

**PROCESSES AND PROCEDURES FOR DEALING WITH NON-
PERFORMING ACADEMIC STAFF**

Approved by Senate meeting of 28th April 2015

PROCESSES AND PROCEDURES FOR DEALING WITH NON-PERFORMING ACADEMIC STAFF

CATEGORY	REQUIREMENT	PROCESS	REMARKS
Staff doctoral qualification	1) It is mandatory for all academic staff at UR to have a doctoral qualification 2) All staff with a masters degree of at least three years must register for doctoral qualification	1) Staff eligible to register for a doctoral qualification will be required to register between 2015 and 2017. 2) Staff who would not have met this requirement by the end of 2017 will be advised to seek alternative employment outside UR 3) Staff will receive a written communication from DVCAF informing them of the requirements and the consequences	1) Retirement age will be taken into consideration in the enforcement of the requirement to register 2) UR Management will explore internal and external opportunities for staff to register and acquire doctoral qualifications 3) Internal supervision capacity to be enhanced by external expertise through partnerships.
Staff masters qualification	1) Tutorial Assistants are required to register for a masters qualification upon recruitment	1) Tutorial Assistants are offered a two year contract within which they must register for and obtain a masters qualification 2) The registration for the masters must not be later than 6 months from the date of employment 3) Failure to register within the prescribed period should lead to a termination of contract 4) The terms and conditions will be stipulated in the contract	
Failure to obtain a masters qualification	1) Tutorial Assistants must obtain a	1) Six monthly progress reports to	

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(within a prescribed period-including extension)	masters qualification in two years	be submitted by the TA to Principal through Head of department and Dean of School 2) If performance is unsatisfactory at the end of first year, the contract should be terminated	
Failure to obtain a doctoral qualification (within a prescribed period-including extension)	2) Staff with a masters must obtain a doctoral qualification in four years	1) Six monthly progress to be reviewed by panel comprising of the supervisory team, College Director of Research, Head of Department and Dean of School (for staff registered at UR). Staff registered outside UR shall submit their 6 monthly progress reports, through their supervisors to the Head of Department 2) Four reports of unsatisfactory performance shall lead to loss of funding support and termination of employment 3) All staff registering for PhD shall be informed in writing of the revised conditions of employment	The reporting shall be a per UR template to ensure consistency in assessment of internal and externally registered candidates
Failure to publish	1) Each academic staff is required to meet the publications targets for the level	1) Publications record shall be reviewed on an annual cycle. 2) If at the year 1 the staff has not published then	The University Directorate of Research together with the College Directors of Research should put in place

		<p>he/she will be required to participate in academic writing and related training</p> <p>3) At the year 2 review, the staff should be expected to have a manuscript or submitted a paper for publication-otherwise should be given a year to get a paper published. An assessment of the staff's efforts to publish shall be done and a warning shall be issued that if the staff will not publish during the coming year his/her employment shall be terminated.</p> <p>4) If at the year 3 review the staff has not published then the employment contract shall be terminated.</p>	<p>support mechanisms for staff to publish (e.g. training workshops and mentorship programmes – pairing staff who are not publishing with those who are)</p>
Failure to be promoted	<p>1) In order to advance from one level to another, the staff needs to meet the criteria for research, teaching and learning and community engagement.</p>	<p>1) Staff who fail to be promoted shall be given feedback by their line managers on the gaps to be addressed</p> <p>2) Compliance in following up on the gaps needs to be monitored through performance management</p> <p>3) If there is no improvement after</p>	

		three consecutive evaluations, the employment contract shall be terminated	
Failure to maintain performance (Applicable to Professors – who are at the ceiling of the academic ranks)	1) Professors are supposed to provide academic leadership and promote scholarship in their disciplines. They should publish, supervise postgraduate students and postdocs as well as attract research grants and lead in community engagement initiatives.	1) Failure to meet performance targets in three consecutive evaluations shall lead to sanctions such as:, temporary suspension of the title if this recurs 3 times consecutively and withdrawal of the title of Professor if this occurs five times consecutively	

Comments from Principal CE

CATEGORY	REQUIREMENT	PROCESS	REMARKS
Staff doctoral qualification	3) It is mandatory for all academic staff at UR to have a doctoral qualification 4) All staff with a masters degree of at least three years must register for doctoral qualification	4) Staff will receive a written communication from DVCAF informing them of the requirements and the consequences 5) Staff eligible to register for a doctoral qualification will be required to register between 2015 and 2017. 6) Staff who would not have met this requirement by the end of 2017 will be advised to seek alternative employment outside UR	4) Retirement age will be taken into consideration in the enforcement of the requirement to register 5) UR Management will explore internal and external opportunities for staff to register and acquire doctoral qualifications

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Staff masters qualification	1) Tutorial Assistants are required to register for a masters qualification upon recruitment	1) Tutorial Assistants are offered a two year contract within which they must register for and obtain a masters qualification 2) The registration for the masters must not be later than 6 months from the date of employment 3) Failure to register within the prescribed period should lead to a termination of contract 4) The terms and conditions will be stipulated in the contract	
Failure to obtain a masters qualification (within a prescribed period-including extension)	3) Tutorial Assistants must obtain a masters qualification in two years	3) Six monthly progress reports to be submitted by the TA to Principal through Dean of School 4) If performance is unsatisfactory at the end of first year, the contract should be terminated	
Failure to obtain a doctoral qualification (within a prescribed period-including extension)	4) Staff with a masters must obtain a doctoral qualification in four years	4) Six monthly progress to be reviewed by panel comprising of the supervisory team, including main supervisor/Thesis Director, College Director of Research, Head of Department and Dean of School (for staff registered at UR). Staff registered outside UR shall submit their 6 monthly	

		<p>progress reports, through their supervisors to the Head of Department</p> <p>5) Four reports of unsatisfactory performance shall lead to loss of funding support and termination of employment</p> <p>6) All staff registering for PhD shall be informed in writing of the revised conditions of employment</p>	
Failure to publish	2) Each academic staff is required to meet the publications targets for his/her academic rank	<p>5) Publications record shall be reviewed on an annual cycle.</p> <p>6) If at the year 1 review the staff has not published then he/she will be required to attend publications workshops</p> <p>7) At the year 2 review, the staff should be expected to have a manuscript or a submitted a paper for publication- otherwise should be given a year to get a paper published</p> <p>8) If at the year 3 review the staff has not published then the employment contract should be terminated after making an assessment of the staff's efforts to publish</p>	The University Directorate of Research together with the College Directors of Research should put in place support mechanisms for staff to publish (e.g. training workshops and mentorship programmes – pairing staff who are not publishing with those who are)
Failure to be promoted	2) In order to advance from one level to another, the staff	4) Staff who fail to be promoted shall be given feedback by	

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	need to meet the criteria for research, teaching and learning and community engagement.	<p>their line managers on the gaps to be addressed</p> <p>5) Compliance in following up on the gaps needs will be managed through performance management</p> <p>6) If there is no improvement after three consecutive evaluations, the employment contract shall be terminated</p>	
Failure to maintain performance (Applicable to Professors)	2) Professors are supposed to provide academic leadership and promote scholarship in their disciplines. They should publish, supervise postgraduate students and postdocs as well as attract research grants and lead in community engagement initiatives.	2) Failure to meet performance targets in three consecutive evaluations shall lead to sanctions such as: forfeiting a salary increment, temporary suspension of the title and/or withdrawal of the title of Professor	


Prof. Nelson Ijumba
 Deputy Vice Chancellor for Academic Affairs and Research



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