actions are taken against members of staff who are involved in any activity that leads to leakage of official information;

(v)   Provide feedback on routine correspondence within seven (7) days from the date of receipt or as provided in the UDSM Customer Service Charter;

(vi)   Ensure that any communication which a member of UDSM staff wishes to address to the UDSM Administration is channelled through the supervisor who shall forward with appropriate comments. This also applies to communication to the Government that must be channelled through the VC, DVCs or authorized officers on their behalf;

(vii)   Ensure that all official communication outside the University is made by the VC, DVCs or authorized officers on their behalf except for communication related to research, consultants and personal matters;

(viii) Effective implementation of the UDSM Communication policy, 2019; and

(ix)   Ensure that all standard forms such as leave application form, Performance Appraisal forms, works order, housing application form, grievance report form, sick sheet, etc. are made easily available and electronically.

2.11 Disciplinary Matters

For UDSM to function effectively, members of staff must perform their duties diligently, ethically and with a high degree of discipline. UDSM rules and codes of conduct reflect the desired culture and determine permissible behaviour for all members of staff to observe. Breach of such rules and codes of conduct shall constitute a disciplinary offence.

2.11.1 Issues

(i) Lack of awareness of UDSM's core values and traditions among members of staff; and

(ii) Improper behaviour among members of staff such as indecent dressing, abuse of office, compromised integrity and disclosure of official information, absence from duty without leave or permission, coming to work late, and sexual harassment.

2.11.2 Policy statements

UDSM shall ensure:

(i) UDSM values are instilled in all members of staff and students to create one unified University community;

(ii) All disciplinary matters among staff are instituted in strict compliance with Public Service Act and its Regulations, Public Service Standing Order, UDSM Terms and Conditions of Service, UDSM Staff Code of Conduct, UDSM Customer Service Charter, 2021, Public Service Code of Conduct, Leaders Code of Ethics and Conduct as well as relevant Professional Codes of Conduct;

(iii) Creation of awareness regarding procedures in handling disciplinary issues at the workplace;

(iv) Breach of codes of ethics and conduct (UDSM Staff Code of Conduct, Public Service Code of Conduct, Leaders Code of Ethics and Conduct and Professional Codes of Conduct) is reported to the University administration at different levels; and

(v) Enforcement of self-discipline and ethical and moral behaviour among members of staff including but not limited to adherence to the UDSM Staff Code of Conduct, 2012, and Public Service Regulations (Code of Ethics and Conduct for Public Service) 2003 and Public Service Dress Code, 2007.

2.11.3 Procedures

DHRMA shall:

(i) Promote UDSM values and traditions such as academic excellence, integrity, academic freedom; professional and ethical conduct and social responsibility for members of staff to exemplify and create cohesion in the workplace;

(ii) Create awareness among staff on the procedures used in handling disciplinary issues at the workplace as outlined in the Public Service Regulations, UDSM Charter, UDSM Staff Regulations as well as relevant Professional Codes of Conduct;

(iii)   Institute disciplinary matters in accordance with the Public Service Act and its Regulations or according to the Employment and Labour Relation Act and its Regulations, UDSM Charter, UDSM Terms and Conditions of Service, UDSM Staff Regulations as well as relevant Professional Codes of Conduct; and

(iv)   Effectively enforce public service regulations and, customer service charter, staff regulations as well as relevant professional codes of conduct.

2.12 Grievance Procedure

UDSM employees have the right and responsibility of bringing their grievances to the attention of the concerned officer(s). A policy is required for ensuring that such grievances are attended timely, consistently and fairly.

2.12.1 Issues

(i)   Absence of grievance mechanism for members of staff including those with disabilities;

(ii)   Weaknesses in handling grievances at the workplace; and

(iii)   Observed destructive conflicts among members of staff which result in stress and strain.

2.12.2 Policy statements

UDSM shall ensure that:

(i)   All grievances are handled in accordance with procedures as provided in Public Service Act and Regulations as amended from time to time; and

(ii)   Members of staff are made aware and sensitized of grievance procedures which shall be availed to staff.

2.12.3 Procedures

DHRMA shall ensure:

(i)   All grievances should be handled in accordance with the procedures provided in the UDSM Staff Regulations and other relevant regulations; and

(ii)   Awareness is created among the staff of their right and procedure to report grievances.

CHAPTER THREE

LEGAL AND INSTITUTIONAL FRAMEWORK

3.1   Legal Framework

The formulation and adoption of this Policy and operational procedures will lead to improvement in the human resource management process only if there is a clear and coordinated legal framework that fosters implementation.

This policy and operational procedures comply with the relevant legislation and government circular, the University's vision, mission and core values, other UDSM policies and regulations as well as international best practices. Therefore, its implementation shall take into account all legal requirements on the various laws, regulations, policies and circulars including the University Charter, Public Service Act No. 8 of 2002 and its Regulations, 2003 as amended from time to time. These laws, regulations, policies and circulars provide guidelines and procedures for managing staff in public service.

There are other laws relevant to the implementation of Human Resource Management Policy and Procedures including the following:

3.1.1 National Policies, Laws, Regulations and Circulars

The development of the HRM Policy and Operational Procedures document has taken into account various legislations and Government directives. The provisions of the law will always supersede the contents of this document. However, UDSM shall always strive to study and submit to the Government cases for review of legislations, policies and directives for matters that compromise the pursuit of its mission. Some of the selected relevant legal instruments which have been considered include but are not limited to:

(i)   The United Republic of Tanzania National Management and Employment Policy R.E 2013;

(ii)   The United Republic of Tanzania Training Policy for the Tanzania Public Service, 2013;

(iii)   The United Republic of Tanzania Public Service Act (Chapter 298), 2002 as amended from time to time;

(iv)   The United Republic of Tanzania the Labour Institutions Act (Chapter 300), 2004;

(v)   The United Republic of Tanzania Employment and labour Relations Act (Chapter 366, 2004;

(vi)   The United Republic of Tanzania Persons with Disabilities Act, 2010;

(vii)   The United Republic of Tanzania the Workers Compensation Act (Chapter 263), 2015;

(viii)   The United Republic of Tanzania the Public Service Social Security Fund Act (Chapter 50), 2018.

(ix)   The United Republic of Tanzania the Written Laws (Miscellaneous Amendments) Act (Chapter 439), 2018;

(x)   Public Service Circular (Appointment and Removal of Public Servant from Duty Posts) No. C/AC.45/257/01/C/14 of 26th October 2006;

(xi)   The United Republic of Tanzania Public Service Standing Orders, 2009 as amended from time to time;

(xii)   The United Republic of Tanzania Government Circular (Induction and Orientation) No. 5 of 2011; and

(xiii)   The United Republic of Tanzania Government Circular (Procedure for handling transfers and their entitlements) No. 2 of 2018.

3.1.2 UDSM Regulations, Policies and Circulars

In addition to the legal instruments listed 3.1.1 and UDSM policy documents listed in 1.5 above, this document will also be used in line with other University human resource management instruments, as amended from time to time. When necessary, the Management shall cause for review of such other instruments in case they conflict with this policy and procedures. The other UDSM relevant human resource management instruments include the following:

(i)   University of Dar es Salaam Charter and Rules, 2007;

(ii)   University of Dar es Salaam Vision 2061;

(iii)   University of Dar es Salaam Customer Service Charter, 2021.;

(iv)   University of Dar es Salaam Staff Code of Conduct, 2012;

(v)   University of Dar es Salaam Staff Regulations (Revised Edition), 2013;

(vi)   University of Dar es Salaam Guideline for Processing Re-categorization for Administrative Staff, 2017;

(vii)   University of Dar es Salaam Guidelines for Internship Programme for Administrative and Technical Staff, 2016;

(viii)   University of Dar es Salaam Guidelines for Engagement of Teaching Assistants, 2016; and

(ix)   University of Dar es Salaam Guidelines for Evaluation of Academic Staff Performance, 2022.

3.2   Institutional Framework for Implementation of the HRM Policy and Operational Procedures

To be effective, any policy must be accompanied by institutional arrangements that adapt the administrative structures, culture and processes to the needs of the policy. The implementation of the UDSM Human Resource Policy and Operational Procedures shall be a shared responsibility of various administrative and operational units in the University and the Government. It involves different stakeholders as follows:

3.2.1 The President's Office − Public Service Management and Good Governance

The UDSM recognizes the role of the Ministry responsible for the Public Service Management and Good Governance in directing the human resource function at the national level including approval of some human resource decisions especially those related to appointment and promotion.

3.2.2 University Council

At the University level, the overall responsibility for implementing the UDSM Human Resource Policy and Operational Procedures lies with University Council in consultation with relevant Council Committees as reflected in the University Charter, 2007. The relevant committees include the University Senate which is responsible for coordinating and making recommendations on all matters related to academic staff covered under these Policy and Operational Procedures and the UDSM Appointments Committee which coordinates the University's human resource management function and makes recommendations to the University Council on all matters related to appointments and human resource management.

3.2.3 Vice Chancellor

The Vice Chancellor has the general responsibility, on behalf of the Council, for ensuring that these policies and procedures are implemented effectively and are updated in line with changing circumstances. In his/her position, the Vice Chancellor is the Chief Executive Officer of the University, with the general responsibility of maintaining and promoting efficiency, effectiveness and good governance. Providing leadership in the creation and implementation of strategic management plans which include policy and procedures is thus part of his/her mandate.

3.2.4 The Deputy Vice Chancellors

The DVCs have delegated responsibility for overseeing the implementation of UDSM Human Resource Policy and Operational Procedures on relevant matters. The DVC (Academic), DVC (Planning, Finance and Administration) and DVC (Research) are responsible for overseeing the development, implementation and ongoing review of policies in academics, administration and research respectively. These policies are either directly or indirectly related to the management of human resources in the University.

3.2.5 The Chief Corporate Counsel and Secretary to Council

The Chief Corporate Counsel and Secretary to Council (CCC & STC) shall provide legal advice on all aspects of the law pertaining to Human Resource Management, assist the management and UDSM staff members to understand the laws governing employment in university service and advise the management on the soundness of all agreement and contracts to be signed between the university and any external service contractors.

3.2.6 Director of Human Resource Management and Administration

The Director for Human Resource Management and Administration (DHRMA) shall be in charge of the execution of all human resource management activities covered under these Policy and Operational Procedures at the university level. The DHRMA under his/her position in the university organization structure is responsible for the development, coordination and review of policies concerning human resources management at UDSM.

3.2.7 Heads of Colleges, Schools, Institutes, Directorates, Departments and Major Sections

All Heads of Units (Colleges, Schools, Institutes, Directorates, Departments and Major Sections) will have the responsibilities of executing human resource management activities covered under these Policy and Operational Procedures in the areas of their jurisdiction. They shall undertake among others:

(i)   HR and Training Needs Assessments;

(ii)   Prepare staffing, succession and training plans and budgets;

(iii)   Implement, monitor and evaluate their staffing and training interventions;

(iv)   Conduct induction and orientation of staff; and

(v)   Evaluate staff performance.

3.2.8 The Professional Associations and Trade Unions

Professional Associations and Trade Unions will have the responsibility of promoting professional standards, qualifications and codes of conduct in the University Service by following the provision of this Policy and Operational Procedures.

3.2.9 Members of UDSM Staff

All members of UDSM staff shall be responsible for complying with the provisions of this policy and procedures, taking advantage of opportunities provided under this policy and procedures as well as reporting to the appropriate authorities any violation of this policy and procedures.

CHAPTER FOUR

POLICY IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW

4.1 Introduction

Monitoring and evaluation are important activities for ensuring that any policy or strategic plan is effectively and efficiently implemented to achieve the desired results. Both activities will be participatory, whereby key stakeholders shall be involved. The monitoring and evaluation system for UDSM human resource management policy and operational procedures will be designed to track and keep records on the implementation of the Policy and produce new knowledge, building capacity across the organization and taking relevant corrective actions.

4.2 Policy Implementation

The policies and procedures are to be used as a working guide for decision-making on all matters related to human resource management at the UDSM. The DVC (Planning, Finance and Administration), in consultation with the VC and CCC & STC will be responsible for the implementation and success of these policies and procedures. He/she will regularly report to University Council, in consultation with the Appointments Committee on progress made, at least once a year. He/she may delegate responsibility to the DHRMA but will remain ultimately responsible. Some of the matters for the implementation of these policies and procedures shall include the following:

(i)   Provision of adequate office space, equipment and tools to ensure a conducive working environment for the HRA officers to do their jobs effectively;

(ii)   Provision of material and moral support to enable the creation of awareness of the policies and procedures among all members of university staff;

(iii) Development of human resource management information systems including staff portals and intranet;

(iv)   Review of UDSM policies, regulations, and guidelines related to this policy that need to be updated; and

(v)   Clarify any difficulties faced due to any conflicting or ambiguous implications during the implementation of this policy and procedures.

4.3 Application and Commencement

These policy and operational procedures shall apply to all members of UDSM staff in all categories and shall become operational immediately upon approval by the University Council.

4.4 Monitoring and Evaluation

The DHRMA in consultation with the DVC (Planning, Finance and Administration) and CCC & STC shall be responsible for overseeing the implementation, monitoring and evaluation of these policies and procedures. He/she will develop Annual Action Plans containing activities to be implemented as well as processes and indicators for monitoring and evaluation. Heads of units (Principals, Deans, Directors and Heads of major Departments) shall be responsible for submitting quarterly reports to be used for monitoring and evaluation of these policies and procedures.

4.5 Review and Revision of Policy

The policy and procedures shall be periodically reviewed to take into account legislative changes and make improvements to increase their effectiveness, fairness and transparency. These policy and operational procedures will be subject to periodic review and verification after every five (5) years or as circumstances may demand. The DHRMA, in consultation with the DVC (Planning, Finance and Administration) and the Appointments Committee, shall be responsible for overseeing the review of these policies and procedures.

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