THE UNITED REPUBLIC OF TANZANIA

OFFICE OF THE TREASURY REGISTRAR

HARMONIZED SCHEME OF SERVICE FOR ACADEMIC STAFF IN PUBLIC UNIVERSITIES AND CONSTITUENT COLLEGES

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1.0 PREAMBLE

The current practice on recruitment and promotion criteria for academic staff in Public Universities and Constituent Colleges differs in many forms. Public Universities and Constituent Colleges do not have similar criteria for recruitment, promotion and salary scales. These variations have culminated into Universities having different pay packages for similar ranks. Hence there have been numerous complaints about the lack of comprehensive guidelines to cover different aspects of recruitment, promotion and awarding criteria. Since Human Resource is the most important asset in an organization for controlling other resources, it is important for Public Universities to have clear guidelines on recruitment and promotion in order to have high quality motivated academic staff in Public Universities and Constituent Colleges.

This Scheme of Service is aimed at providing a uniform system that will address these anomalies and create an environment that will keep the differences to the minimum, if not abolishing them altogether. It sets the minimum requirements that have to be observed by all Public Universities and Constituent Colleges when determining their promotion, salary and assessment criteria.

2.0 OBJECTIVE OF THE SCHEME OF SERVICE

The objective of this Scheme of service is to enable every Public University and Constituent College employee understand plainly one's career prospects and the path one will be required to follow to reach the ultimate position in the academic cadre.

The scheme provides an objective means of accommodating new staff on recruitment. It further, provides for all skills necessary for the effective and efficient management of the Public Universities and

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Constituent Colleges. The scheme shall be reviewed from time to time in the light of new experiences and challenges in dealing with career management issues in the Public Universities and Constituent Colleges.

The qualification requirements set out for all ranks subscribe to national requirements. These qualifications will be used in considering the eligibility of employee's promotion or appointment. New appointments will depend on the existence of a vacancy and a decision by an appropriate appointing authority to fill such vacancy.

3.0 ACADEMIC STAFF OF THE PUBLIC UNIVERSITIES AND CONSTITUENT COLLEGES

Under section 20 (1) (b) of the Universities Act (2005) academic staff of the University or a Constituent College fall under the following designations:

(i) Professor/Research Professor/Library Professor;

(ii) Associate Professor/Associate Research Professor/Associate Library Professor;

(iii) Senior Lecturer/Senior Research Fellow/Senior Librarian;

(iv) Lecturer/Research Fellow/Librarian;

(v) Assistant Lecturer/Assistant Research Fellow/ Assistant Librarian;

(vi) Tutorial Assistant;

4.0 SALIENT FEATURES OF THE SCHEME OF SERVICE

The Scheme of Service lays down the qualifications required for appointment, working experience, career progression and responsibilities to be performed by each rank in the cadre. This scheme is integrating important elements of research, teaching, consultancy and community

service into promotion requirements. It also recognises academicians' qualifications and the level(s) they are supposed to teach.

In order to facilitate horizontal mobility of teaching staff among Universities and Constituent Colleges and increase institutional competitiveness in attracting expertise from the labour market, entry levels in the current scheme have been diversified to extend employment possibilities at higher academic ranks.

Unlike the previous practice, in this scheme of service the fixed scales have been replaced with a more motivating system with notches.

5.0   GUIDING PRINCIPLES

5.1   Gender and Number

In this Scheme of service unless otherwise provided, the words importing singular include plural and vice versa. Likewise, words importing the masculine gender shall include feminine but words importing natural persons shall not include body corporate.

5.2   Appointments

Appointments to any vacant position may be by direct recruitment from outside the University/Constituent College or by promotion of staff from within. However, this will depend entirely on the candidate meeting the prescribed educational, professional skills and experience requirements.

5.3   Ranks

Advancement to a higher rank implies that the respective employee has demonstrated suitability to take more responsibility and accountability.

5.4 Coverage

The Scheme of service has been designed to cover all academic ranks of serving academic staff who are engaged in the Public Universities and Constituent Colleges

5.5 Control and Discipline .

All academic staff shall be treated in accordance with the provisions of this scheme of service, the Public Service Act, the Universities' Act and Charter, Financial Regulations and Staff Regulations of respective Public Universities and Constituent Colleges.

5.6 Recategorization

There might be cases where some employees from non academic cadres can successfully pursue some training and obtain relevant entry qualifications which would make them potential candidates to join the academia in a relevant field. Such employees may apply for re-categorization and the appropriate appointing authority will decide according to the laid down guidelines and procedures.

5.7 Duties and Responsibilities

The duties contained in this scheme of service are generally tasks expected to be performed by post holders. These tasks will be detailed in the job description given to holders of such positions. The duties and responsibilities prescribed in this scheme of service are not exhaustive. The relevant authorities reserve the right to assign more duties or to alter job descriptions as shall be appropriate in the interest of the Institution.

5.8 Eligibility for Academic Duty

For the purpose of this scheme of service an academic member of staff is required to have an academic qualification at least one level higher than the level he is allowed to teach/train. Notwithstanding the purpose of this paragraph, for PhD training, the academic staff is required to have a PhD and at least two years post PhD academic work experience.

5.9 Appointing Authority

The appointing authority to academic ranks shall be as prescribed in the relevant Public Universities'/Constituent Colleges' Staff Regulations.

5.10 In-Service

On promotion or upgrading an Academic Staff will be placed at the minimum of the new salary scale (entry point) except where the staff is already in receipt of a higher salary by virtue of previous salary in which case the previous salary will be maintained as personal salary after the approval of the Permanent Secretary – ESTABLISHMENT.

Promotions to higher levels shall be based, among other things, on the results of annual performance appraisal or attainment of relevant professional qualification and budget.

6.0 INTERPRETATION

The final interpretation of this scheme of service is vested in the Treasury Registrar.

7.0 SUMMARY OF SALARY SCALES FOR ACADEMIC RANKS

The Scheme of Service for Academic staff comprises the following posts:-

Cluster	Academic Rank	Salary Scale
1	Tutorial Assistant/Assistant Librarian Trainee/Research Fellow Trainee	PUTS 1
2	Assistant Lecturer/Assistant Librarian/Assistant Research Fellow	PUTS 2
3	Lecturer/ Librarian/ Research Fellow	PUTS 3
4	Senior Lecturer/ Senior Librarian/ Senior Research Fellow	PUTS 4
5	Associate Professor/ Associate Library Professor/ Associate Research Professor	PUTS 5
6	Professor/ Library Professor/ Research Professor	PUTS 6

Note: *In the context of this Scheme of Service, Librarians and Research Fellows are only those involved in students' training programmes leading to a degree offered by the University.*

8.0 EFFECTIVE DATE AND REVIEW

This Scheme of Service shall become effective from the date stated by the Treasury Registrar and shall be reviewed from time to time as deemed necessary.

9.0 SCHEME OF SERVICE FOR ACADEMIC STAFF

9.1 Tutorial Assistant/ Research Fellow Trainee/Assistant Librarian Trainee

(a) **Salary Scale on the basis of training period**

Training Period	Starting Scale
First Degree – three (3) years training	PUTS 1.1
First degree –four (4) years training	PUTS 1.2
First degree –Five (5) years training	PUTS 1.3

(b) **General Attributes**

    (i)   Adherence to professional ethics;

    (ii)   Language proficiency in the medium of instruction;

    (iii)   Ability to communicate information, knowledge and skills to others;

    (iv)   Computer literacy;

    (v)   Good interpersonal skills;

    (vi)   Ability to work as part of a team;

    (vii)   Enthusiasm and self motivation;

    (viii)   Ability to exercise initiative and be proactive; and

    (ix)   Motivation for innovation, further learning and continuing professional development.

(c) **Direct Entry Qualifications**

First degree with a minimum GPA of 3.8 out of 5 or its equivalent. Additionally, one must have scored a B+ in the relevant Subjects or its equivalent.

(d)   **Duties and Responsibilities**

A Tutorial Assistant is expected to:

(i)   This is a training post; the staff is required to undergo a Masters Degree training programme;

(ii) Undergo an induction course in pedagogic skills for those who had none before;

(iii) Understudy senior members, including attending lectures and seminars, tutorials and practical training;

(iv) Conduct tutorials, seminars and practicals;

(v)   Assist in research, consultancy and outreach activities;

(vi) Perform any other duties that may be assigned by the relevant authorities.

9.2   Assistant Lecturer/Assistant Librarian/Assistant Research Fellow

(a)   **Salary Scale PUTS 2**

Starting Scale
PUTS 2.1

(b)   **General Attributes**

An Assistant Lecturer/Assistant Librarian/Assistant Research Fellow must exhibit Cluster 1 attributes and the following:

(i)   Adherence to professional ethics;

(ii) Ability to prepare and deliver own teaching materials;

(iii) Problem solving and innovation skills;

(iv) Ability to recognize students having difficulties, intervene and provide help and support; and

(v)   Ability to prepare quality research proposals.

(c)   **Direct Entry Qualifications**

Requirements at this Level MUST be a Master's Degree in a relevant field with at least a GPA of 4.0 out of 5 and a Minimum GPA of 3.8 out of 5 or its equivalent in the First degree with a Minimum score of B+ in the Relevant Subject or its equivalent.

(d)   **In-Service**

Promotion of Tutorial Assistant after attainment of a Master's Degree in the relevant field.

(e)   **Duties and Responsibilities**

A member of staff at this level is expected to perform the following functions:

    (i)   To undergo an induction course in pedagogic skills for those who had none before;

    (ii)   To carry out lectures, conduct tutorials, seminars and practicals for undergraduate programmes;

    (iii)   To prepare and present case studies;

    (iv)   To conduct and publish/disseminate research results;

    (v)   To recognize students having difficulties, intervene and provide help and support;

    (vi)   To participate in consultancies and community services under supervision;

    (vii) To attend workshops, conferences and symposia; and

    (viii) To perform any other duties that may be assigned by the relevant authorities.

9.3 Lecturer/ Librarian/ Research Fellow

(a) Salary Scale on the basis of Qualifications

Qualifications	Starting Scale
Masters Degree	PUTS 3.1
MMed/MDent	PUTS 3.2
PhD	PUTS 3.3

(b) General Attributes

A Lecturer/Librarian/Research Fellow must exhibit Cluster 2 attributes plus the following:

(i) Adherence to professional ethics;

(ii) Ability to design, set, administer and supervise different assessment items;

(iii) Ability to recognize students having difficulties, intervene and provide help and support;

(iv) Ability to mark student scripts and course work assessment items and provide feedback;

(v) Computer skills and application;

(vi) Ability to prepare and deliver own teaching materials;

(vii) Potential to be a good role model and steer students towards dedication to learning, creativity and problem solving;

(viii) Possession of sufficient breadth and depth of specialist knowledge in the relevant discipline and of teaching methods and techniques to work within own area;

(ix) Ability to carry out independent research and provide feedback; and

(x) Ability to supervise research and other knowledge generating and development activities.

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(c) **Direct Entry Qualifications**

Requirements at this level MUST be a PhD, a Masters Degree in the relevant field with at least a GPA of 4.0 out of 5, and a Minimum GPA of 3.8 out of 5 or its equivalent in the First degree with Minimum scores of B+ in Relevant Subjects or its equivalent.

OR

A Masters Degree in Medicine/Dentistry in the relevant field with at least a GPA of 4.0 out of 5 and a Minimum GPA of 3.8 out of 5 or its equivalent in the First degree with Minimum scores of B+ in Relevant Subjects, and MUST undergo an induction course in basic teacher-training skills PLUS three (3) years' work experience in a related field.

(d) **In-Service**

By promotion of an Assistant Lecturer who has obtained a PhD in the relevant field

OR

By promotion of Assistant Lecturer with a Masters Degree and a good progress report on the PhD program and at least 2 points (1 point from teaching and 1 point from peer reviewed publications) PLUS three years working experience

OR

By promotion of Assistant Lecturer with a Masters Degree and at least 3 points (1 point from teaching and 2 points from peer reviewed publications) PLUS three years working experience.

(e) **Duties and Responsibilities**

A member of staff at this level is expected to perform the following functions:

(i)   To undertake an induction course in pedagogic skills for those who had none before;

(ii)   To carry out lectures, conduct tutorials, seminars and practicals for undergraduate and postgraduate programmes;

(iii)   To mentor junior staff in relevant fields;

(iv)   To participate/contribute in curriculum development;

(v)   To participate in developing and managing various university/constituent college activities;

(vi)   To undertake research and publish/disseminate results;

(vii)   To carry out consultancy and community services;

(viii) To write teaching manuals and compendia;

(ix)   To supervise field practicals, undergraduate special projects, Masters and PhD dissertations/theses

(x)   To attend/organise workshops, conferences and symposia; and

(xi)   To perform any other duties that may be assigned by the relevant authorities.

9.4 Senior Lecturer/ Senior Librarian/ Senior Research Fellow

(a) **Salary Scale**   PUTS 4

(b) **General Attributes**

A Senior Lecturer/Senior Librarian/ Senior Research Fellow must exhibit Cluster 3 attributes and the following:

(i)   Adherence to professional ethics;

(ii)   Ability to establish academic or professional chairs for the institution;

(iii) Ability to recognize students having difficulties, intervene and provide help and support;

(iv) Ability to promote the vision of the institution;

(v) Ability to attract funding for different activities of the institution;

(vi) Leadership and management abilities;

(vii) Ability to solve complex institutional problems.

(c) **Direct Entry Qualifications**

Requirements at this Level MUST be a PhD; a Masters Degree in the relevant field with at least a GPA of 4.0 out of 5 and a Minimum GPA of 3.8 out of 5 or its equivalent in the First degree with Minimum scores of B+ in Relevant Subjects or its equivalent. In addition, one must have experience of 3 years in a related field and 5 points from peer reviewed publications (from at least two sources including a minimum of 35% from diversified journal publications).

(d) **In-Service**

By promotion of a Lecturer with a PhD or at least MMed/MDent and three years of working experience since last promotion and at least 5 points (2 cumulative points from teaching, 3 points from peer reviewed publications from at least two sources including a minimum of 35% from diversified journal publications).

(e) **Duties and Responsibilities**

(i) To undertake an induction course in pedagogic skills for those who had none before;

(ii)   To carry out lectures, conduct tutorials, seminars, practicals, invigilation and assessment for undergraduate and postgraduate programmes;

(iii) To play a leadership role at the level of the Department, Faculty, Institute/Directorate, School and Regional Centre;

(iv)   To mentor junior staff in relevant fields;

(v)   To develop curricula;

(vi)   To develop and manage various university/constituent college activities;

(vii) To undertake research and publish/disseminate results;

(viii) To establish academic or professional chairs for the institution;

(ix)   To carry out consultancy and community services;

(x)   To write teaching manuals and compendia;

(xi)   To supervise field practicals, undergraduate special projects, Masters and PhD dissertations/theses

(xii) To organise and participate in workshops, conferences and symposia; and

(xiii) To perform any other duties that may be assigned by the relevant authorities.

3.5   Associate Professor/Associate Library Professor/Associate Research Professor

a)   **Salary Scale   PUTS 5**

b)   **General Attributes**

An Associate Professor/Associate Library Professor/Associate Research Professor must exhibit Cluster 4 requirements and the following:

(i)   Adherence to professional ethics;

(ii) Demonstration of experience in the application of course materials;

(iii) Ability to recognize students having difficulties, intervene and provide help and support;

(iv) Ability to apply specialist knowledge and skills to the resolution of problems in the society;

(v) Ability to offer examples from a variety of sources to support course content;

(vi) Ability to remain current in his/her field through active consultation and continuing education; and

(vii) Ability to establish academic or professional chairs for the institution;

(viii) Ability to maintain vibrant relationships with academic and professional colleagues through attendance at and participation in various activities.

(c) Direct Entry Qualifications

Requirements at this Level MUST be a PhD; a Masters Degree in a relevant field with at least a GPA of 4.0 out of 5 and a Minimum GPA of 3.8 out of 5 or its equivalent in the First degree with Minimum scores of B+ in Relevant Subjects or its equivalent. In addition one must have post PhD working experience of 6 years and 12 points from international[1] peer reviewed publications (from at least two sources including a minimum of 40% from diversified journal publications).

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[1] International Journal is one with an International editorial Board, an international classification index and internationally retrievable.

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(d) **In-Service**

By promotion of a Senior Lecturer with a PhD and at least three years of working experience since last promotion and at least 9 points since last promotion (3 cumulative points from teaching and 6 points from international peer reviewed publications from at least two sources including a minimum of 40% from diversified journal publications).

(e) **Duties and Responsibilities**

An Associate Professor/Associate Library Professor/Associate Research Professor is expected to perform the following functions:

(i)   To undertake an induction course in pedagogic skills for those who had none before;

(ii)   To carry out lectures, conduct tutorials, seminars, practicals, invigilation and assessment for undergraduate and postgraduate programmes;

(iii)   To play a leadership role at the level of the Department, Faculty, Institute, Directorate, School, Regional Centre and University/Constituent College top Management;

(iv)   To mentor junior staff in relevant fields;

(v)   To develop curricula;

(vi)   To develop and manage various university/constituent college activities;

(vii)   To undertake research, publish/disseminate results;

(viii) To carry out consultancy and community services;

(ix)   To publish books that advance frontiers of knowledge;

(x)   To formulate academic policies and offer technical assistance to University/Constituent College organs;

(xi) To supervise field practicals, undergraduate special projects, Masters and PhD dissertations/theses

(xii) To organise and participate in workshops, conferences and symposia; and

(xiii) To perform any other duties that may be assigned by the relevant authorities.

9.6 Professor/ Library Professor/ Research Professor

(a) **Salary Scale   PUTS 6**

(b) **General Attributes**

A Professor/Library Professor/Research Professor must exhibit Cluster 5 attributes plus the following:

(i) Adherence to professional ethics;

(ii) Ability to recognize students having difficulties, intervene and provide help and support;

(iii) Ability to command authority in a specific field of ones profession or discipline;

(iv) Ability to establish academic or professional chairs for the institution;

(v) Ability to spearhead new knowledge, innovation and processes taking into account the current state of development as well as forecasting the future trends; and

(vi) Ability to establish a professorial chair

(c) **Direct Entry Qualifications**

Requirements at this Level MUST be a PhD; a Masters Degree in a relevant field with at least a GPA of 4.0 out of 5 and a Minimum GPA of

3.8 out of 5 or its equivalent in the First degree with Minimum scores of B+ in Relevant Subjects or its equivalent. In addition one must have post PhD work experience of 9 years and 18 points from international peer reviewed publications (from at least two sources including a minimum of 45% from diversified journal publications).

(d) **In-Service**

By promotion of an Associate Professor with a PhD and at least three years of work experience since last promotion and at least 9 points since last promotion (2 cumulative points from teaching and 6 points from international peer reviewed publications from at least two sources including a minimum of 45% from diversified journal publications).

(e) **Duties and Responsibilities**

Staff at this level is expected to perform the following functions:

(i)   To prepare and deliver a professorial inaugural lecture within six years;

(ii)   To carry out lectures, conduct tutorials, seminars and practicals for undergraduate and postgraduate programmes;

(iii) To play a leadership role at the level of the Department, Faculty, Institute, Directorate, School, Regional Centre and University/Constituent College top Management;

(iv) To mentor junior staff in relevant fields;

(v)   To develop curricula;

(vi) To develop and manage various university/constituent college activities;

(vii) To supervise Masters and PhD theses/dissertations;

(viii) To undertake research, publish/disseminate results;

(ix) To carry out consultancy and community services;

(x)   To publish scholarly books in the relevant specialty that advance frontiers of knowledge;

(xi)   To formulate academic policies and offer technical assistance to the University/constituent college organs;

(xii)   To supervise field practicals, undergraduate special projects, Masters and PhD dissertations/theses;

(xiii)   To organise and participate in workshops, conferences and symposia; and

(xiv)   To perform any other duties that may be assigned by the relevant authorities.

10 CRITERIA FOR AWARDING POINTS

S/No	Source of Points	Conditions for Recognition and Number of Points
1	Conference papers	Peer reviewed Conference papers in retrievable proceedings should weigh a maximum of 0.5 point each
2	Consultancy reports	Registered Consultancy reports should weigh a maximum of 0.5 points
3	Journal Papers	Peer reviewed Journal Papers should weigh a maximum of 1 point.
4	Scholarly Books in the relevant specialty	• A maximum score for an individual's contribution or authorship in a book with an ISBN No. shall be 6 points. • A maximum score for an individual's contribution or authorship in a book with an ISBN No. for lower levels (e.g. secondary and college) and approved by the responsible Ministry shall weigh the maximum of 0.5 points.
5	Chapter in a book	A Chapter in a book should weigh the maximum of 1 point
6	Multi –Authored Chapter in a Book	Points for a Multi –Authored Chapter in a Book shall be shared by the authors equally.
7	Book reviews	A Review of a Book that has been approved by a recognised publisher should weigh a maximum of 0.5 point and should have been published in a peer reviewed journal

8	Editors of books and book reviews	Editorship should not be awarded points where one does not contribute any chapter
9	Case reports	A Case report appearing in the refereed journal should weigh a maximum of 0.5 points
10	Dictionaries (Subject & General)	Dictionary approved by a recognized book publisher: • A maximum score for an individual's contribution to a Dictionary (Subject & General) with an ISBN No. shall be 6 points • A Letter in a Dictionary shall weigh the maximum of 1 point • Points for Multi –Authored letters in a Dictionary shall be shared by the authors equally.
11	Extension Materials	Reviewed extension Publications should weigh a maximum of 0.5 point
12	Patents	Patented materials should be awarded the maximum of 6 points
13	Co-authored papers	A maximum of 1 point should be shared amongst the authors
14	Teaching effectiveness	Departmental/Institute and Quality assurance committees should be used in assessing teaching effectiveness to a maximum of 2 points. The points shall be achieved from three (3) consecutive years of teaching.

		Guidelines for "Teaching effectiveness and assessment" should be specified by TCU
15	Clinical/Community Services	Effectiveness of community/clinical service delivery shall be accorded a maximum of 1 point. Guidelines for "Effectiveness of community/clinical service delivery" shall be specified by TCU in consultation with relevant professional body

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