



**HUMAN RESOURCE CAPACITY ASSESSMENT FOR HUMANITY
AND SOCIAL SCIENCES COLLEGES IN MAKERERE
UNIVERSITY**

BY

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ABSTRACT

The study sought to assess Human Resource capacity in the humanity and social sciences Colleges of Makerere University. The study also focused on analyzing the HR situation of the new colleges and how it is affecting the HR delivery of academic offerings at Makerere and then established the possible mechanisms to address the above challenges.

The study employed in-depth face to face interview method where College principals/ academic leadership and college administrators from three Colleges were interviewed. The use of an interview guide aided these interviews. The study also utilized documents review/ analysis collected from the library, internet and College HR and Registrars' offices.

It was established that growth in academic staff has not kept pace with student enrollments. The resultant capacity deficit means that vacancy rates in the university staff positions frequently run between 35 and 48 percent. Most departments had student teacher ratios below the NCHE required standards and this mismatch presented a huge challenge to the learning process as a whole. It was noted, for example, that the workload that accompanies responsibility for large student numbers imposes significant career-stalling burdens on young scholars denying them so many opportunities to advance. The anxiety that comes with such a burden, in a context that demands high standards of research productivity, discourages potential academics. The study suggests different mechanisms to mitigate challenges include: reviewing the NCHE ratios in line with the establishment, borrowing funds for infrastructural development, lifting the ban on staff recruitment especially at senior level, building the capacity of the existing Human Resources through capacity building workshops, improving communication and transparency by operationalising the communication policy, re-decentralizing the financial management system and presenting financial reports to all stakeholders for accountability purposes, making

principals members of senate and management. The researcher recommends for an immediate review of the establishment and financial management system of the university, evaluation of staff by students, monitoring of performance by coordinators, open recruitment to tap into the outside labor market and leaving academic staff to concentrate on research while secretarial work is left to administrators.