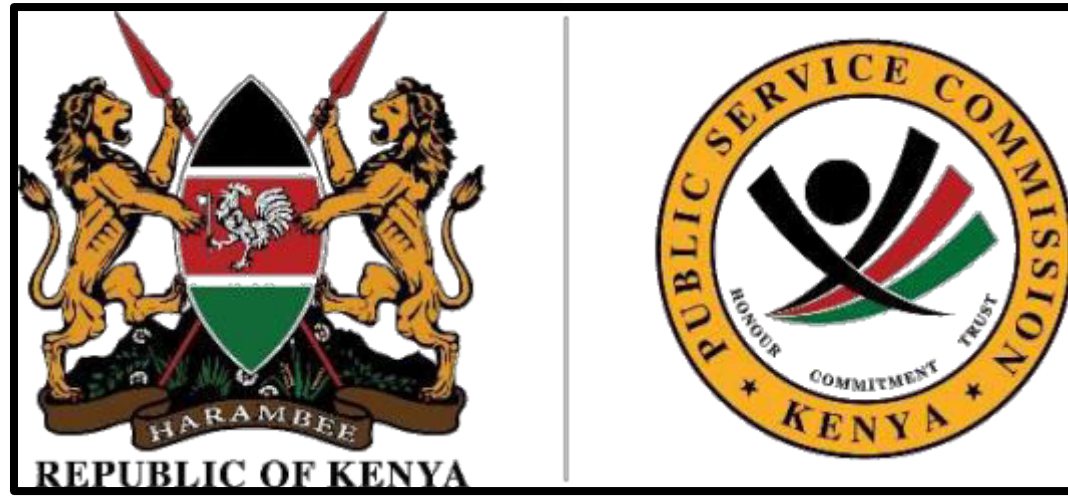


REPUBLIC OF KENYA



ANNEX IA:

**GENERIC ORGANIZATIONAL STRUCTURE, GRADING, FUNCTIONS AND
STAFFING FOR PUBLIC UNIVERSITIES IN THE REPUBLIC OF KENYA**

APPROVED BY:

PUBLIC SERVICE COMMISSION

JULY, 2026

APPROVED BY PSC

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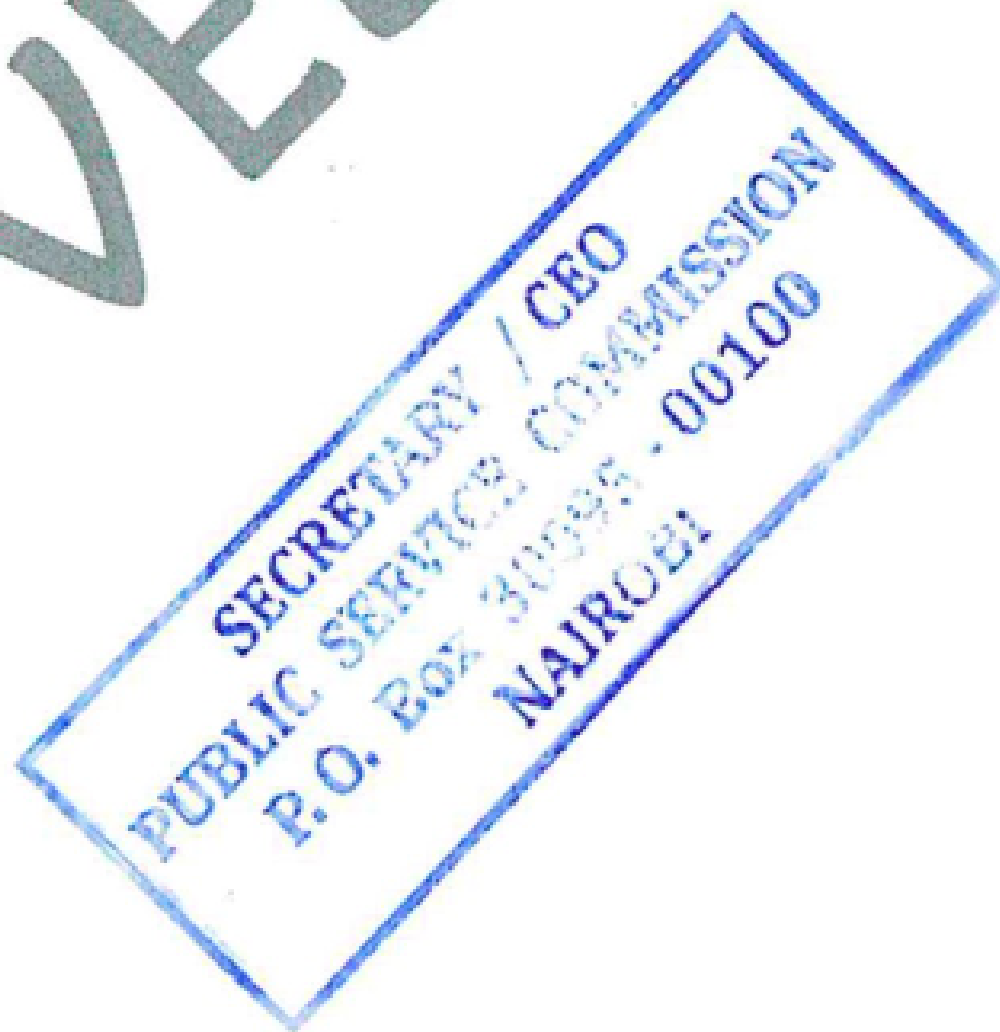
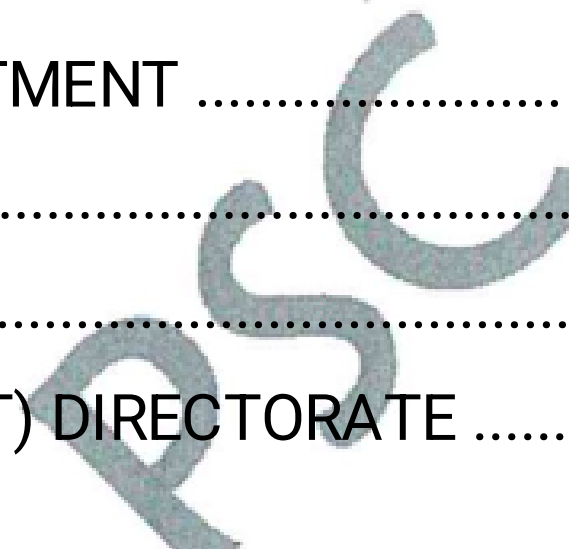
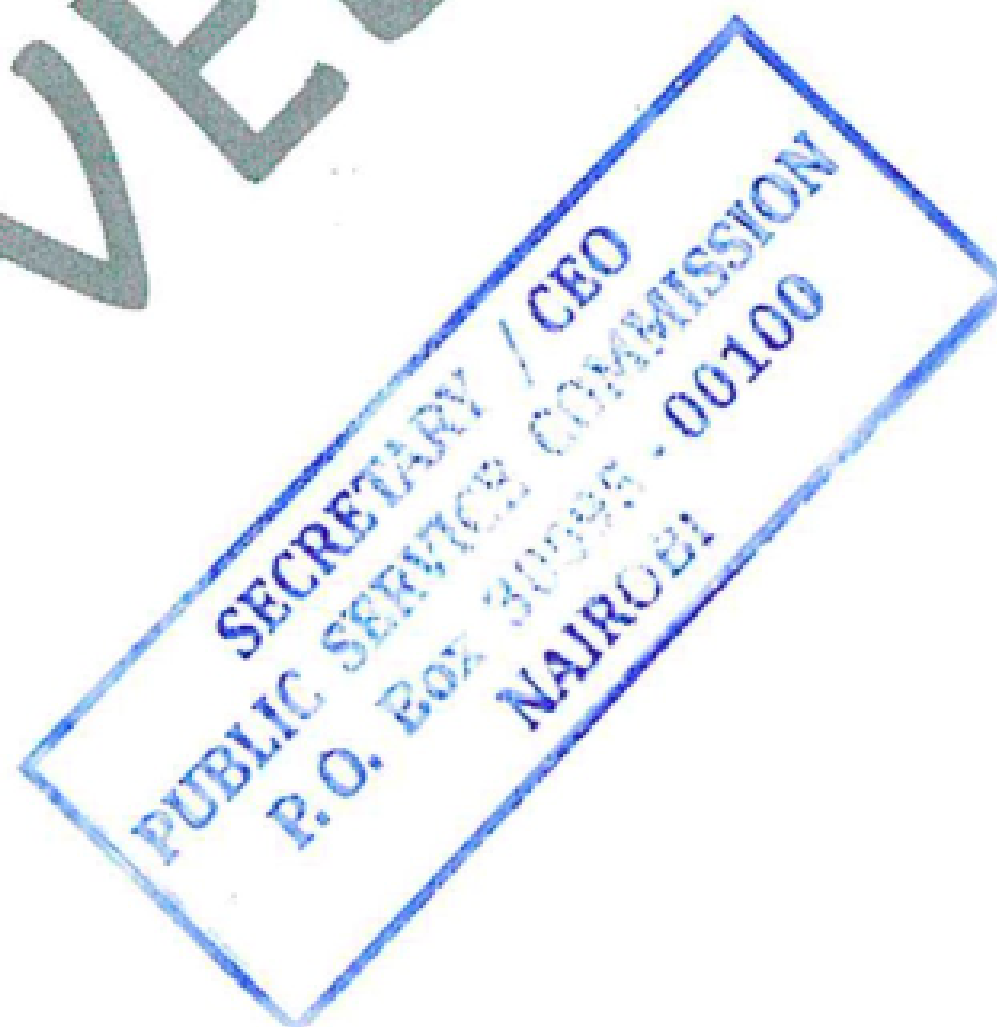


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ANNEX IA: GENERIC ORGANIZATIONAL STRUCTURE, GRADING, FUNCTIONS AND STAFFING FOR PUBLIC UNIVERSITIES IN THE REPUBLIC OF KENYA

1. DEFINITION

An organisational structure depicts the technical configuration of roles and responsibilities of an organisation, derived from the organisation's mandate/functions.

2. PRINCIPLES OF ORGANIZATION DESIGN

The principles of organisation design were considered in making recommendations on the generic organisational structure. An optimal structure should be based on the following parameters:

- (i) Reflect the core functions of the organisation and be responsive to the changing priorities and circumstances.
- (ii) Be based on grouping of related functions and demarcate technical (core) and shared services;
- (iii) Reflect the areas of strength while mitigating risks;
- (iv) Mirror the size of the University;
- (v) Portfolio based – Single line structures negate the principle of delegation/workload inadequacy;
- (vi) Functional rather than position based and based on workload indicators staffing norms;
- (vii) Reflect level of outsourcing of non-core functions;
- (viii) Reflect level of automation of work processes, mode of service delivery, whether capital or labour intensive;
- (ix) Reflect complexity, geographical spread and the extent and need for centralisation versus decentralisation;
- (x) Span of control, chain of command and unity of command;
- (xi) Depict reporting relationships within the organisation thereby clarifying roles and responsibilities as well as workflow;
- (xii) Demarcate activities and roles of players within the organisation for internal harmony, stability and efficiency;
- (xiii) Interface activities of units and sub-units in an effective manner;
- (xiv) Clarify the roles and linkages of the institutions' internal and external players; and
- (xv) Reflect the operational environment, desirable traditions and culture in such a way that it:
 - Promotes a culture of public service and accountability;
 - Allows participatory decision making; and
 - Provides an equitable, fair, open and non-discriminatory working environment.

3. FUNCTIONAL ANALYSIS

In developing a fit-for-purpose generic organisational structure, functional analysis was carried out through unbundling of the mandate of Public Universities as provided for in the Universities Act No.42 of 2012 (Revised Edition 2024). The analysis revealed various thematic areas from which generic Divisions, Directorates and Departments were derived as outlined below:

Table 1: Functional Analysis

S/No.	Function	Thematic Area	Division	Directorate	Department
1.	Advancement of knowledge through teaching, scholarly research and scientific investigation	Advancement of knowledge	i) Academic&Students Affairs	) Academic Affairs Directorate	i) Examinations ii) Admissions and Students Progression
			ii) Research&Innovation	) Research Services i) Innovation & Commercialisation	-
2.	Promotion of learning in the student body and society generally;	Promotion of learning	i) Academic&Students Affairs	) Academic Affairs Directorate	(i) Examinations (ii) Admissions and Students Progression
				) Student Affairs Directorate	) Career and Alumni i) Counselling and Chaplaincy
3.	Promotion of cultural and social life of society;	Promotion of cultural and social life	i) Academic&Students Affairs	) Student Affairs Directorate	(i) Chaplaincy (ii) Games and Sports
4.	Support and contribution to the realization of national economic and social development;	Contribution to socio-economic development	i) Academic Students Affairs	(i) Academic Affairs Directorate	(i) Examinations (ii) Admissions&Students Progression
			(ii) Research&Innovation	) Research Services Directorate i) Innovation and Commercialisation Directorate	
5.	Promotion of the highest standards in, and quality of teaching and	Promotion of standards and quality in teaching and	i) Academic&Students Affairs	i) Quality Assurance Directorate ii) Academic Affairs	) Examinations i) Admissions&Students Progression

S/No.	Function	Thematic Area	Division	Directorate	Department
	research;	research	i) Research&Innovation	) Research Services Directorate i) Innovation and Commercialisation Directorate	
6.	Education, training and retraining higher level professional, technical and management personnel;	Education and training	i) Academic&Students Affairs	) Academic Affairs Directorate) Student Affairs Directorate	) Examinations i) Admissions&Students Progression) Career and Alumni
7.	Dissemination of the outcomes of the research conducted by the university to the general community	Dissemination of research	i) Research&Innovation	) Research Services Directorate	-
8.	Facilitation of life-long learning through provision of adult and continuing education	Lifelong learning through adult education	i) Academic&Students Affairs	) Academic Affairs Directorate	) Examinations i) Admissions&Students Progression
9.	Fostering of a capacity for independent critical thinking among its students;	Promote critical thinking among students	i) Academic&Students Affairs	) Academic Affairs Directorate (ii) Student Affairs Directorate	) Examinations i) Admissions&Students Progression) Career and Alumni
10.	Promotion of gender balance and equality of opportunity among students and employees;	Affirmative action among students and staff	(i) Academic&Students Affairs	(i) Academic Affairs Directorate (ii) HRM&Admin Directorate	) Examinations i) Admissions&Students Progression) HRM
11.	Promotion of equalisation for persons with disabilities, minorities and other marginalized groups.	Mainstreaming PLWD and marginalized groups	i) Academic&Students Affairs	) Academic Affairs Directorate (ii) HRM&Admin Directorate	) Examinations i) Admissions&Students Progression) HRM

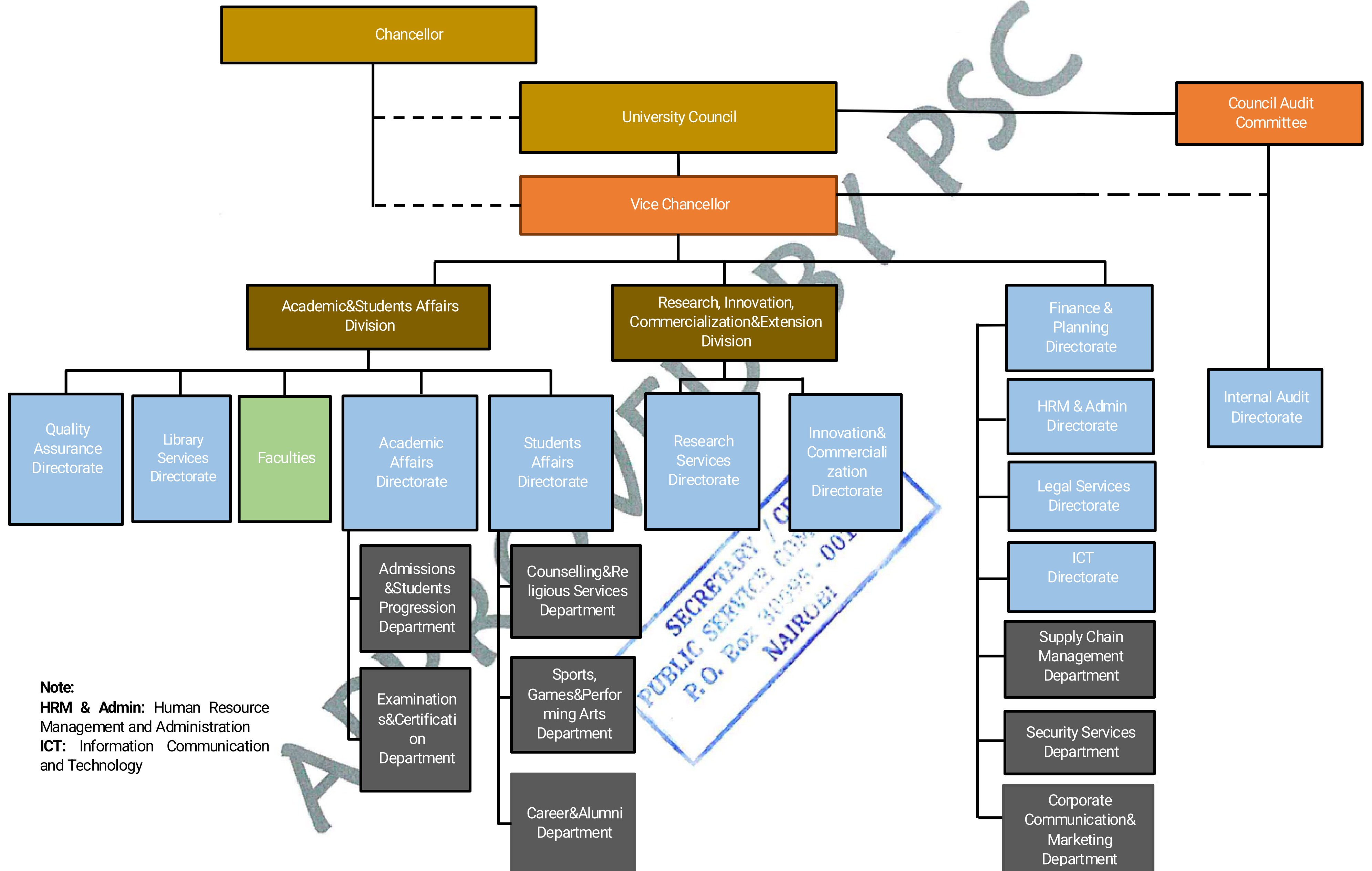
4. GENERIC ORGANIZATIONAL STRUCTURE FOR PUBLIC UNIVERSITIES

Based on the principles of organisational design, norms and standards in the Public Service and the functional analysis, two options of approved generic organisational structure for Public Universities have been derived as shown in **Figure 1** and **Figure II** comprising of the following:

Option 1

- (i) Office of the Chancellor;
- (ii) The University Council;
- (iii) Office of the Vice Chancellor;
- (iv) Two (2) technical Divisions namely:
 - 1) *Academics and Students Affairs Division* comprising of:
 - (a) Academic Affairs Directorate;
 - (b) Students Affairs Directorate;
 - (c) Library Services Directorate;
 - (d) Faculties/Schools/Institutes; and
 - (e) Quality Assurance Directorate
 - 2) *Research, Innovation, Commercialisation and Extension Division* comprising of:
 - (a) Research Service Directorate; and
 - (b) Innovation and Commercialisation Directorate.
- (v) Four (4) Directorates and three (3) Departments Reporting to VC namely:
 - (a) Legal Services Directorate;
 - (b) Finance and Planning Directorate;
 - (c) Human Resource Management and Administration Directorate;
 - (d) ICT Directorate;
 - (e) Supply Chain Management Department;
 - (f) Corporate Communication and Marketing Department; and
 - (g) Security Services Department.
- (vi) Internal Audit Directorate reporting functionally to the Board and administratively to the VC.

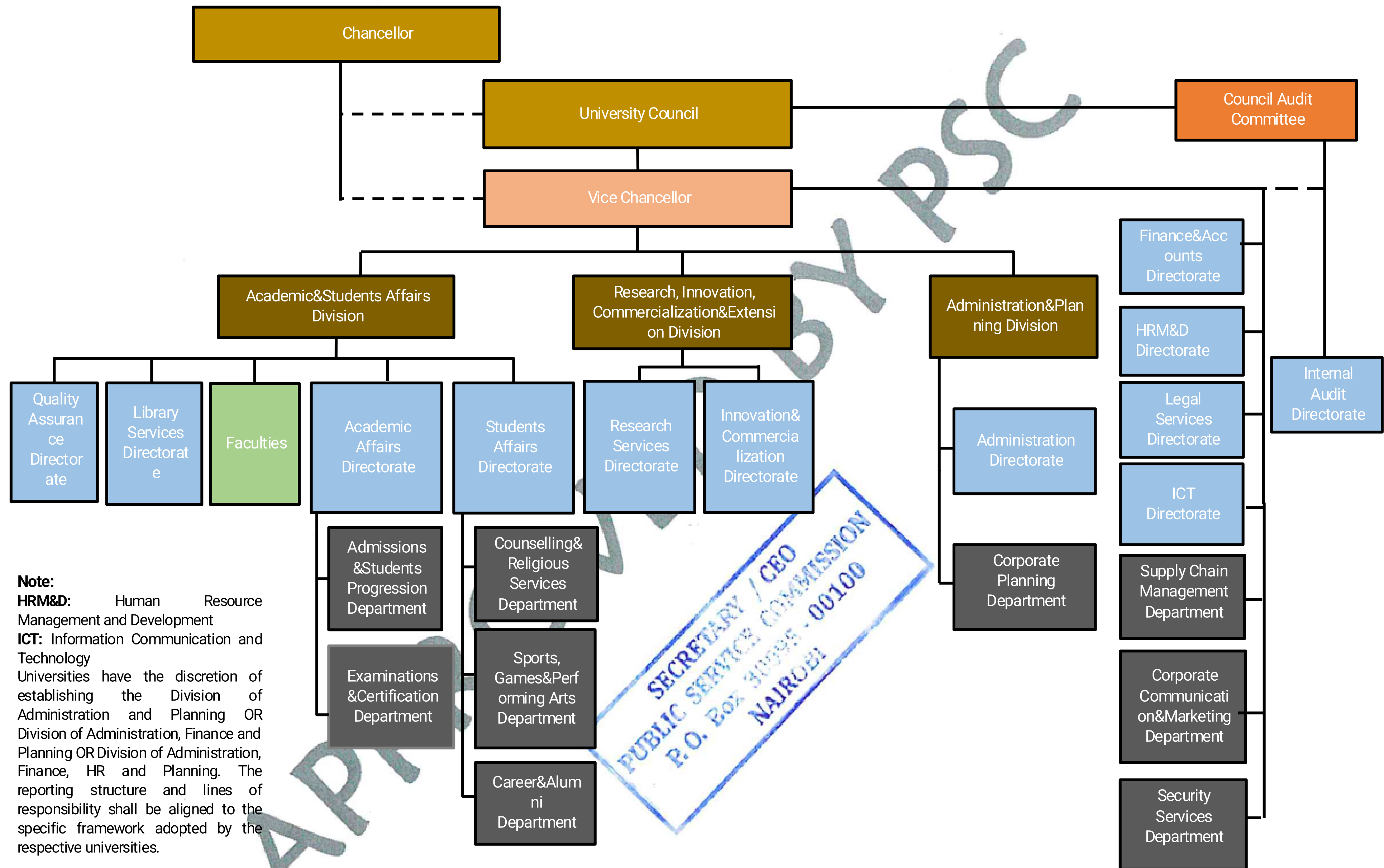
Figure I: Generic Organogram for Public Universities (Option 1)



Option 2

- (i) Office of the Chancellor;
- (ii) The University Council;
- (iii) Office of the Vice Chancellor;
- (iv) Two (2) technical Divisions namely:
 - 1) *Academics and Students Affairs Division* comprising of:
 - (a) Academic Affairs Directorate;
 - (b) Students Affairs Directorate;
 - (c) Library Services Directorate;
 - (d) Faculties/Schools/Institutes; and
 - (e) Quality Assurance Directorate
 - 2) *Research, Innovation, Commercialisation and Extension Division* comprising of:
 - (a) Research Service Directorate; and
 - (b) Innovation and Commercialisation Directorate.
- (v) Administration and Planning Division comprising of:
 - (a) Administration Directorate; and
 - (b) Corporate Planning Department.
- (vi) Four (4) Directorates and three (3) Departments Reporting to VC namely:
 - (a) Legal Services Directorate;
 - (b) Finance and Accounts Directorate;
 - (c) Human Resource Management and Development Directorate;
 - (d) ICT Directorate;
 - (e) Supply Chain Management Department;
 - (f) Corporate Communication and Marketing Department; and
 - (g) Security Services Department.
- (vii) Internal Audit Directorate reporting functionally to the Board and administratively to the VC.

Figure 2: Generic Organogram for Public Universities (Option 2)



5. APPROVED GENERIC GRADING STRUCTURE FOR THE VARIOUS CATEGORIES OF STAFF IN PUBLIC UNIVERSITIES IN THE REPUBLIC OF KENYA

(a) Definition

A Job Grade refers to a collection of jobs that are considered to be of the same value or worth. A grading structure consists of a series of grades or ranks showing the hierarchy of jobs, and through which an employee can progress. It provides for development of a hierarchy of jobs indicating the levels of expertise in different positions.

A well-designed grading structure would enable the Public Universities achieve a balance between defined roles in a particular cadre and the need for attraction, retention and career growth of employees. An optimal grading structure should neither be too short nor too long.

The development/review of grading structure is informed by various factors such as mandate, operational environment, age, size and complexity, current number of grades and geographical spread of the organisation.

(b) Underpinning Parameters

A fit-for-purpose grading structure has the following features:

- (i) Ranking of jobs from the highest to the lowest;
- (ii) Distinct and transparent grades without hidden elements or sub-grades (such as 2a, 2b, 2c) for purposes of equation and administration of salary and benefits;
- (iii) Grades and designations that are seamless across cadres in the organisation;
- (iv) Substantive designations such as Chancellor, Lecturer, Director etc. and not deployment titles such as Head of Function;
- (v) Consistent nomenclature providing for either directorship or managerial designations without combining the two in a cadre;
- (vi) Hierarchy of designations reflecting the relative seniority within and across cadres and functional areas;
- (vii) Adequate grades to facilitate differentiation of roles and facilitate integration and coordination of functions while creating room for career growth and development and mitigating against undue stagnation; and
- (viii) Equation of the Public Universities grading to the grading structure of the National Government for purposes of determining allowances payable and facilitating inter-Governmental transfers/mobility.

(c) Analysis of Current Scenario

Currently, heads of University Constituent Colleges and University Campuses are designated as Principal across various Public Universities in Kenya. The designation is not harmonised with designations of fully fledged Universities. In addition, the designation of a Principal makes it difficult to differentiate similar designations in Secondary Schools and Tertiary Institutions. Given the nomenclature “Principal of Constituent College” is provided for in the University Act, the Principal of Constituent College to be retained in line with the Act.

It is observed that public universities and University constituent colleges are currently using a 20-tier grading structure with Grade 20 as the highest for the Vice-Chancellor and grade 1 for Office Assistant as the lowest. This poses a risk of grade drift through establishment of higher grades that could be supply rather than demand driven. There is need to invert the grading structure to avoid unnecessary grade drift in Public Universities.

A comparative analysis of the grading for Academic Administrative Staff and Academic Teaching Staff in Public Universities and the grading for comparable positions in the wider Public Service reveals that some positions in the Public Universities are placed at relatively low grades. There is therefore need to harmonise the grading across the Public Universities and the wider Public Service.

Based on the underpinning parameters, norms and standards in the Public Service and situational analysis, it has been approved that Public Universities and University Constituent Colleges will adopt a 15-tier Grading Structure with Grade 1 for the Vice Chancellor being the highest and Grade 15 for Office Assistant III being the lowest grade. The grading structure will incorporate two (2) categories of staff working in public Universities: The Technical staff and Administrative/Shared Services Staff. The Technical Staff include [Academic (Management staff), Academic Teaching and Research, and Technical Support Staff in core mandate] as shown in Table 2, Table 3 and Table 4, respectively.

Table 2: Approved Grading Structure for Academic (Administrative Staff)

Current Designation	Current Grade	Current Job Group Equivalent (For purposes of allowances only)	Approved Designation	Approved Job Grade	CSG/Job Equivalent Group (For purposes of allowances only)
Vice Chancellor	20	U	Vice Chancellor	1	CSG 3/JG 'U'
Principal of University Constituent College	19	T	Principal of Constituent College	2	CSG 4/JG 'T'
Deputy Vice Chancellor	18		Deputy Vice Chancellor		
Deputy Principal of University Constituent College	17	S	Deputy Principal of University Constituent College	3	CSG 4/JG 'T'
Principal of Campus College			Principal of Campus College		

Table 3: Approved Grading Structure for Academic (Teaching/Research Staff)

Current Designation	Current Grade	Current Job Group Equivalent (For purposes of allowances only)	Approved Designation	Approved Job Grade	CSG/Job Equivalent Group (For purposes of allowances only)
Professor	15	S	Professor/Research Professor	3	CSG 4/JG 'T'
Associate Professor	14	R	Associate Professor/ Associate Research Professor	4	CSG 5/JG 'S'
Senior Lecturer	13	Q	Senior Lecturer/Senior Research Fellow	5	CSG 6/JG 'R'
Lecturer	12	P	Lecturer/Research Fellow	6	CSG 7/JG 'P'
Assistant Lecturer/Tutorial Fellow	11	N	Tutorial Fellow / Junior Research Fellow	7	CSG 8/JG 'N'
Graduate Assistant/ Teaching Assistant	10	M	Graduate Assistant I / Research Assistant	8	CSG 9/JG 'L'
Graduate Assistant	9	L	Graduate Assistant II	9	CSG 10/JG 'K'

*Assistant Lecturers in service be retained under their current terms and conditions of service.

Table 4: Approved Grading Structure for Non-Teaching Technical / Shared Services Staff

Current Designation	Current Grade	Current Job Group Equivalent (For purposes of allowances only)	Approved Merging Grades of	Approved Designation	Approved Job Grade	CSG/Job Group Equivalent for purposes of allowances only	Entry Grades
Registrars, Dean of Students, Chief Internal Auditor, Chief Legal Officer, University Librarian, Chief Finance Officer, Chief Medical Officer, Chief Supply Chain Management Officer and Equivalent	15	S	15	Registrar (core mandate) / Director (some shared services)	4	CSG 5/JG 'S'	
Deputy Registrars, Deputy Dean of Students, Deputy Chief Internal Auditor, Deputy University Librarian, Deputy Finance Officer, Deputy Chief Supply Chain Management Officer, Deputy Chief Medical Officer and Equivalent	14	R	13/14	Deputy Registrar (core mandate) / Deputy Director (some shared services)	5	CSG 6/JG 'R'	
Senior Assistant Registrars, Senior Corporate Communications and Marketing Officer I, Senior Estates Officer I,	13	Q					

Current Designation	Current Grade	Current Job Group Equivalent (For purposes of allowances only)	Approved Merging Grades of	Approved Designation	Approved Job Grade	CSG/Job Group Equivalent for purposes of allowances only	Entry Grades
Senior Hospitality Officer I, Senior Security Officer I, Senior Legal Officer I, Senior Accountant and Equivalent							
Assistant Registrars, Senior Corporate Communications and Marketing Officer II, Senior Estates Officer II, Senior Hospitality Officer II, Senior Security Officer II, Senior Legal Officer II, Accountant I and Equivalent	12	P	12	Assistant Registrar (core mandate) / Assistant Director (some shared services)	6	CSG 7/JG 'P'	
Senior Administrative Assistant I, Senior Corporate Communications and Marketing Officer III, Senior Estates Officer III, Senior Hospitality Officer III, Senior Security Officer III, Senior Legal Officer III, Accountant II and Equivalent	11	N	10/11	Senior Officer I/ Senior Assistant Officer I	7	CSG 8/JG 'N'	
Senior Administrative	10	M					

Current Designation	Current Grade	Current Job Group Equivalent (For purposes of allowances only)	Approved Merging Grades of	Approved Designation	Approved Job Grade	CSG/Job Group Equivalent for purposes of allowances only	Entry Grades
Assistant II, Corporate Communications and Marketing Officer I, Estates Officer I, Maintenance Officer I, Hospitality Officer I, Security Officer I, Legal Officer I, Assistant Accountant I and Equivalent							
Administrative Assistant I, Corporate Communications and Marketing Officer II, Estates Officer II, Maintenance Officer II, Hospitality Officer II, Security Officer II, Legal Officer II and Equivalent	9	L	9	Senior Officer II/Senior Assistant Officer II	8	CSG 9/JG 'L'	
Administrative Assistant II, Corporate Communications and Marketing Officer III, Estates Officer III, Maintenance Officer III, Hospitality Officer	8	K	8	Officer I/ Assistant Officer I/ Senior Technician	9	CSG 10/JG 'K'	

Current Designation	Current Grade	Current Job Group Equivalent (For purposes of allowances only)	Approved Merging Grades of	Approved Designation	Approved Job Grade	CSG/Job Group Equivalent for purposes of allowances only	Entry Grades
III, Security Officer III, Legal Officer III and Equivalent							
Assistant Corporate Communications and Marketing Officer I, Assistant Estates Officer I, Assistant Maintenance Officer I, Assistant Cateress I, Assistant Housekeeper I, Assistant Security Officer I, Legal Assistant I, Accounts Assistant I and Equivalent	7	J	7	Officer II/Assistant Officer II/Chief Driver/Charge hand/ Senior Clerical Officer/ Technician I	10	CSG 11/JG 'J'	Graduates Entry
Assistant Corporate Communications and Marketing Officer II, Assistant Estates Officer II, Assistant Maintenance Officer II, Assistant Cateress II, Assistant Housekeeper II, Assistant Security Officer II, Legal Assistant II, Accounts Assistant II and Equivalent	6	H	6	Assistant Officer III/Senior Driver/Senior Artisan/ Clerical Officer I/Technician II	11	CSG 12/JG 'H'	Diploma Holders Entry
Assistant Corporate	5		5				

Current Designation	Current Grade	Current Job Group Equivalent (For purposes of allowances only)	Approved Merging Grades of	Approved Designation	Approved Job Grade	CSG/Job Group Equivalent for purposes of allowances only	Entry Grades
Communications and Marketing Officer III, Assistant Estates Officer III, Assistant Maintenance Officer III, Assistant Cateress III, Assistant Housekeeper III, Assistant Security Officer III, Legal Assistant III, Accounts Assistant III, Senior Office Assistant and Equivalent							
Driver I, Clerical Officer I, Waitress/Waiter I, Cook I, Janitor I, Kitchen/Library/ Dining Hall / Hostel Attendant I, Office Assistant I and Equivalent	4	G	4	Driver I/Artisan I/Technician III/Clerical Officer II/Senior Office Assistant	12	CSG 13/JG 'G'	Professional Certificate Entry
Driver II, Clerical Officer II, Waitress/Waiter II, Cook II, Janitor II, Kitchen/ Library/ Dining Hall / Hostel Attendant II, Office Assistant II, Artisan II	3		3	Clerical Officer III/ Driver II/Artisan II/ Office Assistant I	13	CSG 14/JG 'F'	Clerical Officers Entry Entry

Current Designation	Current Grade	Current Job Group Equivalent (For purposes of allowances only)	Approved Merging Grades of	Approved Designation	Approved Job Grade	CSG/Job Group Equivalent for purposes of allowances only	Entry Grades
and Equivalent							
Driver III, Clerical Officer III, Waitress/Waiter III, Cook III, Janitor III, Kitchen/Library/ Dining Hall / Hostel Attendant III, Office Assistant III, Artisan III and Equivalent	2	F	2	Driver III/Artisan III/Office Assistant II	14	CSG 15/JG 'E'	Trade Test Holders Entry-Drivers/ Artisans Cadres Entry KCSE D (Plain) or its equivalent
Waitress/Waiter IV, Cook IV, Kitchen/Library/ Dining Hall / Hostel Attendant IV, Office Assistant IV, Artisan IV and Equivalent	1		1	Office Assistant III	15	CSG 16/JG 'D'	Office Assistants Entry KCSE D (Plain) or KCE Div. IV or its equivalent

6. GENERIC FUNCTIONS AND STAFFING LEVELS

(a) Definition

As staff establishment depicts the staffing levels that are considered optimal for the achievement of an organisation's objectives. A staff establishment is futuristic and therefore filling of established posts should be gradual rather than immediate.

(b) Underpinning Parameters

An optimal staff establishment forms the basis for staffing. Optimal staffing levels are informed by the following parameters:

- (i) Focus on core business of the organisation, while observing the 70:30 ratio of technical to administrative/shared services staff. Technical in this respect is determined by the Job rather than the qualifications as informed by the mandate of the organisation;
- (ii) The obtaining workload based on the services expected by the client to ensure optimal utilisation of staff;
- (iii) Geographical spread;
- (iv) Staffing Norms;
- (v) Outsourcing functions that are peripheral to the core business of the organisation except in special circumstances e.g., security, cleaning, courier services;
- (vi) Level of automation of the various functions;
- (vii) Resultant financial implication on personal emoluments arising from the reviewed staff establishment;
- (viii) Nature of the mandate of the organisation, whether delivery is labour or capital intensive; and
- (ix) Clear justification for each position.

(c) Analysis of Current Scenario

It is observed that both technical and shared services are staffed with Administrative Officers undertaking different roles but sharing a designation. It is therefore recommended that Administrative Officers in technical functional areas be redesignated Administrative Officers (Academics) while those in shared services to retain the designation of Administrative Officers.

The Staffing levels in most public universities are not in line with the 70:30 ratio of technical to support services staff.

Based on the underpinning parameters, norms and standards in the Public Service and situational analysis, Public Universities will be guided by the following generic staffing levels for both Governance Structure and Management Structure:

7. GOVERNANCE STRUCTURE

7.1 Office of the Chancellor

The Office of the Chancellor is established under the Universities Act. The Chancellor is the titular head of a University.

(a) Functions

The Chancellor is responsible for the following functions:

- (i) Preside over the congregation of the University and Confer Degrees, award Diplomas and Certificates and Grant other awards of the University;
- (ii) Recommend inspection or visitation of the University as per the Universities Act;
- (iii) Provide advice to the Council necessary for the betterment of the University; and
- (iv) Perform such other functions as may be provided for in the Universities Act and Charter as may be determined from time to time.

(b) Staffing

Considering the nature of the functions assigned to the Office of the Chancellor, staff will be deployed from regular establishment on need basis to provide the requisite services to the Office of the Chancellor. As such, there shall be no establishment for the Office.

7.2 University Council

The University Council is established pursuant to the Universities Act.

(a) Functions

The Council is responsible for the following functions:

- (i) Employ staff of the University;
- (ii) Approve the statutes of the University and cause them to be published in the Kenya Gazette;
- (iii) Manage, supervise, administer and account for the assets and resources of the university in such a manner as best promotes the purpose for which the university is established;
- (iv) Approve the policies of the University;
- (v) Approve the budget and determine the provisions to be made for capital and recurrent expenditure and for reserves of the university;
- (vi) Appoint Vice-Chancellors, Deputy Vice-Chancellors, Principals and Deputy Principals of Constituent Colleges in consultation with the Cabinet Secretary after a competitive process conducted by the Public Service Commission;
- (vii) Enter into association, collaboration or linkages with other bodies or organisations within or outside Kenya in furtherance of the purpose for which the university is established;
- (viii) Approve the University's Master Plan and Strategic Plan; and
- (ix) Undertake such other functions set out under the Universities Act.

(b) Committees of Council

The University Act provides that University Council may set up such committees as may be appropriate to perform such functions and discharge such responsibilities as it may determine, provided that the organs shall not delegate their principal mandate to the committees.

The Council shall establish not more than four (4) Committees constituted based on the following functional areas:

- (i) Audit and Risk;
- (ii) Governance;
- (iii) Compliance;
- (iv) Technical matters;
- (v) Strategy;
- (vi) Human Resource; and
- (vii) Finance.

(c) Staffing

Considering the nature of the functions assigned to the Council, Staff will be deployed from regular establishment on need basis to provide the requisite services to the Council Secretariat. As such, there shall be no establishment for the Council.

7.3 Senate

The Senate is established pursuant to the University Act. The Senate is responsible for the following functions: -

(a) Functions

- (i) Ensure the content of programmes leading to the award of Diploma and Certificate, conferment of Degree or other awards of the University meet set out academic standards;
- (ii) Initiate the development of Statutes regarding the eligibility and procedure for admission to Degree, Diploma and Certificate Programmes for approval by the Council;
- (iii) Initiate the development of Statutes regarding the standard of proficiency to be gained in each examination for a Degree, Diploma, Certificate or other award of the University for approval by the Council;
- (iv) Approve list of persons against prescribed standards of proficiency to be granted a Degree, Diploma, Certificate or other Award of the University for sealing by the Council;
- (v) Develop proposals relating to the conduct of the University's academic programmes or affairs for approval by the Council;
- (vi) Make recommendations to the Council regarding the establishment, abolition and reorganisation of academic units within the University;
- (vii) Make recommendations to the Council regarding the establishment, supervision, harmonisation or abolition of academic programmes in the University;
- (viii) Set dates of academic year and determine schedule of academic programmes;
- (ix) Approve academic programmes in consultation with the Commission for University Education;
- (x) Make regulations in respect of assessment and examination of academic performance of students, the conduct of examinations and approve the examination results;
- (xi) Make regulations governing the award of fellowships, scholarships, bursaries, prizes and other awards;
- (xii) Develop, implement and promote quality assurance systems and structures in academic programmes;

- (xiii) Approve admission and academic progression of students including exit, re-entry, credit and inter/intra faculty transfers and termination of studentship;
- (xiv) Receive proposals from academic boards of faculties and Institutes and to consider their recommendations and make appropriate decisions;
- (xv) Promote research and innovation;
- (xvi) Recommend regulations and procedures for the discipline, welfare and mentorship of students for approval by Council;
- (xvii) Oversee the discipline, mentorship and social wellness and psychosocial support of students;
- (xviii) Determine the general policy matters relating to academic affairs for furtherance of the academic objectives of the University;
- (xix) Promote cooperation and linkages with other Universities, industry and other relevant institutions;
- (xx) Determine the design of academic regalia and prescribe its use;
- (xxi) Recommends to Council, for good cause, withdrawal from persons any Degrees or other distinctions or titles conferred on them, and revoke any Diplomas or Certificates granted to them by the University and withdraw all privileges connected therewith.
- (xxii) Make regulations governing such other matters as are within its powers in accordance with this Charter and the Statutes.

(b) Staffing

Considering the nature of the functions assigned to the Senate, Staff will be deployed from regular establishment of the Office of Registrar (Academics) on need basis to provide the requisite services to the Senate Secretariat. As such, there shall be no establishment for the Senate.

7.4 University Management Board (UMB)

This University Management Board is established pursuant to the University Act shall be responsible for the following functions:

(a) Functions

- (i) Ensure efficient management of the human, physical, and financial resources of the University;
- (ii) Make proposals to the Council and Senate on policies that have a university wide

- application;
- (iii) Prepare budget, financial statements, and procurement plan for approval by Council;
 - (iv) Initiate capital development plans for approval by Council;
 - (v) Oversee staff and student welfare matters;
 - (vi) Develop and coordinate of the University strategic and development plans;
 - (vii) Implement Council decisions on the allocation of resources and facilities to the various units of the University;
 - (viii) Implement the University's Master Plan and Strategic Plan;
 - (ix) Monitor and evaluate University projects and the use of resources; and
 - (x) Carry out any other matters as may be prescribed by the Charter and Statutes.

(b) Staffing

Considering the nature of the functions assigned to the UMB, staff will be deployed from regular establishment of the Administration Directorate on need basis to provide the requisite services to the UMB Secretariat As such, there shall be no establishment for the UMB.

8. ORGANIZATION STRUCTURE AND STAFFING

Based on the functional analysis, Public Universities and University Constituent Colleges will be organised and staffed as follows:

8.1 OFFICE OF THE VICE CHANCELLOR

The Office of the Vice Chancellor is established pursuant to the Universities Act.

(a) Functions

The Office of the Vice-Chancellor is responsible for the following functions: -

- (i) Accounting officer of the University;
- (ii) Authorised officer of the University;
- (iii) *Ex-officio* member and Secretary to the Council;
- (iv) Responsible for the strategic and policy direction, organisation, administration and programmes of the University;
- (v) Chairperson to the University Management Board;
- (vi) Chairperson to the University Senate;
- (vii) Spearhead academic and scholarship in the University;
- (viii) Responsible for policy formulation and implementation;
- (ix) Responsible for resource mobilisation in the University;
- (x) Spearhead research and managing intellectual property in the University;
- (xi) Promote good governance in the University;
- (xii) Responsible for promotion of quality assurance and audit matters; and
- (xiii) Undertake such other responsibilities and duties as may be provided for in the Act, Charter and Statutes.

(b) Staffing

For effective execution of its mandate, the Office of the Vice Chancellor will be staffed as follows:

Table 5: Approved Staff Establishment for the Office of the Vice Chancellor

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
1.	Vice Chancellor	1	1	

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
2.	Personal Assistant	(8 and above)*	*	*To be deployed from serving officers at the University.
3.	Junior Research Fellow/Research Fellow	7/6	*	*To be deployed from serving Academic staff at the University on need basis.
4.	Assistant Director, Administration	6	1	To coordinate Council Secretariat services among other duties
5.	Senior Administrative Officer I	7		
6.	Senior Administrative Officer II	8		
7.	Assistant Director (Office Administrative Services)	6	2	To provide secretarial services
8.	Senior Office Administrator I	7		
9.	Senior Office Administrator II	8		
10.	Office Administrator II/I	10/9		
11.	Chief Driver	10	1	An additional Driver to be deployed from the pool.
12.	Senior Driver	11		
13.	Driver I	12		
14.	Senior Office Assistant	12	1	Cleaning and hospitality services
15.	Office Assistant I	13		
16.	Security Officer		*	* As advised by the Inspector General of the National Police
Total			6	

Note: Engagement of domestic staff for a Vice-Chancellor shall be in accordance with the prevailing Salaries and Remuneration Commission guidelines. The VC shall identify an officer from within the University to serve as a PA and forward the name to the Council for recommendation to the Public Service Commission for approval and determination of the Terms of the Officer during the tour of duty.

8.2 ACADEMICS AND STUDENTS' AFFAIRS DIVISION

The Division will be headed by Deputy Vice Chancellor, Academics and Students Affairs Job Grade 2 responsible to the Vice-Chancellor for management and coordination of academics and students' affairs function.

(a) Functions

The Academics and Students Affairs Division is responsible for the following functions: -

- (i) Secretary to the Senate;
- (ii) Provide strategic leadership and direction in the development, implementation and review of policies, strategies, standards, procedures and regulations of Academic and Student Affairs;
- (iii) Oversee the development and implementation of curricular and academic programmes and regulations;
- (iv) Co-ordinate student affairs and welfare;
- (v) Oversees library services;
- (vi) Co-ordinate implementation of appropriate quality assurance interventions;
- (vii) Ensure a conducive teaching and learning environment; and
- (viii) Undertake such other responsibilities and duties as may be provided for in the Act, Charter and Statutes.

(b) Staffing

For effective execution of the mandate, the Office of the Deputy Vice Chancellor, Academics and Students Affairs will be staffed as follows:

Table 6: Approved Staff Establishment for the Office of the Deputy Vice Chancellor, Academics and Students Affairs

S/ No.	Designation	Approved Job Grade	Approved Establishment	Remarks
1.	Deputy Vice-Chancellor, Academics and Students Affairs	2	1	Deployed on need basis
2.	Senior Office Administrator II	8	1	
3.	Office Administrator I	9		
4.	Driver I	12	1	
5.	Driver II	13		
6.	Office Assistant I	13	1	
7.	Office Assistant II	14		
Total			4	

8.3 ACADEMIC AFFAIRS DIRECTORATE

(a) Functions

The Directorate will be responsible for the following functions:

- (i) Develop, implement and review academic policies, regulations, systems, standards and guidelines;
- (ii) Provide secretariat services to the Senate and the Deans Committee;
- (iii) Provide liaison between Academic and Support Services;
- (iv) Ensure safe custody of academic records and handle disputes related to academic records;
- (v) Facilitate effective student registration and enrolment;
- (vi) Prepare, publish and implement the academic calendar, catalogues and examination timetables;
- (vii) Manage students' disciplinary matters of the University;
- (viii) Coordinate students' orientation;
- (ix) Oversee preparation of student transcripts and certificates, transcribing activities, admissions and clearance, compilation of academic schedules and graduation requirements.
- (x) Coordinate declaration of programmes and capacities for student placement and admission;
- (xi) Implement and advice on policies and regulations of the University touching on academic and students matters; and
- (xii) Undertake such other responsibilities and duties as may be provided for in the Universities Act.

The Directorate will further be organised into:

- (i) Admissions and Students Progression Department; and
- (ii) Examinations and Certifications Department.

(b) Staffing

For effective execution of the mandate, the Academic Affairs Directorate will be staffed as follows:

Table 7: Approved Staff Establishment for the Academic Affairs Directorate

S/No.	Designation	Approved Grade	Job	Approved Establishment	Remarks
Office of the Director Academic Affairs					
1.	Registrar (Academic Affairs)	4		1	To head the Directorate
2.	Senior Administrative Officer I (Academics)	7		2	To serve as Deans/Senate

S/No.	Designation	Approved Grade	Job	Approved Establishment	Remarks
3.	Senior Administrative Officer II (Academics)	8			secretariat
4.	Administrative Officer II/I (Academics)	10/9			
5.	Office Administrator II/I	10/9		1	To provide secretarial services
6.	Office Assistant III/II	15/14		*	*1 Officer to be deployed from the pool on need basis
	Sub-Total			4	
Admissions and Students Progression Department					
1.	Deputy Registrar (Academic Affairs)	5		1	
2.	Assistant Registrar (Academics)	6		1	
3.	Senior Administrative Officer I (Academics)	7		2	
4.	Senior Administrative Officer II (Academics)	8			
5.	Administrative Officer II/I (Academics)	10/9			
6.	Office Administrator II/I	10/9			*1 Officer to be deployed from the pool on need basis
	Sub-Total			4	
Examinations and Certification Department					
1.	Deputy Registrar (Academics)	5		1	
2.	Assistant Registrar (Academics)	6		1	
3.	Senior Administration Officer I (Academics)	7		2	
4.	Senior Administrative Officer II (Academics)	8			
5.	Administrative Officer II/I (Academics)	10/9			
6.	Office Administrator II/I	10/9		*	*1 Officer to be deployed from the pool on need basis
	Sub-Total			4	

8.4 DIRECTORATE OF STUDENTS AFFAIRS

(a) Functions

The Directorate will be responsible for the following functions:

- (i) Develop, implement and review policies and working procedures related to students' affairs;
- (ii) Plan, prepare and direct students welfare programmes and activities;
- (iii) Liaison between the University Management and the students;
- (iv) Oversee the management of students' facilities;
- (v) Coordinate Guidance, Counselling, Sports, Chaplaincy, Mentorship and Wardenship programmes and activities;
- (vi) Advise the Students Association in matters concerning its functions;
- (vii) Oversight of the students' elections;
- (viii) Supervise and coordinate all students' publications; and
- (ix) Undertake such other related responsibilities and duties as may be assigned from time to time.

The Directorate will further be organised into:

- (i) Counselling and Chaplaincy Department;
- (ii) Sports, Games and Performing Arts Department; and
- (iii) Career and Alumni Department

(b) Staffing

For effective execution of the mandate, the Students Affairs Directorate will be staffed as follows:

Table 8: Approved Staff Establishment for the Students Affairs Directorate

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
Office of the Dean, Students Affairs				
1.	Dean, Students Affairs	4	1	
2.	Office Administrator II/I	10/9	1	To provide secretarial services
	Sub-Total		2	
Counselling and Chaplaincy Department				
Counselling Services				
1.	Deputy Dean, Counselling	5	1	
2.	Assistant Dean	6		
3.	Senior Counsellor I	7	2*	*The establishment may vary across the universities based on geographical
4.	Senior Counsellor II	8		
5.	Counsellor II/I	10/9		

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
				spread number of students
	Sub-Total		3	
Chaplaincy services				
Chaplains				
1.	Senior Chaplain I	7	1*	*To be deployed on needs basis
2.	Senior Chaplain II	8		
3.	Chaplain II/I	10/9		
Imams				
1.	Senior Imam I	7	1*	
2.	Senior Imam II	8		
3.	Imam II/I	10/9		
Sports, Games and Performing Arts Department				
1.	Senior Sports and Games Officer I	7	1	Staff in the regular establishment to be complemented by outsourced services (coaches) on needs basis
2.	Senior Sports and Games Officer II	8		
3.	Sports and Games Officer II/I	10/9		
4.	Senior Assistant Sports and Games Officer I	7	1	
5.	Senior Assistant Sports and Games Officer II	8		
6.	Assistant Sports and Games Officer I	9		
7.	Assistant Sports and Games Officer III/II	11/10		
8.	Senior Sports and Games Attendant	9	1	
9.	Sports and Games Attendant I	10		
10.	Sports and Games Attendant III/II	12/11		
	Sub-Total		3	
Career and Alumni Department				
1.	Assistant Registrar, Academics	6	1	
2.	Senior Academics Officer I	7	1	
3.	Senior Academics Officer II	8		
4.	Academics Officer II/I	10/9		
	Sub-Total		2	
	Total			

8.5 LIBRARY SERVICES DIRECTORATE

(a) Functions

The Directorate will be responsible for the following functions:

- Develop, implement and review library policies, standards and guidelines;
- Oversee management of the University library resources, systems and facilities;
- Integrate new technologies and services for enhanced library resource access;

- (iv) Provide technical advice on library matters and secretarial services to the Library and Publications Committee;
- (v) Establish and facilitate use of the e-Library;
- (vi) Facilitate networking and exchange of materials of with other libraries locally and internationally;
- (vii) Oversee provision of library support services;
- (viii) Ensure equitable access to library resources across physical and virtual environment; and
- (ix) Undertake such other related responsibilities and duties as may be assigned from time to time.

(b) Staffing

For effective execution of the mandate, the Library Services Directorate will be staffed as follows:

Table 9: Approved Staff Establishment for the Library Services Directorate

S/No.	Designation	Approved Grade	Job	Approved Establishment	Remarks
Office of the Registrar, Library Services					
1.	Director, Library Services	4		1	
2.	Office Administrator II/I	10/9		1	To provide secretarial services in the Directorate
	Sub-Total			2	
Acquisition and cataloguing Department					
1.	Deputy Director, Library services	5		1	
2.	Assistant Director, Library services	6			
3.	Senior Librarian I	7		2*	*The establishment may vary across the universities based on geographical spread and number of students
4.	Senior Librarian II	8			
5.	Librarian II/I	10/9			
	Sub-Total			1	
Referencing and circulation Department					
1.	Deputy Director, Library services	5		1	
2.	Assistant Director, Library Services	6			
3.	Senior Librarian I	7		2*	*The establishment may vary across universities based on geographical spread, level of automation and number of students
4.	Senior Librarian II	8			
5.	Librarian II/I	10/9			

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
Office of the Registrar, Library Services				
6.	Senior Assistant Librarian I	7	2*	*To be deployed in other sections of the library, including Bindery, Archiving, Repository, among others.
7.	Senior Assistant Librarian II	8		
8.	Assistant Librarian I	9		
9.	Assistant Librarian III/II	11/10		
	Sub-Total		1	
	Total		5	

Note:

- (i) Where the university utilises virtual library services, the establishment will be scaled down to reflect the significant reduction in workload.
- (ii) Archival services to be domiciled in Records Management.

8.6 ACADEMIC FACULTY

(a) Functions

An Academic Faculty is responsible for the following functions:

- (i) Implement policies, strategies, standards and guidelines for the faculty;
- (ii) Develop, implement and review academic and instructional programmes;
- (iii) Establish systems for evaluation of course materials and lecturers;
- (iv) Facilitate quality programme delivery;
- (v) Establish strategic partnerships on research and academic initiatives;
- (vi) Review proposals for resource mobilisation;
- (vii) Manage academic programmes in the faculty as required by Senate;
- (viii) Review recommendations on staffing, discipline, probation, advancement and promotion of staff within the faculty for decision;
- (ix) Ensure effective and efficient utilisation and accountability of resources at the faculty; and
- (x) Undertake such other related responsibilities and duties as may be assigned from time to time.

(b) Staffing

For effective execution of the mandate, an Academic Faculty will be staffed as follows:

Table 10: Approved Staff Establishment for an Academic Faculty

S/No.	Designation	Approved Job Grade	Approved Staffing Levels	Remarks
1.	Dean		*	*One (1) academic staff in the rank of a senior lecturer and above. Dean will be elected
2.	Associate Dean (Postgraduate studies and Research)		*	*One (1) academic staff in the position of a senior lecturer and above to be deployed on need basis depending on number of programmes and students
3.	Assistant Registrar (Academics)	6	1	
4.	Senior Administrative Officer I (Academics)	7		
5.	Senior Administrative Officer I (Academics)	8		
6.	Administrative Officer II/I (Academics)	10/9		
7.	Senior Office Administrator II	8	1*	*To be deployed from HR and Administrative establishment
8.	Office Administrator II/I	10/9		
9.	Principal Clerical Officer	10		
10.	Senior Clerical Officer	11		
11.	Clerical Officer II/I	13/12		
12.	Senior Office Assistant	12		
13.	Office Assistant I	13		
14.	Office Assistant III/II	15/14	1*	
	Sub-Total		2	

8.7 ACADEMIC DEPARTMENT

(a) Functions

An Academic Department within a Faculty is responsible for the following functions:

- Develop, implement and review programme curricula;
- Conduct quality teaching and research;
- Develop proposals for mobilisation of resources for research and development;
- Initiate linkages and partnerships;
- Develop academic programmes;
- Manage the examinations process;

- (vii) Provide academic advisory and mentorship;
- (viii) Undertake student supervision;
- (ix) Facilitate student attachments and assessments;
- (x) Make recommendations with respect to staffing, discipline, probation, advancement and promotion of staff within the department; and
- (xi) Undertake such other related responsibilities and duties as may be assigned from time to time.

(b) Staffing

For effective execution of the mandate, an Academic Department will be staffed as follows:

Table 11: Approved Staff Establishment for an Academic Department

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
1.	Chairperson of Department	5	*	*One (1) academic staff of the rank of Senior Lecturer and above to be appointed and deployed.
2.	Senior Office Administrator II	8	*	*To be deployed from HR and Administration establishment on need basis
3.	Office Administrator II/I	10/9		
	Sub-Total		0	
Academic staff				
1.	Professor	3	Formula to determine number of staff is as provided below	Coordinators for examinations, timetabling, attachment, etc. to be appointed from amongst teaching staff
2.	Associate Professor	4		
3.	Senior Lecturer	5		
4.	Lecturer	6		
5.	Assistant Lecturer/ Tutorial Fellow	7		
6.	Graduate Assistant I	8		
7.	Graduate Assistant II	9		
For departments with technical services – laboratories, workshops, studios, etc.				
1.	Chief Technologist	6	To be determined based on the formula below	The actual number of technologists will depend on the number of laboratories, shared courses and geographical
2.	Senior Technologist I	7		
3.	Senior Technologist II	8		
4.	Technologist II/I	10/9		
5.	Senior Assistant Technologist 1	7		
6.	Senior Assistant Technologist II	8		
7.	Assistant Technologist I	9		

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
8.	Assistant Technologist III/II	11/10		<i>spread</i>
9.	Senior Technician	9		
10.	Technician I	10		
11.	Technician III/II	12/11		

CRITERIA FOR STAFFING ACADEMIC FACULTIES AND DEPARTMENTS

The criteria outline how to calculate the number of academic and technical staff (lecturers and technologists) per academic programme based on the Commission for University Education (CUE) University Standards and Guidelines (2014).

As a general guide staffing in Academic Departments should consider:

- (i) On-going and projected academic programmes;
- (ii) Number of course units and contact hours (lecture and practicals/clinicals);
- (iii) Separate class load and practicum / clinical hours;
- (iv) Use number of students (maximum class size per lecturer: 300 students) for physical classes; As a guide, the CUE standards provide for a minimum of 0.65 M² lecture space per student, and a maximum class size is 300 students for physical lectures and 60 students for practicals. However, for courses with clinical hours, the maximum class size is 20 students. At the time of preparing these generic HR instruments, no standards exist to guide on the maximum class size for e-learning (ODEL) classes. However, Universities will be required to conform to UNESCO and other international standards that put emphasis on ensuring a balanced interaction, support, and personalized learning experiences for students under the e-Learning systems.
- (v) Provision of Labour Laws – recommended number of working hours (40 hours per week):
 - (a) For academic teaching staff at Lecturer grade: 28 hours for teaching (actual teaching, preparation of teaching, tutorials, supervision of academic work, laboratory sessions, preparation of examination papers; marking of examination scripts), 8 hours for research, consultancy and community engagement and 4 hours for administrative roles.
 - (b) For academic research staff at Research Fellow grade: 16 hours for teaching (actual teaching, preparation of teaching, tutorials, supervision of academic work, laboratory sessions, preparation of examination papers; marking of examination scripts), 22 hours for research,

consultancy and community engagement and 2 hours for administrative roles.

- (c) Actual distribution of workload for academic teaching and academic research staff according to grades (Tutorial Fellow/Junior Research Fellow to Professor/Research Professor) will be done by individual University Councils;
- (vi) Administrative roles, research and consultancy;
- (vii) Geographical spread;
- (viii) Level of automation – e-learning;
- (ix) Graduate supervision requirements (CUE recommended load: Maximum number of students an academic staff shall supervise in any given academic year shall be: Masters - 5 and Doctorate – 3);
- (x) Thematic / specialty areas in an academic programme; and
- (xi) Where feasible, the staffing of academic programmes should conform to the CUE recommended lecturer: student ratios of 1:50 and 1:20 for theoretical- and practical-based courses, respectively.

For effective staffing of academic programmes (Undergraduate and Postgraduate), the CUE University Standards and Guidelines (2014) provides that a Bachelor's academic programme shall carry a minimum number of total instructional hours as follows:

- (i) Applied Sciences - 2240
- (ii) Arts and Humanities - 1680
- (iii) Medical and Allied Sciences - 3960
- (iv) Pure and Natural Sciences - 1785
- (v) Social Sciences - 1680

It is important that the actual number of courses per semester, total lecture hours and total practical/clinical hours are used in the computation of staffing requirements (recommended ratio for academic: technologist is 2:1).

The following examples illustrates the application of the criteria:

Table 12: Sample Bachelor's Programme

Academic Programme	No. of units	Lecture hours	Total units (8 sems)	No. of Lecturers per sem	Practical hours	Total units (8 sems)	No. of Technologists per sem
B.Sc. Agriculture	69	2085	$\frac{2085}{45}$ = 46.33	$\frac{47}{8}$ 5.875 ≈ 6	1845	$\frac{1845}{90}$ = 20.50-	$\frac{20.5}{8}$ = 2.56 ≈ 3

Recommended:	6			3
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The above can be obtained by using the following formulae:

The number of lecturers required per Bachelor's programme is given by:

$$L = \frac{A}{B * C} \quad \text{where } L = \text{number of lecturers, } A = \text{total number of lecture hours per bachelor's programme, } B = \text{number of lecture hours per course (this is 45 hours per semester) and } C = \text{total number of semesters per programme.}$$

The number of technologists required per Bachelor's programme is given by:

$$T = \frac{D}{E * F} \quad \text{where } T = \text{number of technologists, } D = \text{total number of practical hours per bachelor's programme, } E = \text{number of practical hours per course (this is 90 hours per semester) and } F = \text{total number of semesters per programme.}$$

The actual number of lecturers and technologists engaged in an academic year will be a function of student numbers registered in an academic programme. As a guide, the CUE standards provide for a minimum of 0.65 M² lecture space per student, and a maximum class size is 300 students for physical lectures and 60 students for practicals. However, for courses with clinical hours, the maximum class size is 20 students. At the time of preparing this generic HR instruments, no standards existed to guide on the maximum class size for e-learning (ODEL) classes. However, Universities will be required to conform to UNESCO and other international standards that put emphasis on ensuring a balanced interaction, support, and personalized learning experiences for students under the e-Learning systems;

Table 13: Sample Master's Programme

Academic Programme	No. of units	Lecture&practical hours	Total units (2 sems)	No. Lecturers per sem
M.Sc. Agronomy	19	795	$\begin{array}{r} 795 \\ 45 \\ \hline = 17.7 \\ \approx 18 \end{array}$	$\begin{array}{r} 18 \\ 2 \\ \hline = 9 \end{array}$
Recommended staffing guided by specialties (¼ of Bachelor's staffing)				2

Table 14: Sample Doctorate Programme

Academic Programme	No. of units	Lecture hours	Total units (2 sems)	No. Lecturers per sem
PhD in Crop Protection	8	405	$\begin{array}{r} 405 \\ 45 \\ \hline \end{array}$	$\begin{array}{r} 9 \\ 2 \\ \hline \end{array}$

			= 9	= 4.5
			≈ 9	≈ 5
Recommended staffing guided by specialties (¼ of Bachelor's staffing)				2

Note:

- (i) For Masters and Doctorate programmes, Lecturers are responsible for both lectures and practical/clinical sessions.
- (ii) It is assumed that Lecturers involved in teaching undergraduate courses are qualified to teach Masters and Doctorate programmes in an academic Department.

Additional notes for staffing academic (both undergraduate and postgraduate) programmes.

- (i) Departments are advised to use actual schedule of courses, number of course units, course lecture and practical hours in an academic programme (curriculum) to compute the number of lecturers and technologists/technicians required per semester.
- (ii) According to CUE University Standards and Guidelines (2014), the maximum **lecturer workload shall be 40 hours per week** and shall include teaching; preparation of examination papers; marking of examination scripts; tutorials; preparation of teaching; supervision of academic work; administrative work; laboratory and laboratory preparation; and research/research assignments.
- (iii) Academic establishment in a department: Allocate positions guided by the following ratio: 25% for professors (Associate Professors and Professors); 60% for Senior Lecturers and Lecturers and 15% for Tutorial Fellows. This be further broken down into: **Professor (10%), Associate Professor (15%), Senior Lecturer (25%), Lecturer (35%) and Assistant Lecturer/ Tutorial Fellow (10%) and Graduate Assistants (5%).**
- (iv) Supervision of Masters (MSc) and Doctorate (PhD) students to be considered as part of workload (40 hours per week: For academic teaching staff at Lecturer grade, 28 hours for teaching & supervision; 8 hours for research, consultancy and community outreach and 4 hours for administrative roles). For detailed distribution of working hours for academic teaching and academic research staff, for grades Assistant Lecturer/ Tutorial Fellow / Junior Research Fellow to Professor / Research Professor refer to individual University Councils.

(v) Teaching load be spread to cover undergraduate and postgraduate (MSc and PhD) courses guided by CUE standards.

(vi) CUE regulations require that all PhD programmes (curricula) be delivered through coursework, research and thesis.

It is important to note that the total staff establishment (academic and technical) is dependent upon the number of undergraduate and postgraduate academic programmes, number of students, recommended work load, working hours, geographical spread, level of automation and any other considerations directly affecting staffing.

Alternatively, staffing in academic programmes may be determined by using the total number of units per full programme. It is observed that most undergraduate academic programmes have about 64 Units. For example, Bachelor of Science in Computer Informatics has 64 units distributed across the academic years as presented below.

Table 15: Sample BSc Computer Informatics (Duration 4 Years)

S/No.	Programme	No of Units in Semester I	No of Units in Semester II	Sem III
1	BSc C I Yr 1	8	8	-
2	BSc C I Yr 2	8	8	-
3	BSc C I Yr 3	8	8	1
4	BSc C I Yr 4	8	8	-

The minimum number of Lecturers required to teach this programme from year 1-4 is calculated as follows:

- (i) Units: 64.
- (ii) $64 \text{ units} / 8 \text{ semesters} = 8.125 \approx \text{minimum number of Lecturers required is } 8.$
- (iii) Allocate a ratio of 10% for Professors; 15% for Associate Professors; 25% for Senior Lecturers; 35% for Lecturers and 15% for Tutorial Fellows and Graduate Assistants.
- (iv) The CUE allows universities to cater for up to one third ($\frac{1}{3}$) of their Lecturer requirements by employing Part-time Lecturers.
- (v) Rationalize the numbers across the grading structure based on need.

Determination of optimal staffing for the Open University using the above criteria shall also take into account the model for academic staff work load as indicated below:

(a) Contact Hours for Course Facilitation

- (i) Standard teaching hours: 4 hours per course per week.
- (ii) Virtual teaching model allows for flexibility and extended availability to learners.
- (iii) Compared to physical universities, academic staff have more contact hours due to flexible learner schedules.

(b) Additional Learner Support

(i) Learner Guidance and Support

- (a) Support provided asynchronously on Learning Management Systems (LMS).
- (b) Academic staff are required to respond to learners' queries, guide discussions, and address issues that arise.
- (c) Due to self-paced learning, additional support hours are not confined to fixed class schedules.

(ii) Office Hours:

- (a) Staff should allocate specific virtual office hours to address academic and welfare needs of the learner.
- (b) Recommended 2-4 hours weekly for open office hours.
- (c) Flexible availability through email, forums and LMS discussion boards.

(c) Asynchronous Engagement

- (i) Facilitation of discussions, forums, and peer interactions.
- (ii) Reviewing and responding to posts/questions on discussion boards.
- (iii) Monitoring student progress and providing feedback on submitted assignments.

(d) Assignment Grading and Feedback

- (i) Grading activities, quizzes, assignments, and projects.
- (ii) Personalized feedback to guide student improvement.
- (iii) Estimated workload: 2-3 hours weekly depending on student numbers.

(e) Learning Content Preparation

- (i) Ongoing preparation and updating of course materials.
- (ii) Regular updates to course resources, lecture notes, multimedia content (videos, tutorials).
- (iii) Time allocation: 1-2 hours per week.

(f) Technological and Pedagogical Engagement

- (i) Training on new LMS features and educational technology.
- (ii) Engaging in continuous professional development to enhance online teaching skills.
- (iii) Estimated time: 1 hour weekly.

(g) Administrative Responsibilities

- (i) Tracking student progress, monitoring attendance, and participation.
- (ii) Maintaining student records in the LMS.
- (iii) Coordination with technical support teams and academic administration.

(h) Overall Workload Estimate

The estimates are based on benchmarks through internet search engines.

- (i) Teaching and learner support: 8-10 hours per course per week.
- (ii) Administrative and professional development: 2-3 hours per course per week.
- (iii) Total workload: 10-13 hours per week per course.

(i) Recommendation for Workload Distribution (Teaching 2 Courses per Semester)

- (i) **Teaching and Learner Support:** If each academic staff member is to teach two (2) courses per semester, the recommended weekly workload for teaching would be 26 hours, broken down as follows:
 - (a) Course Facilitation: 4 hours per week per course, totalling 8 hours for two courses.
 - (b) Additional Learner Support: 3-4 hours per week per course, totalling 6-8 hours for two courses, to assist learners asynchronously through the LMS.
 - (c) Grading and Feedback: 2-3 hours per week per course, totalling 4-6 hours for grading assignments, providing feedback, and assessing student performance.

- (d) Course Material Preparation and Updates: 1-2 hours per week per course, totaling 2-4 hours for preparing and updating lecture materials and resources.
- (e) Consultation: Academic staff can allocate 3-4 hours per week for consultation, addressing student needs, engaging with colleagues, and offering advice to external stakeholders or institutional committees.
- (f) Community Outreach: Involvement in community outreach, such as partnerships with local organisations, public lectures, or mentorship programs, is encouraged with a recommendation of 2-3 hours per week.
- (g) Research: Facilitators are expected to dedicate 8-10 hours per week to research activities, including writing and publishing scholarly work, attending academic conferences, and conducting field research to contribute to their academic discipline.

(j) Total Workload

The overall recommended workload for academic staff teaching two (2) courses would be 39-45 hours per week, ensuring a balanced approach to:

- (i) Teaching and Learner Support: 26 hours.
- (ii) Consultation: 3-4 hours.
- (iii) Community Outreach: 2-3 hours.
- (iv) Research: 8-10 hours.

This distribution maintains a focus on quality teaching and learner engagement while allowing time for research and other academic responsibilities.

Note: This will be subject to further guidance from CUE.

8.8 QUALITY ASSURANCE DIRECTORATE

(a) Functions

The Directorate of Quality Assurance is responsible for the following functions:

- (i) Develop, implement and review policies, programmes, standards and guidelines on quality assurance;
- (ii) Design quality management systems in liaison with other university functional areas;

- (iii) Design tools and undertake internal quality assurance;
- (iv) Prepare and submit quality assurance reports to the relevant agencies;
- (v) Ensure quality curriculum development and review for the University;
- (vi) Assess quality of teaching, research and learning;
- (vii) Prepare programme assessment reports;
- (viii) Conduct capacity building among students and staff on quality assurance; and
- (ix) Undertake such other related responsibilities and duties as may be assigned from time to time.

(b) Staffing

For effective execution of the mandate, the Academic Quality Assurance Directorate will be staffed as follows:

Table 16: Approved Staff Establishment for the Academic Quality Assurance Directorate

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
1.	Director, Quality Assurance	4	*	*One (1) officer to be deployed from academic staff
2.	Deputy Director, Quality Assurance	5		
3.	Assistant Director, Quality Assurance	6	1	
4.	Senior Quality Assurance Officer I	7	1	
5.	Senior Office Administrator II	8		
6.	Office Administrator I	9		
	Total		2	

8.9 RESEARCH, INNOVATION, COMMERCIALIZATION AND EXTENSION DIVISION

The Division will be headed by Deputy Vice Chancellor, Research, Innovation, Commercialisation and Extension Job Grade 2 responsible to the Vice-Chancellor for management and coordination of research, innovation, commercialisation and extension functions.

(a) Functions

The Research, Innovation, Commercialisation and Extension Division is responsible for

the following functions: -

- (i) Provide strategic leadership and direction in the Research, Innovation and Partnerships function;
- (ii) Oversee the development and implementation of research and extension programmes;
- (iii) Oversee formulation, implementation and review of research policies, strategies, standards and guidelines;
- (iv) Spearhead resource mobilisation for research, infrastructure and extension;
- (v) Spearhead intellectual property protection and commercialisation of research output;
- (vi) Oversee the forging of strategic partnerships, collaborations and linkages;
- (vii) Undertake such other responsibilities and duties as may be provided for in the Act, Charter and Statutes.

(b) Staffing

For effective execution of the mandate, the Office of the Deputy Vice Chancellor, Research, Innovation, Commercialisation and Extension will be staffed as follows:

Table 17: Approved Staff Establishment for the Office of the Deputy Vice Chancellor, Research, Innovation, Commercialisation and Extension

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
1.	Deputy Vice-Chancellor, Research, Innovation, Commercialisation and Extension	2	1	To head the Division
2.	Senior Office Administrator II	8	1	To provide secretarial services
3.	Office Administrator I	9		
4.	Driver I	12		
5.	Driver II	13	1	To carry out driving duties
6.	Office Assistant I	13		
7.	Office Assistant II	14		
8.	Total		4	

The Division will further be organised into:

- (i) Research and Extension Services Directorate; and

(ii) Innovation and Commercialisation Directorate.

8.9.1 DIRECTORATE OF RESEARCH AND EXTENSION SERVICES

(a) Functions

The Directorate is responsible for the following functions:

- (i) Develop, implement and review policies, standards and guidelines on research services;
- (ii) Co-ordinate research services;
- (iii) Mobilise financial support for research programmes and activities;
- (iv) Liaise with relevant stakeholders to promote research in higher education;
- (v) Promote and co-ordinate publication and dissemination of research output;
- (vi) Promote management and collaboration in research linkages, programmes and activities;
- (vii) Undertake research planning and proposal development;
- (viii) Plan, coordinate and provide logistical support for research activities;
- (ix) Document research activities, innovations, intellectual properties and prepare statutory reports; and
- (x) Undertake such other related responsibilities and duties as may be assigned from time to time.

(b) Staffing

For effective execution of the mandate, the Research and Extension Services Directorate will be staffed as follows:

Table 18: Approved Staff Establishment for the Directorate of Research and Extension Services

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
1.	Director, Research and Extension Services	4	1	*To be appointed competitively from academic / research staff.
2.	Deputy Director, Research and Extension Services	5		
3.	Research Fellow	6	1	
4.	Junior Research Fellow	7		
5.	Senior Office Administrator	7	1*	*To be deployed from

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
	I			regular establishment
	Total		2	
	Grants Management			
1.	Research Fellow	6	1	
2.	Junior Research Fellow	7		
3.	Research Assistant	8		
	Total		1	
	Internationalisation			
1.	Research Fellow	6	1	
2.	Junior Research Fellow	7		
3.	Research Assistant	8		
	Total		1	

8.9.2 DIRECTORATE OF INNOVATION AND COMMERCIALIZATION

(a) Functions

The Directorate is responsible for the following functions:

- Develop, implement and review policies, standards and guidelines on research innovation and commercialisation;
- Steer research innovation and intellectual property generation, protection and commercialisation of outputs;
- Co-ordinate extension and outreach programmes for skills and knowledge transfer;
- Mobilise financial support for extension programmes and activities;
- Plan, coordinate and provide logistical support in extension and outreach activities;
- Promote collaboration in extension linkages, programmes and activities; and
- Undertake such other related responsibilities and duties as may be assigned from time to time.

(b) Staffing

For effective execution of the mandate, the Directorate of Innovation and Commercialisation will be staffed as follows:

Table 19: Approved Staff Establishment for the Directorate of Innovation and Commercialisation

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
1.	Director, Innovation & Commercialisation	4	1	*To be appointed competitively from academic/research staff.
2.	Deputy Director, Innovation & Commercialisation	5		
3.	Research Fellow	6		
4.	Junior Research Fellow	7	1*	*To be deployed from regular establishment
5.	Senior Office Administrator I	7		
	Total		2	

8.10 ADMINISTRATION AND PLANNING DIVISION

The Division will be headed by Deputy Vice Chancellor, Administration and Planning, Job Grade 2 responsible to the Vice-Chancellor for management and coordination of administration and planning functions.

(a) Functions

The Administration and Planning Division is responsible for the following functions: -

- (i) Oversee development, implementation and review of policies, strategies, standards and guidelines on Administration and Planning functions;
- (ii) Oversee the development and implementation of Administration and Planning programmes;
- (iii) Coordinate the efficient and effective management of administration services and university enterprises;
- (iv) Coordinate the preparation and implementation of university strategic plans and annual work plans;
- (v) Oversee performance and delivery of services in the University; and
- (vi) Undertake such other responsibilities and duties as may be provided for in the Act, Charter and Statutes.

(b) Staffing

For effective execution of the mandate, the Office of the Deputy Vice Chancellor, Administration and Planning will be staffed as follows:

Table 20: Approved Staff Establishment for the Office of the Deputy Vice Chancellor, Administration, and Planning

S/ No.	Designation	Approved Job Grade	Approved Establishment	Remarks
1.	Deputy Vice-Chancellor, Administration and Planning	2	1	
2.	Senior Office Administrator II	8	1	
3.	Office Administrator I	9		
4.	Driver I	12	1	
5.	Driver II	13		
6.	Office Assistant I	13	1	
7.	Office Assistant II	14		
Total			4	

Given the organisational structure scenarios, the Division may be further organised into the following one (1) Directorate and one (1) Department:

- (i) Administration Directorate; and
- (ii) Planning and Strategy Department.

8.10.1 PLANNING AND STRATEGY DEPARTMENT

(a) Functions

The Department of Planning and Strategy will be responsible for the following functions:

- (i) Develop, implement and review policies, standards and guidelines relating to the strategy, planning and advancement function;
- (ii) Develop, implement and review of the University's Strategic Plan and Service Delivery Charter;
- (iii) Coordinate corporate quality management, corporate research, knowledge management, enterprise risk management and sustainability;
- (iv) Oversee preparation and implementation of the University Performance Contracting and Productivity Mainstreaming frameworks;
- (v) Monitor and evaluate the implementation of corporate strategies to ensure alignment with institutional goals;
- (vi) Oversee the Quality Management Systems (QMS) to enhance internal processes and service efficiency;
- (vii) Ensure compliance with Standard Operating Procedures (SOPs), business processes, and best practice guidelines;
- (viii) Support institution-wide business processes re-engineering;

- (ix) Develop University work plan, Statutes and University Almanac and Calendar; and
- (x) Undertake such other related responsibilities and duties as may be assigned from time to time.

(b) Staffing

For effective execution of the mandate, the Department of Planning and Strategy will be staffed as follows:

Table 21: Approved Staff Establishment for the Department of Planning and Strategy

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
1.	Director, Planning & Strategy	4	1	To head the Department
2.	Deputy Director, Planning&Strategy	5		
3.	Assistant Director, Planning & Strategy	6	1	
4.	Senior Planning&Strategy Officer I	7	2	
5.	Senior Planning&Strategy Officer II	8		
6.	Planning&Strategy Officer II/I	10/9		
	Sub-Total		4	

STAND ALONE SHARED SERVICES DIRECTORATES AND DEPARTMENTS

8.11 FINANCE AND ACCOUNTS DIRECTORATE

(a) Functions

The Finance and Accounts Directorate will be responsible for the following functions:

- (i) Develop, review and implement policies, strategies, systems and programmes relating to finance;
- (ii) Provide advice to the University management on matters relating to finance;
- (iii) Provide efficient and accurate financial management and controls;
- (iv) Ensure conformity with the applicable international and national financial and accounting practices, standards and regulations;
- (v) Maintain accounts and financial records;

- (vi) Prepare University budget;
- (vii) Ensure efficiency in management of the University resources; and
- (viii) Undertake such other related responsibilities and duties as may be assigned from time to time.

(b) Staffing

For effective execution of the mandate, the Finance and Accounts Directorate will be staffed as follows:

Table 22: Approved Staff Establishment for the Finance and Accounts Directorate

S/No.	Designation	Approved Job Grade	Approved establishment	Remarks
1.	Director, Finance and Accounts	4	1	To be competitively sourced
Finance Department				
1.	Deputy Director, Finance	5	1	- Revenue & Budgetary - Expenditure&Financial Reporting
2.	Assistant Director, Finance	6	3	To undertake Expenditure, Financial Reporting, Budgetary, Capital, Salary, Grants, Income, Student Finance, Financial Examination, etc. *Depending on size of university
3.	Senior Accountant I	7		
4.	Senior Accountant II	8		
5.	Accountant II/I	10/9		
	Sub-Total		4	
Accounts Department				
6.	Deputy Director Accounts	5	1	To head the Department
7.	Assistant Director Accounts	6		
8.	Senior Accountant I	7	3	
9.	Senior Accountant II	8		
10.	Accountant II/I	10/9		
11.	Senior Accounts Assistant I	7	3	
12.	Senior Accounts Assistant II	8		
13.	Accounts Assistant I	9		
14.	Accounts Assistant III/II	11/10		
15.	Senior Office Administrator II	8	1*	*To be deployed if necessary to serve the Director's office
16.	Office Administrator II/I	10/9		
	Sub-Total		7	

8.12 HUMAN RESOURCE MANAGEMENT AND ADMINISTRATION DIRECTORATE (Option 2)

(a) Functions

The Directorate of Human Resource Management and Administration is responsible for the following functions:

- (i) Develop, review and implement policies, strategies and programmes relating to Administration and Human Resource management;
- (ii) Provide advice to the University on matters relating to Human Resource Management and administration;
- (iii) Coordinate Human Resource Planning;
- (iv) Manage the payroll, statutory deductions, administer employee benefits and remuneration;
- (v) Manage staff recruitment, selection, induction and placement;
- (vi) Develop and implement training and development strategies;
- (vii) Coordinate development and implementation of performance management and productivity systems and strategies;
- (viii) Administer staff medical scheme, insurance and welfare programmes;
- (ix) Oversee the management of industrial and employee relations;
- (x) Manage staff disciplinary process and grievances;
- (xi) Ensure safe custody of employee and other records;
- (xii) Oversee the use and maintenance of HR information system;
- (xiii) Serve as secretariat to the University Management Board.
- (xiv) Oversee implementation of occupational health and safety standards;
- (xv) Oversee the management of university estates, assets, infrastructure and property;
- (xvi) Oversee the management of university health facilities;
- (xvii) Oversee management of registries in the university;
- (xviii) Coordination of university events;
- (xix) Coordinate the management of all central services and outsourced services;
- (xx) Plan and provide appropriate accommodation and hospitality infrastructure and services;
- (xxi) Undertake such other related responsibilities and duties as may be assigned from time to time.

(b) Staffing

For effective execution of the mandate, the Human Resource Management and Administration Directorate will be staffed as follows:

Table 23: Approved Staff Establishment for the Human Resource Management and Administration Directorate

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
Office of the Director, Human Resource Management and Administration				
1.	Director / Registrar, Human Resource Management and Administration	4	1	
2.	Office Administrator II/I	10/9	1	
3.	Office Assistant III/II	15/14	1	To provide messengerial duties in the Directorate
	Sub-Total		3	

8.12.1 HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT DEPARTMENT (Option 1)

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
Human Resource Management Department				
1.	Deputy Director / Dep Registrar, HRM	5	1	
2.	Assistant Director, HRM	6		
3.	Senior HRM Officer I	7	1	
4.	Senior HRM Officer II	8		
5.	HRM Officer II/I	10/9		
6.	Senior Assistant HRM Officer I	7	1	
7.	Senior Assistant HRM Officer II	8		
8.	Assistant HRM Officer I	9		
9.	Assistant HRM Officer III/II	11/10		
	Sub-Total		3	
Training and Development Department				
1.	Assistant Director, HRM	6		
2.	Senior HRM Officer I	7	1	
3.	Senior HRM Officer II	8		
4.	HRM Officer II/I	10/9		
	Sub-Total		2	
Pool Staff				
5.	Senior Office Administrator II	8	*	*One per Faculty And one per Academic Department, Research & Extension,
6.	Office Administrator II/I	10/9		
7.	Assistant Office Administrator I	9		
8.	Assistant Office Administrator III/II	11/10		

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
				Innovation & Commercialisation, Finance, Exams, Admissions
9.	Principal Clerical Officer	10	*	*One to be deployed to:
10.	Senior Clerical Officer	11		
	Clerical Officer II/I	13/12		
				• Faculties • Supply Chain • Finance • HR
11.	Senior Office Assistant	12	*	*One per Directorate where there is no clerical staff
12.	Office Assistant I	13		
13.	Office Assistant III/II	15/14		

8.12.2 ADMINISTRATION DEPARTMENT

(a) Staffing

For effective execution of the mandate, the Administration Department will be staffed as follows:

Table 24: Approved Staff Establishment for the Administration Department

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
OFFICE OF THE DEPUTY DIRECTOR, ADMINISTRATION				
1.	Deputy Director, Administration	5	1	
2.	Office Administrator I	9	1	
3.	Office Administrator II	10		
4.	Office Assistant III/II	15/14	1	To serve the entire Department
GENERAL ADMINISTRATION SERVICES				
1.	Senior Administrative Officer I	7	1	UMB Secretariat, Central services, events, cleaning supervision, outsourced services, OSHA, Fleet Management, etc.
2.	Senior Administrative Officer II	8		
3.	Administrative Officer II/I	10/9	1	
Accommodation and Hospitality Services				
1.	Deputy Director, Hospitality Services	5	1	Head of accommodation and hospitality
2.	Assistant Director, Hospitality Services	6		
Accommodation Services				
1.	Senior Hospitality Officer I	7	1	To head accommodation
2.	Senior Hospitality Officer II	8		

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
				section
3.	Senior Assistant Housekeeper I	7	1	To be based on zoning of Halls and geographical spread
4.	Senior Assistant Housekeeper II	8		
5.	Assistant Housekeeper I	9	1	
6.	Assistant Housekeeper II	10		
7.	Assistant Housekeeper III	11		
Catering Services				
1.	Senior Hospitality Officer I	7	1	To head catering section in the entire University
2.	Senior Hospitality Officer II	8		
3.	Hospitality Officer II/I	10/9		
4.	Senior Assistant Hospitality Officer I	7	2	To be based on number of functional kitchens and geographical spread
5.	Senior Assistant Hospitality Officer II	8		
6.	Assistant Hospitality Officer I	9		
7.	Assistant Hospitality Officer III/II	11/10		
8.	Senior Cook	9	1	
9.	Cook I	10	5	
10.	Cook III/II	12/11		
11.	Senior Waiter	9	5	
12.	Waiter I	10		
13.	Waiter III/II	12/11		
14.	Senior Kitchen Attendant	12	3	
15.	Kitchen Attendant I	13		
16.	Kitchen Attendant III/II	15/14		
Estates and Facilities Management				
1.	Senior Estates Management Officer I	7	1	
2.	Senior Estates Management Officer II	8		
3.	Estates Management Officer II/I	10/9		
4.	Senior Assistant Estates Management Officer I	7	3	In charge of respective
5.	Senior Assistant Estates Management Officer II	8		
6.	Assistant Estates Management Officer I	9		
7.	Assistant Estates Management Officer III/II	11/10		
Artisans				
1.	Senior Artisan	11	6	Only Electrician, Electronics, Plumbing and Carpentry Artisans to be substantively hired.
2.	Artisan I	12		
3.	Artisan III/II	14/13		
Records Management				
4.	Senior Records Management Officer I	7	1	
5.	Senior Records Management Officer II	8		

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
6.	Records Management Officer II/I	10/9		
7.	Senior Assistant Records Management Officer I	7	1	
8.	Senior Assistant Records Management Officer II	8		
9.	Assistant Records Management Officer I	9		
10.	Assistant Records Management Officer III/II	11/10		
Fleet Management				
1.	Senior Transport Officer I	7	1	
2.	Senior Transport Officer II	8		
3.	Transport Officer II/I	10/9		
Drivers (Pool)				
1.	Chief Driver	10	10	*To be based on number of serviceable vehicles on need basis
2.	Senior Driver	11		
3.	Driver I	12		
4.	Driver III/II	14/13		
Central services				
1.	Senior Grounds man	12	3	A maximum of three to be substantively hired.
2.	Grounds man I	13		
3.	Grounds man III/II	15/14		
HEALTH SERVICES				
LEVEL IV HOSPITAL				
1.	Deputy Director, Medical Services*	5	1	*Must be a medical doctor
Medical staff				
2.	Assistant Director, Medical Services	6	4	Specialists
3.	Senior Medical Officer I	7		Generalists
4.	Pharmacy staff			
5.	Assistant Director, Pharmaceutical services	6	1	To head the Pharmacy Section
6.	Senior Pharmacist I	7	1	
Clinical Staff				
1.	Senior Clinical Officer I	7	6	2-day 2-night 2-off
2.	Senior Clinical Officer II	8		
3.	Clinical Officer I	9		
4.	Senior Registered Clinical Officer I	7		
5.	Senior Registered Clinical Officer II	8		
6.	Registered Clinical Officer I	9		
7.	Assistant Clinical Officer III/II	11/10		
Nursing Staff				
1.	Senior Nursing Officer I/Senior Registered Nursel	7	9	3-morning 3-afternoon 3-night
2.	Senior Nursing Officer II/Senior Registered Nurse II	8		
3.	Nursing Officer I/ Registered Nurse I	9		

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
4.	Registered Nurse III/II	11/10		
Medical Laboratory Staff				
1.	Medical Laboratory Analyst I	7	3	
2.	Senior Medical Laboratory Analyst II	8		
3.	Medical Laboratory Analyst I	9		
4.	Medical Laboratory Technologist I	7		
5.	Medical Laboratory Technologist II	8		
6.	Medical Laboratory Technologist I	9		
7.	Medical Laboratory Technologist III/II	11/10		
Pharmaceutical Technologist staff				
1.	Senior Pharmaceutical Technologist I	7	3	
2.	Senior Pharmaceutical Technologist II	8		
3.	Pharmaceutical Technologist I	9		
4.	Pharmaceutical Technologist III/II	11/10		
Health Records&Information staff				
1.	Senior Health Records&Information Management Officer I	7	2	
2.	Senior Health Records&Information Management Officer II	8		
3.	Health Records&Information Management Officer I	9		
4.	Health Records&Information Management Officer II	10		
5.	Senior Assistant Health Records & Information Management Officer I	7		
6.	Senior Assistant Health Records&Information Management Officer II	8		
7.	Assistant Health Records&Information Management Officer I	9		
8.	Assistant Health Records&Information Management Officer III/II	11/10		
Theatre staff				
1.	Senior Anesthetist I	7	1	
2.	Senior Anesthetist II	8		
3.	Anesthetist II/I	10/9		
4.	Senior Theatre Assistant I	7	1	
5.	Senior Theatre Assistant II	8		
6.	Theatre Assistant I	9		
7.	Theatre Assistant III/II	11/10		
Hospital Administration and support staff				
1.	Senior Hospital Administrator I	7	1	
2.	Senior Hospital Administrator II	8		
3.	Hospital Administrator II/I	10/9		
4.	Senior Office Administrator I	7	1	
5.	Senior Office Administrator II	8		
6.	Office Administrator II/I	10/9		
7.	Senior Hospital Attendant	12	2	
8.	Hospital Attendant I	13		

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
9.	Hospital Attendant III/II	15/14		
10.	Senior Driver	11	2	
11.	Driver I	12		
12.	Driver III/II	14/13		
13.	Senior Office Assistant	12	1	
14.	Office Assistant I	13		
15.	Office Assistant III/II	15/14		
	Total			
LEVEL III HOSPITAL				
1.	Deputy Director, Medical Services*	5	1*	*Must be a medical doctor
2.	Assistant Director, Medical Services	6		
	Clinical staff			
1.	Senior Clinical Officer I	7	6*	*For 24-hour service 2-day 2-night 2-off
2.	Senior Clinical Officer II	8		
3.	Clinical Officer I	9		
4.	Senior Registered Clinical Officer I	7		
5.	Senior Registered Clinical Officer II	8		
6.	Registered Clinical Officer I	9		
7.	Registered Clinical Officer III/II	11/10		
	Nursing Staff			
1.	Senior Nursing Officer I	7	6	2-morning 2-afternoon 2-night
2.	Senior Nursing Officer II	8		
3.	Nursing Officer II/I	10/9		
4.	Senior Registered Nurse I	7		
5.	Senior Registered Nurse II	8		
6.	Registered Nurse I	9		
7.	Registered Nurse III/II	11/10		
	Medical Laboratory staff			
1.	Senior Medical Laboratory Analyst I	7	2	
2.	Senior Medical Laboratory Analyst II	8		
3.	Medical Laboratory Analyst II/I	10/9		
4.	Senior Medical Laboratory Technologist I	7		
5.	Senior Medical Laboratory Technologist II	8		
6.	Medical Laboratory Technologist I	9		
7.	Medical Laboratory Technologist III/II	11/10		
	Pharmaceutical Technologist staff			
1.	Senior Pharmaceutical Technologist I	7	2	
2.	Senior Pharmaceutical Technologist II	8		
3.	Pharmaceutical Technologist I	9		
4.	Pharmaceutical Technologist III/II	11/10		
	Health Records&Information staff			
1.	Senior Health Records&Information Management Officer I	7	1	
2.	Senior Health Records&Information Management Officer II	8		
3.	Health Records&Information Management Officer I	9		
4.	Health Records&Information	10		

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
	Management Officer II			
5.	Senior Assistant Health Records & Information Management Officer I	7		
6.	Senior Assistant Health Records&Information Management Officer II	8		
7.	Assistant Health Records&Information Management Officer I	9		
8.	Assistant Health Records&Information Management Officer III/II	11/10		
	Hospital Administration and support staff			
1.	Senior Office Administrator I	7	*	To be deployed from HR
2.	Senior Office Administrator II	8		
3.	Office Administrator II/I	10/9		
4.	Senior Driver	11	2	To be deployed from Administration
5.	Driver I	12		
6.	Driver III/II	14/13		

8.13 LEGAL SERVICES DIRECTORATE

(a) Functions

Legal Services Directorate will be responsible for the following functions:

- (i) Develop, implement and review policies, strategies, standards and guidelines relating to the legal function;
- (ii) Review University legal instruments for consistency, alignment and compliance with the law and regulations;
- (iii) Offer legal advice and interpretation of laws to the University;
- (iv) Plan, coordinate and oversee legal services for the University.
- (v) Drafting and managing contracts and MoUs;
- (vi) Liaise with external lawyers on cases filed on behalf of and against the University;
- (vii) Offer counsel on staff and students' disciplinary matters;
- (viii) Provide custody of university legal documents; and
- (ix) Undertake such other related responsibilities and duties as may be assigned from time to time.

(b) Staffing

For effective execution of the mandate, the Legal Services Directorate will be staffed as follows: -

Table 25: Approved Staff Establishment for the Legal Services Directorate

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
1.	Director, Legal Services	4	1	To head the Directorate
2.	Deputy Director, Legal Services	5		
3.	Assistant Director Legal Services	6	1	
4.	Senior Legal Officer I	7		
5.	Senior Legal Officer II	8		
6.	Legal Officer II/I	10/9		
7.	Principal Clerical Officer	10	1	To be deployed from regular establishment and licensed as a court process server
8.	Senior Clerical Officer	11		
9.	Clerical Officer II/I	13/12		
10.	Office Administrator II/I	10/9	1*	*To be deployed on need basis to serve the Directorate
11.	Office Assistant III/II	15/14	*	*To be provided from shared service on need basis
	Sub-Total		3	

8.14 SUPPLY CHAIN MANAGEMENT DEPARTMENT**(a) Functions**

The Supply Chain Management Department will be responsible for the following functions:

- (i) Coordinate development and implementation of policies, procedures, systems, structures and frameworks for all supply chain related activities;
- (ii) Ensure adherence to contractual agreements, recommending amendments and advising vendors and users/requisitions on contractual rights and obligations;
- (iii) Process all aspects of supply chain as provided for in the Act;
- (iv) Provide advice to the University and stakeholders on all aspects of procurement strategy;
- (v) Advice on innovative approaches for enhancing efficiency in the supply chain function;
- (vi) Develop the annual procurement and asset disposal plan for the University;
- (vii) Develop supply chain governance and risk management framework for the University;
- (viii) Develop a monitoring and evaluation framework for the supply chain function;
- (ix) Conduct periodic market research and surveys of goods and services;

- (x) Secretary to supply chain committees;
- (xi) Ensure safe custody of procurement stores; and
- (xii) Undertake such other related responsibilities and duties as may be assigned from time to time.

(b) Staffing

For effective execution of the mandate, the Department of Supply Chain Management will be staffed as follows:

Table 26: Approved Staff Establishment for the Supply Chain Management Department

S/No.	Designation	Approved Grade	Job	Approved Establishment	Remarks
1.	Director, Supply Chain Management	4		1	Head of Department
2.	Deputy Director, Supply Chain Management	5			
3.	Assistant Director, Supply Chain Management	6		1	
4.	Senior Supply Chain Management Officer I	7		2	
5.	Senior Supply Chain Management Officer II	8			
6.	Supply Chain Management Officer II/I	10/9			
7.	Senior Assistant Supply Chain Management Officer I	7		1	
8.	Senior Assistant Supply Chain Management Officer II	8			
9.	Assistant Supply Chain Management Officer I	9			
10.	Assistant Supply Chain Management Officer III/II	11/10			
11.	Senior Office Administrator II	8		1*	To serve Provide Secretarial services
12.	Office Administrator II/I	10/9			
13.	Principal Clerical Officer	10		1*	To be deployed
14.	Senior Clerical Officer	11			
15.	Clerical Officer II/I	13/12			
16.	Office Assistant III/II	15/14		*	To be deployed from shared services on need basis

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
	Sub-Total		6	

8.15 CORPORATE COMMUNICATION AND MARKETING DEPARTMENT

(a) Functions

The Corporate Communication and Marketing Department shall be responsible for the following functions:

- Develop, review and implement policies, strategies, systems and programmes relating to corporate communications, public relations and marketing;
- Advise the University on matters relating to corporate affairs and marketing;
- Market the University for enhancement of the image and reputation;
- Develop content for publication in newsletters, websites, and other communication channels;
- Plan and coordinate University events;
- Initiate and enhance strategic partnerships and collaborations;
- Network and build relationships between the University and media;
- Coordinate the University's corporate social responsibility initiatives;
- Provide capacity building and guidance on protocol and etiquette; and
- Undertake such other related responsibilities and duties as may be assigned from time to time.

(b) Staffing

For effective execution of the mandate, the Corporate Communications and Marketing Department will be staffed as follows: -

Table 27: Approved Staff Establishment for the Corporate Communication and Marketing Department

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
1.	Deputy Director, Corporate Communication and Marketing	5	1	To head the Department (to appointed competitively)
2.	Assistant Director, Corporate Communication and Marketing	6		
3.	Senior Communication/Marketing/PR Officer I	7	1	For areas such as • Communications • Marketing/PR • Studio Manager
4.	Senior Communication/Marketing/PR Officer II	8		

5.	Communication/Marketing/PR Officer II/I	10/9		• TV/Radio Producer
6.	Senior Assistant Communication/ Marketing/PR Officer II	8	2	For units: Broadcast Photography Graphic Design Others
7.	Assistant Communication/ Marketing/PR Officer I	9		
8.	Assistant Communication/ Marketing/PR Officer III/II	11/10		
9.	Senior Receptionist	10	2	To serve as university receptionist
10.	Receptionist II/I	12/11		
11.	Office Assistant III/II	15/14	*	To be deployed from shared services on need basis
	Total		6	

8.16 SECURITY SERVICES DEPARTMENT

(a) Functions

The Security Services Department will be responsible for the following key functions:

- (i) Develop, implement and review policies, strategies, systems and programmes relating to university security;
- (ii) Provide advisory services to the Vice Chancellor on all security matters at the university;
- (iii) Manage, direct, control and coordinate Security matters and operations at the University;
- (iv) Identify security concerns through intelligence and investigating for prevention of potential and general criminal activities;
- (v) Ensure security through enhanced surveillance, security screening, installation of security/alarms and other security solutions in the University;
- (vi) Liaise with relevant security agents while managing security intelligence systems within and for the University;
- (vii) Protect all the property of the University;
- (viii) Plan and coordinate capacity building, periodic drills and sensitization in the University;
- (ix) Conduct investigations as requested by the University, including disciplinary matters;
- (x) Formulate, plan, control and implement the departmental strategic plan and budget; and
- (xi) Undertake such other related responsibilities and duties as may be assigned from

time to time.

(b) Staffing

For effective execution of the mandate, the Security Department will be staffed as follows:

Table 28: Approved Staff Establishment for the Security Services Department

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
1.	Deputy Director, Security Services	5	1	To head the department (to be appointed competitively)
2.	Assistant Director, Security Services	6		
3.	Senior Security Officer I	7	3	1. Integrated security systems section 2. Compliance and enforcement 3. Investigation and intelligence
4.	Senior Security Officer II	8		
5.	Security Officer II/I	10/9		
6.	Senior Assistant Security Officer I	7	2	Patrol and surveillance
7.	Senior Assistant Security Officer II	8		
8.	Assistant Security Officer I	9		
9.	Assistant Security Officer III/II	11/10		
10.	Office Assistant III/II	15/14	*	To be deployed from shared services on need basis
	Sub-Total		6	

8.17 INTERNAL AUDIT DIRECTORATE

(a) Functions

The Directorate of Internal Audit will be responsible for the following functions: -

- Develop, review and implement policies, strategies, systems and programmes relating to internal audit;
- Provide advice to the University on matters relating to internal audit, risk and compliance;

- (iii) Secretary to the Audit Committee of the University Council;
- (iv) Develop and implement the internal audit plan;
- (v) Carry out internal audits, risks and compliance assessments of the University's systems;
- (vi) Provide advice the University Management Board and Council on the appropriateness and effectiveness of internal control systems;
- (vii) Track implementation of recommendations outlined in both external and internal audit reports;
- (viii) Provide liaison with the external auditors on all audits;
- (ix) Provide guidance to university management in relation to compliance with auditors' reports;
- (x) Undertake such other related responsibilities and duties as may be assigned from time to time.

(b) Staffing

For effective execution of the mandate, the Directorate of Internal Audit will be staffed as follows: -

Table 29: Approved Staff Establishment for the Directorate of Internal Audit

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
1.	Director, Internal Audit	4	1	To head the Directorate
2.	Deputy Director, Internal Audit	5		
3.	Assistant Director, Internal Audit	6	2	
4.	Senior Internal Auditor I	7		
5.	Senior Internal Auditor II	8		
6.	Internal Auditor II/I	10/9		
7.	Office Assistant III/II	15/14	*	To be deployed from shared services on need basis
	Total		3	

8.18 INFORMATION, COMMUNICATION AND TECHNOLOGY (ICT) DIRECTORATE

(a) Functions

The Directorate of Information Communication Technology will be responsible for the following functions:

- (i) Develop, implement and review policies, strategies, standards and guidelines relating to the ICT function;
- (ii) Ensure adherence to software and hardware requirements and specifications;
- (iii) Oversee provision and maintenance of network equipment and software;
- (iv) Spearhead the digitalization and curation of curricula content;
- (v) Develop and maintain up-to-date digital resources that enhance educational delivery and support innovative teaching methods;
- (vi) Maintain and support information management and e-learning systems to ensure operational efficiency and effectiveness;
- (vii) Automate core services, manage system installations, and develop ICT systems to meet the University's operational requirements;
- (viii) Manage databases and ICT inventory, ensuring security, accuracy, and effective utilisation of assets;
- (ix) Provide technical advice on ICT matters;
- (x) Support and enhance the operations of learner support centers through ICT solutions to ensure access and flexibility;
- (xi) Prepare and manage the ICT budget, work plans, and evaluate ICT programme activities for alignment with strategic goals; and
- (xii) Undertake such other related responsibilities and duties as may be assigned from time to time.

A Data Management Unit will be domiciled in the ICT Directorate.

Data Management Unit

The unit will be headed by a Senior ICT Officer I responsible to the Director ICT for implementation of data management policies, strategies and guidelines.

The functions of the unit will entail: -

- (i) Implement Data Management policies, strategies, standards and guidelines;
- (ii) Spearhead implementation of strategies for data sharing and interoperability.
- (iii) Coordinate data gathering from various sources to support analysis efforts
- (iv) Update and maintain robust integrated data, databases, and analytical tools;
- (v) Facilitate data management research, analysis, modelling, capacity building and user awareness creation;
- (vi) Identify and resolve issues related to data accuracy, consistency, completeness and

- reliability;
- (vii) Maintain a repository of data literacy resources and materials for organisational use;
 - (viii) Process and present data in charts, graphs, and dashboards in an understandable and actionable way;
 - (ix) Generate reports and summaries to communicate insights, patterns, anomalies and trends to stakeholders;
 - (x) Collaborate with relevant stakeholders on data needs and leverage data for strategic decision-making and policy formulation; and

(b) Staffing

For effective execution of the mandate, the Directorate of Information Communication Technology will be staffed as follows:

Table 30: Approved Staff Establishment for the Directorate of Information Communication Technology

S/No.	Designation	Approved Job Grade	Approved Establishment	Remarks
1.	Director ICT	4	1	To head the Directorate
2.	Deputy Director, ICT	5		
3.	Assistant Director, ICT	6	3	
4.	Senior ICT Officer I	7	4	• Systems development and security • Data base administration • User support & Networking
5.	Senior ICT Officer II	8		
6.	ICT Officer II/I	10/9		
7.	Senior Assistant ICT Officer I	7		
8.	Senior Assistant ICT Officer II	8		
9.	Assistant ICT Officer I	9		
10.	Assistant ICT Officer III/II	11/10		
	Data Management Unit			
1.	Senior ICT Officer I	7	1	To undertake data management functions
	Sub-Total		9	

Note: Public Universities are encouraged to outsource security services on need basis.